

Agenda for a meeting of the Council to be held on Thursday, 25 February 2016 at 1600 in Council Chamber - City Hall, Bradford

Members of the Committee – Councillors

| CONSERVATIVE | LABOUR | LIBERAL DEMOCRAT |
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| Ali Barker Brown Carmody Cooke Davies Eaton Ellis Gibbons Heseltine Mallinson Miller Pennington M Pollard Poulsen Rickard Shaw Smith Smith Sykes Townend Walls Whiteley | Akhtar Amran Azam Bacon Berry Dodds Duffy Dunbar Engel Farley Ferriby Green Greenwood Hinchcliffe Abid Hussain Arshad Hussain Imran Hussain Khadim Hussain Shabir Hussain Tariq Hussain Ikram Iqbal Jabar Jamil Johnson Khan Khan Lal Lee Mohammed Peart Pullen Ross-Shaw Salam Shabbir Shafiq Shaheen | Fear Griffiths Leeming N Pollard Reid Stelling Sunderland Sunderland Wallace |



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| | Slater Slater Smith Swallow Tait Thirkill Thornton Wainwright Warburton | |
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| BRADFORD INDEPENDENTS | GREEN | INDEPENDENTS |
| Ahmed | Hawarun Hussain | Hawkesworth |
| Collector | Love | Naylor |
| Karmani | Warnes | |
| F Khan | | |

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| QUEENSBURY INDEPENDENT | UKIP | INDEPENDENT |
| Cromie | Morris | Robinson |

Notes:

This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.

The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.

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

Light refreshments will be provided for Members of the Committee only.

From:

Dermot Pearson
Interim City Solicitor
Agenda Contact: Adrian Tumber
Phone: 01274 432435
E-Mail: adrian.tumber@bradford.gov.uk

To:



A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

2. MINUTES

Recommended –

That the minutes of the meeting held on 19 January 2016 be signed as a correct record (previously circulated).

(Adrian Tumber – 01274 432435)

3. APOLOGIES FOR ABSENCE

4. WRITTEN ANNOUNCEMENTS FROM THE LORD MAYOR (Standing Order 4)



(To be circulated before the meeting).

5. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Adrian Tumber - 01274 432435)

B. BUSINESS ITEMS

6. MEMBERSHIP OF COMMITTEES AND JOINT COMMITTEES (Standing Order 4)

To consider any further motions (i) to appoint members to a Committee or a Joint Committee; or (ii) to appoint Chairs or Deputy Chairs of Committees (excluding Area Committees).

7. RECOMMENDATIONS FROM THE EXECUTIVE AND COMMITTEES 1 - 300 (Standing Order 15)

7A. RECOMMENDATIONS FROM THE EXECUTIVE – BUDGET 2016/17 AND 2017/18

The Executive at its meeting on 23 February 2016 will make recommendations to Council on the Budget for 2016/17 and budget savings proposals for 2017/18.

The following reports are submitted:

- (i) Engagement and Consultation Programme in relation to the budget proposals for the 2016/17 and 2017/18 Council budget

This report and appendices provide feedback from the public engagement and consultation programme and sets out the equality impact assessments carried out on the Executive's Budget proposals for 2016/17 and 2017/18 (**Council Document "Q"**). There is particular reference to the Council's



responsibilities under Equality legislation to enable the Council to have due regard to the Public Sector Equality Duty when considering the Executive's recommendations to Council on a budget for 2016/17 and budget savings proposals for 2017/18.

(Imran Rathore – 01274 431730)

- (ii) Interim Trade Union Feedback on the Executive's Budget Proposals for the 2016/17 and 2017/18 Council Budget

This report, appendices and addenda provide detailed interim feedback from the Council's Trade Unions on the Executive's budget proposals for the 2016/17 and 2017/18 (**Executive Document "AW"**).

(Michelle Moverley – 01274

437883)

- (iii) Allocation of the Schools' Budget 2016/17

This report presents and seeks approval of the recommendations of the Schools Forum in allocating the Dedicated Schools Grant (DSG) for 2016/17 (**Executive Document "AZ"**).

(Andrew Redding – 01274

432678)

- (iv) The Council's Revenue Estimates for 2016/17 and 2017/18

This report provides details of the Council's Revenue Estimates for 2016/17 and of budget savings proposals for 2017/18 (**Council Document "R"**).

(Tom Caselton – 01274 434472)

- (v) The Council's Capital Investment Plan for 2016/17-2019/20

This report provides details of the proposed capital expenditure plans to 2019/20 (**Executive Document "BB"**). This report may require updating following the meeting of the Executive on 23 February 2016.

(Tom Caselton – 01274 434472)

- (vi) Section 151 Officer's Assessment

This report sets out the S151 Officer's assessment of the robustness of the proposed budget estimates for 2016/17 and the adequacy of the proposed financial reserves as presented in the budget proposals. (**Council Document "S"**).

(Stuart McKinnon-Evans – 01274

432800)

Note

In view of the short timescale between the Executive on 23 February and the meeting of Council on 25 February the budget recommendations from the Executive to Council will be e-mailed to all Members of Council following the Executive on 23 February and will be



published on the Council's website at www.bradford.gov.uk . The recommendations will also be circulated at this meeting of Council.

- 7B To consider any other recommendations (if any) arising from meetings of the Executive and Committees held after the publication of this agenda and prior to the Council meeting.

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



City of Bradford MDC Executive

Amended Budget Recommendation to Full Council

23 February 2016

Leader's Message

One year ago I warned that the Council was approaching a financial cliff because of ongoing Government cuts to its funding. This year we are taking another step closer to the edge. This budget sets out our financial plans up to 2017/18 at which point the Council will have found nearly £270m in cuts and extra income since 2011.

We have all worked hard to protect services under very difficult circumstances. While other parts of the country have seen childrens' centres and libraries closed, youth services cease and voluntary sector support slashed it hasn't happened here. But with cuts averaging £37m a year we are fast approaching a tipping point beyond which we will see valued services stop and those that remain scaled back. The Council will be financially unsustainable without radical changes and reductions in spending on local services. We are seeing some very difficult choices emerge in these proposals.

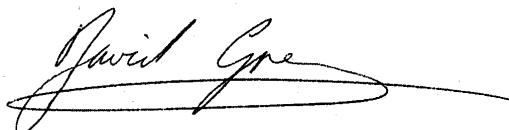
The Executive have been listening to peoples' views on our initial budget since its publication in December. Despite having limited room for manoeuvre, we have tried to respond to calls to alter specific plans or take action to minimise their impact.

The Government expects Council taxpayers to pick up the tab for the social care funding crisis. Ironically, at the same time that the Council has to propose an additional charge on Council tax to invest in social care, Airedale and Wharfedale Clinical Commissioning Group have decided that, because of pressure on NHS budgets, they will cut funding for care in Airedale and Wharfedale by over £800,000. This cut is a false economy that will increase, not reduce, financial pressures on health services.

Along with others I have urged the Government to ensure fairness in the distribution of funding after years in which the richest parts of the country have been getting the best deal; they haven't listened. The Government has found extra "transitional" money in this year's financial settlement to continue to assist the wealthiest areas but Bradford received none of this extra help and once again has to shoulder a disproportionate share of the cuts.

Recent weeks have seen the results of the failure to invest in Yorkshire's flood defences and plans to move HM Revenues and Customs Offices from Bradford with a consequent loss of jobs. Now we have more disproportionate cuts threatening local services.

Bradford District has great traditions of enterprise and ingenuity; it is moving forward and is more than capable of standing on its own two feet given time. But we need Government to play its part and work with us to help us to improve education, deliver good care and generate and sustain jobs and growth. More of the same from Westminster and Whitehall is just not good enough and can only lead to a downgrading of local services, opportunities and democracy.



Cllr David Green, Leader, City of Bradford Metropolitan District Council

Summary of Principal Amendments

The Executive recommends the following amendments to its Budget and Council Tax Proposals published on 1 December 2015.

Council Tax. The Executive recommends an increase of 1.99% in Council tax raising £600k more than its originally proposed increase of 1.6%. The additional revenue will help to meet some significant new financial pressures and to respond to issues arising from public consultation on the initial budget proposals.

Investment. A limited amount of additional investment is proposed.

- Confirmation of a further £1.5m next year rising to £3m in 2017-18 to meet increasing demand for adult social care.
- An additional £1.5m a year to meet increasing demand, rising costs and increasing complexity of cases relating to Looked After Children.

Time limited investment:

- £400K for two years to cover increasing pressures on budgets delivering the Council's legal obligations to people with no recourse to public funds that are facing destitution.
- £483K to cover the transitional costs of moving to different delivery of Children's Centres.
- £220K a year for two years to deliver transformational change in Children's Services in order to make significant savings.
- £455K to deliver the Local Plan.
- £400K to address budget pressures on Industrial Services Group.
- £300K a year for two years to recruit more travel trainers supporting cost reductions on transport.

Amended Savings Proposals. Savings of £41.5m are proposed. Changes following public consultation are proposed:

- Additional £937K in efficiencies by reducing funding for non pay price increases.
- Proposed savings on library services reduced by £237K in order to deliver fully staffed libraries at Wibsey, Wyke and Laisterdyke and hybrid staff and volunteer libraries at Baildon and Clayton.
- Proposed savings on youth services to reduce by £70K in order to retain a District wide information service.
- Proposed savings target for rent subsidies for tenants of "community facilities" to be revised down by 50% or £150K pending a review of Council support.
- Proposed charges for green waste collection to be revised down from £40 to £35 a year and a 20% early take up discount.

Clinical Commissioning Group. Airedale and Wharfedale CCG have decided to cut £822K funding for Council delivered social care services which will result in cuts to savings in the area served by the CCG and potentially lead to increased NHS costs.

Use of Reserves. The proposals recommend the use of £11.8m reserves (£11.4m in 2016/17) to support transition to much lower levels of Council spending. A further £800K of existing reserves will be deployed to support the acceleration of business rates growth through activity to prepare and bring development land to the market.

Capital. Several additions to the Council's Capital Programme are proposed including additional funding for Disabled Facilities Grant, investment in a public service hub in Keighley and continued support for equity loans to vulnerable home owners.

Shortfall. The proposals leave a forecast shortfall of £7.6M in 2017-18.

1 Introduction

- 1.1 This document is the Executive's amendment to the budget proposals detailed in Document BA "The Council's Revenue Estimates for 2016-17 and 2017-18". It summarises the impact on the Council of the Government's Financial Settlement for Local Government announced in late December 2015 and confirmed in February 2016.

It responds to the principal issues raised during consultation on the Executive's new and amended budget proposals included in the Executive Budget and Council Tax Proposals 2016-17 and 2017-18 published on 1 December 2015. It gives details of recommended amendments to the proposals in light of the consultation and other issues emerging since their publication.

2 Local Government Finance Settlement

- 2.1 The Government published its Provisional Local Government Financial Settlement for 2016 to 2017 on 17 December 2015 and its Final Settlement on 10 February 2016. Both announcements came very late in the financial planning cycle and the very short period provided for consultation gave Councils little time to analyse the potential impact and respond.
- 2.2 The Council responded to consultation on the Provisional Settlement through its membership of the Special Interest Group of Metropolitan Authorities (SIGOMA). SIGOMA argued for a fairer distribution of spending cuts given the hugely disproportionate share that has been consistently imposed on authorities with relatively high levels of deprivation compared to their wealthier counterparts. The Leader of Council also wrote to the Minister for Communities and Local Government making the case for a fairer approach to the distribution of national spending cuts, pointing out that Bradford District once again faced higher than average reductions.
- 2.3 The Final Financial Settlement confirmed that the Government would continue to subject Bradford Council to further significant cuts on top of the £172.6m that have already had to be made since 2011 and that these would once again be higher than the national average.

In total, the settlement announced cuts to the Council's funding of £46.5m over the next two years. Core grants will be cut by £42.95m and Public Health Grant by a further £2.1m. Other grants to be cut in the next financial year are Education Services Grant - £750K, Housing Benefit Subsidy Grant - £565K and Independent Living Grant – £110k.

The scale of these additional cuts along with rising demand for services and increasing costs, vindicate the Council's financial forecasts and its decision to consult on measures to find another £53.3m over the next two years. Since the publication of the initial proposals further pressures have emerged increasing the money that the Council needs to find to £61.5m - this is on top of the £27.4m savings already planned for 2016-17.

- 2.4 Despite our representations and those of others Government policy continues to impose a disproportionate share of national spending cuts on Districts like Bradford which have relatively high levels of need.

Transitional funding has been made available to a number of authorities over the next two years including Councils in some of the wealthiest parts of the country. Bradford, however, has not been allocated any transitional support.

Government figures demonstrate that over the next two years Bradford's core spending power will reduce by 5.3% compared to a national average of 3.6% and just 1.8% among the ten wealthiest comparable authorities. The cuts will be equivalent to £39.87 per person in Bradford, compared to Cuts to Spending Power will equate to £39.87 per person in Bradford compared to £12.75 per person among the ten wealthiest authorities and just £6.15 in Windsor and Maidenhead.

- 2.5 The settlement confirmed the Government's intention, signalled as part of the 2015 Spending Review, to shift responsibility for addressing pressures on social care budgets to local authorities by expecting them to increase Council tax by 2% specifically for this purpose and over and above any other increase.

3 Financial Pressures & Investment

- 3.1 The scale of the financial challenge facing the Council leaves little scope for new investment.
- 3.2 The Executive's recommendations confirm the intention set out in the initial budget proposals to allocate an additional £1.5m in 2016-17 rising to £3m in 2017-18 to meet the costs of rising demand for social care.
- 3.3 Since the publication of the initial budget proposals additional financial pressures have emerged and the Executive is recommending some investment to help to deal with critical issues.
- 3.4 Growing numbers of looked after children who are in residential placements purchased from external providers, the increased costs of their care and the growing numbers of secure placements are placing unsustainable pressure on Children's Services budgets. The average price paid for purchased residential placements has increased by nearly 9% over the last year alone.

The Executive is recommending the allocation of an additional £1.5m to help deal with the pressures and support vital services to some of our most vulnerable children and young people.

- 3.5 Additional investment of £62K is recommended to meet the increase in the levy for the West Yorkshire Transport Fund which will support activity delivering economic growth.

- 3.6 The Executive is also recommending that the following time limited investment is made in order to address financial pressures:
- £400K p.a. for two years to cover increasing pressures on budgets delivering the Council's legal obligations to people with no recourse to public funds that face destitution. This is effectively an issue arising from failures in national policy for which the Council is left to pick up the bill.
 - £483K to cover the transitional costs of moving to a different model of delivery for Children's Centres.
 - £220K p.a. for two years to deliver transformational reform of Children's Services and make significant savings.
 - £455K to deliver the Local Plan.
 - £400K to assist the Industrial Services Group in addressing budget pressures.
 - £300K p.a. for two years to recruit more travel trainers which will support the delivery of budget savings on transport costs.

- 3.7 A national tribunal ruling on the business rates payable for purpose built GP surgeries has led to a number of appeals for the Council to pay back previous years' overpayments. While the full picture is still emerging it is currently estimated that the cost of appeals will run to £7m. The Leader of Council has written to NHS England urging them to ensure that this windfall income is re-invested in frontline health services.

The ruling for purpose built GP surgeries will also have an on-going reduction to the Council's business rates income of £0.9m a year.

- 3.8 Within the last ten days Airedale and Wharfedale Clinical Commissioning Group (CCG) have indicated that they intend to cut £822K of Better Care Funding that is currently being used to support the delivery of Council services to vulnerable people.

The Executive, having had to budget for significant cuts since 2011, appreciates the pressures on health budgets resulting from Government policy and its re-definition of the scope of NHS services to be protected from spending cuts. Nevertheless the withdrawal of this contribution is a mistake and a significant false economy that will directly impact on services to the people of Airedale and Wharfedale and increase NHS costs.

The Council will be unable to properly support timely discharges of patients at Airedale Hospital, there will be less intervention for people in crisis which will potentially increase hospital admissions and there will be a knock on effect on the levels of mental health care support that the Council can provide. There is a high likelihood that this will result in increased pressure on health services.

Now, more than ever, the health and care systems have to work together recognising their mutual interdependence and the need to maximise the use of all our assets and resources. The Council will continue to talk to Airedale and Wharfedale and the District's other CCGs' about the benefits of their contributions to social care but any withdrawal of funding will

inevitably reduce services to vulnerable people in the areas that they serve leading to minimum levels of provision that will almost certainly lead, in turn, to increased costs to the NHS.

4 Council tax

- 4.1 The Executive's initial budget proposals recommended an increase in general Council tax of 1.6% and the introduction of a new charge or precept as proposed by Government that will be used specifically to contribute to the costs of social care and adds a further 2% to Council tax bills.
- 4.2 The Executive continues to recommend that a 2% precept be added to Council tax in order to support Social Care. This reflects Government policy although the sum that the precept will raise will be insufficient to address the social care funding crisis especially when accounting for the costs of implementing the National Living Wage in the care sector which will dwarf the amount of income raised by the precept.
- 4.3 In the light of the significant financial pressures that have emerged since publication of the initial proposals and in order to respond to some of the issues arising from public consultation the Executive now recommends a 1.99% increase in Council tax next year. This will raise £600K more than the increase recommended in the initial proposals.
- 4.4 Recommending increases to local taxes is not something that the Executive takes lightly. However it is clear that the Government expects local authorities to increase Council tax in order to plug gaps in funding caused by spending cuts and, in particular, to support social care services.

Given the enormity of the ongoing cuts to the Council's budgets and our responsibilities to protect the well being of the most vulnerable children and adults in the District and to build a stable and sustainable financial base for the future the Executive believes that increasing Council tax is the only way to provide some degree of protection to services. Cuts and changes will still have to be made but without the increase the reductions in services would have to be greater.

- 4.5 Bradford Council tax will continue to be the lowest in West Yorkshire. The total increase including the social care precept will be 3.99% adding £3.83 a month to the average Council tax bill.
- 4.6 The recommended increase in Council tax does not include any charges added to Council tax by the Police and Fire and Rescue Services which will be in addition to the increase for Bradford Council services including the social care precept.

5 Savings

- 5.1 The recommended budget identifies savings of £17.3m in 2016-17 and a further £24.2m in 2017-18 in addition to £27.4m of measures already identified and agreed for implementation in 2016-17.

- 5.2 The initial budget proposals provided for 1% inflation on Departmental non-staffing budgets. The Executive is recommending that the initial provision should be reduced to 0.5% saving a further £937K.
- 5.3 In the light of consultation feedback the Executive recommends the following changes to the savings in its initial budget proposals:
- Overall proposed savings to library budgets to be reduced by £237K
 - Savings targets for rent subsidies for tenants of community facilities to be revised downwards by to £150K pending the outcome of a comprehensive review of subsidy and support that will also cover rates rebates, community centre core costs and residual community development funding.
 - Proposed savings to youth services to be reduced by £70K.
 - Income targets for green waste collection to be reduced by £150K on an ongoing basis and an additional £210K for 2016-17.
- 5.4 Since 2011, the Council has had to find £172.6m in savings and additional income in order to balance its books in the face of Government spending cuts, rising demand and increasing costs. In doing so the protection of frontline services has been a paramount consideration and the vast majority of savings, over £112m, have been made through improved efficiency, re-negotiation of contracts, reductions in management and administration costs. Financial contributions from partners have also helped to protect services.

This budget recommendation will deliver further efficiencies and reductions in management and back office costs. However the scope for these measures to continue to be deployed to protect services is reducing and is limited when compared to the scale of the ongoing cuts demanded by Government.

Inevitably, the budget recommendation includes difficult choices about services, how they are provided and who for, to what standard and level of subsidy or whether they are provided at all. It is impossible to protect all aspects of all services in all parts of the District or to provide immunity from the impact to any specific community or group of people.

6 Reserves

- 6.1 The Executive is recommending the use of £11.4m of reserves in 2016/17 and a further use of £475K in future years. The use of reserves will support the transition to much lower levels of spending and changes to the way that services are delivered and provide time limited investment to address financial pressures and priorities.
- 6.2 The recommended use of reserves recognises the fact that the spending cuts continue to be on such a scale that the Council can't do everything it needs to do to secure corresponding reductions in costs and activity over the short-term. The recommendations are consistent with the Council's long standing policy only to use reserves to:

- Provide transitional support to changes in the way the Council works because some changes can't be made in the short-term.
- Fund short-term activity that contributes to priorities.
- Support investment that pays for itself over time
- Meet unexpected costs.

- 6.3 The Council's responsible approach to the management and deployment of its reserves means that some funding is available to support the transition to much lower levels of spending and the different approaches to delivering services and securing positive outcomes that this will demand.
- 6.4 The budget recommendation leaves a forecast balance of unallocated reserves of £13.7m by March 2018. The Council will continue to keep the level and use of reserves under close scrutiny.

7 Budget Consultation – General Issues

- 7.1 The initial budget proposals have been subject to extensive consultation with a wide range of stakeholders including the public, staff and trade unions, public, private and voluntary sector partners and other interested parties. The Executive thanks everyone who has taken part for their contribution to the debate.
- 7.2 As in previous years, the consultation has demonstrated the value that people and partners attach to Council services and investment and the support the Council provides to local communities.
- 7.3 While the proposals raised many concerns few alternative reductions were suggested. Where alternatives were identified these included improving efficiency and reducing management costs, cutting the numbers of councillors and cutting back office support services.

Efficiency and administrative savings of over £112m have been made since 2011 including reductions of over £1.1m in senior management costs. The Council continues to bear down on costs and the amended budget recommendation includes further measures to improve efficiency including a new proposal to further squeeze Departmental budgets by reducing provision for inflation on non staffing costs. There is a limit though to the extent to which efficiency savings can be delivered without adversely affecting services.

The recommendations include reductions to support services on top of the significant savings made in those areas over recent years but it is important to recognise that many of the savings will require significant expertise and support to deliver. Without the retention of in-house expertise the only alternative is to use external consultants and advisers.

The Council is currently undertaking a review of the role of elected members which is taking into consideration the numbers required in the changing local government environment.

- 7.4 **Rationale.** Some people have questioned the underlying rationale behind the budget. In its initial proposals the Executive spelled out the principles

governing the difficult choices it is being forced to make however it is worth repeating them in response to the consultation.

Since the onset of national spending cuts in 2011 we have sought to maximise the savings delivered through efficiencies and to minimise and mitigate the impact on our most vulnerable residents while maintaining our focus on our priority goals:

- Good schools and a great start for all our children
- Better skills, more good jobs and a growing economy
- Better Health and better lives
- Safe, clean and active communities
- Decent homes that people can afford to live in.

This year is no different and the development of the proposals has been guided by the following principles:-

- Strong and transparent leadership looking to the future, not just the present.
- Working closely with other public bodies, local people and communities, business and other organisations to integrate and plan local services, share resources and deliver results.
- Reducing demand for services by changing expectations and behaviour and promoting the involvement of individuals, families and communities in achieving outcomes.
- Investing in prevention and early intervention
- Reducing inequality
- Devolution - taking decisions at the most appropriate level.
- Delivering value for money.

7.5 Impact on vulnerable people. Concerns have been expressed about the cumulative impact of budget cuts on the most vulnerable people. We share those concerns and our initial proposals spelled out the likely impact of large scale ongoing cuts on our communities and vulnerable residents and the action we will take to mitigate them. Spending on the most vulnerable children and adults accounts for a large proportion of the Council's net expenditure so it is impossible to protect those service areas in their entirety when faced with the need to make big savings.

Increasingly, the Council has to focus resources on people with the greatest levels and highest complexity of need while trying to find the capacity to innovate and invest in measures that prevent people developing complex needs in the first place. This presents a dilemma at a time of rapidly reducing resources and rising demand and it is one that the Council cannot solve alone. We need to work closely with individuals, families, communities and partners to make the most of all our resources and all our opportunities if we are going to improve outcomes for all and prevent the most vulnerable from falling through the gaps created by national spending cuts.

7.6 Geographic Distribution of Spending Cuts. Some people have suggested that certain parts of the District have been targeted for a disproportionate share of cuts. This is not the case. The cuts affect all

areas but in different ways. Since 2011, outer areas have been affected more than others by public toilet closures, cuts to floral displays, reductions in town centre management, closure of Manor House museum and the re-location of registry offices. However, the only pool to close has been in Manningham and the only library in Heaton; City Centre events have been cut by over £300,000 while the majority of low income people affected by the need to pay Council tax for the first time live in the inner city and on outer social housing estates; changes to children's centres and mobile library services have affected communities right across the District.

Much of the Council's budget is spent on universal services that are used by everyone like refuse collection, recycling, highways and street cleaning or on services like planning that are available to everyone as and when they need them. The Council has worked hard to ensure that these sorts of services are protected where possible although this is becoming increasingly difficult to achieve and people will feel the impact wherever they live in the District.

Budget Consultation – Service Specific Issues

8 Adult Social Care.

- 8.1 Concerns have been expressed about the need to find savings in social care services. The Executive acknowledges those concerns and, although it has no option but to recommend some measures to reduce costs, it also continues to invest in support for vulnerable adults.
- 8.2 The Executive confirms its intention to invest an additional £1.5m in 2016-17 rising to £3m in 2017-18 to help meet increasing demand for social care services. This will bring the additional funding provided to meet rising demand to around £30m since 2010.
- 8.3 The Executive recommends that a social care precept be added to Council tax bills as outlined in para 4.2. The precept will raise an extra £3m a year for the next two years to be spent only on adult social care. In introducing this measure as a solution to the social care funding crisis the Government is effectively abdicating its responsibilities and shifting the responsibility for addressing that crisis on to local authorities and local taxpayers.

The reality is that the precept alone is wholly insufficient to meet the District's growing needs. It is no solution to funding the National Living Wage in the care sector, the estimated costs of which far outweigh the income raised through the precept.

Furthermore, the measure favours those authorities with the highest local tax bases so that Wokingham Council, serving the wealthiest District in the country, is set to be the greatest net gainer while those places with the largest numbers of people relying on state funded care will raise the least by introducing the precept.

The Association of Directors of Adult Social Services, the NHS confederation, the Care Provider Alliance and the Care and Support

Alliance have made clear their views on the inadequacy of the settlement in a letter to George Osborne, Jeremy Hunt and Greg Clark:

“Ultimately the package put forward for social care will not enable us to fill the current gap in funding, cover additional costs associated with the introduction of the National Living Wage nor future growth in demand due to our ageing population.”

- 8.4 The budget recommendation also retains significant capital investment for the development of improved accommodation for older and vulnerable adults as part of the Great Places to Grow Old programme.
- 8.5 The Local Government Financial Settlement increased the funding available for Disabled Facilities Grants (DFG). This potentially provides the opportunity for the Council to reduce its own contribution and save on capital borrowing costs however, given the importance of the issue locally and our commitments to assisting people to live independently in their own homes, the Executive recommends that it maintains its current levels of commitment to investment in DFG.
- 8.6 **Impact on vulnerable people.** Consultation on the savings proposed for adult social care have identified some concerns that the most vulnerable people would be disproportionately affected, low income groups would be hit worst by increased charges and that measures to promote self care and independent living could lead to inequalities and isolation for vulnerable individuals.
- 8.7 Adult and Community Services is the biggest spending Council Department and given the size of the cuts in Council funding it has to be required to reduce spending and change the ways it delivers services. In its initial budget proposals the Executive acknowledged that there is some level of risk attached to the delivery of these savings.

It is a fundamental principle of all the related savings proposals that they are only implemented after a comprehensive review of individual needs and circumstances is undertaken and action to mitigate risks is identified. Where charges apply they will be based on assessment of the individuals' ability to pay and the emphasis within the proposals on direct payments and personal budgets will promote greater choice for service users over the type of care they receive. Where service levels are reduced for example, in supported housing, safeguards will be in place to protect the most vulnerable people.

- 8.8 **Service Restructure.** Proposals to reduce staffing by 80 full time equivalent posts have led to concerns that there will be a negative impact on service delivery. The Executive understands these concerns and the Council will work closely and consult with all interested parties before any changes to service delivery are made.

- 8.9 The implementation of the recommendations will see Adult and Community Services continue to account for around 30% of net Council spending.

9 Children's Services

- 9.1 Representations have been made about the cumulative impact on children and young people of year on year budget cuts. The Executive has already made clear that ongoing large scale cuts to Council budgets will inevitably have an impact on services across the board forcing some difficult decisions to be made and has repeatedly raised these concerns with Government.

Despite very difficult circumstances the Council has, in recent years, invested in school leadership, in additional resources to tackle child sexual exploitation, in early support to families through Better Start and Families first, in improving services to the point where we no longer have any children awaiting adoption, in retaining a District wide network of Children's Centres and in measures to reduce youth unemployment. We have worked hard to find new models of delivering services that reduce costs while maintaining and improving outcomes.

Children's Services, like Adults and Community Services, is one of the biggest spending Council Departments and it is not possible to make savings on the scale demanded by cuts to Council grants without reducing costs in this area. In proposing savings the Council will continue to place the interests and welfare of vulnerable children and young people first and safeguard and support looked after children ensuring that their needs are assessed on a case to case basis. We will keep seeking solutions that improve outcomes where possible and that minimise the impact on frontline services.

- 9.2 **Looked After Children.** The Executive recommends the investment of and extra £1.5m to address budget pressures relating to Looked After Children (LAC) as explained in para 3.4. The emergence of these pressures demonstrates the necessity of taking appropriate action to reduce the numbers of LAC as a key element of the Council's budget strategy. Consultation has identified some concerns that the proposals to reduce LAC could put vulnerable children at risk.

The proposals for reducing LAC numbers are based on the adoption of an effective system of early intervention that works with children and families at an early stage to help prevent the need for children to become looked after. There is evidence from other authorities that have implemented this approach that LAC numbers can be reduced safely. Costs can also be reduced by taking steps to ensure that more children are cared for within the District and by specialist foster carers rather than in residential homes. The Council will address the issue on a case by case basis with the welfare of children and young people continuing to be its paramount concern. Early help for families will support adults into training and employment with the aim of improving their outcomes and reducing child poverty.

- 9.3 **Special Educational Needs & Disabilities (SEND) Services, Education Social Work, Behaviour Support.** Some responses to consultation have suggested that proposals to change the delivery of SEND would have a detrimental impact on children and families receiving the services. Other concerns were expressed about proposed changes to Education Social Work and Behaviour Support and a perceived lack of clarity about what changes would be made.

The proposed changes to the delivery of SEND services should be seen in the context of the shift to a school led model of improvement and support as opposed to the traditional delivery of services by the local authority. There will be some savings as a result of reduced management costs to the Council but the existing resource for delivery of SEND services will transfer to schools. Schools, children and families will continue to be able to access services.

In relation to Education Social Work and Behaviour Support, the proposal will re-structure services to deliver a more joined-up approach to meeting the needs of vulnerable young people rather than dealing separately with different issues affecting the same individual. Existing expertise will be retained and move into a new model that will build services directly around the needs of the child.

- 9.4 **Impact on young people Not in Education Employment or Training (NEET).** Concerns have been raised that reductions in funding for work with NEET young people could lead to an increase in their numbers and strip out voluntary and community sector (VCS) activity in this area. The initial budget proposals were honest about the potential for NEET numbers to increase as a result of Government cuts. The Council and its partners will continue to invest through Get Bradford Working in support for those young people who are furthest from the Labour market and funding will continue to be available to deliver outcomes through the VCS albeit at reduced levels.

- 9.5 **Programme Support.** The changes required by savings proposals for children's services are transformational and will require high levels of professional expertise to deliver across social care, specialist services, support for educational attainment and employment and skills. Without that expertise there is a high risk that savings will not be delivered on time or on the scale needed. The Executive recommends the allocation of £220k p.a. for two years to support staff in delivering this extensive programme of change.

10 Environment, Sport & Culture

- 10.1 **Alternate Weekly Bin Collections.** Contrasting views have been expressed about proposals to move to alternate weekly bin collections. Some people have raised concerns that the move could lead to increased fly tipping and may also disadvantage larger families. Other people have welcomed the proposal.

The principle behind the proposal is to cut the amount of waste we produce and reduce the amount that goes to landfill by recycling more. By

doing this we save money and reduce the negative environmental impacts of waste disposal. If we can switch 10% of waste from landfill and incineration to recycling we can save taxpayers over £1m a year. The Council will continue to make weekly collections from households but of different materials an alternate weeks.

These changes have been made in many other places and there is no evidence that they have led to increases in fly tipping. Larger families are entitled to larger bins so should not be disadvantaged in any way.

In order for the policy to be successful people need to be able to understand properly what is being proposed and its benefits. This is why we are adopting a phased approach to the introduction of alternate week collections, investing in a campaign of information and awareness and using waste advisers to work together with local people to explain what materials can be recycled and help them to play their part in reducing costs and improving the environment.

10.2 **Green Waste Collections.** Some support has been expressed for the introduction of charges for green waste collection. The service is currently free yet only available to certain households. The Executive proposal will make the service available to all accessible households that want it. Following consultation the Executive is recommending the following changes to its initial proposals:

- The reduction of the annual charge from £40 to £35.
- The introduction of a 20% early take up discount.

10.3 **Libraries.** Proposals to extend the network of community managed libraries to all but seven branches have led to concerns being expressed about the capacity of volunteers to run services particularly in libraries where there are longer opening hours. There have also been perceptions of unfairness in the geographical distribution of staffed libraries and concerns about the potential impact of library closures on educational outcomes. It has been suggested that hybrid models be developed using a mixture of staff and volunteers and that more should be done to generate income.

10.4 Clearly many people value their local libraries. The Executive has listened to their views and, while we are not able to respond to every single concern, we are recommending the following changes to our initial proposals:

- The extension of the proposed network of seven fully staffed libraries to ten based on the principle that there should be two in each constituency. This policy means that Wibsey, Wyke and Laisterdyke libraries, which are open 45 hours or more, will continue to be fully staffed.
- The retention of Wibsey, Wyke and Laisterdyke would leave Baildon as the only library open 45 hours or more that is not staffed. In response to concerns that libraries with longer opening hours should not be wholly run by volunteers the Executive recommends that Baildon becomes a hybrid library run by a mixture of paid staff and volunteers

even though this brings the number of council staffed libraries in Shipley constituency to three. We will continue to work with Baildon Parish Council to secure a sustainable model of provision.

- While the City centre library is technically located in Bradford West Constituency we accept that it serves the whole District and is no closer to the outer parts of Bradford West than it is to many other areas that are in different constituencies. The Executive is therefore recommending that the proposed network in Bradford West should be strengthened by affording hybrid status to Clayton Library.
- Among the responses to the consultation was a detailed alternative proposal that included recommendations to increase charges or to introduce new charges for a range of library services. The Executive wants to ensure that charging policies do not undermine the principle of universal access to library services and for that reason is unable to endorse many of the measures presented in the alternative proposal. We do however recommend the introduction of charges for reservations (free for under 16s and over 60s) and the provision of donation boxes.

These proposed changes will protect services in the specified locations over the two year period of this budget recommendation. The future projections for Council funding continue to be bleak and with more Government spending cuts scheduled after 2018 it would be dishonest to pretend that we can guarantee that services will remain unchanged beyond the period in question.

In order to make these changes the Executive proposes to reduce the savings that the Library Service is required to make over the next two years by £237K through removing proposal 3E17 relating to operational efficiencies and reducing the savings target attached to community management of libraries by £100K.

- 10.5 Over the last five years some Councils have targeted libraries for spending cuts and nationally there were 100 closures of static libraries last year alone. Since 2011, Bradford Council has sought to protect and sustain services where possible with only one static library closure affecting one of its smallest and least used libraries and the cessation of the costly and relatively little used mobile library service. In order to sustain the current network into the future the Council will have to work together with local organisations and communities to move the remainder of the branch library network to community management.

The District has already established successful models of community management and there are many more examples across the country; it can be done and we will work with people to help them on the way. Without the extension of this approach services will not be sustainable. It may also be the case that in order to sustain services they have to be located in different buildings to those that people are used to.

Some of our existing community managed libraries have requested that they are provided with the same offer of Council support that is now being given to communities to help sustain the current network and the Executive agrees that this should be the case.

- 10.6 **Youth Services.** Proposed reductions to youth services budgets have attracted a significant number of comments and some alternative proposals from the public and the trade unions. In particular, concerns have been raised about the potential impact on the Youth Information Service and the potentially disproportionate impact on vulnerable and low income young people who may be unable to access digital information services.

Proposed changes to the balance between full time and part time ward youth workers raised concerns; a number of respondents also raised concerns about changes to provision for the Duke of Edinburgh's Awards.

- 10.7 Having considered the consultation responses the Executive recommends that its original savings proposal for the Youth Service should be reduced by £70K. This will allow the retention of two additional full time youth information posts to support the delivery of a District wide information service.

The Executive also proposes to retain four full time constituency based Youth Workers from a proposed reduction of five posts, with corresponding reductions made to part time budgets.

The Council will work with Regional Duke of Edinburgh Awards Office to find a solution that will be at no cost to the Council and will ensure that some provision remains that is not tied to schools.

- 10.8 A large number of responses related to the future of Shipley Youth Café and asked for it to be retained. The Executive can confirm that the Youth Café will continue to be provided in Shipley from a new location a short distance away from the current building which will make savings on running costs.

- 10.9 **Tourism & Visitor Information Centres.** Some concerns have been raised about proposals to make significant savings by reducing the number or operating hours of Visitor Information Centres. The Council is about to start consulting on an operational review of tourism in Bradford District which will form part of its wider strategic approach to the delivery of tourism services and marketing of the District as a visitor destination including exploring the potential for some services to be delivered digitally. Services will have to deliver savings and so the Executive recommends the retention of a savings target for 2017-18 however no decision has yet been taken on how those savings should be made and we invite all interested parties to take part in the review consultation process.

11 Regeneration

- 11.1 The principal concerns arising from the consultation on proposals relating to the Council's Department of Regeneration were about the removal or reduction of rental subsidies that are provided to tenants of community facilities. The Executive's response to those concerns is detailed at para 12.3.
- 11.2 Some concerns were expressed around the joint impact of reductions to winter gritting routes and to reducing street lighting at certain hours in terms of the risk they may represent to vulnerable people. In both cases the criteria used to identify where changes might be made will take account of locations where there may be high numbers of vulnerable people.
- 11.3 Business rates are going to become an increasingly important factor in financing local services, economic growth and investment in infrastructure. The future well being and prosperity of the District will be dependent on its ability to attract and retain new jobs and investment while supporting home grown businesses and entrepreneurs.

The Council can play a key role in helping to secure that growth and the Executive is recommending that £800K of the Council's reserves should be re-allocated to support work to get strategic sites to the market to attract development and accelerate growth in business rates.

12 Voluntary and Community Sector (VCS)

- 12.1 The Council values the role that the sector plays in the life of the District and remains committed to working together with VCS organisations to develop solutions to the challenge of improving and sustaining positive outcomes for the District at a time when public money is extremely tight.

However, given the scope of Council support and spending with the sector and the size of the Government spending cuts, it is inevitable that VCS organisations and the services that they deliver will be affected by budget cuts. A number of the Executive's initial budget proposals have a direct impact on support for and commissioning from voluntary sector organisations.

- 12.2 A significant number of responses have been received in relation to the following proposals:

- Removal of rent subsidies to tenants of "community facilities.
- Removal of Business Rates Relief to not for profit organisations
- Re-commissioning of advice services.

Some concerns were also raised about the proposal to reduce funding for community development work.

Some organisations would be affected by more than one proposal while others said that the proposals could lead to their closure.

12.3 **Rent Subsidy and Rate Relief.** In response to some of the concerns raised the Executive is recommending that the savings relating to rent subsidy should be reduced by 50% to a revised target of £150K pending the outcome of a proposed review of subsidy and support to community organisations and the associated criteria. The review will cover:

- Rental subsidies and Business Rates relief.
- Financial support for community centre core costs.
- Residual £100K funding for community development which will remain after related savings on community development are made.

It is intended that work on the review should be carried out over the next three months and will assess the qualification for subsidy and support against key criteria which will include the contribution made to the Council's priorities.

12.4 **Community Development.** Current arrangements for the commissioning of Community Development work will cease when contracts expire in 2017. The initial proposals set aside £100K of the current budget to retain some capacity, it is now recommended that this resource is taken into account as part of the review described in para 12.3. The Council will continue to provide support to communities through its Neighbourhoods Service and network of Ward Officers.

12.5 **Advice Services.** The Executive confirms its intention to re-commission advice services. It should be stressed that this is a re-commissioning rather than a de-commissioning exercise. A comprehensive range of services and support to vulnerable people and those on low incomes will continue to be available although the numbers of locations at which they are provided will need to reduce. The Executive urges local organisations to work together and produce a federated approach to bidding for commissions in order to ensure that services continue to be delivered by local providers.

13 **Trade Union Consultation.**

13.1 Trade Unions have played a pivotal role in supporting the Council to maintain effective industrial relations and to deliver change and reduce costs throughout the last five years of unprecedented cuts and upheaval in local government; they continue to do so. During this time they have acted to protect public services and represent the best interests of their members while demonstrating their appreciation of the extremely tight financial parameters within which the Council is being forced to operate.

13.2 The unions have told us of the difficulties they experience when certain proposals lack detail, in particular some of the proposals scheduled for 2017-18. The Executive wishes to make explicit its expectation that management will continue to discuss and negotiate with the unions on the details of the implementation of these proposals.

13.3 During the consultation process the unions raised issues relating to the use of agency staff, expenditure on consultants and around vacancy management. While we appreciate the concerns some agency staff work

in critical roles and cannot be immediately released. We reiterate our expectation that the Council will continue to take a robust and stringent approach to vacancy management.

There will always be occasions when the Council needs to employ consultants to provide external expertise and advice. The Executive does agree though that expenditure on consultants needs to be kept under scrutiny and since 2010, spending on external consultants and advisers has reduced by over £6m a year.

- 13.4 The Executive shares the concerns of the trade unions and all employees about the impact of Government spending cuts on Council jobs and services. Under the circumstances it is not possible to guarantee that there will be no compulsory redundancies in the Council but we reiterate our commitment to continue to work with unions and staff to ensure that this is a last resort when all other options have been exhausted.

14 Capital Programme

- 14.1 The Executive proposes to retain a significant programme of capital expenditure including additions to the existing programme.

Capital expenditure relates to money that is spent on investment in assets and infrastructure not the day to day running of services. It can be financed in different ways, through borrowing over a number of years, selling assets or from Government grants and other grant funding such as the lottery, with the grant provider specifying what it can be used for.

Capital resources and receipts can only be spent on capital investment and not on day to day spending on Council services.

- 14.2 The total value of the proposed capital investment plan is £280.7m over the next four years. Because the plan is funded in different and quite complex ways it would be a mistake to think that the Council has £280.7m of cash it could spend on day to day services instead although by reducing borrowing costs it could release some revenue funding. Generally speaking when considering capital expenditure the Council is able to make choices between different capital investments but not between making these investments and investing in the running costs of services.

The Council has taken action to reduce borrowing costs in recent years and the proposed investment plan will not add to those costs.

- 14.3 The Executive proposes to add the following additions to the capital investment plan:

- Extra Disabled Facilities Grant - £6.4m over four years to support independent living and help reduce costs to social care and health services.
- Equity Loans - £4m over four years to provide loans helping vulnerable householders keep their homes fit for purpose.
- £600,000 for school catering equipment.
- St Georges Hall - £3.988m programme of essential improvements.

- Britannia House - £2m refurbishment that will support reductions in revenue spending by reducing the Council's overall accommodation costs.
- £275K for the strategic acquisition of land to support the redevelopment of Forster Square.
- £19m to develop a Keighley One Public Sector Hub to be paid for through the sale of other buildings and resulting reductions in running costs.

15 Budget Shortfall

- 15.1 The proposed budget leaves a shortfall of £7.6m in 2016-17. Over the next financial year the Executive will continue to seek to identify and implement additional cost reductions in order to work towards a balanced budget position by the year end. The Quarterly Finance and Performance Monitoring Report will be the vehicle through which progress towards the implementation of savings will be monitored and the development of additional savings proposals identified.

16 Outlook

- 16.1 The Executive's budget recommendation proposes measures to help balance the Council's books over the next two financial years. By that time, Government cuts, rising demand and increasing costs will mean the Council will have had to cut spending and increase income by nearly £270m compared to 2011. Beyond 2018 lies the prospect of more funding cuts. Even with the difficult decisions we are being forced to propose there remains an outstanding shortfall and the pressures on budgets are likely to increase.

The Council has already delivered significant efficiency savings and will deliver more. We will continue to work with local people, partners and business to maximise the impact of all our collective resources, assets and creativity on our priorities and we will look to ensure that regional devolution works in the interests of the District.

Central government have unrealistic expectations of the ability of local authorities to make further large scale efficiencies while sustaining services and outcomes or to use surplus assets and reserves to pay for day to day running costs.

While the Government has recognised the challenges facing social care its "new money" is a sticking plaster solution imposed on local taxpayers that will not address the underlying issues of cost and demand.

Subjecting Bradford District to ongoing, disproportionate cuts can only lead to the erosion of services, opportunities and local democracy.

We need greater fairness and transparency in the distribution of Council funding and it is absolutely vital that the Government takes account of this as we move towards local government retention of 100% of business rates. The re-distribution of that resource across local government has to take into account different levels of need, demand and ability to raise local taxes.

The pace of Government cuts needs to slow to allow the Council time to work with others to design and deliver change.

Government action on infrastructure across the North needs to match its rhetoric if we are to build genuinely sustainable local economies that can support high quality services and resilient communities.

- 16.2 Without a significant shift in Government policy scarce resources will have to be focussed more and more on those people who need them most. Many of the services that people have become used to will be unaffordable unless we can find different ways of doing them, charge for them or get people more involved in their delivery. The Council's ability to develop infrastructure and attract investment will be limited.

The Council is looking at a very different future in which it works with others to gather intelligence and insight to shape and influence decisions about resources and investment; connects organisations, communities and individuals to resources and opportunities and advocates for the District rather than providing all the services it does today.

The Executive has had to propose some difficult decisions. We have listened to peoples' views and attempted to respond but this response is within the parameters of what is a two year budget recommendation. Given the trajectory of public spending there can be no guarantees about the future configuration or delivery of any Council services beyond those two years.

Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of Council to be held on 25th February 2016.

Q

Subject:

Engagement and Consultation Programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget.

Summary statement:

This report and appendices provide feedback from the public engagement and consultation programme and sets out the equality impact assessments carried out on the Executive's Budget proposals for 2016-17 and 17-18. There is particular reference to the Council's responsibilities under Equality legislation, to enable the Council to have due regard to the Public Sector Equality Duty when considering the Executive's recommendations to Council on a budget for 2016-17 & budget savings proposals for 17-18.

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| Sam Plum, Interim Assistant Director: Policy, Programmes and Change. | Portfolio: Leader and Strategic Regeneration |
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1. SUMMARY

- 1.1 This report and appendices provide details of the feedback received from the public engagement and consultation programme and sets out the equality impact assessments carried out on the Executive's Budget proposals for 2016-17 and 17-18. There is particular reference to the Council's responsibilities under Equality legislation, to enable the Council to have due regard to the Public Sector Equality Duty when considering the Executive's recommendations to Council on a budget for 2016-17 & budget savings proposals for 17-18.

2. BACKGROUND

- 2.1 On 1st December 2015 the Executive approved new budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions. These budget proposals, together with the savings proposals agreed at February 2015 Budget Council, were based on the Council having to find £53m from either savings or additional income in 2016-17 and 17-18.
- 2.2 This report and appendices provide feedback from the public engagement and consultation programme and sets out the equality assessments (detailed in the Equality Impact Assessment form (EIAs)) carried out on the Executive's Budget proposals for 2016-17 & 17-18. There is particular reference to the Council's responsibilities under equality legislation, to enable the Council to have due regard to the Public Sector Equality Duty when considering the Executive's recommendations to Council on a budget for 2016-17 & budget savings proposals for 17-18.
- 2.3 In order to fulfil the Public Sector Equality Duty under S149 of the Equality Act 2010, Elected Members need to read in full and have due regard to the Equality Impact Assessment (EIA) forms. The documents are too bulky to append to this report and are available at http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17

The EIAs provide details of the equality impact assessments on the budget proposals and state where a potential disproportionate impact on people who share protected characteristics amongst service users or the general public has been identified. The EIAs also detail the mitigation that will be put in place to address the potential disproportionate impact should the proposal be taken forward.

- 2.4 The EIAs have been revised and updated during the consultation and engagement programme. They are being updated as additional evidence is gathered through the public consultation and engagement programme together with the responses from the relevant Council departments. A revised version of the EIAs was published on 16th February 2016 prior to the Executive meeting on 23rd February 2016. Elected Members need to have regard to all the information contained in them when considering Executive's recommendations to Council on a budget for 2016-17 and budget savings proposals for 17-18.

3. SUPPORTING THE 2016-17 AND 17-18 BUDGET-SETTING PROCESS

- 3.1 The public engagement and consultation programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget was agreed by the Executive at their meeting on 1st December 2015.

At the meeting the Executive reaffirmed its commitment to a public engagement and consultation programme designed to meet the legislative duties and to fulfil the following objectives

- support the 2016-17 and 17-18 budget setting process in as fair and as transparent a way as possible.
- ensure that the Council meets its specific duties under equality legislation, in particular that the potential impact of the proposals on groups or individuals who share protected characteristics are considered, assessed and consulted upon as required.
- ensure that Trade Unions and staff are consulted with appropriately and in a timely manner.
- meet Best Value Statutory Guidance regarding the way local authorities should work with Voluntary and Community Sector (VCS) organisations and small businesses when facing difficult funding decisions.
- comply with the principles on consulting and engaging with the VCS contained in Bradford District Partnership's Compact.
- ensure the Council complies with all other legal duties to consult.

3.2 Appendix one to this report, document AV, is the report of the Interim Assistant Director, Policy, Programme and Change to the Executive for their meeting on 9th February 2016 which was published on 1st February 2016. This report and its appendices provide information from the public engagement and consultation programme in relation to the 2016-17 and 17-18 budget proposals. The report gives details of feedback as follows:

- the public consultation and engagement sessions to the end of 31st January 2016,
- the written sessions both postal and via the website to the end of 31st January 2016
- the responses from Council Officers until the end of 31st January 2016.

The report, document AV, has four appendices which contain the following information:

- Appendix one to document AV provides an analysis of the Equality Impact Assessments and the potential disproportionate impact before mitigation on the new proposals. Table one summarises the details of the overall impact of the budget proposals against the protected characteristics by Department. Table two provides an analysis of the EIAs with the highest impact areas on protected characteristic groups.
- Appendix two to document AV provides analysis of the number of completed EIAs for each department and whether a potential disproportionate impact on protected characteristics and/or low income has been identified on the budget proposals.
- Appendix three to document AV provides a summary of the number of written responses, postal and web site and what their concern is related to. This is colour coded to each department or service area.
- Appendix four to document AV is the Equality Analysis Schedule. This focuses on the equality assessments undertaken to support the budget setting process. It brings together the original equality assessments undertaken on the initial budget proposals, and highlights additional equality evidence obtained during the public consultation programme. Finally, it sets out responses from relevant Council departments to that equality feedback.

- 3.3 Appendix two to this report is the first Addendum to the report document AV which was presented to the Executive at their meeting on 9th February 2016 and published on 9th February 2016. This first addendum provides an update on feedback received through the budget consultation programme from 1st February 2016 to 4th February 2016.

This addendum has one appendix which provides a summary of information gathered from the written response both via the web and postal since the consultation began until the end of 4th February 2016.

- 3.4 Appendix three to this report is the second Addendum to the report document AV. This addendum will be presented to the Executive at their meeting on 23rd February 2016 and was published on 15th February 2016. It contains feedback received through the budget consultation programme from 5th February 2016 to 12th February 2016.

The second addendum to document AV has two appendices which contain information as follows:

- Appendix one - a table which details version 4 of the EIA forms that were published on 16th February 2016.
- Appendix two contains the revised information gathered from the total written response both via the web and postal from the start of the public consultation and engagement programme until end of 12th February 2016

4. CONSULTATION FEEDBACK RECEIVED TO DATE

- 4.1 The public consultation and engagement programme will continue until the full Council meeting on 25th February 2016. Engagement and consultation is an ongoing process and there may be further specific consultation with service users and other interested parties as appropriate following the Council meeting on 25th February 2016. This report with the appendices provides information on the engagement and consultation process and the feedback received up to 12th February 2016. Any additional feedback received from 13th February 2016 will be provided to the full Council meeting on 25th February 2016.

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1 The financial impact of decisions arising from the consultation were considered at the Executive meeting on 9th February 2016, will be further considered at the Executive meeting on 23rd February 2016, and will be evaluated and incorporated into the final budget proposals from Executive to Council for their meeting on 25th February 2016.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 6.1 Equality assessments have been carried out on the 2016-17 and 17-18 budget proposals, and will continue to be updated to enable mitigation against any risks.

7. LEGAL APPRAISAL

- 7.1 The Public Sector Equality Duty under the Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

- foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 7.2 The Council must ensure that it has sufficient information to enable it to identify whether a proposal, if implemented, would disproportionately affect particular groups with relevant protected characteristics and if so whether any such adverse impact can be avoided or mitigated.
- 7.3 The courts have established a number of principles which the Council should take into account in making decisions:
- the duty means that the potential impact of a decision on people with different protected characteristics must always be taken into account as a mandatory relevant consideration
 - where large numbers of vulnerable people, many of whom share a protected characteristic, are affected, consideration of the matters set out in the duty must be very high
 - even if the number of people affected by a particular decision may be small, the seriousness or the extent of discrimination may be great. The weight given to the aims of the duty is not necessarily less when the number of people affected is small.
- 7.4 There is also a duty on all Best Value authorities to consult when making changes to services or ending service provision.
- 7.5 In addition to these specific legal duties, the Council has put out its proposals for public consultation and accordingly must have regard to the responses before making budget decisions.
- 7.6 A proper consultation must observe the following principles:
- consultation must be made at a time when proposals are at a formative stage
 - sufficient reasons for the proposal must be given to allow intelligent consideration and response
 - adequate time must be given for a response
 - the product of the consultation must be conscientiously taken into account in finalising proposals
- 7.7 In summary it is necessary to ensure that Council has comprehensive information when considering the Executive's recommendations to Council on a budget for 2016-17 and budget savings proposals for 17-18. It is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information in this report, appendices and in the equality impact assessments with updated equality evidence and the relevant Council department responses. The EIAs can be found at:
http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

Where specific equality and diversity issues have been raised as a result of the public consultation and engagement programme they have been reported back to the Strategic Director (SD) or Chief Officer (CO) for that service area. The SD or other appropriate CO is responsible for ensuring that the proposal is reviewed in light of the additional information and that the proposals, along with the relevant EIA are updated. The information gathered and any response from the SD and CO has been recorded in the equality analysis schedule. (see Report AV and first Addendum).

8.2 SUSTAINABILITY IMPLICATIONS

None.

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

The Council has a legal obligation under the Crime and Disorder Act 1998 to consider any community safety implications of its decisions.

8.5 HUMAN RIGHTS ACT & TRADE UNION

The Trade Union consultation feedback received to date on the budget proposals is subject to a separate report to this meeting of Council.

9. NOT FOR PUBLICATION DOCUMENTS

None.

10. RECOMMENDATIONS

- 10.1 That in accordance with Section 149 of the Equality Act 2010, Council has regard to the information contained in this report, the Appendices to this report and to the Equality Impact Assessment forms when considering the Executive's recommendations to Council on a budget for 2016-17 and budget savings proposals for 17-18.

11. APPENDICES

Appendix one: Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of Executive held on 9th February 2016. (Report AV)

Appendix two: First Addendum to the Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of Executive held on 9th February 2016. (Addendum to Report AV)

Appendix Three: Second Addendum to the Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of Executive to be held on 23rd February 2016. (Second Addendum to Report AV)

12. BACKGROUND DOCUMENTS

“Report AH – 2016-17 and 17-18 Budget and financial outlook to 2018-19” considered at the Executive meeting held on 1st December 2015.

Report AO – Executive Budget and Council Tax Proposals

The Equality Impact Assessment forms are accessible via the Council website http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17

Appendix 1

Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of Executive to be held on 9th February 2016.

AV

Subject:

Engagement and Consultation Programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget.

Summary statement:

This report provides feedback from the public engagement and consultation programme and sets out the equality impact assessments carried out on the Executive's Budget proposals for 2016-17 and 17-18. There is particular reference to the Council's responsibilities under Equality legislation, to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2016-17 & 17-18.

| | |
|---|---|
| <p>Sam Plum, Interim Assistant Director: Policy, Programmes and Change.</p> | <p>Portfolio: Leader and Strategic Regeneration Overview & Scrutiny Area:</p> |
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1. SUMMARY

- 1.1 On 1st December 2015 the Executive approved new budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions. These budget proposals together with the savings proposals agreed at February 2015 Budget Council were based on the Council having to find in 2016-17 and 17-18 £53m from either savings or additional income.
- 1.2 This report and appendices provide feedback from the public engagement and consultation programme and sets out the equality assessments carried out on the Executive's Budget proposals for 2016-17 & 17-18. There is particular reference to the Council's responsibilities under equality legislation, to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2016-17 & 17-18.

In order to fulfil the Public Sector Equality Duty under S149 of the Equality Act 2010, Elected Members need to read in full the equality impact assessment (EIA) forms. The documents are too bulky to append to this report and are available at http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17

- 1.3 EIAs are being updated as additional evidence is gathered through the public consultation and engagement programme together with the responses from the relevant Council departments. A revised version of the EIAs will be published on 15th February prior to the Executive meeting on 23th February as Elected Members need to have regard to all the information contained in them when considering its recommendations to Council on a budget for 2016-17 and 17-18.

2. BACKGROUND

- 2.1 Statutory guidance on Best Value introduced in September 2011 and reaffirmed in March 2015 reminds local authorities that they are under a duty to consult service users and potential service users, local voluntary and community organisations, and small businesses. This duty applies at all stages of the commissioning cycle, including whenever authorities are considering the decommissioning of services.
- 2.2 There should also be opportunities for organisations, service users and the wider community to put forward options on how to reshape the service or project. Local Authorities should assist this engagement by making available all appropriate information in line with the Government's transparency agenda.
- 2.3 The Equality Act 2010 protects people from unlawful discrimination on the basis of 'protected characteristics'. The Equality Act 2010 defines protected characteristics as:- age; disability; gender reassignment; pregnancy and maternity; marital or civil partnership status, race; religion or belief; sex; and sexual orientation.
- 2.4 The 2010 Act also introduced a specific Public Sector Equality Duty which requires local authorities, in the exercise of their functions, including when making decisions,



- to have *due regard* to the need to:
- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - foster good relations between people who share a protected characteristic and people who do not share it.
- 2.5 In discharging this duty, local authorities not only need to understand how different people will be affected by their activities, proposals and decisions, they also need to demonstrate that they have given due regard by publishing information that shows they have consciously discharged their responsibilities as part of the decision-making process.
- 2.6 The Equality and Human Rights Commission (EHRC) published in January 2013 Technical Guidance on the Public Sector Equality Duty¹ to assist the bodies that are subject to the duty to understand the duty and meet their responsibilities. This notes that a public body will only be able to comply with the general equality duty in relation to a decision, if the ultimate decision maker:
- understands the body's obligations under the general equality duty.
 - has sufficient information.
 - demonstrably takes this information fully into account throughout the decision-making process.
- 2.7 The EHRC emphasises the importance of ensuring that the duty is complied with before a decision is taken, while options are being developed and appraised, as well as at the time of the actual decision. The duty cannot be used retrospectively to justify a decision.

3. SUPPORTING THE 2016-17 and 17-18 BUDGET-SETTING PROCESS

- 3.1 The public engagement and consultation programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget was agreed by the Executive at their meeting on 1 December 2015. At the meeting the Council Executive reaffirmed its commitment to a public engagement and consultation programme designed to meet the legislative duties and to fulfil the following objectives
- support the 2016-17 and 17-18 Budget setting process in as fair and as transparent a way as possible.
 - ensure that the Council meets its specific duties under equality legislation, in particular that the potential impact of the proposals on groups or individuals who share protected characteristics are considered, assessed and consulted upon as required.
 - ensure that Trade Unions and staff are consulted with appropriately and in a timely manner.
 - meet Best Value Statutory Guidance regarding the way local authorities should work with Voluntary and Community Sector (VCS) organisations and small businesses when facing difficult funding decisions.

¹ EHRC Technical Guidance on the Public Sector Equality Duty



- comply with the principles on consulting and engaging with the VCS contained in Bradford District Partnership's Compact.
 - ensure the Council complies with all other legal duties to consult.
- 3.2 While the Council is not required under statute to produce or publish equality impact assessment (EIA) forms specifically, a local decision was taken to continue to use EIA forms. The EIAs are designed to assist Elected Members, members of the public and other interested parties to view the potential impact of any budget proposals and look at individual EIA forms for detailed equality evidence where a disproportionate impact has been identified, or where a proposal is to alter service delivery that has specific relevance to equality (for example, services to support disabled children in school).
- 3.3 Case law has confirmed that, in order to fulfil the duty under S149 of the Equality Act 2010, Elected Members need to read in full the EIA forms updated with additional evidence and with the relevant Council department response, as they need to have regard to all of the information contained in them before making decisions.
- 3.4 EIA forms are available on the new budget proposals agreed by the Executive at their meeting on 1st December 2015. The EIAs are available on the Council's website at:
http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17
- 3.5 The EIAs give details of the potential disproportionate impact on people who share protected characteristics and low income amongst service users or the general public before potential mitigation is considered. The EIAs also capture mitigation actions where a disproportionate impact is identified.
- 3.6 Table one in Appendix one summarises the details of the overall impact of the budget proposals against the protected characteristics by Department. It shows that Adult Services is the Department with the most proposals that are considered high in terms of impact. Table two in Appendix one, gives an analysis of the EIAs with the highest impact areas on protected characteristic groups.
- 3.7 Appendix two provides an analysis of the impact of the budget proposals on protected characteristics. It contains a graph showing each of the protected characteristics and an additional graph for low income families. Each graph shows the number of EIAs which identify a potential disproportionate impact on people who share that protected characteristics for each Department and the potential level of impact, high, medium or low. This shows that potential disproportionate impacts before mitigation in relation to the protected characteristics of disability, age and low income are identified the most. The graphs also show that Adult Services is the Department that has the highest number of EIAs showing potential disproportionate impact before mitigation across protected characteristics and low income.



- 3.8 The EIAs are being updated as additional evidence is gathered through the public consultation and engagement programme together with the responses from the relevant Council departments. The information provided through the public consultation and engagement programme is reported back to the appropriate Department. The Strategic Director (SD) or other appropriate Chief Officer (CO) is responsible for ensuring that the proposal is reviewed in light of the additional information and that the relevant EIAs are updated. The SD or the CO is also responsible for liaising with the Executive Member who is the Portfolio Holder. The public consultation and engagement programme has provided an opportunity for broader discussion and review of the proposals and the equality impact assessments.
- 3.9 The information gathered to date through the public consultation and engagement programme is included in this report. A revised version of the EIAs will be published on 15th February in advance of the Executive meeting on 23th February as Elected Members need to have regard to all the information contained in them when considering its recommendations to Council on a budget for 2016-17 and 17-18. EIAs are being updated as part of an ongoing process of taking account of the information gathered through the public consultation and engagement programme. To assist in understanding what has happened so far in this process Appendix 4 to this report contains details of the concerns raised to date about each individual proposal and the response from the relevant Council Department.

4. PARTICIPATION

- 4.1 The budget consultation programme for the budget proposals for 2016-17 and 17-18 is part of an open, ongoing conversation between the Council and local people, communities, businesses, Council employees and trade unions about the future of local services, given the Council continues to face significant budget cuts. The public consultation and engagement programme has run alongside the New Deal conversations that are currently taking place.
- 4.2 The documentation shared for the consultation programme covers two strands of savings which include:
- Savings consulted upon during 2014-15 and agreed by Full Council on 26th February 2015. These are provided for information and context and are not part of this consultation process.
 - New proposals open for consultation and feedback until Full Council on 25th February 2016.
- 4.3 The consultation programme opened with the publication of the report the 'Executive Budget and Council Tax Proposals 2016-17 and 17-18' on 24th November 2015 which the Executive approved for consultation as required with the public, interested parties, staff and Trade Unions.
- 4.4 The on-going stages of public engagement and consultation on the new proposals set out in Appendix A to the Report to Executive on 1 December 2015 have taken the form of:



- Open public consultation via the website and via a Freepost address.
 - Dedicated meetings have been scheduled with community of interest groups centred on the protected characteristics as set out in the Equality Act and with low income groups, for example the Race and Ethnicity Group and the Women's Forum.
 - Dedicated consultation sessions have taken place with local partnerships, for example the Strategic Disability Partnership.
 - Dedicated consultation sessions have taken place with the Voluntary and Community Sector (VCS) for example the VCS Assembly Forums.
 - Dedicated consultation session with Bradford Chamber of Commerce.
 - Dedicated consultation sessions with Young People through the Youth Service.
- 4.5 All the consultation sessions as part of the public budget consultation period have had Senior Officer support.
- 4.6 The public consultation and engagement programme will continue until the full Council meeting on 25th February 2016. Engagement and consultation is an ongoing process and there may be further specific consultation with service users and other interested parties as appropriate following the approval of the budget for 2016-17 and 17-18 at the Council meeting on 25th February 2016.

5. CONSULTATION FEEDBACK RECEIVED TO DATE

- 5.1 This report provides information on feedback received at the date of publication of this report which is 1st February 2016. Any additional feedback received and further details of the feedback will be provided to the Executive meeting on 23rd February 2016 and for the Full Council meeting on 25th February 2016.
- 5.2 To date just over 456 submissions have been received raising 642 concerns against budget lines. Of these 292 were received through the online survey, 160 were received via post, which include 19 individual organisational representations and 4 via email. In addition to this we have received one petition in relation to 3E18 objecting to the potential closure of Wyke Library.
- 5.3 The written submissions received either by the freepost address or by email have been from partners, MPs, individual organisations and other stakeholder organisations and from individuals across the district. These are commented on in more detail in section 5 below.
- 5.4 Appendix four provides a summary of the feedback received against the budget proposals, including feedback and responses received from Departments on concerns raised to date. The information contained in Appendix four is gathered from the written submissions presented either through the website or by post and from the dedicated consultation sessions. The dedicated consultation sessions have been held with community of interest groups centred on the protected characteristics as set out in the Equality Act, low income groups, local partnerships and the Voluntary and Community Sector.
- 5.5 From the written submissions and consultation sessions there were a number of



general messages that applied across all budget proposals, these are summarised below:

- i) There has been a general acknowledgement of the difficult position the Council is in and the challenges it faces as it identifies the most appropriate cuts to make to the budget. However, it was felt that the proposals were transactional in nature with a focus on reducing current provision rather than looking at outcome focussed innovative way of doing things.
- ii) There was a request for a more detailed understanding of the Council's rationale in its approach to identifying the saving proposals. It was felt that a significant number of the budget proposals lacked detail on how they will be implemented which made it difficult to comment against.
- iii) There was a general concern that the EIAs lacked a consistent approach and did not provide a true picture of the impact on vulnerable groups.
- iv) Concern was expressed on the cumulative impact of the budget proposals across the different Departments on the Voluntary and Community Sector (VCS). It was felt that these will result in a significant number of organisations closing down which will have a disproportionate impact on the vulnerable groups they support especially those in low income and low wage families.
- v) There was a request from Voluntary and Community Sector organisations to be involved at an earlier stage of discussions to help inform discussions around reductions and service change. There was concern that the current approach didn't fit in the with the New Deal agenda. From the consultation sessions there were a number of requests to involve the VCS and the partnerships more extensively and earlier in the discussions about potential reductions.
- vi) There was concern that the budget proposals moved away from a focus on early intervention and prevention, which will cause more adverse impact across the deprived and disadvantaged communities and people across the District. It was felt that in the long run this approach from a resource perspective will be counter productive.
- vii) There was a request for the Council to lead on developing a joined up approach on service development and delivery across the District, to ensure all key agencies work together to align resources and infrastructure to deliver shared outcomes. It was felt that the current approach on service prioritisation and resource allocation was fragmented and leads to duplication and waste.
- viii) There was concern that current Council policies and practices could act as blockages for developing services through co-design. The current commissioning arrangements were cited as an example for this. There was a request for exploring a different and flexible approach that enabled creativity and ensured Bradford funds were commissioned to organisations within the district.



- ix) There was a suggestion that the Council reduces the number (and the expenses) of elected members, portfolio holders and senior managers to reduce the impact on front line staff who have a critical role to play in supporting vulnerable people.

5.6 The proposals generating the most number of written submissions include the following in descending order:

- The highest number of written submissions was for 3E17: Libraries - Operational Efficiencies Including Review of Opening Hours and Reductions to the Materials Fund and 3E18: Libraries - increase the number of libraries managed by local communities. Over 115 written responses and one petition have been received objecting to the proposal. There was strong concern that the proposals will lead to the loss of a vital community asset, which provide more than just access to books. It was suggested that there will be a disproportionate impact on elderly and people on low income.
- The second highest number of written submissions has focussed on 3E27: Youth Provision. Concern was expressed that the reduction in support will have an adverse impact on young people who already have limited access to public services. It was suggested that the potential closure of information services will remove one of the last open access provision for young people across the District. It was also suggested that not all young people (especially those from a low income) will have access to digital platforms which means that their ability to access the app will be limited.
- The third highest number of written submissions has focused on the cumulative impact of the budget proposals on vulnerable groups. There was a strong message that members need to take a holistic view of the implications of the proposals to understand the cumulative impacts of the budget proposals and this need to be considered when decisions are made. For example turning off street lights and cutting down on winter gritting in themselves may not be big enough to impact, but doing both together could be really impact on elderly and disabled people. This was raised as an area of concern through the dedicated consultation sessions.
- The fourth highest number of written submissions has focussed has focused on 3A4: Review and De-Commission Financial and Welfare Advice Services. Concern was expressed about the disproportionate impact of the proposal on vulnerable groups especially those on low income. It has been suggested that this will result in a reduction in face to face advice provision, which will have an impact on vulnerable clients.
- The fifth highest number of written submissions has focussed on 3F4: Reduce Expenditure on Support for Business Rates. There was concern that the proposals will put many not for profit organisations, who deliver community benefit in poor communities but who are not registered charities at severe risk of closure. This will lead to a loss of community benefits delivered by these



organisations in deprived communities as well a loss of rate revenue and other income these organisations currently contribute to the District if they were to go out of business.

- The sixth highest number of written submissions has focussed on 3E4: Alternative Weekly Waste collections. Concern was expressed that the proposals will encourage more people to leave overflowing bins in the streets. It was pointed out that some parts of Bradford already have a problem with fly tipping and litter in the streets which this proposal will make worse. It was also pointed that proposals will have an adverse impact on large families – as one bin collection every two weeks may not meet their needs.

5.7 In the dedicated consultation sessions with the VCS and low income groups the proposals generating the most concerns have included the following:

- 3A4: Review and De-Commission Financial and Welfare Advice Services: Concern was expressed about the disproportionate impact of the proposal on vulnerable groups especially those on low income. It has been suggested that the reduction in advice support will have an adverse impact on the ability of advice workers to boost the income of vulnerable groups leading to an increase in debt and mental health related issues.
- 3R6: Remove or Reduce Rental Subsidies Provided to Tenants of “Community Facilities” There was a strong concern that the proposal could lead to small community groups closing down. In general the groups range from small community organisations to large VCS groups who provide support to communities and individuals which complement and add value to services provided by the Public sector.
- 3F4: Reduce Expenditure on Support for Business Rates Concerns were expressed about the impact of the proposals to reduce rate relief for voluntary organisations. There was concern that this will have a major impact on organisations which are providing support to vulnerable and low income groups across the District.
- 3E24: Community Development – Reduce Devolved Area Committee Budget There was concern that the proposals would significantly reduce the support capacity for vulnerable/low income groups and communities across the district. The community development workers tend to focus on prevention work (health decreases the statistics in mental health, social services, crime prevention and youth services) which reduces long term support costs for public sector support services. The reduction of support could lead to the need of investing further resources in the long term to address problems and issues.

5.8 Consultation sessions with Young people are currently taking place, however initial feedback has highlighted strong support for prioritising resources for the disabled and older people, while there are concerns about the potential closure of library and youth support services across the district. Young people also made suggestions on



service areas that could be improved, which focused on promoting more recycling, increasing volunteering opportunities across the district and stricter enforcement and fines for litter dropping etc.

5.9 Feedback received through the social media has focused on the following themes: reduction of salaries of senior management, reduction of the number of councillors and stricter enforcement of council tax and fines.

5.10 Considering all the responses received from all the different elements of the public consultation and engagement programme the following are some of the concerns highlighted for each department for people sharing a protected characteristic or low income families:

- **Adult and Community services:** There was an overall concern about the level of cuts to Adult and Community Services especially in light of the increasing demand for support from older people and those with disabilities. It was considered that the reduction in staffing numbers and increase in third party commissioned services will have a disproportionate impact on vulnerable groups as it was felt that the independent sector service standards wouldn't be on par with in house delivered services. Concerns were also expressed that emphasis on self care, promoting independence and the use of technology could increase inequality and isolation for vulnerable groups e.g older people, and those with disabilities.
- **Children Services:** There was a strong concern about the SEND proposal and the risk of losing in-house support services for vulnerable people, which could lead to some groups missing out on services which contribute to the emotional wellbeing of Young People. Concern was also expressed that a number of the proposed reductions are in areas which are focusing on lower-level preventative work with disadvantaged and vulnerable young people. This in isolation may seem to have a lower impact on these groups, however when this is brought together and when other proposals such as rate relief/rent relief are factored in, this could lead to a disproportionate impact.
- **Regeneration:** The main focus has been on the impact of the rent concession on voluntary organisations and the vulnerable groups they support. Concerns were also expressed about the reduction in the winter gritting route which could lead to isolation for older people and disabled groups.
- **Environment and Support:** The main concern was about the impact of the library proposals on low income groups and older people. The libraries were considered as valuable community assets, which if closed down will leave a huge gap in the neighbourhood support structure. There is also a concern about the proposed changes to recycling and waste collection which could lead to fly tipping in rural areas and other quiet spots across the district.
- **Finance:** The areas of concern were around the proposals to increase Council tax and the increase in business rates. It was suggested that both will lead to a disproportionate impact on low income groups and the organisations that are



providing vital support services to them

6. FINANCIAL & RESOURCE APPRAISAL

- 6.1 The financial impact of decisions arising from the consultation reported here will be considered at the Executive meeting on 9th February 2016, and will be evaluated and incorporated into the final budget proposals from Executive to Council on 25th February 2016.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 7.1 Equality assessments have been carried out on the initial proposals, and will continue to be updated to enable mitigation against any risks.

8. LEGAL APPRAISAL

- 8.1 The Public Sector Equality Duty under the Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 8.2 The Council must ensure that it has sufficient information to enable it to identify whether a proposal, if implemented, would disproportionately affect particular groups with relevant protected characteristics and if so whether any such adverse impact can be avoided or mitigated.

- 8.3 The courts have established a number of principles which the Council should take into account in making decisions:

- the duty means that the potential impact of a decision on people with different protected characteristics must always be taken into account as a mandatory relevant consideration
- where large numbers of vulnerable people, many of whom share a protected characteristic, are affected, consideration of the matters set out in the duty must be very high
- even if the number of people affected by a particular decision may be small, the seriousness or the extent of discrimination may be great. The weight given to the aims of the duty is not necessarily less when the number of people affected is small.

- 8.4 There is also a duty on all Best Value authorities to consult when making changes to services or ending service provision.

- 8.5 In addition to these specific legal duties, the Council has put out its proposals for



public consultation and accordingly must have regard to the responses before making budget decisions.

8.6 A proper consultation must observe the following principles:

- consultation must be made at a time when proposals are at a formative stage
- sufficient reasons for the proposal must be given to allow intelligent consideration and response
- adequate time must be given for a response
- the product of the consultation must be conscientiously taken into account in finalising proposals

8.7 In summary it is necessary to ensure that Executive have comprehensive information when considering the recommendations to make to Council on a budget for 2016-17 and 17-18. It is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information in this report, appendices and in the equality impact assessments with updated equality evidence and the relevant Council department responses http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2015_16

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

Where specific equality and diversity issues have been raised as a result of consultation, they are considered in the appendices of this report.

9.2 SUSTAINABILITY IMPLICATIONS

- None.

9.3 GREENHOUSE GAS EMISSIONS IMPACTS

- None

9.4 COMMUNITY SAFETY IMPLICATIONS

The Council has a legal obligation under the Crime and Disorder Act 1998 to consider any community safety implications of its decisions.

9.5 HUMAN RIGHTS ACT & TRADE UNION

The Trade Union consultation feedback received to date on the proposals is subject to a separate report to this meeting of the Executive.

10. NOT FOR PUBLICATION DOCUMENTS

None.



11. RECOMMENDATIONS

- 11.1 That in accordance with Section 149 of the Equality Act 2010, the Executive has regard to the information contained in this report, appendices and EIA forms when considering the recommendations to make to the Council on a budget for 2016-17 and 17-18 on 25th February 2016.

12. APPENDICES

Appendix 1: Analysis of the Equality Impact Assessments and the potential disproportionate impact before mitigation on the new proposals

Table one summarises the details of the overall impact of the budget proposals against the protected characteristics by Department.

Table two gives an analysis of the EIAs with the highest impact areas on protected characteristic groups.

Appendix 2: Analysis of the Equality Impact Assessments and the potential disproportionate impact on protected characteristic groups

This appendix gives an analysis of the number of completed EIAs for each department and whether a potential disproportionate impact has been identified on the budget proposals.

Appendix 3: Details of the information from the written responses

This appendix gives a summary of the number of written response, postal and web site and what their concern is related to. This is colour coded to each department or service area.

Appendix 4: Equality Impact Analysis Equality Analysis Schedule – with reference to individual Equality Impact Assessment (EIA) forms

Appendix 4 focuses on the equality assessments undertaken to support the budget setting process. It brings together the original equality assessments undertaken on the initial budget proposals, and highlights additional equality evidence obtained during the public consultation programme. Finally, it sets out responses from relevant Council departments to that equality feedback.

13. BACKGROUND DOCUMENTS

[“Report AH – 2016-17 and 17-18 Budget and financial outlook to 2018-19” considered at the Executive meeting held on 1st December 2015.](#)

[Report AO – Executive Budget and Council Tax Proposals](#)

The Equality Impact Assessment forms are accessible via the Council website

http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2015_16These

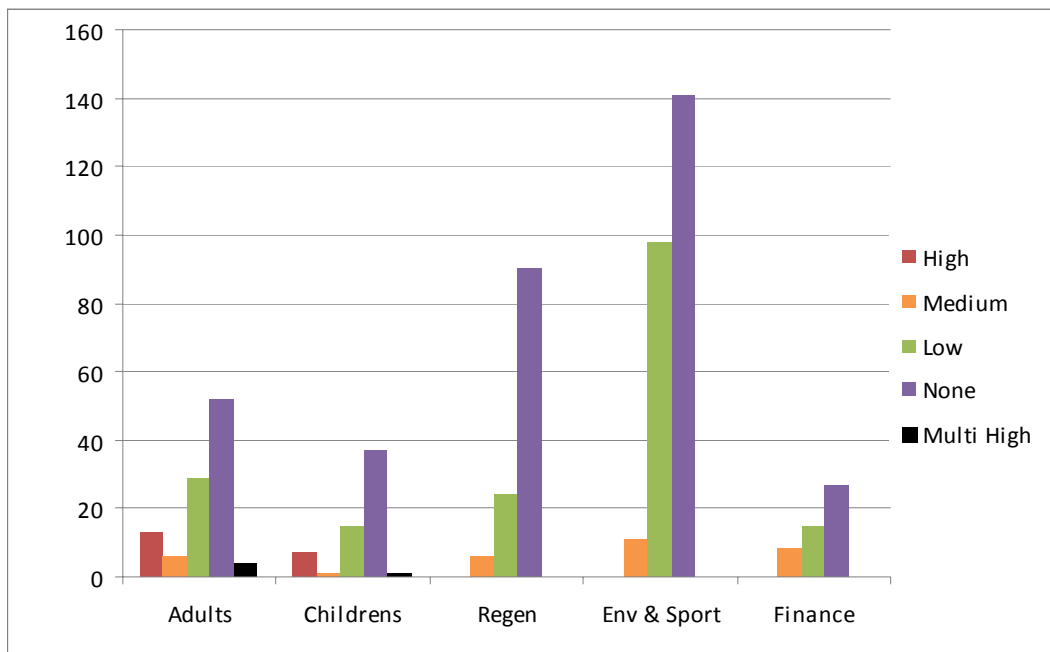


Appendix 1 – Table 1

Equality Impact Assessments - budget proposals for 2016/17 and 2017/18

Analysis of the Equality Impact Assessments and the potential disproportionate impact on protected characteristic groups.

| Table 1 - Initial Equality Assessment Impact Analysis – breakdown by department | | | | | |
|---|------|--------|-----|------|------------|
| Department | High | Medium | Low | None | Multi High |
| Adults and Community Services | 13 | 6 | 29 | 52 | 4 |
| Children's Services | 7 | 1 | 15 | 37 | 1 |
| Regeneration and Culture | 0 | 6 | 24 | 90 | 0 |
| Environment & Sport | 0 | 11 | 98 | 141 | 0 |
| Finance | 0 | 8 | 15 | 27 | 0 |



Appendix 1 – Table 2

Equality Impact Assessments - budget proposals for 2016/17 and 2017/18

| Table 2- Initial Equality Assessment Impact Analysis – multiple high impacts | | | | | | | | |
|--|---------|--|-----|------------|------|-----------------------|---------------------|-----------------------|
| Dept | EIA Ref | EIA Heading | Age | Disability | Race | Pregnancy & Maternity | Low income/low wage | Multiple High Impacts |
| Adults | 3A1 | Changes to the Contributions Policy for Adult Social Care | H | H | L | N | M | Y |
| Adults | 3A2 | Changes to Home Care Services | H | H | N | N | L | Y |
| Adults | 3A3 | Changes to Supported Living for People With Learning Disabilities: Using Technology to Promote Independence and Reduce Contact Time With Staff | N | H | N | N | M | |
| Adults | 3A6 | Changes to Learning Disability Day Care Services and Procurement | M | H | N | N | N | |
| Adults | 3A10 | Changes to Contracts for Residential and Nursing Care for People With Learning Disabilities to Promote Independence and the Use of Technology | M | H | N | N | N | |
| Adults | 3A11 | Reduce the Number of Long Term Placements of Older People in the Independent Sector | H | H | N | N | N | Y |
| Adults | 3A12 | Mental Health – Review of charging arrangements for people with Mental Health issues | M | H | N | N | N | |
| Adults | 3A13 | Reduce Long Term placements for Older People into Nursing and Residential Care | H | H | L | L | H | Y |
| Childrens | 3C6 | Reviewing Work with Young People Who are Not in Employment Education or Training | H | H | H | H | H | Y |
| Childrens | 3C10 | Youth Offending Team - Stop Delivering Pre- Court Crime Prevention Work | H | L | L | L | H | |

Appendix 2

Equality Impact Assessments - budget proposals for 2016/17 and 2017/18

Analysis of the equality impact assessments and the individual departments

Fig 1 - Age

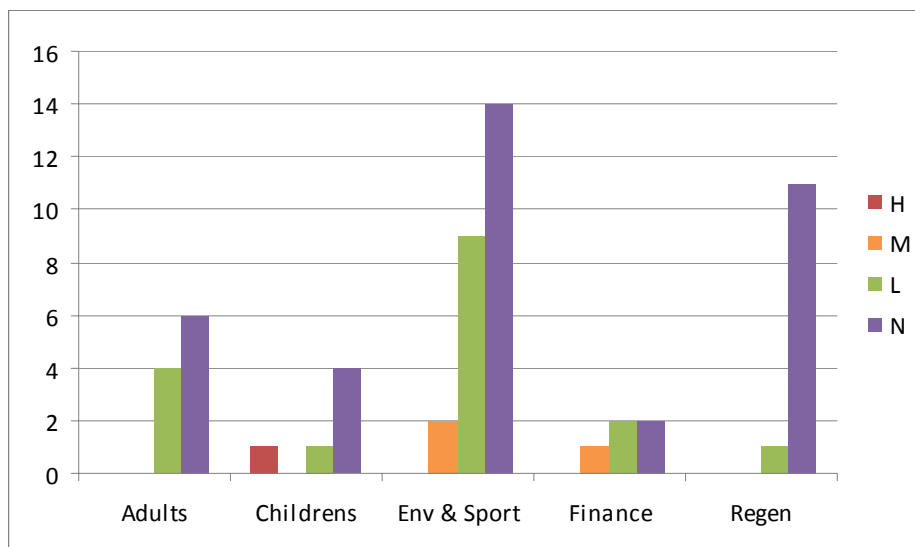


Fig 2 – Disability

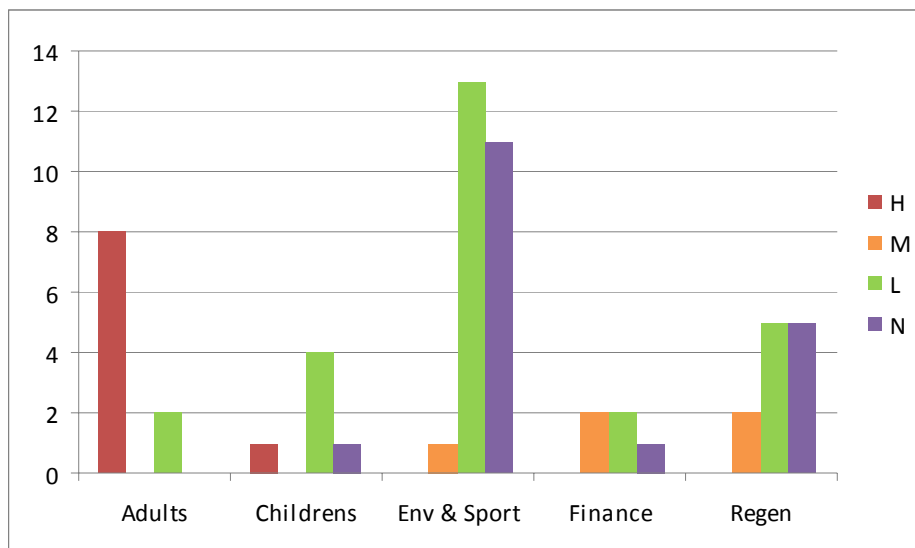


Fig 3 – Gender Reassignment

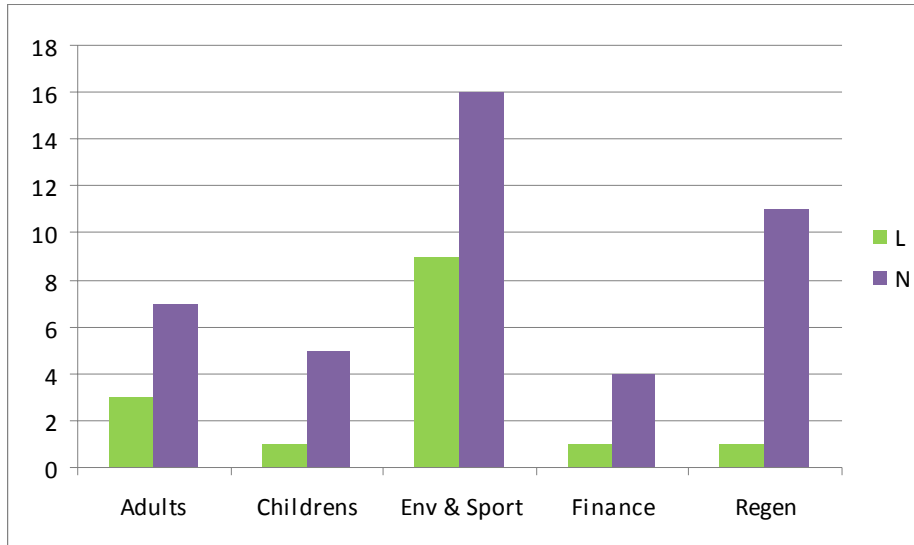


Fig 4 - Race

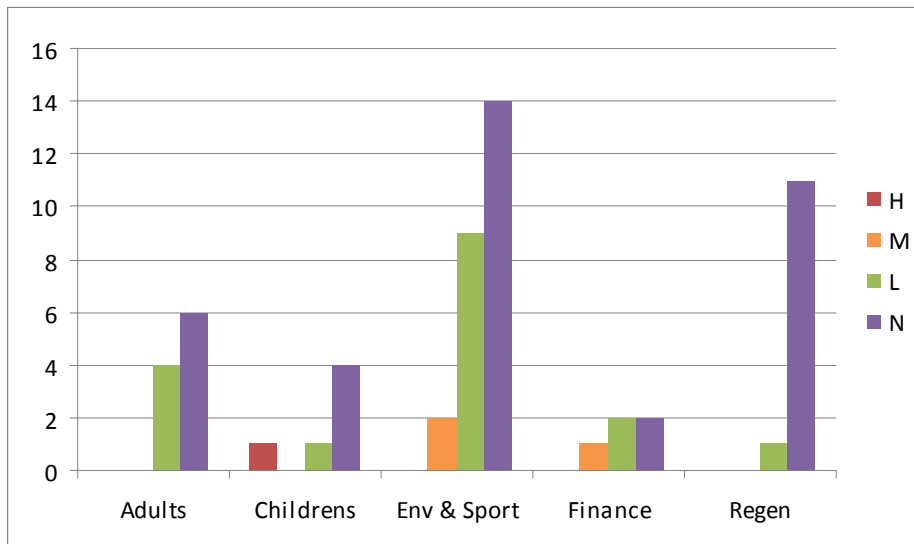


Fig 5 - Religion and Belief

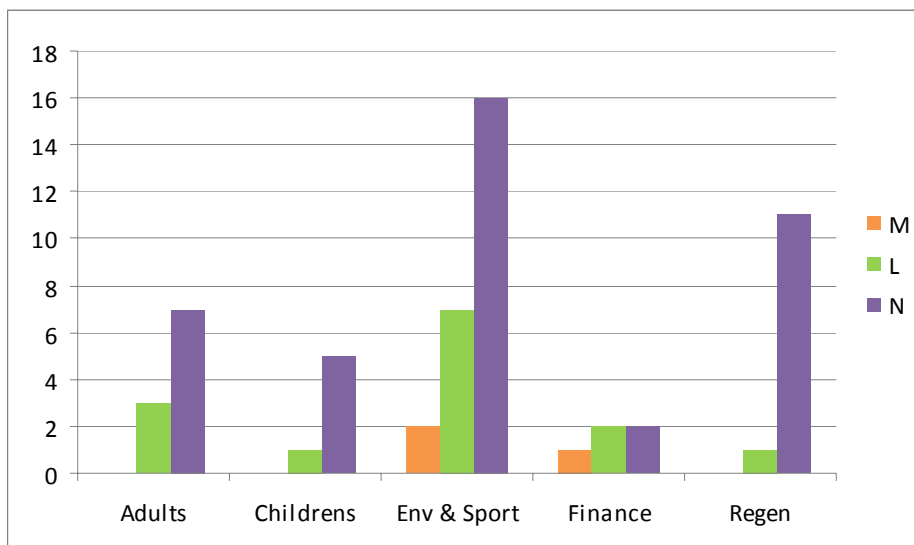


Fig 6 – Pregnancy and maternity

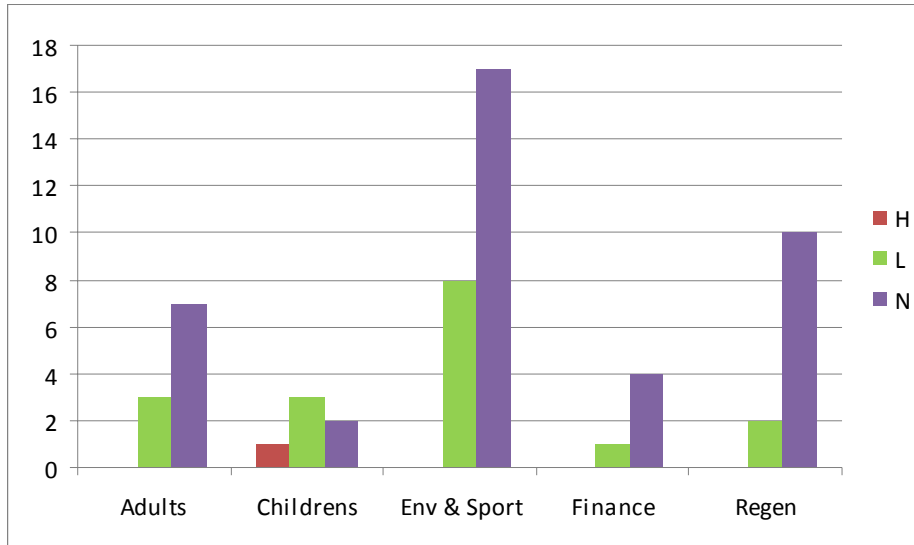


Fig 7 – Sexual orientation

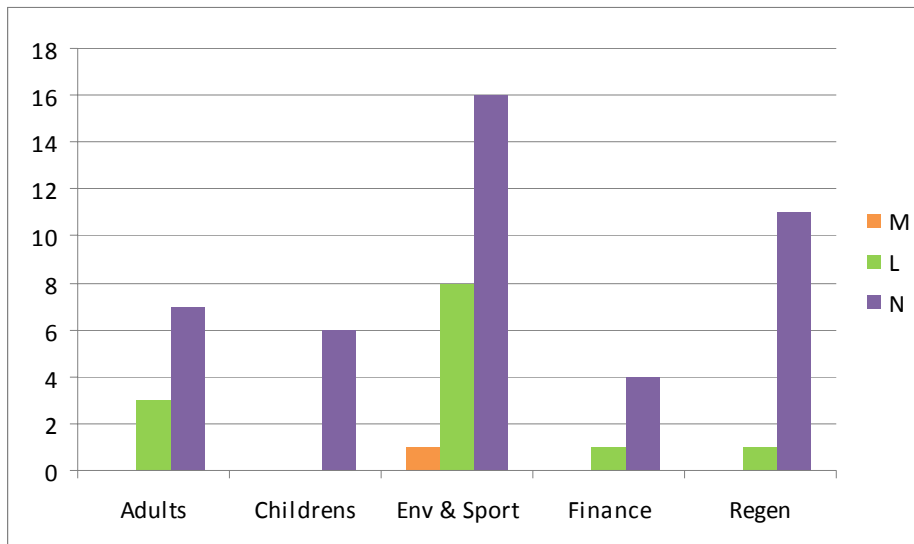


Fig 8 - Sex

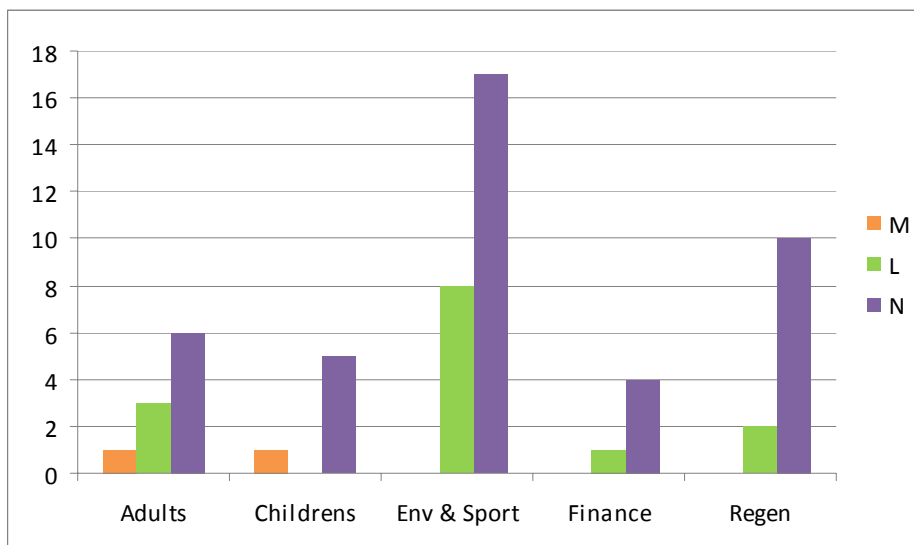


Fig 9 – Marriage and Civil Partnership

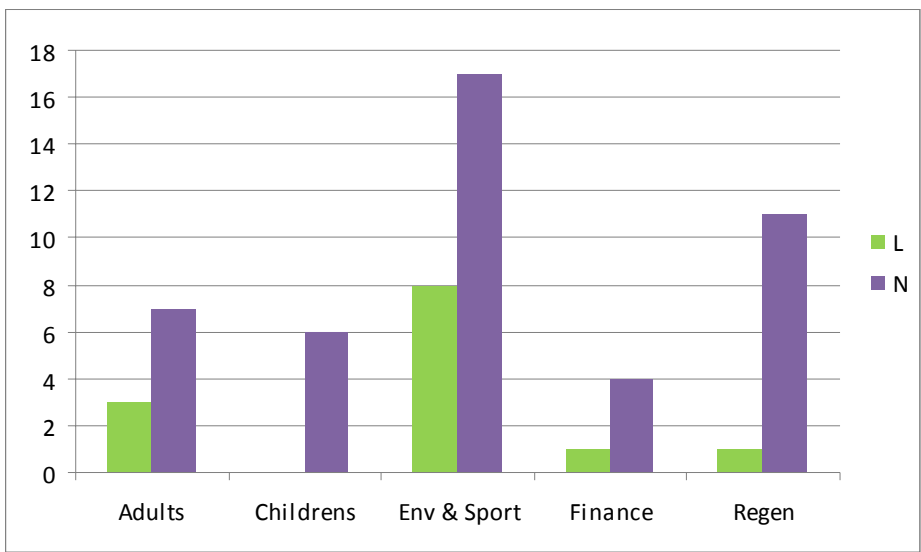
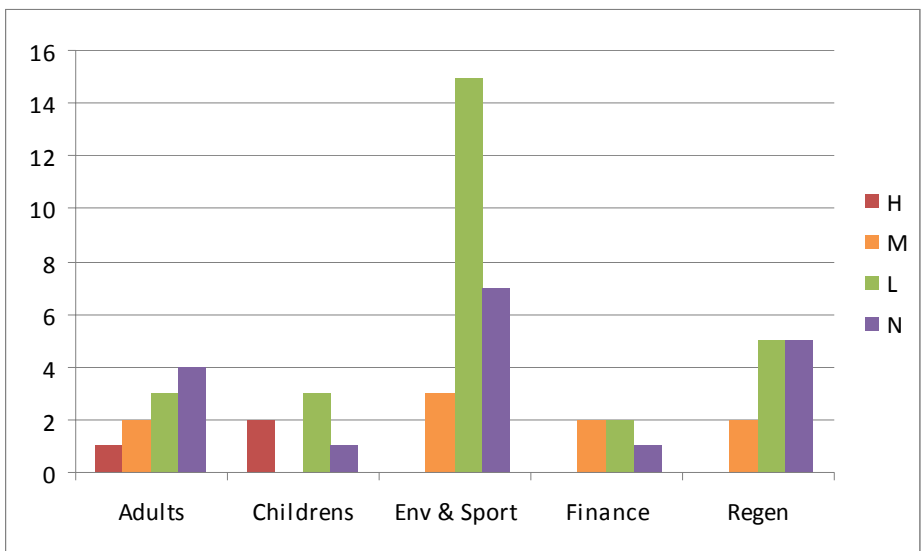


Fig 10 – Low income

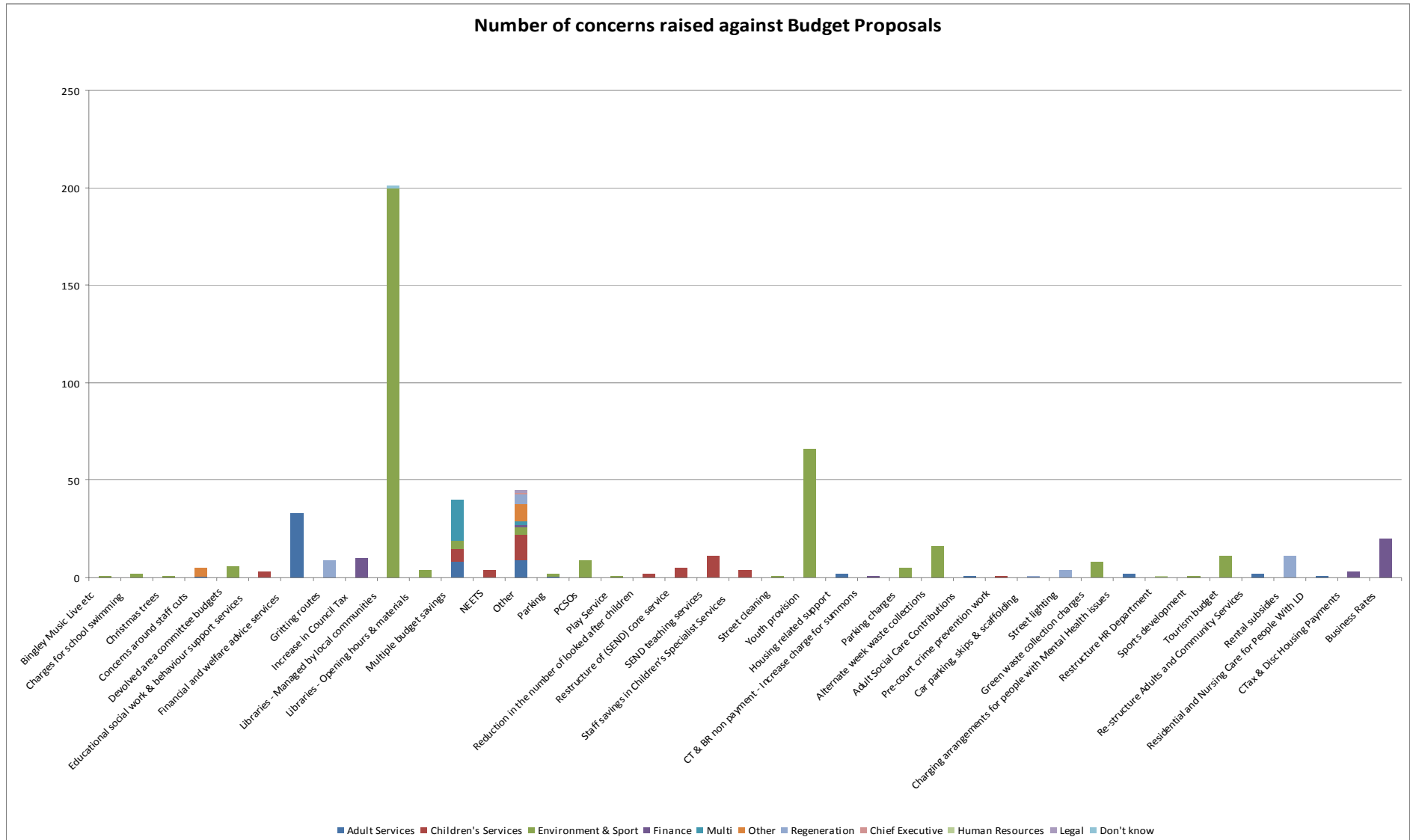


Appendix 3

Budget proposals for 2016-17 and 17-18

Details of the information gathered from the written response both through the web and postal

Fig 1



Appendix 4
Budget Proposals 2016-17 and 17-18

Equality Analysis Schedule – with reference to individual Equality Impact Assessment (EIA) forms

| INDEX | PAGE NO |
|---|----------------|
| <u>Adult and Community Services</u> | 22 |
| <u>Children's Services</u> | 33 |
| <u>Regeneration and Culture</u> | 41 |
| <u>Environment & Sport</u> | 52 |
| Support Services | |
| <u>Finance</u> | 68 |
| <u>Chief Executive</u> | 72 |
| <u>Human Resources</u> | 75 |
| <u>Legal and Democratic</u> | 76 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-------------------------------------|--|--|---|---|--|--------------------|
| | | Published December 2015 | | | | |
| ADULT AND COMMUNITY SERVICES | | | | | | |
| 3A1 | <p>Integration and Transition</p> <p>Changes to the Contributions Policy for Adult Social Care</p> <p>People who are able to reasonably afford it will pay more towards the cost of their non-residential care. Bradford's current policy is generous compared to other authorities and treats people with more income more favourably. No service user would pay more than they can reasonably be expected to afford.</p> <p>A significant number of service users out of a total of 3,500 would see an increase of between 2p and £116 per week. People with higher levels of income or savings would be most affected.</p> | <p>This proposal is likely to have a disproportionate impact on older people and working age adults with disabilities who have more income and young people under the age of 25 in receipt of high rate Disability Living Allowance/Personal Independence Payment.</p> | <p>The current Contributions Policy ensures that no individual service user, especially those with limited income, contributes more than they can reasonably afford to pay. That principle will not change under this proposal and all existing service users will have a new financial assessment with help to maximise benefits. There is also an appeals process if the service user cannot afford any newly assessed contribution</p> | <p>Concern was expressed that the change in policy will have a disproportionate impact on low income groups.</p> <p>It was also suggested that the process needs to be reviewed to ensure its fair for all service users e.g. not everyone who gets benefits gets everything for free and those with small savings have to pay.</p> | <p>When people are financially assessed their outgoings including home maintenance are taken into account. People can also appeal against a decision if they feel they cannot afford to pay.</p> <p>The basis of the proposal is that people are assessed in line with most other local authorities and based on people's assessed ability to pay. The current policy has a system of appeal in place and this will also continue to be the case.</p> <p>The intention and practice continues to be the equitable application of all Council policies.</p> | 3A1 |
| 3A2 | <p>Operational Services</p> <p>Changes to Home Care Services</p> <p>Savings will be made by changing the way in which home care services are monitored and delivered and by fully implementing</p> | <p>This proposal could have a disproportionate impact in the short term on older people and disabled people who use the service, as it may involve a</p> | <p>Before any changes are made to individual arrangements a review of individual care needs will be undertaken and service users will be supported through the process.</p> | <p>Request was made for further clarification on how the savings will be achieved</p> | <p>The majority of the savings in this section come from the electronic monitoring of staff. At present we pay for what we think someone will need (planned care). The Council pay on trust that this happens unless someone complains. By monitoring when staff enter and leave a persons home we will only pay for the</p> | 3A2 |

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|---------|---|---|------------|---|---|--------------------|
| | | Published December 2015 | | | | |
| Page 52 | <p>existing policy relating to care plans for people recovering from hospitalisation and accidents:</p> <p>Electronic Monitoring – using technology to monitor and agree care provided by contractors will enable the Council to save money by paying for care that is actually delivered, rather than simply planned in advance and providing it with more control over changes to individual care packages and the length of time those changes stay in place.</p> <p>Reducing staff costs by Providing More Equipment in the Home, Sometimes people's care needs can mean that they need more than one person to provide their care.</p> <p>Investing in equipment such as hoists can reduce the need for more than one carer and cut costs. The proposal includes accessing funding through the Health Service Capital Equipment Fund.</p> <p>Changes to Welfare Visits Some people receive 15 minute home calls to check on their welfare. The proposed changes mean that</p> | <p>change in the way their service is delivered. Therefore the impact could be high in the short term whilst people adjust to the change.</p> | | <p>Question was also asked about where will the capital investment come from to pay for the electronic monitoring</p> <p>Clarification was also sought for how electronic monitoring will relate to an individuals travel time</p> <p>Concern was expressed that not everyone will be able to manage through a phone conversation. It was pointed out that some people will become isolated. When someone visits this is often the only time someone will see another person.</p> | <p>actual care they receive.</p> <p>The new contracts with home care providers will give a higher hourly rate to providers. This will include costs for travel, the living wage and the costs of the monitoring.</p> <p>The contract will specify that there should no be no zero hours contracts and that travel time is paid.</p> <p>Safeguards will be put in place if people did not respond to calls. There were very few 'welfare' checks now. People who just need a call will be called through Telecare as they are now.</p> <p>Telephone calls will be part of a larger support plan and people will be seen at other times of the day. For example someone may have help getting up and dressed and getting to bed at night but they may get a phone call prompting them to take their medication or to go to the toilet during the day, rather than a visit (if this is thought to be appropriate)</p> | |

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|-----|--|---|--|---|--|--------------------|
| | | Published December 2015 | | | | |
| | instead of someone calling at their home the checks would be done over the phone. | | | | | |
| 3A3 | <p>Integration and Transition</p> <p>Changes to Supported Living for People With Learning Disabilities: Using Technology to Promote Independence and Reduce Contact Time With Staff.</p> <p>Supported living covers different services that help people with learning disabilities to be enabled to live as independently as possible. The Council currently spends over £7.9m on these services and the proposal would save money by requiring contractors to reduce costs by using new technology to promote greater independence and reduce the need for one to one contact with staff. Some people will see their hours of contact time reduce but all individual needs will be reviewed.</p> | <p>People with Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so impact will be minimised</p> <p>There is a potential short term low impact as existing service users with Learning Disabilities adjust to new arrangements.</p> | <p>The Care Act (2014) requires people to have individual assessments of their needs using national eligibility criteria. The Act requires the Council to offer an independent advocate to support participation in the assessment and therefore implementation of the Act mitigates against any individual with a protective characteristic being negatively impacted</p> | <p>Concern was expressed that the proposals will have a disproportionate impact on some people with learning disabilities. It was suggested that they will find the technology to be complicated and hard to use which will have an impact on the level of support they receive.</p> <p>Question was asked about who will take individuals through how to use the new technology and ensure they understand how the system works.</p> <p>Concerns were raised about how long it takes to get an assessment and how long it takes the assessment process before provision is in place.</p> <p>Question was asked about who will undertake the review and who will ensure that the equipment is right for the individuals needs</p> <p>There was general acknowledgement that using technology was the right thing to do but questions were raised about the timing and when we have reduced staffing and</p> | <p>A fundamental principle of all the budget proposals is that they are implemented following comprehensive reviews of the individuals affected by them. As such all training needs, risks and mitigations will be put in place before any staff hours are reduced.</p> <p>Concerns about the length of time people may wait from first point of contact to an assessment of needs are being addressed as part of the overall service review already in place.</p> | 3A3 |

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|-----|--|---|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | | | | resources to support the activity. | | |
| 3A4 | <p>Integration and Transition</p> <p>Review and De-Commission Financial and Welfare Advice Services</p> <p>The review will be undertaken in conjunction with the Council's Public Health Department which also commissions advice services. The proposal would reduce the overall funding available to providers of advice, reduce face to face contact by providing digital alternatives, eliminate the least effective advice sessions and target provision where there is greatest need.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | <p>Concern was expressed about the disproportional impact of the proposal on vulnerable groups who share protected characteristics and those on low income. It has been suggested that this will result in a reduction in face to face advice provision, which will have an impact on vulnerable clients. It has also been suggested that the reduction in advice support will have an adverse impact on the ability of advice workers to boost the income of vulnerable groups.</p> <p>Questions were raised on the quality of the EIA assessment and that it didn't reflect the exact nature of impact. It has been pointed out that currently 70% of enquiries fielded by Community Advice Network (CAN) are from people living in the 20% most deprived areas in England, with only 9% from the 50% better off areas. There are more protected characteristic groups among advice clients than the district averages, eg:</p> <ul style="list-style-type: none"> disabled: 45% of advice clients, 17% overall BMDC population black & minority ethnic groups: 53% of advice clients, 36% overall BMDC population | <p>The Council is not decommissioning services it is commissioning a more targeted advice service to respond to the identified needs of residents following extensive engagement with existing providers</p> <p>The commissioned service specification will include all the recommendations made in the various comments.</p> <p>The contract and quality monitoring of the contract will be comprehensive allowing the commissioner to take any and all necessary actions during the contract period to address any underperformance against the agreed outcome measures.</p> | 3A4 |

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| 3A5 | <p>Departmental</p> <p>Restructure Adults and Community Services and Reduce Staff by 80</p> <p>Savings would be made by undertaking a fundamental re-structure of the whole of Adults and Community Services including options for the delivery of Social Work and Occupational Therapy assessment and support functions. There could however be an impact on frontline services, for example in delayed transfers from hospitals to care and longer waiting times for people to have their needs assessed.</p> | | N/A | <p>Concern was expressed that the restructure will lead to a reduced number of staff trying to meet the needs of service users which could have a impact on the quality and standard of service provision.</p> <p>It was highlighted that the delay in assessments could have an adverse impact on the emotional wellbeing and longer stays in hospital.</p> <p>Request was made for more consultation with people directly affected by this budget line as well as the changes in working practices proposed for OT and Social Work assessments.</p> <p>It was also suggested that the new approach will need to be effectively monitored while securing service user feedback to understand the actual impact of the change.</p> | <p>The reduction in staffing numbers clearly requires the Council to develop a new social care offer to meet the needs of the population. The way services are currently delivered cannot be delivered with fewer staff. The staffing reductions will necessitate a route and branch review of the way services are delivered which will include consultation with people who use services, carers, trades unions, VCS and our partners in the NHS and any other relevant statutory bodies we work with.</p> | N/A |
| 3A6 | <p>Operational Services</p> <p>Changes to Learning Disability Day Care Services and Procurement</p> <p>The budget for Learning Disability Services is £8.8m including a £7m contract that is due to</p> | <p>People with Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so impact will be</p> | <p>The Care Act (2014) requires people to have individual assessments of their needs using national eligibility criteria. The Act requires the Council to offer an independent advocate to support participation</p> | <p>Concerns were expressed that the proposals could lead to individuals spending more time at home without seeing anyone which could have an adverse impact on their mental health and quality of life.</p> <p>It was also highlighted that by reducing the resource input extra burden will be placed on</p> | <p>Eligibility for support will be looked at. At present we spend £52 million pounds on 1,600 people with a Learning Disability. (Compared to an authority of similar size and make up, Bradford is in the top 10 authorities with the greatest spend)</p> <p>Some people get residential care and day services - for other groups of service users the residential care</p> | 3A6 |

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|---------|--|---|--|---|---|--|
| | | Published December 2015 | | | | |
| Page 56 | <p>be re- tendered in 2016-17 providing the opportunity to deliver savings.</p> <p>The overall numbers of hours and days of day care provided will reduce and this will affect some individuals and families directly. Everyone will have their needs reviewed before any changes are made to individual arrangements.</p> | minimised | in the assessment and therefore implementation of the Act mitigates against any individual with a protective characteristic being negatively impacted | <p>VCS organisations to support individuals.</p> <p>It was also pointed out that in some cases support is needed up front, which could then be reduced as individuals get more confident and independent – this needs to be built into the new approach while ensuring that reviews are undertaken at the right time.</p> | <p>provider provides the day care.</p> <p>We want to move more people to Direct Payment and do this in conjunction with health where people are eligible for a Personal Health Budget too. The idea is that people will have a provider fund and have more choice over the services they want when they want them. All reviews will be done in partnership with individuals (advocacy provided where needed), family and providers. Personal support navigators (provided through the VCS) will also play a role.</p> <p>Changes have already begun to happen for some people. The biggest effect will be in 2017-18 when we have to make the biggest saving.</p> | |
| | 3A7 | <p>Integration and Transition</p> <p>Changes to Housing Related Support : De-commission and Re-configure Services The Council commissions services to provide housing related support to a range of people including homeless people, ex offenders, people with mental health issues etc.</p> <p>The Council is not required to provide these services by law however a £4m saving has already been agreed for</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | N/A | <p>There was concern about impact of the proposals on people receiving housing benefit who have already experienced financial pressures due to the impact of Welfare Reform related changes.</p> <p>It was suggested that this could lead to an increase in homelessness and will also affect the way homeless are supported in the future.</p> <p>Concern was also expressed that there would be a disproportionate impact on the disabled, women (fleeing domestic violence), people with mental health, and</p> | <p>The service is already advanced in it's planning for the pre-agreed savings in this area. This proposal equates to a cut in the available funds for the commissioning of housing related support services. It will mean the service offer is cut but safeguards are already in place to ensure the most vulnerable are protected.</p> |

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|---------|--|-------------------------|------------|---|--|--------------------|
| | | Published December 2015 | | | | |
| Page 57 | this area in 2016-17The proposal would reduce that by a further £1m – the overall budget would reduce by 50% compared to today. Existing services will be changed to make sure that people in the greatest need are given priority. There is currently no assessment process. | | | <p>people with learning disabilities as these are the groups that are currently helped by the services.</p> <p>Cumulative effect of all of these means more people with mental health issues likely to end up homeless and insecure tenancies will increase</p> <p>A request was made for clarification on whether there will be an assessment process when services change</p> <p>Clarity on the figures was re re 50% reduction</p> | <p>This means the full budget is approx 10 million – 4 million was agreed in cuts last year and this proposal suggests a further 1 million in 17-18 giving a 5 million cut overall (50% of 10 million)</p> | |
| 3A8 | <p>Operational Services</p> <p>This saving is a budgetary consequence of a decision previously consulted on and is therefore not open for further consultation</p> <p>Continue to Review Learning Disabilities Travel Support</p> <p>These savings will be made by continuing with the Council's agreed policy on travel support to people with learning disabilities which is to regularly review people's travel needs</p> | N/A | N/A | | | N/A |

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|------|--|---|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| | and to explore different travel arrangements | | | | | |
| 3A9 | <p>Operational Services</p> <p>This saving is a budgetary consequence of a decision previously consulted on and is therefore not open for further consultation</p> <p>Closure of Whetley Hill Day Care Centre With Serviced to be Provided Elsewhere</p> <p>Closure of Whetley Hill Day Care centre has been agreed with users and families who have worked with the Council to find a solution. The building will close but people will access services at Thompson Court and Norman Lodge.</p> | N/A | N/A | A request was made for further clarification to be made to users of the Whetley Hill Day centre on the proposed changes and timelines as there was concern that the message hasn't been communicated as effectively as possible. | Fundamental to how cuts will be implemented is consultation with the people affected. All current users will and have been involved with the discussions on how this service will be redesigned. | N/A |
| 3A10 | <p>Operational Services</p> <p>Changes to Contracts for Residential and Nursing Care for People With Learning Disabilities to Promote Independence and the Use of Technology</p> <p>New contracts will enable the re-negotiation of high cost placements with service providers and require them to maximise the use of technology and</p> | People with Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so impact on protected equalities characteristics will be minimised | The Care Act (2014) requires people to have individual assessments of their needs using national eligibility criteria. The Act requires the Council to offer an independent advocate to support participation in the assessment and therefore implementation of the Act mitigates against | A request was made for further clarification on whether the additional extra care housing is specific to people with a learning disability? | The Council is reviewing all its 'specialist housing for vulnerable adults' under the Great Places to Grow Old Programme. There are no specific plans in respect of different client groups at this point. | 3A10 |

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| | | Published December 2015 | | | | |
| | telemedicine to support people with learning disabilities in the community which will reduce the numbers of care hours including nursing care required. The development of additional extra care housing will also reduce reliance on residential and nursing placements | | any individual with a protective characteristic being negatively impacted | | | |
| 3A11 | Operational Services Reduce the Number of Long Term Placements of Older People in the Independent Sector Although the Council will work to reduce the numbers of older people needing long term residential or nursing care some will still require that level of care. The Council proposes to reduce costs by changing spare beds in Council homes into long term beds reducing the numbers that we need to purchase from the independent sector | The proposal will predominantly affect older people and older people with disabilities in residential care. | To mitigate against any potential disproportionate impact individual assessments of needs will be undertaken. There would be extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. | A request was made for further clarification on who the 'spare' council beds are currently used for. Question was also asked whether the proposals will lead to reduced availability of respite places. | The beds are currently deployed to support the health and social care system. Discussions are on going with the NHS as to the number of beds they may require into the future and what level of community based services might be required to support hospital discharges. Respite is provided on the basis of assessed need and therefore how these beds are used will not affect the level of need. There is sufficient capacity in the local market to meet current levels of demand with room for any increase over the coming planning period. | 3A11 |
| 3A12 | Operational Services Mental Health – Review of charging arrangements for people with Mental Health issues Some people with | The proposal is to review all those people with Mental Health aftercare arrangements and assess their requirement to | The Care Act (2014) requires people to have individual assessments of their needs using national eligibility criteria. The Act requires the | Clarification was requested around the intention behind the proposal in terms of what is being reviewed e.g. someone's Mental Health status or their ability to pay? There was concern expressed that that section 117 people may lose | If someone is detained in hospital under the Mental Health Act they may be discharged with Section 117 aftercare. In this instance someone does not have to pay towards their social care elements that prevent someone being admitted back into | 3A12 |

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|------|--|--|---|--|---|--------------------|
| | | Published December 2015 | | | | |
| | Mental Health needs don't contribute financially towards their social care because of their status under the Mental Health Act. The proposal will review their status and anticipates more income from people with Mental Health needs through payments towards their care and as a consequence bring them into line with other clients for example older people and people with disabilities. | <p>contribute towards their care and support arrangements.</p> <p>The proposal will therefore disproportionately affect people with Mental Health needs</p> | Council to offer an independent advocate to support participation in the assessment and therefore implementation of the Act mitigates against any individual with a protective characteristic being negatively impacted | <p>out as there is not enough detail about what the charges will be and how it will be decided</p> <p>It was pointed out that if an individual is under a section or in hospital for 28 days or more they will lose benefit entitlement so any charging policy needs to be sensitive to this</p> <p>It was also pointed out that people who have been assessed under section 117 get an advantage on other members of the disabled population. Therefore some people felt it is right that should contribute the same as others.</p> | <p>hospital.</p> <p>What has happened in Bradford is that people who have been detained under the mental health act at any point in their lives are still not contributing – even if they are in residential care for a completely different reason. Some people have been receiving free services since 1990.</p> <p>The review will look at their entitlement for care in their present circumstances both from a mental health perspective and physical perspective. This will ensure a fair service to all but will address an individuals needs.</p> | |
| 3A13 | <p>Operational Services</p> <p>Reduce Long Term Placements of Older People into Nursing and Residential Care</p> <p>By supporting more people to live in their own homes or in extra care supported housing, the Council can reduce what it spends on long term residential and nursing care. The Council will achieve reductions in the numbers of older people needing long term residential and nursing care by using technology to help them stay independent and</p> | This proposal would have a high impact on older people but would result in a wider range of choice to meet peoples assessed needs and ensure where possible people with particular characteristics are not disproportionately affected | <p>To mitigate against any potential disproportionate impact individual assessments of needs will be undertaken.</p> <p>There would be extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected.</p> | There was concern that reducing the number of placements will impact on those leaving hospital, which will result in an increase in bed blocking situation. | <p>This proposal is in line with the increasing aspirations of residents who in the main prefer to remain in their own home or move into less institutional care settings.</p> <p>The health and social care system is developing a clear 'discharge to assess' pathway for hospital discharge which will ensure decisions about where people will live in the long term are not taken in an acute hospital setting. This shift in how we work to get people out of hospital will reduce demand in the long term for residential and nursing care.</p> | 3A13 |

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|-----|---|-------------------------|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | working closely with health services to plan and deliver services | | | | | |

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|----------------------------|---|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| CHILDREN'S SERVICES | | | | | | |
| 3C1 | <p>Special Education Needs (SEN) Services</p> <p>Restructure the Special Needs and Educational Disability (SEND) Core Service</p> <p>The SEND Core Service carries out various statutory duties including coordination of assessments for children with SEND, monitoring children's progress and planning to ensure there is enough SEND provision.</p> <p>The proposal will make savings by re-structuring the services to reduce management costs while maintaining statutory functions.</p> | n/a | n/a | <p>Concern was expressed that the proposals could result in a significant number of children who won't have their needs identified, assessed and their support provision planned and monitored by specialist teachers.</p> <p>It was suggested if the service is contracted out to schools to buy in it may not be a priority for some schools.</p> <p>It was pointed out that the current service is very responsive to immediate requests for support at short notice which cannot be given at a centre of excellence where an appointment is needed, which could lead to delay in support</p> | <p>The SEND proposals relate to the recommissioning of SEND Teaching Support Services. In essence this is about transforming centrally delivered services in the context of sector led improvement.</p> <p>We are currently considering this proposal in the context of a much wider SEND review. We want to ensure that services for children and schools are high quality and improve outcomes. This is not part of the budget savings proposals as these services are funded through Dedicated Schools Grant (DSG), it is not expected that there would be any loss of service to children and young people.</p> <p>This proposal is about reducing management of the core Statutory Service. The proposals will not have an impact on the statutory functions of the LA, which are: the assessment of SEND, monitoring children's progress through school based review meetings and ensuring sufficiency of SEND placements and resources.</p> | n/a |
| 3C2 | <p>Special Education Needs (SEN) Services</p> <p>Re-commission the SEND Teaching Services.</p> <p>Development of SEND</p> | Equality assessment carried out indicates that this proposal is likely to have no or a | n/a | Same as above | This proposal is about the re-commissioning and transformation of SEND teaching services, traditionally delivered by the LA, in the context of sector led | 3C2 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|--|---|------------|--|---|---|
| | | Published December 2015 | | | | |
| Page 63 | Centres of Excellence based in schools. Dedicated Schools Grant funded so no revenue saving. Has been added due to S188 and Corporate Services Recharges | low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | | | <p>improvement.</p> <p>This proposal is now being considered in the context of a much wider SEND review currently underway.</p> <p>Any changes to these Services will be in the context of this Review and will be based on the SEND needs analysis and recommendations about provision and services for the next 5 years. It is based on key questions.</p> <ul style="list-style-type: none"> Do we have sufficient resource/places for SEND children and young people based on a needs analysis? Is our current provision the correct model? <p>Do we have any gaps in our resource?</p> | |
| | 3C3 | <p>Behaviour and Attendance</p> <p>Restructure the Educational Social Work (ESWS) and Behaviour Support (BSS) Services</p> <p>The proposed re-structures will bring BSS and ESWS together with the New Arrivals and Travellers Children's Service and Looked After Children to create a "Virtual School" for</p> | n/a | n/a | <p>There was concern that there was limited detail on how the proposals will be delivered other than the service moving to Schools of Excellence.</p> <p>It was suggested that a significant change in the way in which the service was structured could lead to a loss of experience and special-ism within the field that has been built up within the team, which could have an adverse impact on the support provided to</p> | <p>This proposal is not about moving to Schools of Excellence.</p> <p>This proposal is about developing a "Virtual School" for Vulnerable Children.</p> <p>Currently vulnerable children may be referred to a number of services which deal with different issues. One may deal with behaviour, one may deal with absence from school, another may deal with the issues faced by a new arrival to the</p> |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|--------------|--|-------------------------|------------|--|---|--------------------|
| | | Published December 2015 | | | | |
| | Vulnerable children which provides additional support and complements the children's mainstream education; Management costs will be reduced and because the services often work with the same children there will be opportunities to eliminate duplication and maximise the impact of resources. | | | schools. | country and one service may deal with Looked After Children. By bringing the services together into one service area to be known as the Virtual School we will be able to have a team around the child. They will advocate on behalf of the child and ensure there is a plan and joined up package of support in the context of Early Help. The expertise and experience will transfer into this new team and therefore should have no impact on the support schools receive. | |
| 3 Page 64 | <p>Diversity and Cohesion Service</p> <p>Restructure the Diversity & Cohesion Service</p> <p>The Diversity and Cohesion service has a number of functions including supporting supplementary schools, delivering the Government's PREVENT anti-radicalisation agenda and support to the Standing Advisory Council on Religious Education (SACRE). The re-structure will reduce management and align New Communities and Travellers Services with the "Virtual School" (see 3C3) for vulnerable children in order to reduce costs while using Government grants to</p> | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|---|--|--|---|---|--------------------|
| | | Published December 2015 | | | | |
| | cover budget reductions and maintain essential aspects of the Service's work. | | | | | |
| 3C5 | <p>Bradford Achievement Service</p> <p>Move Delivery of School Improvement to Schools</p> <p>The District is moving to a "School led" approach to driving school improvement. As a result the Council will no longer perform some of the functions it does now and this will mean that there will be a decrease in the number of Council teams required. Funding for School improvement will continue to be made available directly to schools via the Dedicated School Grant.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3C5 |
| 3C6 | <p>Employment and Skills</p> <p>Reviewing Work with Young People Who are Not in Employment Education or Training The proposal is made up of different elements:</p> <p>- Connexions. Connexions supports young people on a range of issues including accessing education, training,</p> | This proposal will have a negative impact on people who share a protected characteristic. The service targets and supports vulnerable young people who are not in education, employment or | To mitigate any potential disproportionate impact there will be a re-design of the service to provide better links with other agencies and services that will be underpinned with more effective information, advice | Concern was expressed that the decommissioning of the Engagement and Skills element of the Community Fund will mean that there will be no provision from the voluntary sector in this area. | The proposed withdrawal of funding for the Employment and Skills element of the Community Fund will not mean that there will be no provision from the voluntary sector in adult employment and skills delivery. | 3C6 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|--|---|----------------------|---|---|--------------------|
| | | Published December 2015 | | | | |
| Page 66 | <p>skills and employment choices. The proposal will reduce the Connexions contract by £450,000 (30%) reducing the Councils capacity to support this work and increasing the risk of growing numbers of young people Not in Education, Employment or Training</p> <p>- De-commissioning the Employment and Skills element of the Community Fund to save £250,000. This will impact on a number of Voluntary Sector providers and will further reduce the delivery of employment and skills opportunities in the District.</p> <p>- Service re-structure - A review of the service structure to save £26,000</p> | <p>Training (NEET) and provides pre-employment support and training to help vulnerable people into employment.</p> | <p>and guidance.</p> | <p>It was also pointed out that the proposals could lead to increase in NEET numbers across the district.</p> | <p>funding from the 'Department of Work and Pensions', and the 'Skills Funding Agency'.</p> | |
| | <p>Specialist Services and Children's Centres</p> <p>Investment for new Early Help Service</p> | <p>n/a</p> | <p>n/a</p> | <p>n/a</p> | | |
| | <p>3C7</p> <p>Specialist Services and Children's Centres</p> <p>Looked After Children - bring children cared for outside of Bradford back into the District.</p> <p>Having more of our children with complex needs living locally will</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no detrimental impact and so there is no disproportionate impact on any</p> | <p>n/a</p> | | | <p>3C7</p> |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|----------------|--|--|------------|---|---|--------------------|
| | | Published December 2015 | | | | |
| | reduce costs associated with the provision of care outside the District which is generally more expensive. This will be achieved by strengthening our local provision and the movement of young people from residential care to highly skilled foster care. | group who share protected characteristics | | | | |
| 3C8 Page 67 | <p>Specialist Services and Children's Centres</p> <p>Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years.</p> <p>The numbers of children in Council care will be reduced by improving its Early Help offer to children and families and the fostering and residential care we provide for children once they need to be looked after by the Local Authority. Earlier and more effective action to address issues affecting families and children along with the use of "Signs of Safety", an approach designed to reduce risks by working in partnership with families, is expected to reduce the numbers of children in</p> | Equality assessment carried out indicates that this proposal is likely to have no detrimental impact and so there is no disproportionate impact on any group who share protected characteristics | n/a | <p>There was concern that the proposals could lead to some children being left in potentially unsafe situations</p> <p>It was pointed out that Benefit sanctions and other changes due to the Welfare Reform programme will increase the number of families in crisis and this will very likely increase the need for this service.</p> | <p>There is evidence that other local authorities who have implemented effective Early Help services have safely reduced the number of Looked after children.</p> <p>Aligning the Early Help approach with signs of safety will ensure improved outcomes for families.</p> <p>A big focus within Early Help will be to support and encourage adults into training and into employment, off benefits and out of poverty.</p> | 3C8 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|---|--|--|---|---|--------------------|
| | | Published December 2015 | | | | |
| | care by 75 over two years. | | | | | |
| 3C9 | <p>Specialist Services and Children's</p> <p>Staff Savings in Children's Specialist Services</p> <p>Bradford's Early Help offer will be improved to develop a clearer focus on outcomes, eliminate duplication and promote integrated working between services. This will contribute to reducing the numbers of looked after children, reduced contacts with children's social care, reduced child protection plans and reductions in associated staffing costs.</p> | n/a | n/a | There was concern that the reduction in staff numbers could lead to a significantly reduced specialist service for children. This will have an adverse impact on children in Bradford who are already disadvantaged and the gaps will only become wider in terms of opportunity and aspiration. | The Early Help offer will provide an effective response to families at an earlier stage and therefore improve the outcomes for families and reduce the number of disadvantaged children in the District. | n/a |
| 3C10 | <p>Youth Offending Team - Stop Delivering Pre-Court Crime Prevention Work</p> <p>"Community Resolutions" helps to divert young people from the criminal justice system by directly communicating with and making amends to people they have subjected to low level crime. There is no statutory duty for the Council to provide this service and the proposal is to end its</p> | This proposal could lead to a greater number of young people appearing in Court and could have a negative impact on career and employment opportunities. | The Youth Offending team will continue to work with all agencies involved in working with this cohort of young people to adopt a shared preventative approach. | Concern was expressed about the long term impact of the proposal on Young People in Bradford and the cost associated in the long term. | <p>Management has reviewed the Youth Offending Team (YOT) budget reduction to minimise the impact on the prevention work.</p> <p>The proposals reflects the changing flows of work on the service and therefore reduces the long term impact of the budget reductions</p> | 3C10 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|--------------------------|-------------------------|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
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| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------------------------------|---|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| REGENERATION AND CULTURE | | | | | | |
| 3R1 | <p>Economic Development</p> <p>Review the Business, Investment and Enterprise team.</p> <p>Changes at the regional Combined Authority to develop strategic inward investment will result in changes in delivery locally. This will reduce the capacity of the service to support business and attract investment to the District.</p> | n/a | n/a | | | n/a |
| 3R2 | <p>Economic Development</p> <p>Replace City Park Maintenance Fund with a Reserve</p> <p>Maintenance works for City Park are currently funded from the Council's ongoing revenue budget. The proposals will replace this funding with a reserve of over £500k which would be sufficient to cover the life time replacement costs for major works.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3R2 |
| 3R3 | <p>Economic Development</p> <p>Replace Budget for the City Centre Growth Zone Rates</p> | Equality assessment carried out indicates that | n/a | | | 3R3 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|---|--|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| Page 71 | <p>Rebate Team with a Reserve</p> <p>The costs of managing contracts for business rate rebates in the City Centre Growth Zone are currently paid for from the Council's ongoing revenue budget. This proposal would replace that funding by using money set aside to fund the Growth Zone's Rates Rebate programme for the duration of the programme to March 2020. The proposal would reduce the money available to support City Centre businesses but because of various other business rates initiatives fewer businesses will qualify to receive a rates rebate than was originally anticipated so the impact will be minimised.</p> | <p>this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | | | | |
| | 3R4 | <p>Economic Development</p> <p>Reduce European Strategic Investment Fund (ESIF) and Replace with a Reserve</p> <p>The ESIF is used to provide match funding for bids for funds from the European Union, this match funding typically helps to secure an additional 50% from the</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | | 3R4 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|---|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | EU. Reducing the fund will reduce the capacity to respond to Leeds City Region requests to deliver EU funded programmes. Leeds City Region is currently calling for an EU funded enterprise support programme under the proposal. This and other similar calls would be funded through reserves. | | | | | |
| 3R5 | <p>Climate, Housing and Property</p> <p>Continue to reduce the Council's Administrative Estate</p> <p>The Council will continue to reduce the number of buildings it operates from in the City Centre, closing Jacobs Well and moving staff to Britannia House. Some capital investment will be required to deliver the proposal</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3R5 |
| 3R6 | <p>Climate, Housing and Property</p> <p>Remove or Reduce Rental Subsidies Provided to Tenants of "Community Facilities"</p> <p>Tenants of "community facilities" e.g. sports and recreational facilities are granted rental subsidies from</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share | n/a | <p>There was a strong concern that the proposal could lead to small community groups closing down. Voluntary organisations using council buildings are already on tight budgets and will struggle with increased rents etc.</p> <p>In general the groups range from small community organisations to</p> | <p>The service recognises that it's EIA is necessarily limited to property implications and does not take account of wider impacts in terms of community services particularly when other department's proposals affecting the same groups are taken into account.</p> <p>The service has requested sight of feedback forms referred to by affected groups at the consultation</p> | 3R6 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|--|---|------------|--|---|--------------------|
| | | Published December 2015 | | | | |
| Page 73 | the Council based on their ability to pay. The total value of subsidies is £300,000. The proposal would either remove all subsidies or revise the policy to reduce the overall level of subsidy by assessing the tenant's contribution to District wide priorities, their management of the property and the extent to which facilities are made available to the wider community. | protected characteristics | | <p>large VCS groups who provide support to communities and individuals which compliment and add value to services provided by the Public sector.</p> <p>Question was asked about the legal ownership of assets especially when they were bought with external funds (e.g. European money) and nominal support from the Council. It was pointed out that asset management should support these organisation to take ownership of these buildings under the 'Community asset transfer'</p> <p>Concern was also expressed about the impact of this proposal on other areas. Social and health care are relying on Community's to support people more and provide services. Youth Services have been cut and due for further cuts. With nowhere to go and nothing to do we are likely to cause additional costs in other areas e.g. anti social behaviour, Youth offending, intimidation in the streets so other people don't go out and become more isolated etc.</p> | <p>event.</p> <p>The issue of community asset transfer is separate and distinct from the proposal</p> | |
| | 3R7 | Climate, Housing and Property Changes to the delivery | n/a | n/a | | |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|--|---|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | <p>of capital schemes.</p> <p>Changes to the Education Client Services and Architectural Services teams</p> | | | | | |
| 3R8 | <p>Climate, Housing and Property</p> <p>Reduce Building Maintenance Budgets</p> <p>The maintenance budget has already reduced by £700,000 in the last four years and the proposal would make a further £1m reduction which would affect the ability to carry out programmes of planned maintenance work.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | | | 3R8 |
| 3R9 | <p>Climate, Housing and Property</p> <p>Restructure Environment & Climate Change Service</p> <p>The team works to reduce energy consumption and expenditure, reduce carbon emissions and promote a reduction in fuel poverty and improve Public Health outcomes. The proposed re-structure will align functions to other areas of activity such as buildings and estates management and reduce management costs. There will</p> | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|---|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | be a reduction in strategic capacity and the delivery of carbon reduction work however this reflects a changing policy context in which there is greater difficulty in delivering schools carbon reduction projects which form a significant part of the work. | | | | | |
| 3R10 | <p>Climate, Housing and Property</p> <p>Increase Trading Surplus in Catering Services by Ceasing Loss Making Operations</p> <p>The proposal would review and change services at loss making venues which include sports centres, swimming pools and City</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3R10 |
| 3R11 | <p>Climate, Housing and Property</p> <p>Reduce Office Cleaning to 3 Days a Week</p> <p>The proposal would reduce levels of cleaning and increase reliance on employees to keep their work areas clean and tidy.</p> | n/a. | n/a | | | n/a |
| 3R12 | <p>Climate, Housing and Property</p> <p>Property Programme –</p> | Equality assessment carried out indicates that | n/a | | | 3R12 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|---|--|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| | <p>Continue to Rationalise the Council Estate</p> <p>The continuation of the Property Programme will continue to deliver savings including the closure of Future House, reductions in managed print spend and savings on cleaning and utilities bills.</p> | <p>this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | | | | |
| 3R13 | <p>Planning Transportation & Highways</p> <p>CCTV Services</p> <p>The proposal would seek to generate income through exploring the commercial opportunities for example services to education, other authorities and the private sector.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | | | 3R13 |
| 3R14 | <p>Planning Transportation & Highways</p> <p>Street Lighting – Partial Night Switch Off</p> <p>Switching selected street lights off between midnight and 5am will reduce energy costs. Other authorities have adopted this approach. Determining the specific areas subject to the proposals will need</p> | <p>Equality assessment carried out indicates that this proposal could potentially have a negative impact upon people with a disability in so far as partially sighted people may find it more difficult to travel in areas where lighting is</p> | <p>The disproportionate impacts could be mitigated by careful selection of the units to be switched off.</p> <p>Criteria is being developed to determine priorities where service</p> | <p>Concern was expressed that some vulnerable people will suffer if lights are switched off.</p> <p>It was felt that there were many hidden uncertainties, such as will crime increase, or will those deemed vulnerable feel stressed and anxious.</p> | <p>As part of the selection criteria consideration will be given to locations where there are likely to be high numbers of vulnerable people.</p> <p>Evidence from other projects already implemented suggest that there appears to be no increase in crime. Feedback from other projects is generally positive.</p> | 3R14 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|--|--|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| Page 77 | <p>surveying, research and consultation to be undertaken. There would be no switch off proposed in areas where;</p> <ul style="list-style-type: none"> • There is a record of traffic collisions during switch off times • There is high crime during switch off times • There are Roundabouts, complex junctions etc • There is CCTV coverage • There are pedestrian crossings • There is 24 hour use e.g. Hospitals There is sheltered accommodation and housing for vulnerable people <p>Some initial investment would be required to make the technical changes necessary to deliver ongoing savings. Public consultation may also be required in some area Additional switch offs could potentially reduce costs by</p> | <p>switched off.</p> <p>Additionally older people may feel more vulnerable where lighting is switched off.</p> | <p>should be maintained e.g. areas with sheltered housing and areas with a police record of frequent anti-social behaviour during the proposed switch- off period</p> | | | |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|---|---|------------|--|---|--------------------|
| | | Published December 2015 | | | | |
| | another 20%. | | | | | |
| 3R15 | <p>Planning Transportation & Highways</p> <p>Reduce Winter Gritting Routes</p> <p>The Council currently affords priority status for gritting to 62% of the local road network - 712 miles. The proposals would reduce this to 42% by 2017- 18 with just the main arterial routes and spinal link roads being afforded priority status</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | <p>Concern was expressed that the proposals will have a disproportionate impact on the disabled and elderly who are dependent on either their cars or public transport. This could lead to an increase in isolation during winter months for some of those groups.</p> | <p>In determining the reduced priority routes, consideration will be given to areas where there are likely to be high numbers of disabled and elderly groups.</p> | 3R15 |
| 3R16 | <p>Planning Transportation & Highways</p> <p>Restructure Development Services</p> <p>Development Services deliver planning and building control services. The proposal reduces staffing levels but by restructuring in the light of changing requirements and already agreed procedures, no detrimental effect on planning is anticipated.</p> <p>Building control is moving to a joint arrangement with Kirklees and possibly also Wakefield Councils which should see it maintain and capture market share</p> | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|--|--|--|--|--------------------|
| | | Published December 2015 | | | | |
| 3R17 | <p>Planning Transportation & Highways</p> <p>New Charges for Permits for Car Parking, Skips and Scaffolding; Charges for Dropped kerb applications and events on the highway co- ordination</p> <p>The proposal introduces new charges for residents car parking permits and for skips and scaffolding on the highways.</p> <p>Applications for dropped kerbs will incur a charge as will staff time involved in co-ordinating events and parades. Licence fees will be introduced for cranes and cherry pickers.</p> | <p>Equality assessment carried out identifies that the scope of the impact on protected characteristics for each additional fee charge will be different but collectively could have a medium impact on age, disability and those on low income/low wages.</p> | <p>The disproportionate impacts could be mitigated by designing the fee charging schedule to allow consideration of the assessment of the applicant's ability to pay the required fee or charge.</p> | | | 3R17 |
| 3R18 | <p>Planning Transportation & Highways Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority</p> <p>The proposal will change administrative support, merge Transport Development and Highways Asset management in to one Team and seek to centralise some functions to the West Yorkshire Combined Authority – these are Highways Design, Traffic</p> | n/a | n/a | n/a | n/a | |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|--|-------------------------|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | <p>control, Highways Structures, Transport Planning and Highways Development Control.</p> <p>Transfer of functions would remove the Council's ability to deliver its own strategic highway improvements without having to use consultants.</p> <p>Review the provision of highways inclusion and mobility advice which could reduce effectiveness and impact in this area of work.</p> | | | | | |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------------------------------|---|--|------------|---|---|--------------------|
| | | Published December 2015 | | | | |
| ENVIRONMENT AND SPORT | | | | | | |
| 3E1 | <p>Waste Minimisation – Support and Encourage Recycling; Provide One General Waste Bin and End the Collection of Side Waste</p> <p>The Council has agreed a Domestic Waste and Recycling Policy that will increase recycling and reduce domestic waste and its associated disposal costs. The current and ongoing costs of disposal of domestic waste are not affordable.</p> <p>Education, information and raising awareness will support increased recycling and a scheme providing community incentives to recycle will be introduced in places where households have little space for separate recycling bins.</p> <p>The Council will work with householders to eliminate the need to leave out side waste & will only collect one general waste bin from each household; households above a certain size can apply for a larger bin.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | Concern was expressed that communication on the implications of the proposals has not filtered down to all communities especially those from minority groups, | <p>Following implementation of the Domestic Waste and Recycling Policy (DWARP) across the Keighley areas, lessons have been learned that will be adopted for the Bradford Area roll out. Additional communications will be delivered to each household across the Bradford area. The programme design provides a flexible approach to ensure that different communities and individual needs are taken into account where possible.</p> <p>The Council recycling advisors are newly in post and have a comprehensive work programme to ensure that the needs of minority groups are considered, understood and acted on where possible.</p> | 3E1 |
| 3E2 | Introduce Charges for | Equality assessment carried | n/a | There is support for green waste collection charges although it | The proposal is that the service will be offered across all areas at | 3E2 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|---|--|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| Page 82 | <p>Green Waste Collection</p> <p>The Council currently subsidises the collection of green waste in some parts of the District, mainly serving households with larger gardens through its brown bin system. The proposals will introduce a charge of £40 per household for collection of green waste for which householders will receive a specified number of collections a year in turn. Charging for green waste collection is increasingly common among local authorities and will remove the unfairness of the free service only being offered to households in certain parts of the District.</p> | <p>out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | | <p>could be termed as charging the 'more affluent' as green waste is restricted to many of the areas in the district. In theory, the 'less well off' areas may not be charged so this is supported. Question was raised on how the fee of £40 for the service was determined. It was also suggested that people should be encouraged to recycle green waste for compost.</p> | <p>the same charge.</p> <p>The Council has always encouraged householders to compost garden waste wherever possible and offers compost bins at a reduced price.</p> <p>The original fee was determined after an analysis of councils with a similar size/demography who have already implemented green waste charging and taking account of likely drop off rates of existing users of the service.</p> <p>Consideration will be given to the consultation response with respect to levels of charges.</p> | |
| | 3E3 | <p>Trade Waste – revise charging and payment and improve efficiency</p> <p>Increasing trade waste charges will generate additional income while a move to cashless payment systems will improve efficiency and reduce costs to the Council. "Pay as you go" arrangements will eliminate building up bad debt and other operational efficiencies will contribute to the overall savings.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | | |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|--|---|------------|---|---|--------------------|
| | | Published December 2015 | | | | |
| 3E4 | <p>Alternate week Waste Collections</p> <p>The proposal will mean alternate weekly collections of household waste and recycling.</p> <p>The current and ongoing costs of disposal of domestic waste are not affordable. The proposal will reduce the total number of collections per year for each household but maintain weekly visits.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | <p>There is some support for fortnightly bin collections and alternate weeks for recycling and domestic waste. However concern was expressed about the issues of fly tipping, which could increase due to proposals and therefore become counterproductive. The revised proposals would need to factor this into how the new policy is implemented.</p> | <p>The full details of this change are not finalised at this point in time but consideration of the change and impact on issues such as fly tipping will be explored. Many Councils (80%) have implemented alternate week and 3 weekly collections without reporting any significant impact on fly tipping.</p> <p>Separation of recyclables still creates the opportunity for disposal of the same quantity of waste by households just in different receptacles.</p> <p>Alternate weekly collection encourages recycling and moving 10% of waste from the residual bin to the recycling bin saves over £1m in disposal costs.</p> | 3E4 |
| 3E5 | <p>Sport - Play Service</p> <p>This saving is a budgetary consequence of a decision previously consulted on and is therefore not open for further consultation</p> <p>Merge and Restructure Play Service</p> <p>It has already been agreed that the Council's Community Play and Activity Service should merge with the Early year's Childhood team and this will deliver an ongoing</p> | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|---|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | saving. | | | | | |
| 3E6 | <p>Sport - School Swimming</p> <p>Increase Charges for School Swimming by £5 per Pupil</p> <p>The increased charges for Key Stage 2 School Swimming lessons will bring the Council into line with other providers of KS2 school swimming. Over 135 schools across the District currently buy our KS2 swimming.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3E6 |
| 3E7 | <p>Sport – Sports Centres</p> <p>Withdraw from Nab Wood Sports Centre</p> <p>A new school is due to be built at Nab Wood and the proposal is to withdraw Council provision from the sports centre in advance of the building work rather than awaiting its commencement.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3E7 |
| 3E8 | <p>Sport – Sports Centres</p> <p>New agreement with Pulse fitness at Thornton Recreation Centre</p> <p>The Council has an agreement with Pulse</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so | n/a | | | 3E8 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|--|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| | Fitness to share income from Thornton Recreation Centre. This ends in January 2016 providing the opportunity to increase the Council's income through a new agreement. | there is no disproportionate impact on any group who share protected characteristics | | | | |
| 3E9 | <p>Sport – Sports Centres</p> <p>Sports Facilities – New Online Booking and Membership System</p> <p>A new online booking system is being installed in sports facilities which will reduce the need for reception staff cover in certain facilities.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3E9 |
| 3E10 | <p>Sport – Sports Centres</p> <p>Sports Development - additional income from holiday courses and year round</p> <p>The Sports Development Service will adopt an increasingly commercial approach to delivering courses and activities like multi-sports camps, dance camps, aquatics courses and outdoor programmes. Fees and charges will be brought further into line with market prices.</p> | Equality assessment indicates that this proposal could impact on low income/low wage families and young people which may not be able to afford any increased charges. | The Passport to Leisure scheme operated by the Council is available to low income Bradford residents and will be actively promoted to mitigate the effect on low income families and individuals. | | | 3E10 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|--|------------|---|--|--------------------|
| | | Published December 2015 | | | | |
| 3E11 | <p>Sport & Culture Management</p> <p>Re-structure Sports & Culture Management & Staffing</p> <p>A reduction in sports and culture activity presents the opportunity to further reduce management and staffing costs.</p> | n/a | n/a | | | n/a |
| 3E12 | <p>Parks – Events</p> <p>Removing subsidised Support for Bingley Music Live and Sports and Parks Events</p> <p>The proposal would lead to a loss of experience and capacity however there is the potential for Bingley Music Live to move to a private operator and for parks and sports events to be run by local communities or other alternative approaches.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3E12 |
| 3E13 | <p>Parks</p> <p>Transfer ownership of playing pitches and facilities to sports clubs, Parish Councils and community organisations.</p> <p>Some sports pitch management and maintenance including changing facilities would transfer to clubs,</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected | n/a | Concern was expressed that the proposals will have an adverse impact on low income across the district and would reduce their ability to take part in sporting activity. This doesn't fit with the Council's policy around reducing obesity and encouraging people to have a healthier lifestyle. | If the sports pitches transfer to community management then the reduction in cost as a result of volunteers operating the facilities could reduce the cost of access to sports facilities. However, in any agreement an upper limit on charges would be included in the agreement as it has been at sports grounds in the district that have already moved to this | 3E13 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|----------|--|--|--|--|---|---|
| | | Published December 2015 | | | | |
| Page 187 | parishes and community groups to operate as community assets. This may require the consolidation of multiple clubs onto to a single site to reduce the current dependency on pitches used only by one team and to provide more cost effective opportunities for club or community management. Club or community management will increase the potential for access to sponsorship, fund raising activity and grant funding. | characteristics | | There was also concern that different groups would be using the facilities on a regular basis which could lead to a decline, for example the standard and quality of the pitches. It was suggested the Council could work with partners to develop quality standards and explore other alternative funding streams e.g. Sports England | <p>approach.</p> <p>Pitches will not be overplayed as any agreement with a community sports club would include limitations on play and quality standards required prior to any play as a result of wet weather conditions.</p> <p>A community sports club has greater access to external capital funding from Sport England, Football Foundation, National Lottery, etc and the Council will continue to work with sports clubs to access this funding potential.</p> | |
| | 3E14 | <p>Parks</p> <p>Parking Charges at Some Parks and Woodlands</p> <p>Parking charges will be introduced at specific parks and woodlands e.g. St Ives, Lister Park, Ilkley Lido, Cliffe Castle</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | Concern was expressed that the parking charges would lead to a reduction in people visiting parks and woodlands. It was suggested that this will have an impact on low income groups who find this as affordable alternative for leisure activity. This will also lead to people parking on adjacent streets/roads (to avoid paying a fee) causing traffic congestion, which will be counter-productive. | <p>The price for parking will need to be considered as access is important to provision and use of leisure and park facilities, but this initiative will only affect people accessing the parks by a motor vehicle. Pedestrians and cyclists will still have free access to the park area.</p> <p>Not all parks will introduce parking charges as there are a number of issues to be considered prior to introducing parking at any one location. The displacement of parking into the surrounding area will be considered as part of any potential park charging assessment.</p> |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|---|--|---|--|--------------------|
| | | Published December 2015 | | | | |
| 3E15 | <p>Parks</p> <p>Find external funding for Christmas Trees or cease provision</p> <p>The Council currently buys, installs and removes 9 Christmas trees at city and town centres and key facilities. The proposal is to identify alternative funding for these activities through sponsorship.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | | | 3E15 |
| 3E16 | <p>Bereavement</p> <p>Increase Bereavement Services charges above inflation.</p> <p>The increases will bring the Council's charges broadly into line with other West Yorkshire authorities in particular Bradford Council's charges for graves are relatively low. The proposed increase would be an average of 5% above inflation in each of the next two years.</p> | <p>Equality assessment indicates that any increase in charges, particularly at a rate above inflation, will have an effect upon those on low incomes for a universal service</p> | <p>Whilst not mitigating the impact, the proposed increases will be structured to ensure that local service users are not charged the highest amounts within West Yorkshire for any of the services offered.</p> | | | 3E16 |
| 3E17 | <p>Culture - Libraries</p> <p>Libraries - Operational Efficiencies Including Review of Opening Hours and Reductions to the Materials Fund</p> <p>The proposal would</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate</p> | n/a | <p>There was strong concern that the proposals will lead to the loss of a vital community asset, which provide more than just access to books.</p> <p>It was suggested that there will be a disproportional impact on elderly, young people and</p> | <p>The proposals include for a set of core libraries to be provided which are geographically located across the district.</p> <p>All other libraries are being offered through the current proposal as community managed libraries. This initiative is planned</p> | 3E17 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|---|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| | reduce the materials fund and spending on casual staff resulting in reductions in resources for library materials across the District and risks of temporary library closures due to a lack of casual staff cover. | impact on any group who share protected characteristics | | <p>people on low income.</p> <p>The wider implications include loss of access to computers, which are essential for CV development, job search and accessing services from the Council and other public sector partners who are moving to a digital service access channels.</p> | to be implemented over a number of years and local groups will be offered support and financial assistance to enable the library to be sustained. This proposal has taken place at a few libraries within the district and these are working well at the current time. | |
| 3E18 | <p>Culture - Libraries</p> <p>Libraries - Increase the Numbers of Libraries Managed by Local Communities</p> <p>A number of branch libraries are already being successfully run by local community groups and volunteers. This proposal would seek to extend community management across the rest of the library network, with the exception of Bradford Central Library, Shipley, Keighley, Bingley, Ilkley, Eccleshill and Manningham which would remain under direct Council management</p> <p>If a community managed solution cannot be found then the Council would look to close them.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | <p>There was strong concern that the proposals will lead to the loss of a vital community asset, which provide more than just access to books.</p> <p>It was suggested that there will be a disproportional impact on elderly, young people and people on low income.</p> <p>The wider implications include loss of access to computers, which are essential for CV development, job search and accessing services from the Council and other public sector partners who are moving to a digital service access channels.</p> <p>Closure of the libraries could lead to increased isolation for some groups who use the facilities as a safe place for connecting with other people.</p> | | 3E18 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|--|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| 3E19 | <p>Culture - Museums</p> <p>Museums - restructure of the Service</p> <p>The proposal is to restructure the service to provide a smaller staff team retaining the capacity to deliver service objectives, eliminate duplication and promote more joint working. There would be some reduction in the funding available to deliver exhibition design.</p> | n/a | n/a | | | n/a |
| 3E20 | <p>Culture - Theatres</p> <p>Theatres - Reduce Box Office staffing; Increase Income in Community Halls; Review Contemporary Dance Programme and Increase Income</p> <p>Increasing the transactions that are carried out online will reduce the numbers of telephone staff required. Contemporary Dance events will be significantly reduced. Investment may be needed to drive income generation.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3E20 |
| 3E21 | <p>Culture - Markets</p> <p>Markets - Operational</p> | Equality assessment carried out indicates that | n/a | | | 3E21 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|---|---|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| | <p>Review</p> <p>To undertake an operational review of markets introducing operational efficiencies. Plus introduce a small business initiative scheme.</p> | <p>this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | | | | |
| 3E22 | <p>Culture - Tourism</p> <p>Review of Tourism Budget</p> <p>Over £120,000 of the current budget for tourism is short-term transitional funding to underpin services while a review of its future configuration is carried out. The review will have to deliver savings equivalent to that funding and this proposal requires an extra £69,000 to be saved.</p> <p>Savings can be made in 2016-17 by reducing opening hours or closing Visitor Information Centres. Balancing the budget beyond 2016-17 would require the closure of more or all Visitor Information Centres. The impact of any potential closures could be reduced through the development of online and digital alternatives.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | n/a | <p>There was concern that the closure of visitor information centres and a move to digital alternatives to replace them could result in excluding some groups e.g, older people, disable as they may not be able to access these services.</p> <p>Question was also raised about the timing of the proposal when we are promoting the city to all as a place to visit.</p> | <p>The proposal will include for the building of digital content and it is envisaged that strategic locations for information points will be identified across the district. This would provide for paper based materials and digital information to be gained at these locations similar to the current materials.</p> <p>The promotion and providing of information in the City Centre will be considered as a priority due to the reasons identified through the consultation feedback.</p> | 3E22 |
| 3E23 | <p>Safer & Stronger</p> | <p>Equality assessment indicates that there is</p> | <p>To reduce the negative impact of</p> | | | 3E23 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|---|---|--|--|--|---|
| | | Published December 2015 | | | | |
| Page 92 | <p>Communities</p> <p>Remove Council Funding for Police Community Support Officers</p> <p>The Council will remove its financial contribution to Police Community Support Officers (PCSO's) over two years and work with West Yorkshire Police to develop a new approach to neighbourhood policing within the context of reduced funding. The Council currently part funds 120 PCSO's who are employed by the Police and provide a visible uniformed presence. To reduce the negative impact of this proposal the Council and Police will work together to promote and increase the numbers of Special Constables and to move to multi-disciplinary local neighbourhood teams that work together and focus on preventing harm to vulnerable people. The Council would retain its Wardens Service.</p> | <p>likely to be a negative impact on a number of protected characteristic groups due to a reduction in a visible uniformed presence.</p> <p>PCSO's provide a visible presence and help deter crime including anti-social behaviour and hate crime, crimes which are most likely to occur against protected characteristic groups.</p> | <p>this proposal the Council and Police will work together to promote and increase the numbers of Special Constables and to move to multi-disciplinary local neighbourhood teams that work together and focus on preventing harm to vulnerable people. The Council would retain its Wardens Service.</p> | | | |
| | 3E24 | <p>Safer & Stronger Communities</p> <p>Community Development - Reduce Devolved Area</p> | <p>Equality assessment indicates that these grants are paid to organisations who</p> | <p>Existing grant recipients may be able to build capacity within the groups</p> | <p>There was concern that the proposals would significantly reduce the support capacity for vulnerable/low income groups</p> | <p>Resources to support community development would be reduced.</p> <p>Some capacity would be retained and decisions will be taken on</p> |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|---|---|---|--|---|--------------------|
| | | Published December 2015 | | | | |
| Page 93 | <p>Committee Budgets</p> <p>Several organisations in different parts of the District are commissioned by the Council to deliver community development. The proposal would mean that funding would reduce by a significant amount after current arrangements end.</p> | work with low income groups. Any reduction will reduce the capacity for those organisations to create initiatives that support those groups. | they work with to be more independent and less in need of support. | <p>and communities across the district. The community development workers tend to focus on prevention work (health decreases the statistics in mental health, social services, crime prevention and youth services) which reduces long term support costs for public sector support services. The reduction of support could lead to the need of investing further resources in the long term to address problems and issues, which will be counter productive.</p> <p>It was suggested that the revised proposals for support focus on areas of greatest need and this would need to be determined through needs analysis (linked to ward plans). There was support for increasing volunteer based support but this would require resource to ensure the volunteers had the right tools available to empower and support communities.</p> | <p>future approaches to help ensure that support is provided to those communities that are in greatest need.</p> <p>Some opportunity may exist to strengthen volunteering through New Deal initiatives such as 'People Can' campaign.</p> | |
| | 3E25 | <p>Neighbourhood Services</p> <p>Parking – Introduce New and Increased Charges</p> <p>Proposals include changes in Bradford City Centre as follows:</p> <p>Off street evening charges – introduce £1.00 charge. Off street Sunday charges – flat</p> | Equality assessment indicates that any introduction of charges will have a disproportionate effect upon those on low incomes although uptake of the service is discretionary. | The negative impact on people with low income is mitigated by the level of charges implemented which are designed to be reasonable and proportionate for the parking offered and | | |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|---|---|---|--|---|--|
| | | Published December 2015 | | | | |
| Page 94 | <p>rate of £1.00</p> <p>On Street daily charges – extend from 8am to 6pm (currently 10am to 4.30pm)</p> <p>On street Sunday charges – extend pay and display on-street to cover Sundays.</p> <p>Other proposals: Implement already agreed tariffs</p> <p>Remove free parking at Westgate 2pm - 4pm Pay and Display around Bingley Arts Centre &</p> <p>Railway Road and Wharfe View Car Parks, Ilkley New on street areas of pay and display</p> <p>Remove initial free parking at car parks</p> <p>Amend and extend charges at some other car parks</p> <p>Parking would continue to be cheaper than neighbouring authorities.</p> | | <p>should not therefore prove a deterrent.</p> <p>It should also be noted there are no proposals to increase the general short or long stay tariffs in place throughout the district.</p> | | | |
| | 3E26 | <p>Neighbourhood Services</p> <p>Street Cleaning – Changing Working arrangements for new staff; using technology to improve efficiency.</p> <p>As staff retire or leave the service all new staff will work to a 30 hour week, the</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share</p> | n/a | <p>There was concern raised about people employed in this service with a Learning Disability and worries about unfair treatment during the process.</p> <p>It was also mentioned that any reduction in street cleaning will increase the effects of the heavy</p> | <p>The Council recruits staff in accordance with its legislative requirements under the Equality Act 2010 and Public Sector Equality Duty.</p> <p>There is no impact on current workforce.</p> <p>Use of improved technology (routing systems and self</p> |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|---|--|---|--|--------------------|
| | | Published December 2015 | | | | |
| | use of technology to plan routes and more litter bins requiring less frequent emptying will ensure that this is at no detrimental impact to service delivery. | protected characteristics | | rain causing additional workload and financial cost to individuals and to the Council | compacting bins) will mitigate some impact. Staffing numbers would be maintained, but working hours reduced. | |
| 3E27 | <p>Neighbourhood Services</p> <p>Youth Provision</p> <p>The proposal will re-design the Youth Service to deliver cost reductions while promoting the active involvement of communities in delivering a District wide "youth offer".</p> | Equality assessment indicates that there will be a disproportionate impact on young people. | Consideration to mitigating the impact will be made in developing proposals in the re-design of the service and building capacity and resilience within the voluntary and third sector providers | <p>Concern was expressed that the reduction in support will have an adverse impact on young people who already have limited access to public services.</p> <p>It was suggested that the potential closure of information services will remove one of the last open access provision for young people across the District.</p> <p>It was also suggested that not all young people (especially those from a low income) will have access to digital platforms which means that their ability to access the app will be limited.</p> | <p>It is recognised that there are concerns about reducing support to young people; however the proposal puts forward a new model of operation and access to information services. A large number of open access youth provision exists across the district staffed by youth service practitioners and colleagues in the voluntary and community sector. The Youth App is designed to increase the reach of the existing providers, and, whilst it is recognised that not all young people will have access to digital technology, this will be an increased offer and initial advice, guidance and sign posting to a broader group of young people than are currently being reached. This will support young people into localised services according to their need.</p> <p>It is envisaged that the creation of one post to support information, advice and guidance work would contribute to work alongside this to help and support an increased role for existing open access youth providers (across the Youth Sector) in being better placed to</p> | 3E27 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------|--|---|------------|---|--|--------------------|
| | | Published December 2015 | | | | |
| | | | | | support young people in their own localities with information, advice and guidance. Young People will form part of the development group who will work on the creation of the app. | |
| 3E28 | <p>Customer Services</p> <p>Increase the numbers calls and transactions that are automated</p> <p>The numbers of calls and transactions processed by automated means will be increased reducing the need for staff involvement.</p> | <p>Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p> | | <p>There was concern that the EIA didn't reflect the actual impact protected characteristics.</p> <p>It was pointed out that the people who are less likely to be able to use these means are often older people and disabled people.</p> <p>The EIA doesn't provide any evidence that there will be alternate methods of contact for these groups.</p> | <p>Support has been built within the Customer and Citizen strategy for face to face appointments and assisted self serve solutions to support those people that are not able to use self service technology based solutions.</p> | 3E28 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|----------------|---|-------------------------|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| FINANCE | | | | | | |
| 3F1 | <p>Commissioning and Procurement</p> <p>Restructure Commissioning and Procurement</p> <p>The proposal will further reduce management costs and create a new Commercial and Procurement service allowing greater sharing of knowledge and more focussed activity.</p> | n/a | n/a | <p>General comment:</p> <p>It was felt that the Commissioners lack a full understanding of what services are provided in some areas of the voluntary sector, including what works best for communities and what doesn't.</p> <p>It was a concern that smaller voluntary organisations with small revenues will not be able to compete with the larger national voluntary organisations that have a bigger finance capacity. This means that essential support provided by local VCS organisations could be lost to protected characteristics groups could be lost.</p> <p>Question was raised about what steps will the Council commissioners put in place to make the funding process is fair and equitable for all.</p> | <p>The Council's commissioners are subject matter specialists with knowledge of the market and the needs of its communities.</p> <p>The Council is obliged to tender to demonstrate that public funds are being utilised in an open, fair and non-discriminatory and that it is securing best value for money. All suppliers (VCS and non-VCS) must be treated fairly and equally.</p> <p>The procurement process ensures that Council contracts are awarded fairly and the Council gets the best possible deal.</p> <p>Where local knowledge is critical to the delivery of a service, it is up to the Council to ensure that this is properly reflected in its specification and appropriately weighted in the evaluation.</p> | n/a |
| 3F2 | <p>Financial Services</p> <p>Improved efficiency in financial reporting</p> | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|-----|--|--|--------------------|---|--|--------------------|
| | | Published December 2015 | | | | |
| | Better use of technology, standard processes for financial reporting and more budget holders carrying out routine financial activities will deliver savings. | | | | | |
| 3S1 | <p>IT</p> <p>IT Savings</p> <p>The end of the Council's ICT contract will, by enabling full Council control over IT, deliver significant savings and more effective procurement.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | | | 3S1 |
| 3F3 | <p>Revenues & Benefits</p> <p>Increase the amount charged for issuing a summons to people who do not pay their Council tax or business rates.</p> <p>The charges would only apply to people summonsed after receiving reminders and taking no action. The charges would increase from £40 to £50 for Council tax and £40 to £60 for business rates.</p> | Equality assessment carried out indicates that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics | n/a | There was concern that the proposal will have an impact on low income groups. It was suggested that this will potentially increase people's indebtedness and put vulnerable people at risk. | | 3F3 |
| 3F4 | Revenues & Benefits | Equality | Where practicable, | Concerns were expressed | | 3F4 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|---------|--|--|---|--|--|--------------------|
| | | Published December 2015 | | | | |
| Page 99 | <p>Reduce Expenditure on Support for Business Rates</p> <p>Remove discretionary rate relief that is provided to a range of not for profit organisations</p> | <p>assessment carried out indicates that this proposal is likely to have a disproportionate impact on most if not all protected characteristics.</p> <p>Organisations that currently benefit from this relief provide support for many of the groups within the defined characteristics.</p> | <p>the Council will work with affected organisations taking action to offset the impact of the loss of rate relief.</p> | <p>about the impact of the proposals to reduce rate relief for voluntary organisations. This will have a major impact on organisations which are providing support to vulnerable and low income groups across the District.</p> <p>It was suggested that the cut will put many not for profit organisations, who deliver community benefit in poor communities but who are not registered charities at severe risk of closure. This will lead to the following:</p> <ul style="list-style-type: none"> • community benefit delivered by these organisations in poor communities would be lost • additional rate revenue would not be released if organisations go out of business. • impact on jobs as organisations close and increase economic inactivity. • lack of volunteering opportunities for those in the district as not for profits fold. | | |
| 3F5 | <p>Revenues & Benefits</p> <p>Reduce Expenditure on</p> | <p>Equality assessment indicates that the reduction in the</p> | <p>The Discretionary Housing Payment policy will continue</p> | <p>There was concern that the funding reduction will have a significant impact on vulnerable</p> | | 3F5 |

| REF | Function and Description | Equality Assessment | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|----------|--|---|---|---|--|--------------------|
| | | Published December 2015 | | | | |
| Page 100 | <p>Support for Council Tax & Discretionary Housing Payments</p> <p>The Council provides various exemptions and reductions for Council tax and business rates. This proposal will</p> <ul style="list-style-type: none"> Remove the 1 month exemption the owners of empty buildings enjoy on paying Council tax – they will pay from the day a property becomes empty. Reduce the Council contribution to Discretionary Housing Payments | Discretionary Housing Payment budget is likely to have a disproportionately negative impact on those on low income. | to be targeted at those with greatest needs. | groups (low income) and will increase the risk of them becoming homeless. In the long run the negative impact lead to higher cost for statutory support services and therefore needs to be considered as part of preventive approach to reduce longer term support requirements e.g. homelessness accommodation, mental health related support etc. | | |
| | 3F6 | <p>Revenues & Benefits</p> <p>Reduce staffing and overtime in revenues and benefits.</p> <p>Automation, improved productivity and changes to staff roles will allow savings to be made without adverse impact on the performance of services or increase in workloads.</p> | Equality assessment indicates that as service users will be able to access information by digital means, this may have a disproportionate impact on older people, people with disabilities and those on low income. | Face to face and telephony services will still be available to support those who need assistance. By encouraging those who are able to use online services to do so, it will enable resources and assistance to be directed to those who need it. | | |

| REF | Function and Description | Equality Assessment & | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|------------------------|---|-------------------------|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| CHIEF EXECUTIVE | | | | | | |
| 3X1 | <p>Core Office & Political Group Offices</p> <p>Staffing Reductions – Core Office and Political Offices</p> <p>Through restructure and review of grading for staff in Core and Political Group offices, delete a further post in 2016/17 and other posts in 2017/18 while reducing the cost of the substantive staffing structure.</p> <p>The element of this proposal relating to achieving savings in 2017/18 will form part of a process to restructure the whole of the Chief Executive's Office including Public Affairs and Communications and Policy Programmes and Change.</p> | n/a | n/a | | | n/a |
| 3X2 | <p>Public Affairs & Communications</p> <p>Reduced Staffing Costs – Public Affairs and Communications</p> <p>Savings would be delivered through voluntary reductions in working hours and efficiencies in supplies and services budgets.</p> | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment & | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
|----------|--|-------------------------|------------|--|--|--------------------|
| | | Published December 2015 | | | | |
| Page 102 | <p>There will be significantly reduced capacity and the Council would have a minimum level of service which would adversely affect for example its ability to deal with key service issues like waste management, school performance etc</p> <p>The element of this proposal relating to achieving savings in 2017/18 will form part of a process to restructure the whole of the Chief Executive's Office including Policy Programmes and Change and the Core Office and Political Group Offices.</p> | | | | | |
| | <p>Policy Programmes and Change</p> <p>Review of Policy Programmes and Change</p> <p>Savings will be made through:</p> <ul style="list-style-type: none"> • Staffing efficiencies and reductions – including potentially working more closely with other partners • Trading services/income generation. • Reducing demand through increased automation and use of open data | n/a | n/a | | | n/a |

| REF | Function and Description | Equality Assessment & | Mitigation | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
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| | | Published December 2015 | | | | |
| | <p>The proposals will reduce resources at a time where Departments may need additional support relating to significant policy developments and transformational change.</p> <p>This saving will form part of a process to restructure the whole of the Chief Executive's Office including Public Affairs and Communications and the Core Office and Political Group Offices.</p> | | | | | |

| REF | Function and Description | Equality Assessment & Mitigation | Published December 2015 | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | EIA form reference |
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HUMAN RESOURCES

| | | | | | | |
|-----|--|-----|-----|--|--|-----|
| 3H1 | <p>Human Resources (HR)</p> <p>Restructure HR Department.</p> <p>The proposal will result in a significantly streamlined service and will involve:</p> <ul style="list-style-type: none"> • Reducing spending on workforce development • Staff reductions in workforce development, corporate HR and business support. • Combining specialist teams • Reducing member Development. • Removing vacant posts | n/a | n/a | | | n/a |
|-----|--|-----|-----|--|--|-----|

Page 104

| | | Equality Assessment & | Mitigation | | | EIA form reference |
|----------------------------------|---|-------------------------|------------|--|--|--------------------|
| REF | Function and Description | Published December 2015 | | Consultation feedback on Equality Issues | Service Response to Consultation Feedback on Equality Issues | |
| LEGAL DEMOCRATIC SERVICES | | | | | | |
| 3L1 | <p>Legal Services</p> <p>Staffing Reductions – Legal and democratic Services.</p> <p>Staff reductions would mean some types of legal service/representation work from Legal Services no longer being available and/or severely limited.</p> <p>There may be opportunities to share services with other authorities. There will be implications for Council Departments seeking support from Legal Services</p> | n/a | | | | n/a |

Page 105

Second Addendum to the Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of the Executive to be held on 23rd February 2016.

AV

Subject:

Engagement and Consultation Programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget - report addendum

1. Summary

- 1.1 The report of the Interim Assistant Director, Policy, Programme and Change was published on 1st February 2016 and presented to the Executive at their meeting on 9th February 2016. The report included information from the public engagement and consultation programme in relation to the budget proposals for the 2016-17 and 17-18 budget. The report gave details of information as follows:
 - the public consultation and engagement sessions to the end of 31st January 2016,
 - the written sessions both postal and via the website to the end of 31st January 2016
 - the responses from Council Officers until the end of 31st January 2016.
- 1.2 The public consultation and engagement programme continues until 25th February 2016 meaning that there is an ongoing requirement to provide both the information gathered and the Council Officers' responses. The first addendum to the report was presented to the Executive on 9th February 2016 and published on 9th February 2016. The first addendum provided an update on feedback received through the budget consultation programme from 1st February 2016 to 4th February 2016:
- 1.3 This is the second addendum to the report presented on 9th February 2016 and contains an update on feedback received through the budget consultation programme from 5th February 2016 to 12th February 2016.
- 1.4 The public consultation and engagement programme continues until Full Council on 25th February 2016. Further details of the public consultation and engagement programme will be published and presented to the full Council meeting scheduled for 25th February 2016.

2. Participation

- 2.1 There have been no further dedicated consultation sessions with community of interest groups since the first addendum was published.
- 2.2 There were 209 additional written responses between 5th February 2016 and 12th February 2016 including both postal responses and via the website. This takes the total from 604 on 4th February 2016 to 813 on 12th February 2016. The total 813 submissions have raised 1,106 concerns against budget lines. Of these 488 were received through the online survey, 314 were received via post, which includes 21 individual organisational representations and 11 via email.
- 2.3 The additional written responses have included submissions from voluntary organisations, Bradford Safeguarding Adults Board and Bradford City and Bradford Districts Clinical Commissioning Groups (CCG).
- 2.4 The written responses relating to the proposals have been reported back to the departments. The Strategic Director (SD) or other appropriate Chief Officer (CO) has responsibility for ensuring that the proposals for their department or service area are reviewed and that the proposals, along with the relevant Equality Impact Assessment (EIA) are updated as appropriate. A revised version of the EIAs, version 4, will be published on 16th February 2016 in advance of the Executive meeting on 23rd February 2016 as Elected Members need to have regard to all the information contained in them when considering their recommendations to Council on the budget for 2016-17 and the budget savings proposals for 17-18
- 2.5 Appendix 1 provides the list of the version 4 EIAs that have been published and can be accessed on the Council's website at http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17

3 Additional Consultation Feedback Received

- 3.1 An additional 209 written responses were received between 5th and 12th February 2016. This is shown in Appendix two where Figure 1 details the total written responses received both through the web and post since the consultation began on 1st December 2015 until 12th February 2016. The graph is colour coded to service area and/or department. As can be seen from the graph, the highest number of responses received continues to be for the proposal 3E18 - Library service, which refers to proposals to Increase the Numbers of Libraries Managed by Local Communities.
- 3.2 There has been an increase in concerns raised in respect of proposal 3E27: Youth Provision. The objections continue to focus on the loss of critical face to face support service. It has been suggested that some young people may find it difficult to access support services. It has also been suggested that this could have an adverse impact on vulnerable young people leading to safeguarding issues, homelessness and criminality.
- 3.3 From 4th to 12th February 2016 there has been an increase in the number of written responses to proposal 3F4 Reduce Expenditure on Support for Business Rates objecting to the proposed withdrawal of rate relief for voluntary and community sector organisations. The objections remain focussed on the financial viability of these organisations and the potential risk that the proposal will lead to a large numbers of such

organisations closing down leading to a loss of vital support services. For example, sport clubs have highlighted the work they are doing to work with young people to promote integration and healthy lifestyles.

- 3.4 Bradford City and Bradford Districts Clinical Commissioning Groups have submitted a detailed response highlighting their concerns for proposals included within the Adult and Community and Children's Services budget proposals. The feedback has focussed on the potential implications to the health and wellbeing of vulnerable groups who are currently receiving services delivered or commissioned by Council departments.

They have suggested that the proposals could lead to a deterioration in the health of these vulnerable groups either by reducing the level of service, changing approach to access or through increasing contributions (e.g. those suffering from mental health, older people, vulnerable young people etc). It is suggested that this may lead to service users seeking other more expensive sources of help and intervention

- 3.5 Bradford Safeguarding Adults Board (SAB) submission has focussed on budget proposals which they believe could have an adverse impact on the District's capacity to safeguard adults. Their feedback has focused on; highlighting risks of electronic monitoring, a request that assessments also focus on safeguarding concerns, the continued availability and funding of advocacy services, the potential impact of reduction in staffing numbers which the Board considers could lead to a reduction in the quality of assessment and the support provided to vulnerable people and the impact of the reduction in day care services.

- 3.6 Feedback from a specific consultation held in relation to 3E2 – introduce charges for green waste collection has shown that of the respondents who were currently receiving the service and who provided feedback, 64.8% of those respondents were not prepared to pay for the service, while 23.7% were willing to pay for the service. Of the 242 respondents willing to pay for the service; 75% are willing to pay £30, 10% £35, 8% £40, 5% £45 and 2% declined to answer.

A concern has been raised regarding a possible increase in fly-tipping and the use of residual waste bins for Garden Waste if the service becomes chargeable. It was also suggested that there would be a significant increase in the amount of garden waste being taken to Household Waste Sites if garden waste collection became a chargeable service.

- 3.7 Young people have been active participants in the Council consultations in relation to budget savings proposals. These were facilitated by the Youth Service staff and included young people attending youth service run and voluntary sector partner run sessions. At a district level, feedback from these sessions focused on the following key areas:

- 3C10 Youth Offending Team – Proposal to Stop Delivering Pre-Court Crime Prevention Work. There was a suggestion that this service should not be reduced and that further funding was needed to support this work. There was concern expressed that cutting prevention work could increase costs by the need to provide higher level, higher cost services in the future.
- 3E23 Safer Communities – Proposal to Remove Council funding for Police Community Support Officers (PCSOs). There is concern that reducing the number of PCSO's could result in more crime and feelings that the streets were less safe leading to a negative impact on older people. There was recognition that there needs to be enabling work done to increase Community Crime Watch initiatives to foster community spirit and community views on neighbourhood safety.

- 3E27 Youth Service – Proposal to Redesign the Youth Service to reduce costs. Participants expressed concerns that the reduction in provision and change in access to support could lead to an increase in vulnerability. Feedback highlighted the relationship between young people and youth workers and concern was raised that the face to face interaction is not something that could be replicated through digital platforms. Young people did feel they could play more active roles in supporting youth provision, with examples including volunteering to run provision and fundraising to support running costs. Some felt they needed some “professional” help to do this successfully. There was also a suggestion that schools and businesses could be asked to do more to help fund and sponsor work with young people.

3.8 Bradford and District Older People’s Alliance (BOPA) organised a series of consultation sessions to capture feedback from Older People on the budget proposals. The feedback from these sessions has focused on the following issues:

- Accessibility: Connect to Support or staff in the Access Point may not have a full understanding of the needs of Older People, especially if they are from black and minority ethnic groups. There was also concern that the use of digital technology (e.g. computers, tablets, video phones, face time etc) will exclude some older people who are not IT literate or those groups where English is not their first language.
- There was concern that some community centres will be affected by multiple budget savings proposals which it was felt could have an impact on their ability to provide specialist support services for older people in the community.
- There was concern that the Adult and Community Service savings proposals would leave vulnerable older people isolated and lonely which it was felt could lead to an adverse impact on their health and safeguarding issues.
- It was also suggested that proposals to switch off street lighting in the early hours of the night will leave some older people vulnerable to crime and burglary.

3.9 The Council undertook a detailed consultation for the budget proposal in relation to the Library service (3E18). Over the last few weeks, 5 drop-in sessions followed by 5 public meetings in the 5 constituencies have taken place. In addition to this, specific meetings took place with Burley Parish Council, Appleton Academy, Baildon Town Council, Baildon Ward Councillors and Tong Ward Councillors. Specific feedback sheets for the libraries budget proposals were distributed at each meeting and were also made available at the libraries. To date 139 responses have been received as part of this specific consultation on this proposal.

Feedback from the consultation process has focused on the capacity of people to volunteer in some communities, the potential risk of removing a community hub leading to isolation, the condition of buildings and what would happen to the buildings if they were closed down. Other concerns were raised about data protection issues and how accountable volunteers would be should information security be breached, the impact of potential closures on educational attainment levels across the District and the accessibility of core libraries if the local libraries are closed down.

Suggestions were also made on how the libraries could be operated differently, which included; exploring a ‘hybrid’ model of a mixture of paid staff and volunteers, generating income to achieve savings and should the community manage the library, could they use the library space for other things to generate income.

- 3.10 Four additional petitions have been received which are in relation to the following:
- Two objecting (One paper and one e-petition) to the potential closure of Wibsey Library (3E18).
 - One objecting to the Youth Service proposals (3E27).
 - One objecting to the proposed cuts to Community Development Workers (3E24) and Review and De-Commission Financial and Welfare Advice Services (3A4) budget saving proposals. The concern is that these proposals could lead to the closure of the Rockwell Centre and related groups and services.
- 3.11 In summary it is necessary to ensure that the Executive have comprehensive information when considering the recommendations to make to Council on the budget for 2016 -17 and the budget savings proposals for 17-18. It is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information in this addendum and in the equality impact assessments with updated equality evidence and the relevant Council department responses. The equality impact assessments can be found at:
http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17_4

4 Appendices

Appendix One: Table of Equality Impact Assessment – Version 4

Appendix Two: Budget proposals for 2016-17 and 17-18 - Details of the information gathered from the total written response both through the web and post since the consultation began until the 12th February 2016.

Appendix One: Table of Equality Impact Assessment – Version 4

| REF | Function and Description | EIA form reference |
|---------------------------------------|---|--------------------|
| ADULT & COMMUNITY SERVICES | | |
| 3A1 | <p>Integration and Transition</p> <p>Changes to the Contributions Policy for Adult Social Care</p> <p>People who are able to reasonably afford it will pay more towards the cost of their non-residential care. Bradford's current policy is generous compared to other authorities and treats people with more income more favourably. No service user would pay more than they can reasonably be expected to afford.</p> <p>A significant number of service users out of a total of 3,500 would see an increase of between 2p and £116 per week. People with higher levels of income or savings would be most affected.</p> | 3A1 |
| 3A2 | <p>Operational Services</p> <p>Changes to Home Care Services</p> <p>Savings will be made by changing the way in which home care services are monitored and delivered and by fully implementing existing policy relating to care plans for people recovering from hospitalisation and accidents:</p> <p>Electronic Monitoring – using technology to monitor and agree care provided by contractors will enable the Council to save money by paying for care that is actually delivered, rather than simply planned in advance and providing it with more control over changes to individual care packages and the length of time those changes stay in place.</p> <p>Reducing staff costs by Providing More Equipment in the Home, Sometimes people's care needs can mean that they need more than one person to provide their care.</p> <p>Investing in equipment such as hoists can reduce the need for more than one carer and cut costs. The proposal includes accessing funding through the Health Service Capital Equipment Fund.</p> <p>Changes to Welfare Visits Some people receive 15 minute home calls to check on their welfare. The proposed changes mean that instead of someone calling at their home the checks would be done over the phone.</p> | 3A2 |
| 3A3 | <p>Integration and Transition</p> <p>Changes to Supported Living for People With Learning Disabilities: Using Technology to Promote Independence and Reduce Contact Time With Staff.</p> <p>Supported living covers different services that help people with learning disabilities to be enabled to live as independently as possible. The</p> | 3A3 |

| REF | Function and Description | EIA form reference |
|------|--|--------------------|
| | Council currently spends over £7.9m on these services and the proposal would save money by requiring contractors to reduce costs by using new technology to promote greater independence and reduce the need for one to one contact with staff. Some people will see their hours of contact time reduce but all individual needs will be reviewed. | |
| 3A4 | <p>Integration and Transition</p> <p>Review and De-Commission Financial and Welfare Advice Services</p> <p>The review will be undertaken in conjunction with the Council's Public Health Department which also commissions advice services. The proposal would reduce the overall funding available to providers of advice, reduce face to face contact by providing digital alternatives, eliminate the least effective advice sessions and target provision where there is greatest need.</p> | 3A4 |
| 3A6 | <p>Operational Services</p> <p>Changes to Learning Disability Day Care Services and Procurement</p> <p>The budget for Learning Disability Services is £8.8m including a £7m contract that is due to be re- tendered in 2016-17 providing the opportunity to deliver savings.</p> <p>The overall numbers of hours and days of day care provided will reduce and this will affect some individuals and families directly. Everyone will have their needs reviewed before any changes are made to individual arrangements.</p> | 3A6 |
| 3A7 | <p>Integration and Transition</p> <p>Changes to Housing Related Support : De-commission and Re-configure Services</p> <p>The Council commissions services to provide housing related support to a range of people including homeless people, ex offenders, people with mental health issues etc.</p> <p>The Council is not required to provide these services by law however a £4m saving has already been agreed for this area in 2016-17. The proposal would reduce that by a further £1m – the overall budget would reduce by 50% compared to today. Existing services will be changed to make sure that people in the greatest need are given priority. There is currently no assessment process.</p> | 3A7 |
| 3A10 | <p>Operational Services</p> <p>Changes to Contracts for Residential and Nursing Care for People With Learning Disabilities to Promote Independence and the Use of Technology</p> <p>New contracts will enable the re-negotiation of high cost placements with service providers and require them to maximise the use of technology and telemedicine to support people with learning disabilities in the community which will reduce the numbers of care hours including nursing care required. The development of additional extra care housing will also reduce reliance on residential and nursing placements</p> | 3A10 |

| REF | Function and Description | EIA form reference |
|------|---|--------------------|
| 3A11 | <p>Operational Services</p> <p>Reduce the Number of Long Term Placements of Older People in the Independent Sector</p> <p>Although the Council will work to reduce the numbers of older people needing long term residential or nursing care some will still require that level of care. The Council proposes to reduce costs by changing spare beds in Council homes into long term beds reducing the numbers that we need to purchase from the independent sector</p> | 3A11 |
| 3A12 | <p>Operational Services</p> <p>Mental Health – Review of charging arrangements for people with Mental Health issues</p> <p>Some people with Mental Health needs don't contribute financially towards their social care because of their status under the Mental Health Act. The proposal will review their status and anticipates more income from people with Mental Health needs through payments towards their care and as a consequence bring them into line with other clients for example older people and people with disabilities.</p> | 3A12 |
| 3A13 | <p>Operational Services</p> <p>Reduce Long Term Placements of Older People into Nursing and Residential Care</p> <p>By supporting more people to live in their own homes or in extra care supported housing, the Council can reduce what it spends on long term residential and nursing care. The Council will achieve reductions in the numbers of older people needing long term residential and nursing care by using technology to help them stay independent and working closely with health services to plan and deliver services</p> | 3A13 |

| REF | Function and Description | EIA form reference |
|----------------------------|---|--------------------|
| CHILDREN'S SERVICES | | |
| 3C2 | <p>Special Education Needs (SEN) Services</p> <p>Re-commission the SEND Teaching Services.</p> <p>Development of SEND Centres of Excellence based in schools. Dedicated Schools Grant funded so no revenue saving. Has been added due to S188 and Corporate Services Recharges</p> | 3C2 |
| 3C5 | <p>Bradford Achievement Service</p> <p>Move Delivery of School Improvement to Schools</p> <p>The District is moving to a "School led" approach to driving school improvement. As a result the Council will no longer perform some of the functions it does now and this will mean that there will be a decrease in the number of Council teams required. Funding for School improvement will continue to be made available directly to schools via the Dedicated School Grant.</p> | 3C5 |
| 3C6 | <p>Employment and Skills</p> <p>Reviewing Work with Young People Who are Not in Employment Education or Training</p> <p>The proposal is made up of different elements:</p> <ul style="list-style-type: none"> - Connexions. Connexions supports young people on a range of issues including accessing education, training, skills and employment choices. The proposal will reduce the Connexions contract by £450,000 (30%) reducing the Councils capacity to support this work and increasing the risk of growing numbers of young people Not in Education, Employment or Training - De-commissioning the Employment and Skills element of the Community Fund to save £250,000. This will impact on a number of Voluntary Sector providers and will further reduce the delivery of employment and skills opportunities in the District. - Service re-structure - A review of the service structure to save £26,000 | 3C6 |
| 3C7 | <p>Specialist Services and Children's Centres</p> <p>Looked After Children - bring children cared for outside of Bradford back into the District.</p> <p>Having more of our children with complex needs living locally will reduce costs associated with the provision of care outside the District which is generally more expensive. This will be achieved by strengthening our local provision and the movement of young people from residential care to highly skilled foster care.</p> | 3C7 |

| REF | Function and Description | EIA form reference |
|------|---|--------------------|
| 3C8 | <p>Specialist Services and Children's Centres</p> <p>Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years.</p> <p>The numbers of children in Council care will be reduced by improving its Early Help offer to children and families and the fostering and residential care we provide for children once they need to be looked after by the Local Authority. Earlier and more effective action to address issues affecting families and children along with the use of "Signs of Safety", an approach designed to reduce risks by working in partnership with families, is expected to reduce the numbers of children in care by 75 over two years.</p> | 3C8 |
| 3C10 | <p>Youth Offending Team</p> <p>Stop Delivering Pre- Court Crime Prevention Work</p> <p>"Community Resolutions" helps to divert young people from the criminal justice system by directly communicating with and making amends to people they have subjected to low level crime. There is no statutory duty for the Council to provide this service and the proposal is to end its delivery.</p> | 3C10 |

| REF | Function and Description | EIA form reference |
|---------------------------------|--|--------------------|
| REGENERATION AND CULTURE | | |
| 3R2 | <p>Economic Development</p> <p>Replace City Park Maintenance Fund with a Reserve</p> <p>Maintenance works for City Park are currently funded from the Council's ongoing revenue budget. The proposals will replace this funding with a reserve of over £500k which would be sufficient to cover the life time replacement costs for major works.</p> | 3R2 |
| 3R3 | <p>Economic Development</p> <p>Replace Budget for the City Centre Growth Zone Rates Rebate Team with a Reserve</p> <p>The costs of managing contracts for business rate rebates in the City Centre Growth Zone are currently paid for from the Council's ongoing revenue budget. This proposal would replace that funding by using money set aside to fund the Growth Zone's Rates Rebate programme for the duration of the programme to March 2020. The proposal would reduce the money available to support City Centre businesses but because of various other business rates initiatives fewer businesses will qualify to receive a rates rebate than was originally anticipated so the impact will be minimised.</p> | 3R3 |
| 3R4 | <p>Economic Development</p> <p>Reduce European Strategic Investment Fund (ESIF) and Replace with a Reserve</p> <p>The ESIF is used to provide match funding for bids for funds from the European Union, this match funding typically helps to secure an additional 50% from the EU. Reducing the fund will reduce the capacity to respond to Leeds City Region requests to deliver EU funded programmes. Leeds City Region is currently calling for an EU funded enterprise support programme under the proposal. This and other similar calls would be funded through reserves.</p> | 3R4 |
| 3R5 | <p>Climate, Housing and Property</p> <p>Continue to reduce the Council's Administrative Estate</p> <p>The Council will continue to reduce the number of buildings it operates from in the City Centre, closing Jacobs Well and moving staff to Britannia House. Some capital investment will be required to deliver the proposal</p> | 3R5 |
| 3R6 | <p>Climate, Housing and Property</p> <p>Remove or Reduce Rental Subsidies Provided to Tenants of "Community Facilities"</p> <p>Tenants of "community facilities" e.g. sports and recreational facilities are granted rental subsidies from the Council based on their ability to pay. The total value of subsidies is £300,000. The proposal would either remove all subsidies or revise the policy to reduce the overall level</p> | 3R6 |

| REF | Function and Description | EIA form reference |
|------|---|--------------------|
| | of subsidy by assessing the tenant's contribution to District wide priorities, their management of the property and the extent to which facilities are made available to the wider community. | |
| 3R8 | <p>Climate, Housing and Property</p> <p>Reduce Building Maintenance Budgets</p> <p>The maintenance budget has already reduced by £700,000 in the last four years and the proposal would make a further £1m reduction which would affect the ability to carry out programmes of planned maintenance work.</p> | 3R8 |
| 3R10 | <p>Climate, Housing and Property</p> <p>Increase Trading Surplus in Catering Services by Ceasing Loss Making Operations</p> <p>The proposal would review and change services at loss making venues which include sports centres, swimming pools and City Hall</p> | 3R10 |
| 3R12 | <p>Climate, Housing and Property</p> <p>Property Programme – Continue to Rationalise the Council Estate</p> <p>The continuation of the Property Programme will continue to deliver savings including the closure of Future House, reductions in managed print spend and savings on cleaning and utilities bills.</p> | 3R12 |
| 3R13 | <p>Planning Transportation & Highways</p> <p>CCTV Services</p> <p>The proposal would seek to generate income through exploring the commercial opportunities for example services to education, other authorities and the private sector.</p> | 3R13 |
| 3R14 | <p>Planning Transportation & Highways</p> <p>Street Lighting – Partial Night Switch Off</p> <p>Switching selected street lights off between midnight and 5am will reduce energy costs. Other authorities have adopted this approach. Determining the specific areas subject to the proposals will need surveying, research and consultation to be undertaken. There would be no switch off proposed in areas where;</p> <ul style="list-style-type: none"> • There is a record of traffic collisions during switch off times • There is high crime during switch off times • There are Roundabouts, complex junctions etc | 3R14 |

| REF | Function and Description | EIA form reference |
|------|---|--------------------|
| | <ul style="list-style-type: none"> • There is CCTV coverage • There are pedestrian crossings • There is 24 hour use e.g. Hospitals • There is sheltered accommodation and housing for vulnerable people <p>Some initial investment would be required to make the technical changes necessary to deliver ongoing savings. Public consultation may also be required in some area Additional switch offs could potentially reduce costs by another 20%.</p> | |
| 3R15 | <p>Planning Transportation & Highways</p> <p>Reduce Winter Gritting Routes</p> <p>The Council currently affords priority status for gritting to 62% of the local road network - 712 miles. The proposals would reduce this to 42% by 2017-18 with just the main arterial routes and spinal link roads being afforded priority status</p> | 3R15 |
| 3R17 | <p>Planning Transportation & Highways</p> <p>New Charges for Permits for Car Parking, Skips and Scaffolding; Charges for Dropped kerb applications and events on the highway co- ordination</p> <p>The proposal introduces new charges for residents car parking permits and for skips and scaffolding on the highways.</p> <p>Applications for dropped kerbs will incur a charge as will staff time involved in co- ordinating events and parades. Licence fees will be introduced for cranes and cherry pickers.</p> | 3R17 |

| REF | Function and Description | EIA form reference |
|------------------------------|--|--------------------|
| ENVIRONMENT AND SPORT | | |
| 3E1 | <p>Waste Minimisation</p> <p>Support and Encourage Recycling; Provide One General Waste Bin and End the Collection of Side Waste</p> <p>The Council has agreed a Domestic Waste and Recycling Policy that will increase recycling and reduce domestic waste and its associated disposal costs. The current and ongoing costs of disposal of domestic waste are not affordable.</p> <p>Education, information and raising awareness will support increased recycling and a scheme providing community incentives to recycle will be introduced in places where households have little space for separate recycling bins.</p> <p>The Council will work with householders to eliminate the need to leave out side waste & will only collect one general waste bin from each household; households above a certain size can apply for a larger bin.</p> | 3E1 |
| 3E2 | <p>Introduce Charges for Green Waste Collection</p> <p>The Council currently subsidises the collection of green waste in some parts of the District, mainly serving households with larger gardens through its brown bin system. The proposals will introduce a charge of £40 per household for collection of green waste for which householders will receive a specified number of collections a year in turn. Charging for green waste collection is increasingly common among local authorities and will remove the unfairness of the free service only being offered to households in certain parts of the District.</p> | 3E2 |
| 3E3 | <p>Trade Waste</p> <p>Revise charging and payment and improve efficiency</p> <p>Increasing trade waste charges will generate additional income while a move to cashless payment systems will improve efficiency and reduce costs to the Council. "Pay as you go" arrangements will eliminate building up bad debt and other operational efficiencies will contribute to the overall savings.</p> | 3E3 |
| 3E4 | <p>Alternate week Waste Collections</p> <p>The proposal will mean alternate weekly collections of household waste and recycling.</p> <p>The current and ongoing costs of disposal of domestic waste are not affordable. The proposal will reduce the total number of collections per year for each household but maintain weekly visits.</p> | 3E4 |
| 3E6 | Sport - School Swimming | 3E6 |

| REF | Function and Description | EIA form reference |
|------|--|--------------------|
| | <p>Increase Charges for School Swimming by £5 per Pupil</p> <p>The increased charges for Key Stage 2 School Swimming lessons will bring the Council into line with other providers of KS2 school swimming. Over 135 schools across the District currently buy our KS2 swimming.</p> | |
| 3E7 | <p>Sport – Sports Centres</p> <p>Withdraw from Nab Wood Sports Centre</p> <p>A new school is due to be built at Nab Wood and the proposal is to withdraw Council provision from the sports centre in advance of the building work rather than awaiting its commencement.</p> | 3E7 |
| 3E8 | <p>Sport – Sports Centres</p> <p>New agreement with Pulse fitness at Thornton Recreation Centre</p> <p>The Council has an agreement with Pulse Fitness to share income from Thornton Recreation Centre. This ends in January 2016 providing the opportunity to increase the Council's income through a new agreement.</p> | 3E8 |
| 3E9 | <p>Sport – Sports Centres</p> <p>Sports Facilities – New Online Booking and Membership System</p> <p>A new online booking system is being installed in sports facilities which will reduce the need for reception staff cover in certain facilities.</p> | 3E9 |
| 3E10 | <p>Sport – Sports Centres</p> <p>Sports Development - additional income from holiday courses and year round</p> <p>The Sports Development Service will adopt an increasingly commercial approach to delivering courses and activities like multi-sports camps, dance camps, aquatics courses and outdoor programmes. Fees and charges will be brought further into line with market prices.</p> | 3E10 |
| 3E12 | <p>Parks – Events</p> <p>Removing subsidised Support for Bingley Music Live and Sports and Parks Events</p> <p>The proposal would lead to a loss of experience and capacity however there is the potential for Bingley Music Live to move to a private operator and for parks and sports events to be run by local communities or other alternative approaches.</p> | 3E12 |
| 3E13 | <p>Parks</p> <p>Transfer ownership of playing pitches and facilities to sports clubs, Parish Councils and community organisations.</p> <p>Some sports pitch management and maintenance including changing facilities would transfer to clubs, parishes and community groups to</p> | 3E13 |

| REF | Function and Description | EIA form reference |
|------|---|--------------------|
| | operate as community assets. This may require the consolidation of multiple clubs onto to a single site to reduce the current dependency on pitches used only by one team and to provide more cost effective opportunities for club or community management. Club or community management will increase the potential for access to sponsorship, fund raising activity and grant funding. | |
| 3E14 | <p>Parks</p> <p>Parking Charges at Some Parks and Woodlands</p> <p>Parking charges will be introduced at specific parks and woodlands e.g. St Ives, Lister Park, Ilkley Lido, Cliffe Castle</p> | 3E14 |
| 3E15 | <p>Parks</p> <p>Find external funding for Christmas Trees or cease provision</p> <p>The Council currently buys, installs and removes 9 Christmas trees at city and town centres and key facilities. The proposal is to identify alternative funding for these activities through sponsorship.</p> | 3E15 |
| 3E16 | <p>Bereavement</p> <p>Increase Bereavement Services charges above inflation.</p> <p>The increases will bring the Council's charges broadly into line with other West Yorkshire authorities in particular Bradford Council's charges for graves are relatively low. The proposed increase would be an average of 5% above inflation in each of the next two years.</p> | 3E16 |
| 3E17 | <p>Culture - Libraries</p> <p>Libraries - Operational Efficiencies Including Review of Opening Hours and Reductions to the Materials Fund</p> <p>The proposal would reduce the materials fund and spending on casual staff resulting in reductions in resources for library materials across the District and risks of temporary library closures due to a lack of casual staff cover.</p> | 3E17 |
| 3E18 | <p>Culture - Libraries</p> <p>Libraries - Increase the Numbers of Libraries Managed by Local Communities</p> <p>A number of branch libraries are already being successfully run by local community groups and volunteers. This proposal would seek to extend community management across the rest of the library network, with the exception of Bradford Central Library, Shipley, Keighley, Bingley, Ilkley, Eccleshill and Manningham which would remain under direct Council management</p> <p>If a community managed solution cannot be found then the Council would look to close them.</p> | 3E18 |

| REF | Function and Description | EIA form reference |
|------|--|--------------------|
| 3E20 | <p>Culture - Theatres</p> <p>Theatres - Reduce Box Office staffing; Increase Income in Community Halls; Review Contemporary Dance Programme and Increase Income</p> <p>Increasing the transactions that are carried out online will reduce the numbers of telephone staff required. Contemporary Dance events will be significantly reduced. Investment may be needed to drive income generation.</p> | 3E20 |
| 3E21 | <p>Culture - Markets</p> <p>Markets - Operational Review</p> <p>To undertake an operational review of markets introducing operational efficiencies. Plus introduce a small business initiative scheme.</p> | 3E21 |
| 3E22 | <p>Culture - Tourism</p> <p>Review of Tourism Budget</p> <p>Over £120,000 of the current budget for tourism is short-term transitional funding to underpin services while a review of its future configuration is carried out. The review will have to deliver savings equivalent to that funding and this proposal requires an extra £69,000 to be saved.</p> <p>Savings can be made in 2016-17 by reducing opening hours or closing Visitor Information Centres. Balancing the budget beyond 2016-17 would require the closure of more or all Visitor Information Centres. The impact of any potential closures could be reduced through the development of online and digital alternatives.</p> | 3E22 |
| 3E23 | <p>Safer & Stronger Communities</p> <p>Remove Council Funding for Police Community Support Officers</p> <p>The Council will remove its financial contribution to Police Community Support Officers (PCSO's) over two years and work with West Yorkshire Police to develop a new approach to neighbourhood policing within the context of reduced funding. The Council currently part funds 120 PCSO's who are employed by the Police and provide a visible uniformed presence. To reduce the negative impact of this proposal the Council and Police will work together to promote and increase the numbers of Special Constables and to move to multi-disciplinary local neighbourhood teams that work together and focus on preventing harm to vulnerable people. The Council would retain its Wardens Service.</p> | 3E23 |
| 3E24 | <p>Safer & Stronger Communities</p> <p>Community Development - Reduce Devolved Area Committee Budgets</p> <p>Several organisations in different parts of the District are commissioned by the Council to deliver community development. The proposal would</p> | 3E24 |

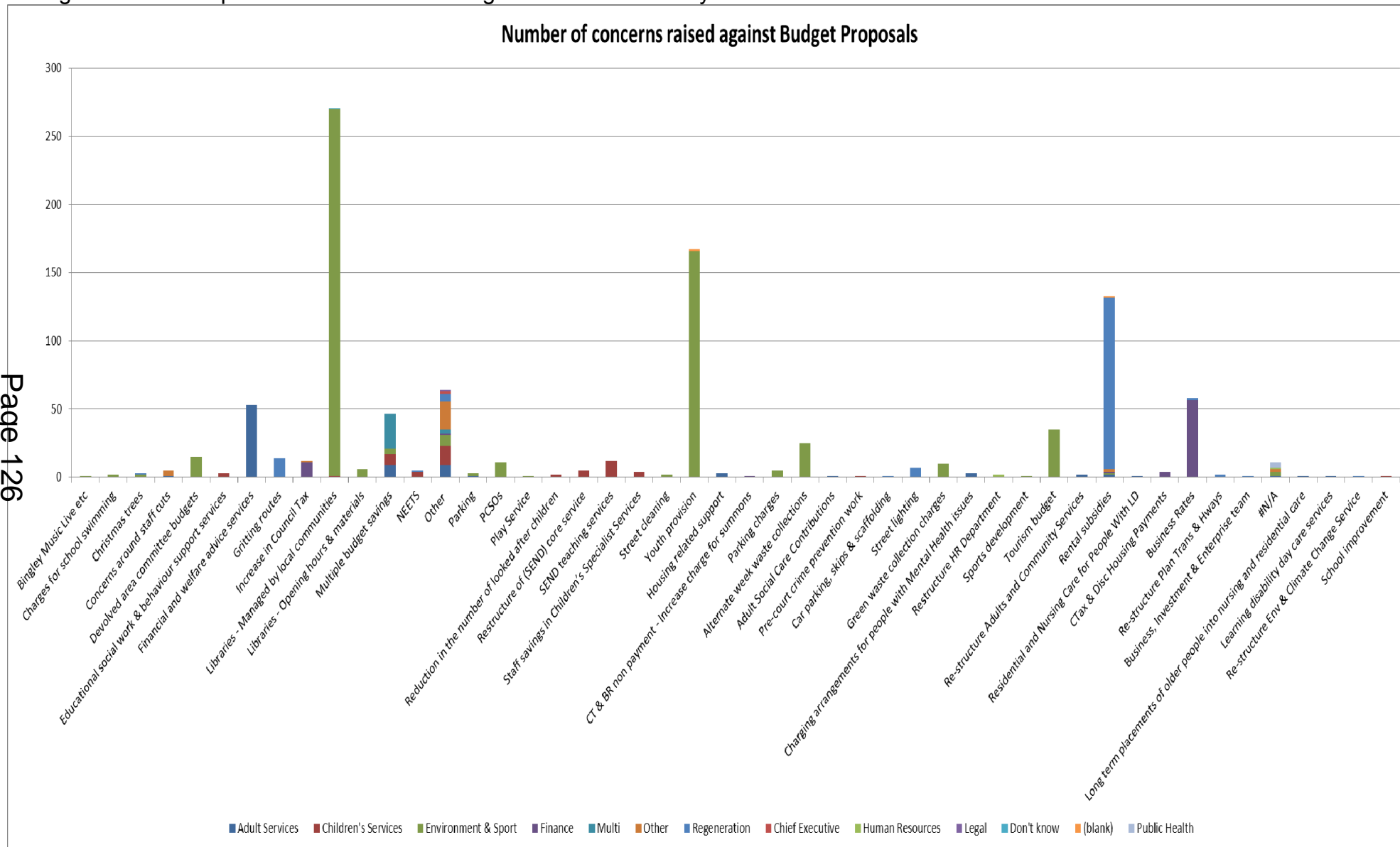
| REF | Function and Description | EIA form reference |
|------|---|--------------------|
| | mean that funding would reduce by a significant amount after current arrangements end. | |
| 3E25 | <p>Neighbourhood Services</p> <p>Parking – Introduce New and Increased Charges</p> <p>Proposals include changes in Bradford City Centre as follows:</p> <p>Off street evening charges – introduce £1.00 charge. Off street Sunday charges – flat rate of £1.00</p> <p>On Street daily charges – extend from 8am to 6pm (currently 10am to 4.30pm)</p> <p>On street Sunday charges – extend pay and display on- street to cover Sundays.</p> <p>Other proposals:</p> <p>Implement already agreed tariffs</p> <p>Remove free parking at Westgate 2pm - 4pm</p> <p>Pay and Display around Bingley Arts Centre & Railway Road and Wharfe View Car Parks, Ilkley</p> <p>New on street areas of pay and display</p> <p>Remove initial free parking at car parks</p> <p>Amend and extend charges at some other car parks</p> <p>Parking would continue to be cheaper than neighbouring authorities.</p> | 3E25 |
| 3E26 | <p>Neighbourhood Services</p> <p>Street Cleaning – Changing Working arrangements for new staff; using technology to improve efficiency.</p> <p>As staff retire or leave the service all new staff will work to a 30 hour week, the use of technology to plan routes and more litter bins requiring less frequent emptying will ensure that this is at no detrimental impact to service delivery.</p> | 3E26 |
| 3E27 | <p>Neighbourhood Services</p> <p>Youth Provision</p> <p>The proposal will re-design the Youth Service to deliver cost reductions while promoting the active involvement of communities in delivering a District wide “youth offer”.</p> | 3E27 |

| REF | Function and Description | EIA form reference |
|------|--|--------------------|
| 3E28 | <p>Customer Services</p> <p>Increase the numbers calls and transactions that are automated</p> <p>The numbers of calls and transactions processed by automated means will be increased reducing the need for staff involvement.</p> | 3E28 |

| REF | Function and Description | EIA form reference |
|----------------|--|--------------------|
| FINANCE | | |
| 3S1 | IT IT Savings The end of the Council's ICT contract will, by enabling full Council control over IT, deliver significant savings and more effective procurement. | 3S1 |
| 3F3 | Revenues & Benefits Increase the amount charged for issuing a summons to people who do not pay their Council tax or business rates. The charges would only apply to people summonsed after receiving reminders and taking no action. The charges would increase from £40 to £50 for Council tax and £40 to £60 for business rates. | 3F3 |
| 3F4 | Revenues & Benefits Reduce Expenditure on Support for Business Rates Remove discretionary rate relief that is provided to a range of not for profit organisations | 3F4 |
| 3F5 | Revenues & Benefits Reduce Expenditure on Support for Council Tax & Discretionary Housing Payments The Council provides various exemptions and reductions for Council tax and business rates. This proposal will <ul style="list-style-type: none"> • Remove the 1 month exemption the owners of empty buildings enjoy on paying Council tax – they will pay from the day a property becomes empty. • Reduce the Council contribution to Discretionary Housing Payments | 3F5 |
| 3F6 | Revenues & Benefits Reduce staffing and overtime in revenues and benefits. Automation, improved productivity and changes to staff roles will allow savings to be made without adverse impact on the performance of services or increase in workloads. | 3F6 |

Appendix Two: Budget proposals for 2016-17 and 2017-18– Details of the information gathered from the total written response both through the web and post since consultation began until 12th February 2016

Page 126



Third Addendum to the Report of the Interim Assistant Director, Policy, Programmes and Change to the meeting of the Executive to be held on 23rd February 2016.

Appendix 4 to Document "Q"

Subject:

Engagement and Consultation Programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget - report addendum

1. Summary

- 1.1 The report of the Interim Assistant Director, Policy, Programme and Change was published on 1st February 2016 and presented to the Executive at their meeting on 9th February 2016. The report included information from the public engagement and consultation programme in relation to the budget proposals for the 2016-17 and 17-18 budget. The report gave details of information as follows:
 - the public consultation and engagement sessions to the end of 31st January 2016,
 - the written sessions both postal and via the website to the end of 31st January 2016
 - the responses from Council Officers until the end of 31st January 2016.
- 1.2 The public consultation and engagement programme continues until 25th February 2016 meaning that there is an ongoing requirement to provide both the information gathered and the Council Officers' responses. The first addendum to the report was presented to the Executive on 9th February 2016 and published on 9th February 2016. The first addendum provided an update on feedback received through the budget consultation programme from 1st February 2016 to 4th February 2016.
- 1.3 The second addendum to the report presented on 9th February 2016 was published on 15th February 2016 for consideration at the Executive on 23rd February 2016 and contains an update on feedback received through the budget consultation programme from 5th February 2016 to 12th February 2016.
- 1.4 This third addendum provides an update on feedback received through the budget consultation programme from 13th February 2016 to 22nd February 2016.
- 1.5 The public consultation and engagement programme continues until full Council on 25th February 2016. Further details of the public consultation and engagement programme will be presented to the full Council meeting scheduled for 25th February 2016. Any additional feedback received from 23rd February 2016 will be provided to the full Council meeting on 25th February 2016.

2. Participation

- 2.1 There have been no further dedicated consultation sessions with community of interest groups since the second addendum was published.
- 2.2 There was however a significant increase in the overall number of written responses received between 13th February and 22nd February 2016. In the period in question 671 additional written responses were received which takes the total from 813 on 12th February 2016 to 1484 on 22nd February 2016. The total 1,484 submissions have raised 1,801 concerns against budget lines. Of these 689 were received through the online survey, 770 were received via post, which includes 38 individual organisational representations and 25 via email.
- 2.3 The written responses relating to the proposals have been reported back to the departments. The Strategic Director (SD) or other appropriate Chief Officer (CO) has responsibility for ensuring that the proposals for their department or service area are reviewed and that the proposals, along with the relevant Equality Impact Assessment (EIA) are updated as appropriate.
- 2.4 Revised versions, version 4 of the EIA's, were published alongside the second addendum of the report. The feedback received from the consultation process has been reviewed by the relevant Strategic Director (SD) or other appropriate Chief Officer (CO) who has confirmed that the no additional issues have been raised which require further amendment of the version 4 EIA's.

3 Additional Consultation Feedback Received

- 3.1 An additional 671 written responses were received between 13th and 22nd February 2016. This is shown in Appendix one which details the total written responses received both through the web and post since the consultation began on 1st December 2015 until 22nd February 2016. The graph is colour coded to service area and/or department.
- 3.2 The additional written responses have included letters from three schools accompanied by 141 letters and representations from pupils in relation the potential impact of the proposal 3E18: Libraries (the proposal to increase the number of libraries managed by local communities) on the pupils' attainment levels in reading and literacy skills.

Paragraph 3.9 in the second addendum, referred to the Library Service undertaking a detailed consultation for the budget proposal in relation to the Library service (3E18) and identified that at the 12th February 2016 there had been 139 responses received as part of the specific consultation on that proposal. At 22nd February 2016 that number had risen to 456 with respondents continuing to raise similar issues in respect of various libraries across the District.

- 3.3 As can be seen from the graph, the highest number of responses received now relate to the proposal 3E27: Youth Provision. In the period 13th to 22nd February 2016 an additional 465 written responses were received about this proposal, predominantly through the post as opposed to on-line. The objections continue to focus on the loss of critical face to face support services. There has been a significant increase in the number of returns raising objections and particular reference has been made to the potential effect of any changes on the Duke of Edinburgh Award scheme and the Keighley Youth Information shop.

3.4 There has been an increase in concerns raised in respect of proposal 3E22: Review of the Tourism budget. A consultation process undertaken by the service in relation to this specific proposal raised concerns about the possible closure of the Tourist Information Centres (TIC's) across the District. Hoteliers, businesses, visitor attractions and local residents all contributed to the consultation process and raised concerns that at a time of new regeneration and growth activity and increased visitor numbers across the District, this could be undermined by the potential closure of TIC's and could send out the wrong message to potential visitors.

Concerns were raised about the impacts on businesses in the areas affected as well as the loss of support to specific events where the TIC's are seen as central points for enquiries for visitors.

3.5 From 13th to 22nd February 2016 there has been an increase in the number of written responses in relation to proposal 3F4: Reduce Expenditure on Support for Business Rates and 3R6: Remove or Reduce Rental subsidies. Whilst the issues raised in relation to these proposals continue to be about the sustainability and financial viability of organisations currently in receipt of the subsidies should subsidies be withdrawn, the organisations responding previously were predominantly community or sporting groups. Similar concerns have now been raised by cultural, arts and community of interest organisations about the potential loss of activities in those services and communities.

3.6 In the period in question, concerns continue to be raised in relation to proposal 3E24: Community Development. Previous reports have referred to concerns expressed about this proposal at dedicated consultation meetings with the Voluntary and Community Sector. In addition representations have now been received from community groups regarding the support they receive from community development workers without whom there are concerns that small community initiatives and activities would cease and community centres would close.

3.7 In the period 13th to 22nd February 2016, two additional petitions have also been received in relation to proposal 3E18: Library Service, one each in relation to the potential closure of Laisterdyke and Thornbury libraries as a result of this proposal.

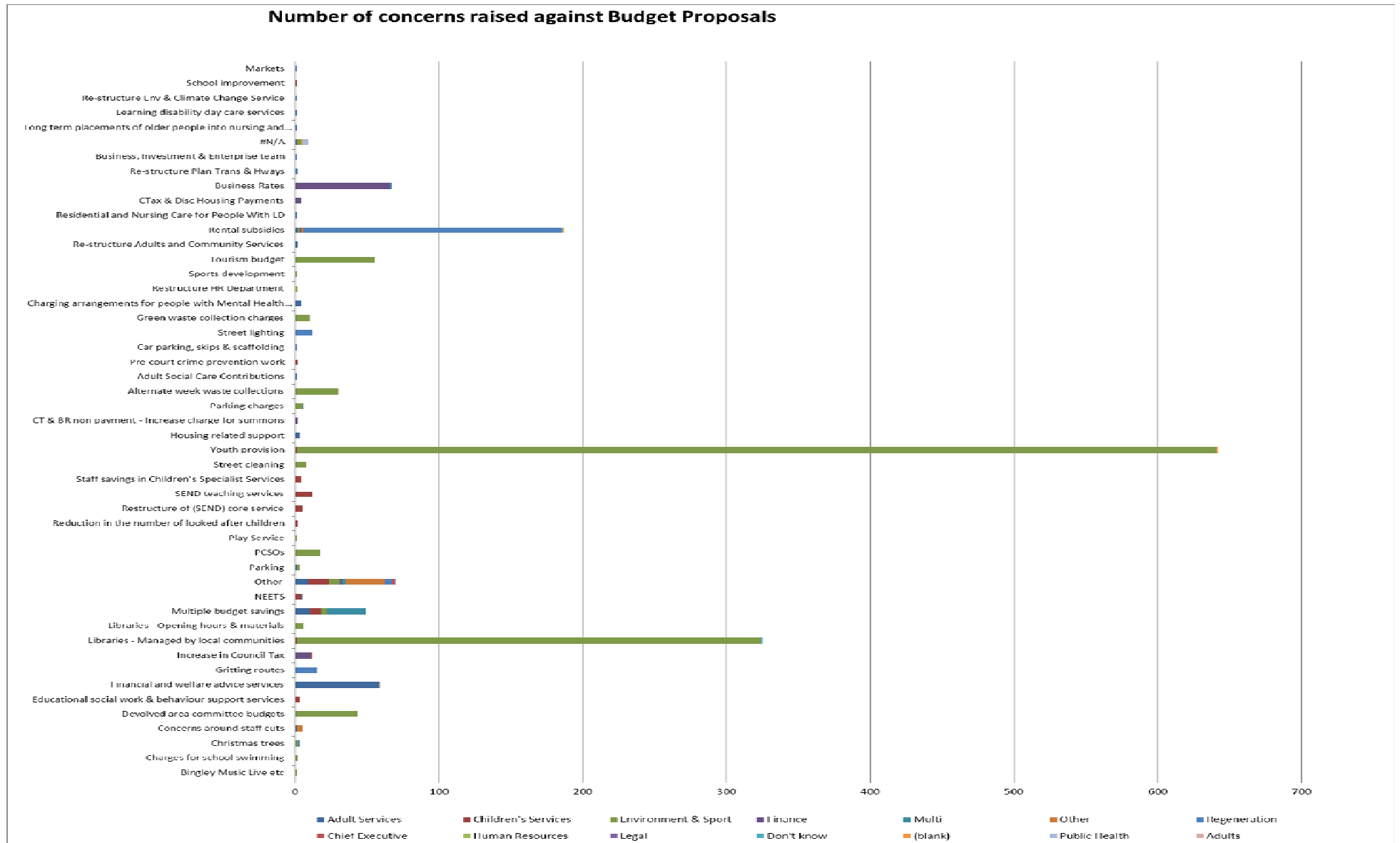
3.8 In summary it is necessary to ensure that the Executive have comprehensive information when considering the recommendations to make to Council on the budget for 2016 -17 and the budget savings proposals for 17-18. It is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to the additional information in this addendum and in the equality impact assessments with updated equality evidence and the relevant Council department responses. Version 4 of the equality impact assessments can be found at:

http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/council_budgets_and_spending/equality_impact_assessments/budget_eias_2016_17

4 Appendices

Appendix One: Budget proposals for 2016-17 and 17-18 - Details of the information gathered from the total written response both through the web and post since the consultation began until the 22nd February 2016.

Appendix One: Budget proposals for 2016-17 and 2017-18 – Total written responses since the consultation began until 22nd February 2016



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Report of the Director of Human Resources to the meeting of Executive to be held on 09 February 2016

AW

Subject:

Interim Trade Union feedback on the Council's budget proposals for the 2016/17 and 2017/18 Council budget.

Summary statement:

This report and appendices provide interim feedback from the Council's Trade Unions on the Council's budget proposals for the 2016/17 and 2017/18 Council Budget for consideration by Executive.

Suzanne Dunkley
HR Director

**Portfolio: Leader of Council and Strategic
Regeneration**

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Overview & Scrutiny Area:
Corporate



1. SUMMARY

This report and appendices provide interim feedback from the Council's Trade Unions on the Council's budget proposals for the 2016-17 and 2017-18 Council budget for consideration by Executive.

2. BACKGROUND

- 2.1 On 24 November 2014 the Council issued a letter under Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 ("TULRCA") notifying the Trade Unions about the potential impact on the workforce because of the need to achieve additional savings in the financial year 2015-16 from those approved by Budget Council in February 2014. This potential impact also included staffing reduction proposals for 2016-17 where they related to a 2015-16 staffing reduction proposal. This commenced a period of consultation under TULRCA. Consultation on some of these proposals is ongoing.
- 2.2 On 23 November 2015 the Council issued a further letter under the Section 188 TULRCA notifying the Trade unions about the potential impact on the workforce in 2016-17 and 2017-18 because of the need to achieve additional savings in those years. The issuing of the Section 188 letter on 23 November 2015 commenced a statutory minimum 45 day consultation period with the Council's Trade Unions which includes consultation about ways of avoiding dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of the dismissals. This includes considering feedback received from the Trade Unions and any alternative proposals they may have to try and minimise the impact of the proposed budget reductions on the workforce. Consultation with the Trade Unions will continue beyond the minimum 45 day period where necessary particularly focusing on the impact of any proposed budget reductions on the workforce with a view to seeking ways to avoid and/or reduce the potential number of job losses and minimise any adverse impact in terms of job losses.
- 2.3 Consultation has been taking place with the relevant Trade Unions since 23 November 2015 on the proposals, in order for final proposals to be prepared for Budget Council on 25 February 2016.
- 2.4 The Trade Unions were notified of the following key issues within the S188 letter on 23 November 2015:-
- The Report of the Director of Finance to the meeting of the Executive on the 1 December 2015 provided the financial context for budget proposals for 2016-17 and 2017-18.
 - The Council estimates that the total number of employees within the Council that are potentially at risk of redundancy as a consequence of the proposals detailed in the letter dated 23 November 2015 is 335 Full Time Equivalents (FTE's) in 2016-17 and 139 FTE's in 2017/18.
 - These proposed reductions of 335 Full Time Equivalents (FTE's) in 2016-17 and 139 FTE's in 2017/18 are in addition to those proposals currently subject to separate consultation processes under Section 188 TULRCA 1992 which commenced on 24 November 2014 relating to the proposed 167 FTE reductions for 2016-17.
 - That the Council will look at every aspect of its operation to make the savings. In relation to employees, if savings can be suggested which mean that there will be

fewer or no redundancies then the Council will carefully consider such possibilities.

- That the Council will continue to examine the current terms and conditions of employment to see if savings can be made there, but regrettably it does look likely that dismissals by reason of redundancy may have to be made. Where possible these will be considered on a voluntary basis.

3. THE PROCESS

- 3.1** Following the issuing of the S188 letter on 23 November 2015 consultation has taken place with the Council's Trade Unions.
- 3.2** The following Trade Unions are being consulted on the Council's proposals through the S188 process: UNISON, GMB, UNITE, UCATT, NUT, NASUWT, ATL, NAHT, ASCL, ASPECT / PROSPECT / NAYCEO, AEP, VOICE, BECTU, COMMUNITY, RCN, RCM, BMA, Society of Radiographers and Society of Physiotherapists.
- 3.3** Consultation meetings have been held at a Corporate and Departmental level with Unison, GMB, UNITE and UCATT.
- 3.4** Consultation has also taken place with Teachers/ Education Trade Unions at Corporate and Departmental level. Other Trade Unions have been consulted on a Departmental basis where appropriate.
- 3.5** Trade Union consultation meetings on the potential workforce implications of the budget proposals have taken place at a corporate level on the following dates: 26 November, 10 December 2015 and 07 January 2016. A further Corporate Trade Union consultation meeting is scheduled to take place on 18 February 2016, prior to the Executive Meeting on 23 February 2016. Consultation will continue up to the Full Council meeting on 25 February 2016 and subsequently in relation to any impacts on the workforce following budget decisions being made.
- 3.6** Departmental Trade Union meetings have also taken place to discuss the proposals in more detail.
- 3.7** A weekly corporate overview meeting has also been held with the Regional Officers of the Trade Unions, Corporate Representatives and HR to look at "hotspot" areas and issues as they have arisen.
- 3.8** The feedback and the management responses given in this report are interim and consultation with the Trade Unions continues.

The Council is currently consulting with the Trade Unions on:

- The financial position of the Council.
- Possible strategies for making savings and the projected implications for workforce reductions if such strategies, following consultation, are implemented.
- Potential impact of proposed changes to certain local terms and conditions of employment.
- The continuation of strategies to minimise the impact of workforce reductions (voluntary expressions of interest, bumped redundancies, vacancy control, controlling agency spend and maximising non workforce savings etc).
- Potential reduction of services in some areas of the Council
- Potential opportunities for working in partnership and increasing income generation.

3.9 The Trade Unions have raised concerns regarding ‘meaningful consultation’ and the views of the Trade Unions are stated in Section 8.6 of this Report.

In response to the Trade Unions concerns a further corporate consultation meeting has taken place on 14 January 2016 to ensure all concerns were captured and responded to.

The main areas of concern for the Trade Unions are:

- Lack of information on detailed proposals for implementation specifically relating to 2017/18.
- Inadequate information from some Departments in relation to vacancies, number and post titles, agency workers (numbers) and what posts are been covered by agency workers.
- Equality Impact Assessments on the proposals that have workforce implications.
- Use of Agency, Consultants, Temporary Workers and Casuals and cessation of the use of these immediately.

3.10 All Strategic Directors were advised of the areas of concern for their Departments. HR have collated all the information and responses from the departments and these have been provided to the Trade Unions. The issues raised will be discussed at Level 2 meetings in departments and it is anticipated that this will address the trade unions’ concerns about the gaps in the information provided. The Trade Unions’ feedback, having received this additional information, will be incorporated in an addendum to the report on the day of the Executive meeting, in order that Executive can take it into account.

The Trade Unions have been advised to continue to raise issues and concerns should they continue directly with the Strategic Director of the Department and the Director of HR so that these can be addressed speedily.

3.11 In terms of consultation:

- The size of cuts that the Council is facing, creates very considerable demands on the Council and its resources
- The Council is consulting and will continue to consult about ways of avoiding any dismissals, reducing the numbers of employees to be dismissed, and mitigating the consequences of the dismissals, and will be doing so with a view to reaching agreement.
- The Council serves the S188 letter at an early stage of a very lengthy and complex process, which undergoes a number of adjustments and changes as it goes forward through consultation and Executive approval
- The Council consults over a far longer period than the minimum required by S188.
- The Council values the contribution of the Trade Unions in this process of consultation.

3.12 At the Trade Union consultation meeting on 14 January 2016 the Council confirmed the following position with the Trade Unions:

- Each year, we consult, widely, on budget proposals. This gives people a chance to have their say.
- Some proposals are more developed than others, and the process of consulting on the detail continues through the further development and implementation stage.

This is particularly so for changes affecting staff, where well-established arrangements for discussing in detail structures, roles and assimilations, in line with agreed procedures exist

- This year the Executive will propose a 2 year financial plan to Council – a firm 2016/17 budget, elements of a 2017/18 budget, but with some work still do before a firm 2017/18 budget (and an indicative 2018/19 budget) is finalised in February 2017. This is good practice in terms of financial planning, and allows TUs to participate as an effective partner in that longer term planning
- In previous years, we have made a firm differentiation between a phase of consultation up to the setting of the Council budget; and a subsequent phase of consultation at the implementation stage. This year, we have attempted to start earlier discussions where detail exists, in terms of the proposed thinking for implementation if the budget decision is agreed.
- The HR Director also confirmed at 14 January 2016 meeting that a recruitment freeze was to be commenced with immediate effect on all future external adverts. Any adverts that Strategic Directors wish to go through externally will be via a business case to the Chief Executive. If approved by the Chief Executive the Director of HR will notify the Trade Unions of any vacancies that will go to external advert.

3.13 Additional feedback received from the Trade Unions following this report being circulated will be tabled at Executive on the day of the meeting as an Addendum to the report.

3.14 The industrial relations implications will become clearer once detailed discussion about implementation of the decisions begins following any budget decision. Much will depend on the number of vacancies and voluntary redundancies agreed, together with the opportunities for redeployment which will all help to mitigate against the overall FTE reductions and the potential number of compulsory redundancies.

4. KEY ISSUES ARISING FROM THE TRADE UNION FEEDBACK ON THE COUNCIL'S BUDGET PROPOSALS FOR 2016-17 AND 2017-18

4.1 Trade Unions Generic Comments

Generic comments made by the Trade Unions at corporate consultation are captured in Appendix 9.

4.2 Feedback on the Departmental Budget Proposals

The Trade Unions' feedback received to date in relation to the Council's budget proposals for 2016-17 and 2017-18 together with management's responses to that feedback is outlined in the attached documents on a departmental basis (Appendices 1-8). Workforce implications on the budget proposals are shaded on each departmental appendix.

The feedback documents are lengthy due to the number of budget proposals being considered and to ensure all feedback received from the Trade Unions has been recorded and is considered.

5. FINANCIAL & RESOURCE APPRAISAL

5.1 The Director of Finance's reports to the Executive meetings on 01 December 2015 and

09 February 2016 set out the background to the Council's financial position and the need for expenditure reductions.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 6.1 All risks in relation to the budget proposals and workforce implications are being managed through the Council's Risk Management Strategy with governance through Council Management Team.

7. LEGAL APPRAISAL

- 7.1 Pursuant to Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA 1992) the Council as employer is required to consult the recognised Trade Unions where there is a potential to dismiss by reason of redundancy 20 or more employees. If 100 or more employees are at risk of dismissal by reason of redundancy the consultation period is a minimum of 45 days.

- 7.2 Under Section 195 TULRCA 1992 "dismissal as redundant" is defined as all dismissals "for a reason not related to the individual concerned". As a consequence the Council is also consulting the recognised Trade Unions pursuant to s188 in relation to proposals to change certain terms and conditions of employment.

- 7.3 Such consultation with the Trade Unions is continuing and includes consultation about ways of avoiding dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of the dismissals.

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

A Corporate Staffing Equality Impact Assessment (EQIA) has been undertaken on the Council's Budget proposals, Appendix 10. Feedback from the Trade Unions on the Equality Impact Assessment is still to be received. Departmental EIA's, on proposals with all workforce implications have also been circulated to the Trade Unions and feedback will be received through departmental consultation meetings. All EQIA's will be subject to review as proposals are developed and amended as a consequence of continuing consultation.

The equality and diversity issues arising from the Council's budget proposals for 2016-17 and 2017-18 (excluding the Trade Unions feedback) will be the subject of a separate report to the Executive on 09 February 2016.

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

Consultation with the Trade Unions on the Council's Budget proposals for 2016-17 and 2017-18 is ongoing.

At the time of writing this report the following comments have been received:

Statement from Unison and GMB

Both UNISON and the GMB union have grave concerns with the lack of detail received regarding proposals for cuts to services that has made it impossible to fully and properly consult or consider alternative models to protect services and our member's jobs. The problems are predominately in the larger departments such as Environment, Childrens, Regeneration and Adults.

It is vital that we receive information so Council employees our members, can have their concerns, comments, alternative structures./models etc properly taken into account. Many of the proposals do however cross over into other departments within the council which makes the overall picture much harder to gather, with a lack of information.

The Section 188 letter has been issued to inform the TU's that the expected number of proposed cuts in the budget could affect as many as 335FTE (full time equivalent) in the financial year 2016/17 and 139FTE in 2017/8. With the lack of detail forthcoming as to how savings will be achieved how can we be sure these proposals are correct?

The question has been put to Management as to why we are employing so many agency workers and consultants at what appears to be at a high cost to the authority when massive financial cuts and possible compulsory redundancies are being proposed. As yet no constructive answers have been given.

Whilst Bradford Council have advised they are trying to protect our front line services in order to protect the most vulnerable citizens in the city, It appears a lot of old deleted posts are now being recreated at high salaries whilst the process of strict vacancy control put in place by the previous CX appears to be being ignored. Previously before any advertisements were put out to external recruitment all internal options would be considered this appears to be no longer the case.

This process was primarily to help to redeploy employees our members with a view to Skills matching to reskilling the workforce where needed, we feel this is now no longer being applied.

A lot of job roles appear to be going out externally that should be kept in house so staff have the opportunity to be redeployed and avoid redundancies, this can only happen if we keep the vacancies in house in the first place.

Trade Union consultation Process on Budget Proposals 2015/16 - The purpose of consultation is to examine ways of avoiding dismissals whilst looking at how to reduce the numbers affected and mitigate the consequences of **Compulsory redundancy dismissals**

Consultation on the proposals must be meaningful and must be conducted with an open mind. A willingness to be persuaded and with a view to reaching an agreement on proposals whilst emphasising that this is a consultation process on proposals and that no decisions will be taken until the Full council meeting in February 2016.

Unfortunately information/ detail has not been provided to the TU's in sufficient detail to enable us to have meaningful consultations. It is with deep regret we are reaching a staff side position collectively as TU's to advise the local authority that we are nearing the point of a dispute. Therefore we feel that meaningful consultation has not yet taken place. This needs to be given priority and will mean the council should not set their budget in February and extend the consultation period.

Statement on behalf of Unite the Union

Unite share the concerns of both Unison and the GMB surrounding the lack of detail received regarding proposals for cuts to services making it impossible to fully and properly consult or consider alternative models to protect services and our member's jobs in relation to both 2016/17 and 2017/18 proposals.

It is vital to meaningful consultation that we receive appropriate information so both employees and our members, can have their concerns, comments, alternative structures./models etc properly taken into account.

The Section 188 letter has been issued to inform the Trade Unions that the expected number of proposed cuts in the budget could affect as many as 335FTE (full time equivalent) in the financial year 2016/17 and 139FTE in 2017/8. Through the Council's excessive use of temporary, agency and casual staff have put existing staff at risk of compulsory redundancy.

The question has been put to Management by all trade unions as to why we are employing so many agency workers, temporary staff and consultants at premium cost to the authority when massive financial cuts and possible compulsory redundancies are being proposed. No rationale or workforce planning information has been provided for either year.

Whilst the Council have advised they are trying to protect our front line services in order to protect the most vulnerable citizens in the city, the Council have maintained the level of senior management and ignored both staff and the public's concern over the number of Councillors and the amount of allowances paid to them.

The whole purpose of Trade Union consultation_is to examine ways of avoiding dismissals whilst looking at how to reduce the numbers affected and mitigate the consequences of Compulsory redundancy dismissals, Unite do not believe this has been achieved.

Consultation on the proposals must be meaningful and must be conducted with an open mind. A willingness to be persuaded and with a view to reaching an agreement on proposals whilst emphasising that this is a consultation process on proposals and that no decisions will be taken until the Full council meeting in February 2016.

Unfortunately the relevant information has not been provided to the Trade Unions in sufficient detail to enable us to have meaningful consultations. Unite support the joint

staff side position which is that we are nearing the point of a dispute. Therefore we feel that meaningful consultation has not yet taken place. This needs to be given priority and will mean the council should not set their budget in February and extend the consultation period.

Unite also raised concerns about the timing of consultations meetings and the amount of facility time allocated to S188 issues which did not get resolved. We have been faced with 3 consultation meetings all scheduled same day same time for the same Trade Union representative, that is not meaningful consultation.

8.7 WARD IMPLICATIONS

None

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

That Executive considers and has regard to the interim feedback received from the Council's Trade Unions in relation to the budget proposals when considering its recommendations to Council on the Council's budget for the financial years 2016-17 and 2017-18.

11. APPENDICES

| | |
|-------------|--|
| Appendix 1 | HR |
| Appendix 2 | Children's Services |
| Appendix 3 | City Solicitor |
| Appendix 4 | Chief Executive's Office |
| Appendix 5 | Environment and Sport |
| Appendix 6 | Finance |
| Appendix 7 | Regeneration and Culture |
| Appendix 8 | Adult and Community Services |
| Appendix 9 | Trade Union Generic Comments |
| Appendix 10 | Corporate Staffing Equality Impact Assessment 2016 /2017 |

12. BACKGROUND DOCUMENTS

- Section 188 TULCRA 1992 Letter to Trade Unions - 23 November 2015.
- Director of Finance's Budget Update Report for Executive – 01 December 2015

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | | | |
|-------------------------------|----------------------|---|------------|---------|---------|---------|-------|-------------------|-----------------------|-----------|-----------|---------|------------|-----------|----|--|---|--|
| Department of Human Resources | | | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | Saving | | | | Reduction | 2014 Consultation for | Employees | | | Likely FTE | | VR | TU Feedback | Management Information/Response | |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | % | 2014/15 Reference | FTEs | FTE's | Headcount | 2016/17 | 2017/18 | Vacancies | | | | Required |
| 3H1 | Human Resources (HR) | Restructure HR Department. The proposal will result in a significantly streamlined service and will involve: Reducing spending on workforce development Staff reductions in workforce development, corporate HR and business support. Combining specialist teams Reducing member Development. Removing vacant posts. | 6,889,000 | 81,000 | 880,000 | 961,000 | 13.9% | | | | 190.4 | 213 | 19.5 | 13 | 21 | 14 | <p>Corporate 26/11/15 UNISON Asked about when the HR plus service would be reviewed, SD stated it was a 4 year contract with a review after 2 years. Need to bring it back in house. We don't have access to it, there is no face to face support. There is no informal approach from HR plus and no common sense in their approach. They immediately process casework to a formal full hearing.</p> <p>Asked if the 26.5 FTEs included business support and workforce development?</p> | <p>Corporate 26/11/15 Management stated this was counter to the Council's wishes, we would want to use an informal approach where appropriate.</p> <p>Management confirmed this.</p> |
| | | | | | | | | | | | | | | | | <p>Corporate 26/11/15 UNITE Agreed with both UNISON and the GMB view that the HR plus service should be brought back in house. We support everything said by the GMB, we have the same issues. We gave you a document about all the changes that were introduced with no consultation. Managing attendance is different on the website. They have published 'guidance', which interprets policies and procedures, this has a detrimental affect on our members. It is like a no win – no fee lawyer, similar to PPI. HR plus ring a manager if they have been on the site, they did so in one case 20 minutes after the manager had been on the site. Asked what the spend was on workforce development? We want to be able to develop staff who are exiting the organisation. The EQIA in the Executive report states "not applicable" under workforce development.</p> | <p>Corporate 26/11/15 Management stated there are cuts across all the department, not just workforce development. The Council had given some additional temporary funding for workforce development that is ring fenced until February 2016 which is so far untouched. There are two normal corporate budgets.</p> | |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | | | |
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| Department of Human Resources | | | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | | | | Reduction | | 2014 Consultation for | | | Employees | | VR Required | TU Feedback | Management Information/Response | | |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | % | 2014/15 Reference | FTEs | FTE's | Headcount | Likely FTE | 2016/17 | | | | 2017/18 | Vacancies |
| | | | | | | | | | | | | | | | | | <p>Corporate 26/11/15 GMB Agreed with UNISON's view that the HR plus service should be brought back in house. We have serious concerns and misgivings re HR plus communications. It undermines the spirit of what you, as the Council, and we, as trade unionists, do. Their approach/advice pre-determines the outcome, correspondence is held on files indefinitely. Their actions achieve the opposite of fairness, it is an appalling abuse. So many concerns about abuse, for sickness absence they do not follow the agreed process.</p> | |
| | | | | | | | | | | | | | | | | | <p>Corporate 26/11/15 UNITE Asked about Business Support and the impact on services where posts were vacant; professional staff were having to do admin work. If management were saying there was no requirement for admin work then they have to be clear about what work has stopped.</p> | <p>Corporate 26/11/15 Management stated it was a challenge in terms of working differently. Management said that needed confirming across the board.</p> |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | |
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| Department of Human Resources | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | | | | Reduction % | 2014 Consultation for 2014/15 Reference | Employees | | | Likely FTE | | VR Required | TU Feedback | Management Information/Response |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | | | FTEs | FTE's | Headcount | 2016/17 | 2017/18 | | | |
| | | | | | | | | | | | | | | | <p>2/12/15</p> <p>GMB: Has there been any form of survey undertaken on what managers think of HRplus? Feedback coming from managers is not positive.</p> <p>Unison: The previous Administration should have looked to utilise the Contact Centre service Joanne provides before going out to contract.</p> <p>Unite: There was little or no rationale put forward for when HRplus contract was bought into the department. This would have helped a great deal had it been done.</p> | <p>2/12/15</p> <p>We would want to make sure we are picking up any issues or concerns so please feedback to us.</p> <p>Principles - There are two issues: the first is the principle of an outsourced service at a time that the Council is making cuts and I note your concerns on this. The second is how the contract is performing and letting us know what feedback you are getting from staff and Managers.</p> <p>Specifics – we need to be made aware of all complaints and specific examples of what they are.</p> <p>We will involve the Unions in the review.</p> |
| | | | | | | | | | | | | | | | <p>2/12/15</p> <p>Unite: Rationale is good as it stands but we cannot realistically start the consultation process in the absence of structures, the rationale is a brush stroke of sort. A full consultation starts at the time of tabling structures. This really needs to go hand-in-hand with the proposed structures</p> <p>Unison: Whilst the rationale provides details, it has nothing else to go on, no other details to work from?</p> <p>Unite: HRplus – the 2 year review, how does that effect the cuts? We would like to be involved in the review.</p> <p>GMB: We have issues raised with us, so far we haven't had any statistical information about how they are performing. Managers are calling to say they don't want to contact HRplus.</p> | <p>2/12/15</p> <p>Disagree, the rationale provides general information on the direction of travel however understand this point, but to table structures today would have been premature.</p> <p>The rationale needs to be consulted on first followed by the structure. This gives background to how the cuts are to be made and ensure that what we have left is working at its best, the structure has got to be right to ensure the changes are being made in the correct places</p> <p>Proposed Structure will be tabled at the 11th December meeting, the rationale is what we're consulting on from now to 11th December.</p> <p>Understand and take on board these comments. Can confirm a Survey is scheduled to be undertaken in January 2016.</p> |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | |
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| Department of Human Resources | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | | | | Reduction % | 2014 Consultation for 2014/15 Reference | Employees | | | Likely FTE | | VR Required | TU Feedback | Management Information/Response |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | | | Current | FTEs | Headcount | 2016/17 | 2017/18 | | | |
| | | | | | | | | | | | | | | | <p>2/12/15 GMB: What is the 'internal redeployment agency' being referred to in the Rationale? The terminology is of concern and will be to staff also</p> <p>Unison: Old Administration had a Temps Register – we could call on the staff on the register, this also ensures we retain skills and talent and utilise them in other areas or specific projects</p> | <p>2/12/15 It was for all Council staff – will act as an internal agency. However, take on board your comments and will change it to "team" before circulating to staff following this meeting.</p> <p>We need to make a cultural shift – agree with these comments.</p> <p>We can use redeployees for project work and skill them up.</p> |
| | | | | | | | | | | | | | | | <p>2/12/15 GMB: Would that stop and start the redeployment process if staff are given small projects to undertake during their time on the redeployment register? We are losing skills and training pathways.</p> <p>Unite / GMB: Concerned people are leaving on VRs and returning to work for Council, some back into same department they left from.</p> <p>Unison:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review of EHWB – ideas received from staff in the service is that more telephone assessments/appointments could be made instead of face to face meetings. <input type="checkbox"/> Top Management Contracts of Employment – ours are permanent, why not have fixed term / short term contracts like others? <input type="checkbox"/> VRs - When will staff know if their application for VR had been | <p>2/12/15 Good question – we don't know. Will have to check and get back on it</p> <p>Share concern on this issue and confirmed that Departments have been told that this should not be happening. However, there is nothing in law that prevents people returning after a certain period of time.</p> <p>Noted that VR is discretionary however, so we will keep pushing for a period of time during which employees who have left on VR cannot return to work for the Council. Clearly, this would be different if employees are made compulsorily redundant.</p> <p>EHWB – like that idea, need to encourage staff and members to come up with more and share with us.</p> |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | |
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| Department of Human Resources | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Budget | | | | Reduction % | 2014 Consultation for 2014/15 Reference | Employees | | | Likely FTE | | VR Required | TU Feedback | Management Information/Response |
| | | | Net Budget 2015-16 | Saving 2016-17 | 2017-18 | Total | | | Current | FTEs | Headcount | 2016/17 | 2017/18 | | | |
| | | | | | | | | | | | | | | | <p>2/12/15</p> <p><input type="checkbox"/> Top Management Contracts of Employment – ours are permanent, why not have fixed term / short term contracts like others?</p> <p><input type="checkbox"/> VRs - When will staff know if their application for VR had been accepted?</p> | <p>2/12/15</p> <p>We are currently looking at an informal resources strategy – definitely something we will look at</p> <p>It depends on how this consultation progresses.</p> |
| | | | | | | | | | | | | | | | <p>2/12/15</p> <p>GMB: Do you not have to have the structure in place by 1st April to make the cuts? Other depts have already started, staff leaving already or have dates agreed.</p> <p>GMB: How much have consultants been paid and what are they being paid for in HR? Non staffing costs/expenditure is what we're asking for.</p> <p>GMB: Working Group on Income Generation – this looks to have died a death, not heard anything since the initial meetings many months ago</p> | <p>2/12/15</p> <p>As far as I know it's the timetable we have always had. We cant step out of the corporate timetable.</p> <p>BPS need to pick this up as its still proposal stage and no-one should be leaving at this moment in time, unless these are staff who are leaving as part of last years workforce reduction. We will check.</p> <p>Might be confusing around workforce development side of things. Will confirm.</p> <p>Staff can forward ideas but the issue is that Depts cannot go above certain percentage. HR can only generate 20% of running cost and PACT HR already generate income into this. As the Council is a public body, legally it cannot make a bigger profit. Income target is set by the Department of Finance.</p> |
| | | | | | | | | | | | | | | | <p>2/12/15</p> <p>Unite: Reduction in Business Support – they have become an easy target being lower paid. What is automated services mentioned in the rationale? Really hard to go back to staff with this without a structure.</p> | <p>2/12/15</p> <p>This service should change so that Managers do certain aspects of their jobs in other ways thus relieving the assistance of Business Support staff. We will automate processes to stop forms being sent back and forth.</p> |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | | |
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| Department of Human Resources | | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | Saving | | | | Reduction | 2014 Consultation for | Employees | | | Likely FTE | | VR Required | TU Feedback | Management Information/Response |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | % | 2014/15 Reference | FTEs | FTE's | Headcount | 2016/17 | 2017/18 | Vacancies | | | |
| | | | | | | | | | | | | | | | | <p>11/12/15</p> <p>GMB: As said at Corporate Consultation, rationale comprehensive and more than other Departments</p> <p>Unite: Re: note that needed structure to start meaningful consultation. Point noted last week but wanted to re-note.</p> <p>Unison: What, apart from staffing, do we spend money on in the budget and could cuts be made from elsewhere?</p> | <p>11/12/15</p> <p>Noted with thanks.</p> <p>Noted.</p> <p>Management agreed to clarify what other budget headers are within HR.</p> |
| | | | | | | | | | | | | | | | | <p>11/12/16</p> <p>All Unions: Are they any new posts in the structure?</p> <p>GMB: There are less people but more work.</p> <p>GMB: Do you think the team I work in just does management information?</p> <p>Unison: Not got proposed structure for Business Support</p> <p>Unite: How do you know these roles and this structure will make the savings?</p> | <p>11/12/16</p> <p>Yes, as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Head of Workforce Development <input type="checkbox"/> HR Management Support Assistant <input type="checkbox"/> Employee Engagement Officers <p>Posts identified in yellow are proposed to be not affected. Staffline is the transactional support part of business support which is proposed will come back into core HR structure.</p> <p>No, that is a proposed job title but we can change it.</p> <p>Included in Pack. Need to ensure BH has copy. Admin support to Occupational Health has also been put back into core structure.</p> <p>Our initial calculations indicate that the necessary savings will be made.</p> |
| | | | | | | | | | | | | | | | | <p>11/12/15</p> <p>Unite: Can we see that scope of where certain roles will fit in terms of grading?</p> <p>Unite: What is the timeline?</p> <p>GMB / Unite: Difficult to say if agree with structure if don't know what the grades are as don't know what impact roles will have on individuals.</p> <p>Unite: Could you send a list of impacts in each team – posts in and posts out.</p> | <p>11/12/15</p> <p>Management have initial thoughts of where some roles may fit in terms of grading but will not be able to verify until posts are graded.</p> <p>The process will follow the timescales in the Procedure for Managing Workforce Change. We need to agree the role profiles first. Will provide early thoughts of role profile content as soon as possible.</p> <p>Understand this position. Structure will be emailed out to staff after this meeting. SD/managers will visit locations and offer opportunities for staff to feedback.</p> |
| Total (proposal) | | | 6,889,000 | 81,000 | 880,000 | 961,000 | 13.9% | | | | | | 19.5 | 13 | | | |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | | |
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| Department of Human Resources | | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | | | | Reduction % | 2014 Consultation for 2014/15 Reference | Employees | | | | Likely FTE | | VR Required | TU Feedback | Management Information/Response |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | | | Current | FTEs | FTE's | Headcount | 2016/17 | 2017/18 | | | |
| | SAVINGS CONSULTED ON IN 2014 FOR IMPLEMENTATION IN 2016 / 17 | | | | | | | | | | | | | | | | |
| AH1a | Human Resources | Streamlining of service and staffing efficiencies | | 650,000 | | 650,000 | | | | | | | | | | | |
| AH1b | Human Resources | Transactional Support - Streamlining of service and staffing efficiencies | | 273,000 | | 273,000 | | | | | | | | | | | |
| | Total | | | 1,004,000 | 880,000 | 1,884,000 | | | | | | | | | | | |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | | |
|-----------------------------------|----------|--|---|------------|---------|---------|--------|-----------|-----------------------|-----------|-------|-----------|---------|--------------|---|--|---|
| Department of Children's Services | | | | | | | | | | | | | | | | | |
| Ref | 2014 Ref | Service | Proposal Definition | Net Budget | Saving | | | Reduction | 2014 Consultation for | Employees | | | | VR Requested | TU Feedback | Management Information/Response | |
| | | | | 2015-16 | 2016-17 | 2017-18 | Total | % | 2014/15 Reference | FTEs | FTE's | Headcount | 2016/17 | | | | 2017/18] |
| 3C1 | | Special Education Needs (SEN) Services | Restructure the Special Needs and Educational Disability (SEND) Core Service. The SEND Core Service carries out various statutory duties including coordination of assessments for children with SEND, monitoring childrens' progress and planning to ensure there is enough SEND provision. The proposal will make savings by re-structuring the services to reduce management costs while maintaining statutory functions. | 970,100 | 90,000 | 0 | 90,000 | 9.3% | C5 | 2 | 21 | 23 | 1 | 0 | 4 | <p>10 December 2016 - Departmental - UNISON raised concerns about the turbulence put upon services when there will be no budgetary saving. The service is due an area inspection and staff want that considered. School placements is a big issue to place children in a high quality provision across the district. Potential for more children to be schooled out of authority at a high cost to the LA. Are the Heads of primary and secondary schools being consulted and parents?</p> <p>UNISON noted members do not oppose change just want to ensure there is high quality provision.</p> <p>UNISON highlighted the need for a new school.</p> | <p>10 December 2015 - Departmental - Management advised the full proposal will detail the consultation to take place. Due to the specialist nature of the teams we are discussing with the Special Heads first. It is an initial conversation.</p> <p>Management advised there would be no detriment to children and young people.</p> <p>Management agreed.</p> |
| | | | | | | | | | | | | | | | <p>ATL asked if the 2FTE posts were specific posts – need to be clear on what Management are trying to achieve.</p> <p>ATL asked if the staff could be identified as soon as possible so that they could talk to their members.</p> | <p>Management are looking at the management structure and will work with the managers to look at how the service needs to be managed and will look at the timing.</p> <p>Management will do this as soon as possible.</p> | |
| | | | | | | | | | | | | | | | <p>UNISON asked what the cost of SEND services was to the Council.</p> | <p>Management advised it was difficult to advise in terms of impact to members. It is a fundamental change and there will be implications. We need to do this right and will start with the family and child and work forward, ensuring good consultation.</p> | |
| | | | | | | | | | | | | | | | <p>Raised 17.12.15 - Departmental - UNISON asked the following question by e-mail:</p> <p>Potential reduction right across the board in DSG monies. Is this being taken into consideration when looking at this service? I.e. 1.5% reduction would be approx. £82,500. Potential for an area inspection early in 2016. The effect on the teams that this will have as well as the turbulence caused to staff. School placements is a big issue to place children in a high quality provision across the district. Potential for more children to be schooled out of authority at a high cost to the LA. Obviously we need a new school but management are aware of this. Need to consider the SEND reforms when looking at the reorganisation of how this service will look.</p> | <p>7 January 2016 - Departmental - School Forum reported that due to unexpected and welcomed additional high needs block funding, the overall reduction in DSG would be 0.42%. This will be factored into any proposals.</p> | |
| 3C2 | | Special Education Needs (SEN) Services | Recommission the SEND Teaching Services. Development of SEND Centres of Excellence based in schools. Dedicated Schools Grant funded so no revenue saving. Has been added due to S188 and Corporate Services Recharges. | 0 | 0 | 0 | 0 | 0.0% | C14 | 2 | 124 | 150 | 0 | 0 | 38 | <p>26 November 2015 - Departmental - NASUWT concerned that specialist service would move into hubs when special schools are already requesting to reduce staffing. Centrally employed staff may not have a job to go to & some schools may not have capacity to undertake the work.</p> | <p>26 November 2015 - Departmental - Management will advise further following conversations with special schools but first discussions have been positive. We would need to ensure robust QA systems are in place so the funding gets the right outcomes but management noted the concerns. Its important to have discussions and be clear about what is needed. We have expert staff & we dont want to lose that expertise.</p> |

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| | | | | | | | | | | | | | | | | | | | <p>NAHT asked if funding was available? ATL noted that if schools were maintained this would be okay but if schools change to an academy or trust, any top slice could be worrying.</p> | Management advised the service was DSG funded so that funding would go to schools to provide the service. |
| | | | | | | | | | | | | | | | | | | | <p>NUT asked if this would go to the Commissioning Board.?</p> | Management confirmed this. The detail will come out as work progresses. |
| | | | | | | | | | | | | | | | | | | | <p>10 December 2015 - Departmental - UNISON noted the consultation document was incorrect as it stated 'cessation'. NASUWT advised the concern this had raised amongst staff, especially when they had been told not to go to Future House.</p> | 10 December 2015 - Departmental - Management will correct the document; it should have read 'recommission'. |
| | | | | | | | | | | | | | | | | | | | <p>UNISON advised that the TU's had not been invited to the briefing with staff and if they had been the matter could have been resolved quickly. The document has been circulated widely. Could some communication be sent out to reassure staff? Some members of staff had been told their posts were vulnerable.</p> | Management advised this was a genuine oversight and will remind managers of the process re consultation. In terms of staff being vulnerable, we cannot predict the outcome or how services will be recommissioned. There will be some change but at this point we don't know what that will be. |
| | | | | | | | | | | | | | | | | | | | <p>NUT asked how the consultation could be meaningful given the period of time for consultation – this will be at Schools Forum on the 6 January. Time is needed to get feedback from the Special School Heads and also Heads from mainstream provision.</p> | Management understood why the proposal was on this spreadsheet but the timeline is different as the other budget proposals will be for the end of this financial year; this proposal is working to the academic year so is not constrained by the budget timeline. Conscious that feedback is needed by 18 December so that can be communicated and further consultation can take place in the new year. |
| | | | | | | | | | | | | | | | | | | | <p>NASUWT asked that the budget consultation timeline is made clear to staff.</p> | Management will develop a project plan with the detail and thinking and ensure proposals are joined up. |
| | | | | | | | | | | | | | | | | | | | <p>ATL noted that the majority of staff worked in mainstream settings and Management are speaking to Special School Heads. Supporting a child in a mainstream setting is different to supporting in a special school setting so mainstream Heads need to be consulted. Special school expertise may not work in a mainstream setting. Will there be an SLA between schools and special school heads to provide this service; it's difficult to understand how the model will work.</p> | Management advised the rationale to go to Special School Heads as they have the expertise around HI, VI, autism, etc. and there are links between them and mainstream and their expertise is being used to help rationalise the proposals. They may not deliver this service; they are the first point of call as an acknowledgement of their specialisms. The project plan will outline the proposal, approach and model and there will be wider discussion. |
| | | | | | | | | | | | | | | | | | | | <p>NUT asked for clarity on the role of the Commissioning Board (minutes of 3 December).</p> | Management confirmed this was an error and the minutes will be amended. Management confirmed actions as follows: <ul style="list-style-type: none"> • Communication to clarify the mistake in the briefing. • Ensure TU's are invited to briefings. • Develop the project plan. |
| | | | | | | | | | | | | | | | | | | | <p>17 December 2015 - Departmental - UNISON asked if the comms had gone out to staff regarding the inaccuracy in the consultation document and the meeting with Special School Heads.</p> | 17 December 2015 - Departmental - Management to ensure this is sent out. |

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| | | | | | | | | | | | | | | | | | | Staff side noted that no Level 3's have been arranged. UNISON advised more detailed feedback was needed to consult with members and if this was left until February then it would be too late to put in alternative proposals. Suggested longer meetings to enable feedback and receive constructive information. NASUWT also agreed that it was difficult to consult when it was unknown what the model is. | HR noted that the consultation is discussed at Level 2 and following the budget decisions taken at the end of February more detailed conversations will take place at Level 3. |
| | | | | | | | | | | | | | | | | | | UNISON asked when the project plan would be available. UNISON asked about the costings and how the savings would be made | Management noted this was part of the feedback to Special School Heads. MJ has given a clear steer that this work has to be considered in terms of an SEN strategic review and not in isolation. This is a unique approach and is a rethinking of the service. The timeline of September 2016 is ambitious. As part of an SEN review, Management are convening a group of Heads and partners to look at recommissioning the teaching service in that context and to look at realistic timescales. Following the meeting there were no hard facts but the Special School Heads were interested in the proposals and wish to consider this in the context of the SEND Strategic Review. Management are drafting a new SEN Strategy so it is timely to do the review in that context. Feedback will be included in the comms about the meeting on the 15 December. Management will also build up a Q&A document for staff. |
| | | | | | | | | | | | | | | | | | | | Need to build up speed to get the detail but this needs to be right and not disadvantage children and young people. This is not about removal of service but service transformation in the context of a full SEND Strategy Review. Management advised this was a complex piece of work and more detail should be available early in the new year. The timeline may be extended. |
| | | | | | | | | | | | | | | | | | | ATL asked where the DSG fits with this; are Schools Forum the brokers and how much say so they have. | Management are in discussions with Schools Forum. Some modelling of High Needs Block funding and comparisons nationally, this suggests we may be approximately 500 places short. We are also looking at the National Fairer Funding Formula consultation in the new year to see what that will look like for an inner city LA. We know there is pressure but the DSG is there to support children with SEND. Data is coming through slowly so we need to get a sense of what that means. |
| | | | | | | | | | | | | | | | | | | NAHT noted that other LA's have more special school resources and Bradford is more inclusive. | Management noted there are more children in mainstream and a funding deficit on specialist places – need to look at whether we have the balance right in terms of placements |
| | | | | | | | | | | | | | | | | | | UNISON asked if there would be integration with Adults as part of the SEN Strategy. | Management advised it would include the 0-7 pathway and up to age 25 so would bring in all partners. |
| | | | | | | | | | | | | | | | | | | UNISON asked where dyslexia, etc. fit as there are struggles to diagnose. | Management felt this would be part of communication, interaction and learning assessments. |
| | | | | | | | | | | | | | | | | | | UNISON asked where academies fit as they had more flexibility. | Management advised academies have to follow the SEND code of practice and do work closely with us so if there were any issues these would be raised with them. |

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| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Comment received below: I work as a Specialist Early Years Practitioner with the SEN Early Intervention Team (EIT). Our team has many functions, being made up of a teaching support service team and myself as a specialist practitioner, the Portage Team, and the Equality and Access Officers-who have recently joined our team. The main functions of our team are: <ul style="list-style-type: none"> • Placement functions-the 'pathway' for children 0-7-the local SEND offer • Assessment and response to EA1 from health and TSSR-from schools (Teaching Support service referral)-These are looked at through a Triage system within learning support service. • We do reports for EHCP-Education Health Care Plan • Teaching support into schools/nurseries and private day care settings | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | <ul style="list-style-type: none"> • Specialist Early Years Practitioner-the role has been recently further developed when working in schools/nurseries for Range 3 and 4 children-offering practical advice and training whilst, working alongside the support staff, using assessment tools to help target the child's development, help with planning and support. This helps to keep the child concerned included within their peer group and for them to access their environment and learning materials resources within a mainstream setting. • Early Years Inclusion Panel-funding which is accessed for children with SEN when they are in a private day care setting(PVI) • Portage-an educational home visiting service for families with a child with SEN support needs. The Teaching Team, Specialist Early Years Practitioner, and Portage Home Visitors all have a caseload working with vulnerable families. | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | <ul style="list-style-type: none"> • Equality and Access Officers support the private day care settings. • Children Centre+ are part of our service. <p>Within these broad bands are some very intricate and skilled ways of working.</p> <ul style="list-style-type: none"> • We work within the Code of Practice. • We are improving outcomes for families. • We are a cost effective service, children are able to access mainstream and feel included and a part of the community. • Our team are the 'front door' for vulnerable families for the whole of the Bradford district for children with SEN needs. | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | To 'cease' any of these services would have a catastrophic effect for Bradford, it's families, schools, nurseries, private day care settings and health colleagues who refer to us as well as us working in partnership with all involved. | We do not intend to cease any of these services. This is about transformation in the context of the SEND Review. |

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| | | | | | | | | | | | | | | | | | 7 January 2016 - Departmental - UNISON highlighted that management does not acknowledge/address the issues raised in the email. It would have been helpful if an apology had been given to staff where the incorrect word (cessation) had been used. This had caused a significant amount of concern for a number of staff. | 7 January 2016 - Departmental - management had circulated updated information to correct this error & agreed to action a further email issuing an apology to those affected by the incorrect information. |
| 3C3 | Behaviour and Attendance | Restructure the Educational Social Work (ESWS) and Behaviour Support (BSS) Services. The proposed re-structures will bring BSS and ESSWS together with the New Arrivals and Travellers Childrens Service and Looked After | 978,900 | 250,000 | 0 | 250,000 | 25.5% | | | 23 | 28 | 5 | 0 | 0 | | | 26 November 2015 - Departmental - (3C3 & 3C4 are linked) UNISON asked if the funding removed would be given to schools directly. | 26.11.15 - Departmental - Management did not know the detail. |
| | | | | | | | | | | | | | | | | | 10 December 2015 - Departmental - UNISON advised some staff have been told they won't have a job; can we have some details please so we can support these staff. TU's not been briefed as to which staff are to go (3 Learning Mentors have been advised these roles are vulnerable). | 10 December 2015 - Departmental - There has been no suggestion or discussion about any roles being at risk as no detail has been shared. |
| | | | | | | | | | | | | | | | | | Raised 17.12.15 - Departmental - UNISON asked the following question by e-mail: Restructure some staff have been told they won't have a job. (3 members) can we have some details please so we can support these staff, TU's not been briefed as to which staff are to go. But 3 UNISON members have been advised these roles are vulnerable. (Learning Mentors). | There has been no suggestion or discussion about any roles being at risk as no detail has been shared. |
| | | | | | | | | | | | | | | | | | 7 January 2016 - Departmental - Chair - asked of discussions had been started to work up proposals.? | 7 January 2016 - Departmental - Management advised the weekly meetings with managers have been arranged to work on the detail and will circulate key messages from these meetings. |
| | | | | | | | | | | | | | | | | | UNISON - stated that collectively the Trade Unions all feel that they are not receiving the appropriate information that can be shared during the consultation process. | Management advised that detail on 3C3 (restructure the Educational Social Work (ESW) & Behaviour Support (BSS) services & 3C4 (restructure of the Diversity & Cohesion service) will be provided by the 21 January 2016. |
| 3C4 | Diversity and Cohesion Service | Restructure the Diversity & Cohesion Service. The Diversity and Cohesion service has a number of functions including supporting supplementary schools, delivering the Government's PREVENT anti-radicalisation agenda and support to the Standing Advisory Council on Religious Education (SACRE). The re-structure will reduce management and align New Communities and Travellers Services with the "Virtual School" (see 3C3) for vulnerable children in order to reduce costs while using Government grants to cover budget reductions and maintain essential aspects of the Service's work. | 253,000 | 100,000 | 0 | 100,000 | 39.5% | | | 19 | 23 | 2 | 0 | 7 | | | 2 December 2015 - Departmental - UNISON noted there were 7 vacancies; is there any reason for that? | 2 December 2015 - Departmental - Management will clarify but felt these were temporary staff that were brought in for work when needed. |
| | | | | | | | | | | | | | | | | | UNISON asked if the Prevent programme was still being delivered in accordance with Government expectations.? | Management confirmed this. |
| | | | | | | | | | | | | | | | | | 10 December 2015 - Departmental - UNISON advised staff don't understand what is meant by the virtual school and vision moving forward for vulnerable children not just LAC. Which groups of children, teams etc. Management were asked for clarity where the staff sit in the service. | 10 December 2015 - Departmental - The Virtual School is based on the model for LAC. All children & young people remain in their current schools but the Headteacher & staff work with schools to ensure vulnerable children & young people achieve good progress & receive co-ordinated support from services. The Headteacher monitors educational, social, emotional & mental health outcomes for these children and young people. |

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| | | | | | | | | | | | | | | | | | | NUT advised Behaviour Support staff had been advised not to attend the meeting as it didn't concern them so they are unaware of what is happening. | Management advised in respect of 3C3 and 3C4 the teams will come together under the virtual school. This is a concept and more work needs to be done and managers will help shape the service. Work will continue on this but feedback is welcomed. |
| | | | | | | | | | | | | | | | | | | UNISON noted that primary and secondary staff had been spoken to but not 0-7 staff so they think they are being lost somewhere. | Management advised information will be shared with frontline staff as soon as the vision is available. Can understand the confusion as it is a complex service. |
| | | | | | | | | | | | | | | | | | | NUT asked if 3C4 is within 3C3 – will management be in there. | Management advised the text is in the spreadsheet – the line needs expanding. Will be amended. |
| | | | | | | | | | | | | | | | | | | ATL questioned the virtual head role, e.g. if an external provider took over the school and was the provider would it be a separate entity or does it remain in the Council – where would the employee fit in that model. | The Virtual School is based on the model for LAC. All children and young people remain in their current schools but the Headteacher and staff work with schools to ensure vulnerable children and young people achieve good progress and receive coordinated support from services. The Head monitors educational, social, emotional and mental health outcomes for these children and young people. |
| | | | | | | | | | | | | | | | | | | 17 December 2015 - Departmental - UNISON noted there are 7 vacancies and asked where these are. | 17 December 2015 - Departmental - Management advised they are across both the Diversity and Cohesion Team and the Traveller Service. |
| | | | | | | | | | | | | | | | | | | NUT asked which staff would be covered by the Virtual School, e.g. the Health and Wellbeing Team, teenage pregnancy. | Management will bring proposals to the next meeting regarding the Health and Wellbeing Team but these proposals are not part of the budget consultation 2016/17 and 2017/18. |
| | | | | | | | | | | | | | | | | | | NUT asked for clarification of the teams involved in the proposals for the virtual school for vulnerable children and young people. | Management confirmed the following teams: • Behaviour and attendance element (the teaching service within the Behaviour Support Service and Central Support Services); • Education Welfare; • Diversity of Cohesion (the teaching and support service with the Travellers/New Arrivals Team). |
| | | | | | | | | | | | | | | | | | | UNISON asked if the proposal amalgamated the teams. | Management advised the teams would come together under the virtual school to become a vulnerable children and young people support service. |
| | | | | | | | | | | | | | | | | | | UNISON asked if this would continue under the LAC work of Specialist Services. | Management advised the virtual school has a Headteacher who oversees services and advocates for LAC. We have a virtual school for LAC. This school currently sits in Access and Inclusion and also links into Specialist Services. The role of the Virtual Head is a statutory role. |
| | | | | | | | | | | | | | | | | | | ATL asked if this role currently existed. | Management confirmed that it did; was Linda Mason's substantive role and Mike Latham currently acting with a small team of staff. The idea is to expand this role for all vulnerable children and young people to advocate on their behalf, get good outcomes and track. Linda confirmed she had resigned from this post. |
| | | | | | | | | | | | | | | | | | | UNISON asked if the proposed cuts were about reducing management costs. | Management confirmed this. |
| | | | | | | | | | | | | | | | | | | UNISON asked if VR would be available. | Management advised this would be part of the process. |
| | | | | | | | | | | | | | | | | | | ATL asked if the staff were all in the same building. | Management advised that all staff were now in Margaret McMillan Tower and the virtual school sits in Sir Henry Mitchell House but ultimately would want all the staff in the same place. |

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| | | | | | | | | | | | | | | | | | ATL noted that some schools were under utilised and services could look to locate there. | Management are open to all options. Accommodation costs have to be considered so this would need to be tested out with schools. |
| | | | | | | | | | | | | | | | | | UNISON asked if touch down points would be retained. | Management confirmed they would and that a list was available on Bradnet. |
| | | | | | | | | | | | | | | | | | UNISON noted that given the proposal to reduce the number of LAC this would reduce the funding the Council receives for each LAC and as this links to the virtual school the budget will reduce. | Management advised that £1,900 is received for each LAC and this has been guaranteed by the Government for the next 3 years. This will be discussed at Schools Forum but in Bradford this is the responsibility of the Virtual Head but some Councils differ and the schools give £500 per child to the virtual school. This central team undertake intensive work and need to demonstrate outcomes as schools do. |
| | | | | | | | | | | | | | | | | | Raised 17.12.15 - Departmental - UNISON asked the following question by e-mail: Staff don't understand what is meant by the virtual school and vision moving forward for vulnerable children not just LAC. Which groups of children, teams etc. | The Virtual School is based on the model for LAC. All children and young people remain in their current schools but the Headteacher and staff work with schools to ensure vulnerable children and young people achieve good progress and receive coordinated support from services. The Head monitors educational, social, emotional and mental health outcomes for these children and young people. |
| 3C5 | | Bradford Achievement Service | Move Delivery of School Improvement to Schools. The District is moving to a "School led" approach to driving school improvement as a result the Council will no longer perform some of the functions it does now and this will mean that there will be a decrease in the number of Council teams required. Funding for School improvement will continue to be made available directly to schools via the Dedicated School Grant. | 1,166,100 | 150,000 | 150,000 | 300,000 | 25.7% | | | | | | | | | 26 November 2015 - Departmental - NUT asked if the £150k saving would come from Section 11 saving from April. | 26 November 2015 - Departmental - Management confirmed part of it would. |
| | | | | | | | | | | | | | | | | | 2 December 2015 - Departmental NUT asked re the Achievement Service if there was any further information on how we would make the second part of the savings. If the EMA Team go will this make savings in one go? NUT asked what function will be in place to monitor the EMA service from schools.? | 2 December 2015 - Departmental Management will advise in response to both |
| | | | | | | | | | | | | | | | | | 10 December 2015 - Departmental - No further comments from TU's on this item. | |
| | | | | | | | | | | | | | | | | | 17 December 2015 - Departmental - No further comments from TU's on this item. | |
| | | | | | | | | | | | | | | | | | 7 January 2016 - Departmental - No further comments from TU's on this item | |

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| 3C6 | | Employment and Skills | Reviewing Work with Young People Who are Not in Employment Education or Training. The proposal is made up of different elements. Connexions. Connexions supports young people on a range of issues including accessing education, training, skills and employment choices. The proposal would reduce the Connexions contract by £450,000 (30%) reducing the Council's capacity to support this work and increasing the risk of growing numbers of young people Not in Employment Education or Training. De-commissioning the Employment and Skills element of the Community Fund to save £250,000. This will impact on a number of Voluntary Sector providers and will further reduce the delivery of employment and skills opportunities in the District. Service re-structure - a review of the service structure to save £26,000. | 3,202,000 | 483,000 | 243,000 | 726,000 | 22.7% | NC22 | 10 | 110 | 124 | 20 | 0 | 4 | 0 | 26 November 2015 - Departmental - UNISON concerned about the impact corporately on young people in the district; NEET, Youth service & the YOT, all of which support young people that are vulnerable and this proposal could lead to specialist services picking up more issues. We need to give young people focus & keep them off streets; to remove funding will mean fewer activities. | 26 November 2015 - Departmental - Management noted this as a valid point. Noted that discussions were needed & that any cuts that impact vulnerable young people must be outlined in the EIA. Heather Wilson will note concerns & take away to get the voice of the young people. Heather noted that the Youth Service looks to empower young people & some of these effects can be mitigated by different ways of working & changes could still be made. Management asked Heather to bring feedback in 2 weeks. |
| | | | | | | | | | | | | | | | | | UNISON noted that the virtual school proposal was linked in to this as the government reduces funding for prevention work this will have consequences for social care & other areas. | |
| | | | | | | | | | | | | | | | | | 10 December 2015 - Departmental - UNISON queried the savings needed to be made re Connexions. | Management advised the staff figures were unknown – it is staff intensive with the Personal Advisors. Heather Wilson attended the meeting to respond to the points raised from the meeting 2 weeks ago. Confirmation and details were shared in relation to the cumulative impact of proposals on vulnerable young people. Explanation of mitigating factors was given alongside explanation of different working practices. This included confirmation of the removal of the Tier 1 NEET work from the Job descriptions of Youth Work practitioners. |
| | | | | | | | | | | | | | | | | | 17 December 2015 - Departmental - ATL asked where questions from staff were being collated. | Management advised that this was being built into a Q&A document. This could be circulated in the new year. |
| | | | | | | | | | | | | | | | | | 7 January 2016 - Departmental - Chair asked Assistant Director for an update on the pending Restructure for Skills for Work & Education, Employment & Training. | Management advised progress is being made in the two areas SFW & EET regarding vacancies & redundancies. A saving of £500K has been made over the two financial years and the outline of the further proposal will be shared at the Level 3 meeting. Acknowledgment that outside resources are having an impact. The two teams will look at the functions and a structure will be developed by 21 January. The chair noted the difficulties and the pressures faced by management, however due to the urgency of the timeline assured that more clear information will be submitted by relevant management (Specialist & Client Services) by the deadline of 21 January. |

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| 3C7 | | Specialist Services | Looked After Children - bring children cared for outside of Bradford back into the District. Having more of our children with complex needs living locally will reduce costs associated with the provision of care outside the District which is generally more expensive. This will be achieved by strengthening our local provision and the movement of young people from residential care to highly skilled foster care. | 56,412,100 | 624,000 | 624,000 | 1,248,000 | 2.2% | | | | | | | | | 768 | 864 | 0 | 0 | 54 | n/a | <p>2 December 2015 - Departmental - UNISON asked where Management were intending to put the children who are returned to the district. Would management look to recruit, train and retain foster carers? Bradford struggles to recruit foster carers. ?</p> <p>UNISON noted that some LAC had been placed out of district for some time and were settled.</p> | <p>2 December 2015 - Departmental - Management advised a strategy was in place. This included staff training, therapeutic support, future minds, education provision, etc. to provide a wrap around service. Looking at the cohort to see who could go home.</p> <p>Management advised the cohort and care plans were being considered; need to make sure the support is right for the young person.</p> |
| | | | | | | | | | | | | | | | | | | | | | | | <p>UNISON asked if the costs to foster carers would be looked at to retain their services.?</p> | <p>Management had advised that has been looked at & is underway as part of Journey to Excellence which has been to committee, it has a number of different dimensions/strands which has been costed & is currently underway.</p> |
| | | | | | | | | | | | | | | | | | | | | | | | <p>10 December 2015 - Departmental - No further comments from TU's on this item.</p> | |
| | | | | | | | | | | | | | | | | | | | | | | | <p>17 December 2015 - Departmental - UNISON asked for information about the costings so that this could be taken forward with members.</p> | <p>14 January 2016 - Departmental - The savings proposal in 2016/17 and 2016/17 is £624k each year.</p> |
| | | | | | | | | | | | | | | | | | | | | | | | <p>Raised 17.12.15 - Departmental - UNISON asked the following question by e-mail:</p> <p>Consideration for Specialist Services proposals 3C7 - 3C10 is to remove duplication</p> | <p>Management to seek further clarification from the Trade Union regarding this question</p> |
| | | | | | | | | | | | | | | | | | | | | | | | <p>Transformation of services in Specialist services. Signs of Safety / Early Help Journey to Excellence With a view to achieving a reduction in the number of referrals to Children's Social Care (CSC), Children in Need (CIN), Child Protection (CP) and Looked after Children (LAC) cases. Still need to consider current work pressures, services and policy expectations for CIN, CP and LAC cases. Concerns have been raised with management about retention of our experienced staff and reliance on ASYE's</p> | <p>The issue regarding retention of social workers is being addressed at OJC Level 3.</p> |
| 3C8 | | Specialist Services | Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years. The numbers of children in Council care will be reduced by improving its Early Help offer to children and families and the fostering and residential care we provide for children once they need to be looked after by the local authority. Earlier and more effective action to address issues affecting families and children along with the use of "Signs of Safety" an approach designed to reduce risks by working in partnership with families is expected to reduce the numbers of children in care by 75 over two years. | 56,412,100 | 815,000 | 1,630,000 | 2,445,000 | 4.3% | | | | | | | | | 768 | 864 | 0 | 0 | 54 | n/a | <p>26 November 2015 - Departmental - UNISON noted that there would be a need to ensure the Childrens Centres have enough staff to meet demand & will tie in with Terry's work looking at Admin.</p> | |
| | | | | | | | | | | | | | | | | | | | | | | | <p>UNISON asked if the investment of £400k was for Signs of Safety?.</p> | <p>26 November 2015 - Departmental- Management advised this was not all the cost. This is work in progress & proposals will come out as work continues. This is the biggest budget area & decisions are needed on where cuts should be made. Decided to look at prevention services & change the way we work to reduce demand on services.</p> |

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| | | | | | | | | | | | | | | | | | | | <p>UNISON noted the Signs of Safety concept was good but would only work if management look at risk management & reduce calls coming into the contact centre. Prevention is important & has to start at an early age & again links in with the Virtual Head. If this work is done before that is in place there could be an increase in LAC.</p> | <p>Management advises that there wasn't a clear plan but this is now evidenced with partners buying into the work & implementation will be planned. It is a cultural shift & will provide a quality offer where children are seen in the community. The detail will be discussed eventually at Level 3.</p> |
| | | | | | | | | | | | | | | | | | | | <p>2 December 2015 - Departmental UNISON asked if this would have a knock on effect on the 75 over 3 years.</p> <p>UNISON asked if the proposal had been costed. This needed to be acknowledged now as the implications if it doesn't work will have cost implications later.</p> | <p>2 December 2015 - Departmental Management advised this was a significant piece of work and the detail would come out as work progressed.</p> <p>Management noted the comments and advised the proposals had been costed during preparing and shaping the proposal.</p> |
| | | | | | | | | | | | | | | | | | | | <p>10 December 2015 - Departmental - No further comments from TU's on this item.</p> | |
| | | | | | | | | | | | | | | | | | | | <p>17 December 2015 - Departmental - UNISON asked if there were 31 vacancies. Any ideas where looking for these vacancies, i.e. which teams.</p> | <p>14 January 2016 - Departmental - Management advised that through the overall restructure of the service and make up of teams, Management would consider where it would be appropriate and safe to reduce workers posts. Progress on the target will be monitored over 2 years.</p> |
| | | | | | | | | | | | | | | | | | | | <p>UNISON noted that if some of these vacancies were doing preventative work to reduce these would have a knock on effect at a later date – has this been thought through.</p> | <p>Management advised that the early help proposals would undertake preventative work and should pick up those families; it was felt a specialist team was not needed.</p> |
| | | | | | | | | | | | | | | | | | | | <p>Raised 17.12.15 - Departmental - UNISON asked the following question by e-mail:</p> <p>How will this reduction in capacity help the plans to return children to Bradford?</p> <p>What happens if the LA fails to meet this target?</p> <p>Is consideration been given to those children who currently reside out of our authority, stability, best interests of the child, impact on these children, Safety of the Children (CSE), staff safety Family Group conferences – limited service Timescales to complete. Statutory visits to children. Foster Placements – recruitment of Specialist Foster Carers, training, employment rights, Payments etc. Children's Centres. Human Trafficking & Unaccompanied Children – increasing numbers, use of beds, resources etc. couldn't meet the LAC target.</p> | <p>14 January 2016 - Departmental - Management advised that the early help proposals would undertake preventative work and should pick up those families; it was felt a specialist team was not needed.</p> <p>Management advised that all care plans of young people placed out of authority will be reviewed to ensure that they are in the right placement. Where placements can be changed this will be done through the appropriate process. This work is underway. The Fostering Service is developing a recruitment strategy to ensure that there are sufficient placements locally to meet our need. Careful consideration will need to be given on how this is achieved, given the service has to save 415k within the year.</p> |
| 3C9 | | Specialist Services | <p>Staff Savings in Children's Specialist Services. Bradford's Early Help offer will be improved to develop a clearer focus on outcomes, eliminate duplication and promote integrated working between services. This will contribute to reducing the numbers of looked after children, reduced contacts with children's social care, reduced child protection plans and reductions in associated staffing costs.</p> | 56,412,100 | 0 | 1,080,000 | 1,080,000 | 1.9% | | | | | | | | | | | <p>26 November 2015 - Departmental - UNISON asked where the 31 posts are coming from; district services?</p> | <p>26 November 2015 - Departmental - Management advised this would come out in the proposals going forward.</p> |

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| | | | | | | | | | | | | | | | | | 2 December 2015 - Departmental - UNISON noted there were 14 vacancies – were these posts being recruited to? Is VR being looked at if there are fewer posts than the service needs.? | 2 December 2015 - Departmental - Management noted there were vacancies across the service but couldn't comment on where they were in the process. Management advised this was being worked up. | |
| | | | | | | | | | | | | | | | | | 10 December 2015 - Departmental - UNISON - It was asked how much social work capacity there was and how much social workers were paid. | 17 December 2015 - Departmental - Management advised this could be discussed at Level 3. | |
| | | | | | | | | | | | | | | | | | 17 December 2015 - Departmental - No further comments from TU's on this item. | | |
| 3C10 | | Youth Offending Team | Youth Offending Team - Stop Delivering Pre-Court Crime Prevention Work. "Community Resolutions" helps to divert young people from the criminal justices system by directly communicating with and making amends to people they have subjected to low level crime. There is no statutory duty for the Council to provide this service and the proposal is to end its delivery. | 1,148,600 | 173,000 | 77,000 | 250,000 | 21.8% | | | | | 44 | 50 | 8 | 0 | 2 | 2 December 2015 -Departmental - UNISON asked if this linked with into the Prevent work. UNISON will consult with member and bring back questions to future meeting. | 2 December 2015 - Departmental - Management advised this was non-statutory work in the service. |
| | | | | | | | | | | | | | | | | | 10 December 2015 - Departmental - UNISON noted concerns this could impact on the Youth Service. | 10 December 2015 - Departmental - Management advised that an EIA had been completed and would look at pulling in other organisations to provide a prevention model. There are real opportunities at the early intervention stage to work in a restorative justice approach | |
| | | | | | | | | | | | | | | | | | UNISON asked if the EIA's could be shared. | Management agreed to circulate. | |
| | | | | | | | | | | | | | | | | | Raised 17.12.15 - Departmental - UNISON asked the following question(s) by e-mail: Will the proposed reduction in Pre Court Crime Prevention Work lead to a possible increase future offending rates, which in turn will have a higher financial cost to the wider community? Implications for Looked After Children (LAC): Research consistently shows that Looked After Children have a higher chance of coming to the attention of the Courts/ Police/ Mental Health or Drug Services than their non LAC counterparts. Various studies undertaken by universities, NHS Foundation Trust and findings by the charity Pause both suggest that LAC children are at more risk of having their children removed at birth. Cameron (2015) has just made a speech criticising Councils within their role as 'parents' when examining Education, Life Outcomes, Health & Employment opportunities for LAC. | 14 January 2016 - Departmental Management will be looking closely at the impact of the YOT budget proposals to minimise the impact. Management will consider the impact on vulnerable groups within this budget process. | |
| | | | | | | | | | | | | | | | | | Various studies undertaken by universities, NHS Foundation Trust and findings by the charity Pause both suggest that LAC children are at more risk of having their children removed at birth. Pause also expressed concern at the lack of follow up service for these mothers who consequently go onto to have further children. | Management will consider the impact on vulnerable groups within this budget process. | |
| | | | | | | | | | | | | | | | | | LAC status - statutory involvement to be increased from 18 to 21 years, possibly 25 years. What will be the cost implications for Bradford MDC & have these been costed/ factored within proposed budget figures? | 14 January 2016 - Departmental - at this stage management are not in a position to be able to provide details on this change. | |

| | | | | | | | | | | | | | | GENERAL COMMENTS IN RESPECT OF CHILDRENS SERVICE PROPOSALS | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| | | | | | | | | | | | | | | <p>24 November 2015 - Corporate - UNISON - Asked about the cross service transport review with Adults and Environment and Sport, did this go to the Executive?</p> | <p>26 November 2015 - Corporate - Management stated that the Executive had completed the review in June 2015 and there had been an update provided to parents. There had been an agreed policy change to save budget. A project board had been established with a Project Management lead officer, work had been scoped and a pilot programme with volunteer parents is being run in the next few weeks. This project is a lengthy piece of work and is seeking to reduce service demand. It is not possible to say what the impact would be until the pilot programme had been completed.</p> |
| | | | | | | | | | | | | | | <p>UNISON Asked if an EQIA had been done, they were concerned for parents and youngsters.</p> | <p>Management confirmed an EQIA had been done, there is a statutory obligation to provide travel assistance, the service will continue but may change. There was active engagement and seven focus groups with parents.</p> |
| | | | | | | | | | | | | | | <p>UNISON said SMcK had said that due to the slow progression of the children's centre review, this was costing £100k per month and would do so until the review was completed.</p> | <p>Management said this was a corporate review not just Children's Services. The proposal was to accelerate the move. It had been complicated by the property rights in different children's centres which had taken time to work through. It was a one off pressure, Service contracts would be published in January 2016 and the matter was expected to be resolved by June 2016. What was now proposed was the right thing to do. £400k had been proposed last year for impact in 2016/17, no further cuts in that figure were planned.</p> |
| | | | | | | | | | | | | | | <p>UNISON - Asked about the impact of the cuts in Adult social care sensory and assessment teams, those staff providing services for VI and HI users and those who required OT support. What was the impact of this for Children's Services?</p> <p>UNISON said adaptations would not be funded.</p> | <p>Management said assessment staff looked at aids and adaptations, he would speak with the SD Adult Services and respond.</p> |
| | | | | | | | | | | | | | | <p>UNITE - Asked if there would be cross department discussions with Environment and Sport on the proposals concerning the Youth Offending Team (3E27), the PCSO removal (from Environment and Sport), 3C6 (the Connexions cuts of c£450k) and said that the YOT service would disappear. Stated that there were massive cuts, Bradford had the largest youth population in Europe, cross service discussions were needed, and did all the changes have to be made at once.? They stated the Council Leader had said it was a matter of perception.</p> | <p>Management stated that the YOT cuts were a reduction not cessation of the service.</p> <p>Management noted the comments.</p> |
| | | | | | | | | | | | | | | <p>UNITE - Asked if EQIAs had been done, some may need to be combined with Environment and Sport (Neighbourhoods). There could be a significant impact on young people if all the proposals across all department are implemented. Also, local representatives will not have the overview, just the knowledge of their own area.</p> | <p>Management noted the comments.</p> |

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| | | | | | | | | | | | | | | | | | <p>Raised 17.12.15 - Departmental - UNISON asked the following question(s) by e-mail: Concerns have been raised by Early Years staff which UNISON have submitted by e-mail as follows: In relation to 3C1 to 3C5: How does Early Years fit into the agenda being proposed and 0-7 will be included in 3C1 and 3C2. children aged 0 – 7 years for the any proposals moving forward. Consultations don't often focus on the detail of a restructure and members are concerned that a number of their main responsibilities seem to be being changed and others are up for review. Main Responsibilities of Early Years Consultant (EYC Post).</p> | Management to respond |
| | | | | | | | | | | | | | | | | | <p>Could management clarify why training delivery is being significantly stopped for EYC's (possibly altogether) when it is a direct responsibility of the EYC post. The early years training is being given to teaching schools to deliver. Other projects around writing are also being given to a nursery school believed to be via (using LA language funding). Surely this is the role of the Early Years Consultants.</p> | Management to respond; |
| | | | | | | | | | | | | | | | | | <p>1. To provide support and challenge concerning the implementation of the Early Years Foundation Stage across all early years provision.</p> | |
| | | | | | | | | | | | | | | | | | <p>2. To provide support and challenge to all settings to improve outcomes for all children, by improving the quality of pedagogy and assessment for learning.</p> | |
| | | | | | | | | | | | | | | | | | <p>3. To provide support and challenge focused on the quality of early years environments, in order to improve outcomes for all children and to embed and culture of continuous improvement.</p> | |
| | | | | | | | | | | | | | | | | | <p>4. To provide support and challenge to early years settings, including schools, and for meeting targets and improvement in Early Years Foundation Stage and Ofsted outcomes in schools and other settings.</p> | |
| | | | | | | | | | | | | | | | | | <p>5. To be able to analyse and use data effectively and work with practitioners in setting to improve outcomes and provision.</p> | |
| | | | | | | | | | | | | | | | | | <p>6. To support the Early Years Foundation Stage development and implementation of a comprehensive training programme across the city and evaluate the impact on children's learning.</p> | |
| | | | | | | | | | | | | | | | | | <p>7. To help settings to identify development needs and deliver training both at a setting level and centrally.</p> | |
| | | | | | | | | | | | | | | | | | <p>8. To work with in partnership with Schools Improvement teams on the development of targeted programmes and policies that will deliver the Early Years Outcome Duty.</p> | |
| | | | | | | | | | | | | | | | | | <p>9. To liaise and work closely with colleagues in Schools Improvement teams to encourage schools/ settings to meet recognised quality standards and to ensure commitment to continuous quality improvement.</p> | |
| | | | | | | | | | | | | | | | | | <p>10. To establish, monitor and evaluate targets around attainment of children both during and at the end of the Early Years Foundation Stage.</p> | |

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| | C20 | Early Childhood Services: Children Centres | Cluster the Children Centre Service provision across the District. <i>£564k brought forward from 2016-17 into 2015-16.</i> | | | | | | | | 128.00 | 171 | 28.00 | 14.00 | | | |
| | C22 | Employment and Skills | Re-structure merged teams working on Employment and Skills. | | | | | | | | 108.00 | 122 | 6.00 | 10.00 | | 0 | |
| | | | | | | | | | | | | | | | | | |

| DRAFT PROPOSALS | | | | | | | | | | | | | | | | | | | |
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| Department of Legal and Democratic Services | | | | | | | | | | | | | | | | | | | |
| Ref | Service | Proposal Definition | Net Budget | | | | Reduction % | 2014 Consultation for 2016/17 | | Employees Current | | Likely FTE Reductions | | VR Required | TU Feedback | Management Information/Response | | | |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | | 2014/15 Reference | FTEs | FTE's | Headcount | 2017/17 | 2017/18 | | | | Vacancies | | |
| 3L1 | Legal Services | Staffing Reductions – Legal and democratic Services. Staff reductions would mean that some types of legal service/representation from Legal Services no longer being available and/or severely limited. There may be opportunities to share services with other authorities. There will be implications for Council Departments seeking support from Legal Services | 2,237,700 | 0 | 300,000 | 300,000 | 13.4% | | | | | 42.5 | 47 | 0 | 8 | 12 | 0 | 26 November 2015 - Corporate Meeting - UNISON - Not aware there was an issue in having 3 teams at the last restructure which has just been implemented? | 26 November 2015 - Corporate - A number of options were considered and concerns were raised about the number of management posts being removed. |
| | | | | | | | | | | | | | | | | | | UNISON - There a number of vacancies across Legal? Why are you planning on filling them when we have to lose 8 posts? | 26 November 2015 - Corporate - There are vacancies which are being left open so that we can determine where we need the expertise to be. We recruit internally and support those staff to ensure transferable skills so they have the ability to undertake roles in the areas of expertise that the Council needs to retain to reflect the future needs of the Council. |
| | | | | | | | | | | | | | | | | | | UNISON - There are vacancies in Elections are these included? | 26 November - Corporate - Elections Service is within Democratic Services which is separate to the Legal budget and therefore not part of this proposal |
| | | | | | | | | | | | | | | | | | | UNISON - Key implication was the impact of other depts proposals & their impacts on Legal, particularly those involving vulnerable children & adults? | 26 November 2015 - Corporate - Legal will need to address with client departments what they need beyond 2017 for us to be able to support the area which is likely to be a priority for the Council - vulnerable adults & children. |
| | | | | | | | | | | | | | | | | | | UNITE - Member Allowances come from Democratic Services. Why are there no cuts proposed from there? Has this been considered? Was this a political decision? | 26 November 2015 - Corporate - Members get various allowances from a budget of £2M which sits within Legal Services. Statutory process. Members had been briefed & it is a matter for the Executive to consider. There was a review of members in 2015/16 proposals which may extend to the numbers of members. The allowances for members are set by an independent remuneration council which we refer to which is subject to independent appraisal. |
| | | | | | | | | | | | | | | | | | | UNITE - If anyone leaves what about redeployment/exit arrangements for displaced staff - how can the Council offer any progression? | 26 November 2015 - Corporate - Within Legal services keen to identify transferable skills that staff have & to provide for secondment opportunities (within legal) where appropriate. We offer progression opportunities to allow staff to have a self managed career. |
| | | | | | | | | | | | | | | | | | | 2 December 2015 - Departmental - UNITE - Requested a copy of the Equality Impact Assessment and an updated version of the spreadsheet of actions from the Level 1 meeting held on 26.11.15 | 2 December 2015 - Departmental - Management agreed to provide asap. Copy of EQIA provided at BCM on 16.12.15. Copy of spreadsheet provided at BCM on 2.12.15 |
| | | | | | | | | | | | | | | | | | | UNITE - Concern raised that if Social Care Team were to be ring fenced & compulsory redundancies became necessary, people within ring fence would effectively be treated differently & this would cause a concern. | 2 December 2015 - Management will take this into consideration. |

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| | | | | | | | | | | | | | | | UNISON - There may be an impact on Adoption & Fostering when it is regionalised over the coming year. Need to make Legal Mgt aware of this impact if not already. | 9 December 2015 - management noted & will have to discuss further with Children's Services. |
| | | | | | | | | | | | | | | | UNITE - emphasise the need to undertake skills transfer from temp before they leave to ensure succession planning. This Locum is costing twice as much to employ a lawyer on the payroll. | 9 December 2015 - management acknowledged this & need to progress. |
| | | | | | | | | | | | | | | | UNITE - should cease the use of 5 locums once budget has been agreed in February. Staff will be concerned at the amount spent direct on them given the amount of £300k to be saved. | 9 December 2015 - Confirmed that intention to end these after February budget meeting subject to knowledge transfer having taken place. |
| | | | | | | | | | | | | | | | UNITE - succession planning/skills transfer also essential following staff retirement. | 9 December 2015 - management agreed. |
| | | | | | | | | | | | | | | | UNISON - asked about formal training being made available to ensure upskilling takes place in addition to working alongside locums. | 9 December 2015 - Management acknowledged that training needs falls within the remit of the Service Development Asst post, which is why we intend to fill this post on an interim basis asap to address this issue. |
| | | | | | | | | | | | | | | | UNISON - stated two meetings had been held and specific information relating to the elections team was awaited regarding the costing of the salary progression scheme. They stated that the business support admin staff should return to Legal services and that their had not been previous consultation on the proposed year 2 and year 3 budget cuts for the business support staff. | 10 December 2015 - To be addressed in departmental consultations. |
| | | | | | | | | | | | | | | | UNITE stated the proposed reduction of 8 ftes in 2017 was not viable when agency staff were being used. There needed to be a process for skills transfer for in house staff, currently there was no such process for the department to get to the position to accommodate the proposed 2017-2018 budget cuts. | 10 December 2015 - To be addressed in departmental consultations. |
| | | | | | | | | | | | | | | | 16 December 2015 - Departmental - UNITE – where cuts have to be made by 17/18, then any post that is lost, then the work should disappear. Where business cases require further work to be undertaken, then Locums may need to remain in the run up to 17/18 – work needs to remain in house as much as possible. Childrens Centre work at the moment an example – need to look at on a case by case basis. Some agency/locums are paid significantly higher by agencies, than if we were to employ them directly ourselves. | 16 December 2015 - Departmental - Management acknowledged concerns about agency/locums and costs associated with them being more expensive and agreed that over time this would be harder to justify this approach over the longer term. |
| | | | | | | | | | | | | | | | UNITE – asked for confirmation that the posts of 1 FTE Team Leader post & 1.5 FTE Lawyer/Senior Lawyer from a combined general team would be vulnerable. | 16 December 2015 - Management advised that we can absorb the 2.5fte within the service by providing development & support into those posts which we have identified as critical within the service & the Council needs to retain going forward. |

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| | | | | | | | | | | | | | | | | | | <p>UNITE – requested that a structure would be helpful that reflects the proposal & the numbers of VR requests & where they sit within the service.</p> <p>UNISON - there is a fine line for employees as they may start to look for other posts if they feel that are risk within their current roles.</p> | <p>16 December 2015 - Management agreed to look at providing this detail. Acknowledged that we need to undertake some work in preparation based on the proposals of the other depts. to ensure that we have a viable legal service that can support the service depts. in the future. Will provide details of VR requests</p> |
| | | | | | | | | | | | | | | | | | | <p>UNITE – we need to still consider other forms of income generation to ensure that we retain as many legal posts internally. Also need to consider what other departments spend on external legal provision – this needs to be directed internally to Legal & services depts. recharged to protect internal employees within legal service.</p> | <p>16 December 2015 - Management noted. Piece of work to be undertaken to identify department spend on external legal provision.</p> |
| | | | | | | | | | | | | | | | | | | <p>UNITE – given that DP is leaving & ACS post will become vacant a couple of options to consider: a) Go to 2 teams – with a support person at a lower level to support City Solicitor, then use any remaining savings to retain trainee solicitors. B)Delete ACS & keep 3 teams – not necessarily viable due to the gap between City Solicitor & 3 Team Leaders – this may not be supportive to the CS.</p> | <p>16 December 2015 - Management noted & commented that the CS would require support at least at Senior Lawyer level. The ACS post is Spec E (£80K) if a Senior Lawyer appointed then could achieve £30K saving which could contribute to the Trainee Solicitor posts.</p> |
| | | | | | | | | | | | | | | | | | | <p>UNITE – Where people move from permanent roles to Trainee roles does create vacancies at other levels – this is a risk for some to take this step, but its about career development – self managed careers – there is potential for posts to become available. UNISON - 1 trainee is better than no trainees, but would prefer 2</p> | <p>16 December 2015 - Management noted this.</p> |
| | | | | | | | | | | | | | | | | | | <p>UNITE – Legal feel that they are being unfairly treated in comparison to Democratic Services - L&D is too big – no correlation – Civic Affairs & member support should sit within the Chief Exec's office.</p> | <p>16 December 2015 - Management noted, but confirmed that movement of functions is subject to CMT decisions.</p> |
| | | | | | | | | | | | | | | | | | | <p>UNITE – if we are to retain ACS post, then need to consider direct reports & realign to more appropriate places e.g. Coroner should sit within Public Health? Other examples could be considered.</p> | <p>16 December 2015 - Managements noted but did explain that this would require management capacity somewhere else.</p> |
| | | | | | | | | | | | | | | | | | | <p>23 December 2015 - No further specific discussion at the consultation meeting regarding the proposed Legal Services budget cuts 2017/18.</p> | |

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|--|-------|--|-----------|---|---------|---------|-------|--|--|--|--|--|--|---|---|---|
| | | | | | | | | | | | | | | | | <p>23 December 2015 - Additional Matter Raised - In relation to the Committee Secretariat £70 k budget savings which were deferred from 2015/16 (part of a two year budget) to 2016/17, the school appeals function is being reviewed with proposals to increase admission charges for schools. There are various factors to consider, as if the rates are too high it is feared that schools will start using other alternatives.</p> <p>There has been a recent government consultation whereby it is proposed to make changes to include admission appeals as one of the services that local authorities can charge for to allow more flexibility. DP has e-mailed the Dept of Education querying the intended implementation date and is still awaiting a response.</p> <p>DP will be setting up a meeting with Committee Secretariat Staff and Trade Unions to discuss.</p> |
| | | | | | | | | | | | | | | | | <p>13 January 2016 - Departmental - UNITE - stated that feedback received by them is that staff are open to the suggestions that the TU's have put forward, but will wait to see what comes forward from this afternoon's meeting.</p> <p>13 January 2016 - Departmental - Management have sent out a briefing note to all staff setting out managements proposals together with counter proposals from the TU's. A staff briefing has been arranged for later today for all Legal staff.</p> |
| | | | | | | | | | | | | | | | | <p>Management sought views in respect of 3 locums have their employment extended to 31.3.16 - they are due to end 31.1.16, but due to DP leaving, an overlap is required.</p> <p>UNISON - were reluctant to agree due to the expenditure being incurred and especially felt that this should not go beyond the budget setting meeting in February 16.</p> <p>UNITE - agreed that once the budget has been set it is not a sustainable position to be carrying agency staff. some of who have been here for over a year.</p> <p>UNISON & UNITE - reluctantly agreed to an extension until 31 March 2016, but UNITE emphasised the importance of ensuring the skills/knowledge transfer takes place prior to then.</p> |
| | | | | | | | | | | | | | | | | <p>UNISON thanked management for their meaningful consultation.</p> |
| | Total | | 5,883,000 | 0 | 300,000 | 300,000 | 5.10% | | | | | | | 0 | 8 | |
| | | | | | | | | | | | | | | | | |

DRAFT PROPOSALS

APPENDIX 4

| Department of Chief Executive | | | | | | | | | | | | | | | | | |
|-------------------------------|-----------------------------------|--|------------|---------|---------|---------|-----------|-----------------------|-----------|-------|-----------|------------|-----|-------------|---------------------------------|---|---|
| Ref | Service | Proposal Definition | Net Budget | Saving | | | Reduction | 2014 Consultation for | Employees | | | | VR | TU Feedback | Management Information/Response | | |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | % | 2014/15 Reference | FTEs | FTE's | Headcount | Likely FTE | | | | 2016/17 | 2017/18 |
| 3X1 | Core and Political Group Offices | Staffing Reductions – Core Office and Political Offices. Through restructure and review of grading for staff in Core and Political Group offices delete a further post 2016/17 and other posts in 2017/18 while reducing the cost of the substantive staffing structure the element of this proposal relating to achieving savings in 2017/18 will form part of a process to restructure the whole of the Chief Executives Office including Public Affairs and Communications and Policy Programmes and Change. | 676,200 | 35,000 | 106,500 | 141,500 | 20.9% | | | | | 1 | 3.6 | | | <p>Departmental Consultation 10 Dec 15 Management advised that proposals were still being developed. There is a meeting scheduled for next week with the CEO to take the CEO restructure forward</p> <p>Departmental Consultation 10 Dec 15 - UNISON Unison said there were no proposals about how the savings for 2017/18 will be made.</p> | <p>Management Response 10 Dec 15 Management advised that proposals were still being developed. There is a meeting scheduled for next week with the CEO to take the CEO restructure forward</p> <p>Management Response 10 Dec 15 Management advised that proposals would be shared as soon as possible.</p> |
| 3X2 | Public Affairs and Communications | Reduced Staffing Costs – Public Affairs and Communications. Savings would be delivered through voluntary reductions in working hours and efficiencies in supplies and services budgets. There will be significantly reduced capacity and the Council would have a minim level of service which would adversely affect for example its ability to deal with key service issues like waste management, school performance etc the element of this proposal relating to achieving savings in 2017/18 will form part of a process to restructure the whole of the Chief Executives office including Policy Programmes and Change and the Core Office and Political Group Offices. | 1,273,900 | 75,600 | 105,000 | 180,600 | 14.2% | | | | | 0 | 0 | | | <p>Departmental Consultation 10 Dec 15 - UNITE asked if the reduction in hours was a one-off accounting or if it is a year on year saving.</p> | <p>Management Response 10 Dec 15 Management would look in to this and advise by separate e-mail</p> <p>Management Response 17 Dec 15 Management reported that they had spoken with Finance requesting that they confirm what will be the recurrent savings.</p> <p>Management Response 17 Dec 15 Management stated there are two issues:- 2016/17 PAC's savings are from voluntary reductions in working hours and efficiencies in supplies and services budgets. PPC has none for 2016/17 CX Office – agreed deletion of posts. 2017/18 Management stated that they wanted to know the outcome of what was raised at the Level 1 Consultation before proceeding any further as they were not in a position to provide this information.</p> |
| 3X3 | Policy Programmes and Change | Review of Policy Programmes and Change. Savings will be made through: Staffing efficiencies and reductions – including potentially working more closely with other partners Trading services/income generation. Reducing demand through increased automation and use of open data The proposals will reduce resources at a time where Departments may need additional support relating to significant policy developments and transformational change. This saving will form part of a process to restructure the whole of the Chief Executives Office including Public Affairs and Communications and the Core Office and Political Group Office | 2,252,000 | 0 | 330,000 | 330,000 | 14.7% | | y | | | 0 | 8 | | | <p>Corporate Consultation 26 Nov 15 - Management Information Management stated there were no additional savings in 2016/17, 30% of the budget cost had been removed in the last restructure. It was planned to mitigate the impact of the 2017/18 cut through more traded services. Further automation would be part of the wider reorganisation of the whole of the CX's office.</p> <p>Corporate 26 Nov 15 - UNITE Asked if there were any planned VRs</p> <p>Management Response Corporate 26 Nov 15 Management stated tht they were not aware but that they would check</p> <p>Departmental Consultation 03 Dec 15 - GMB GMB enquired as to how they get income generation?</p> <p>Management Response 03 Dec 15 Programme Management via other Councils and internally, departments and services ask advice and assistance on projects etc; so we advise them and recharge our service both internally and externally. We have already met our £150k Income Generation for this year.</p> <p>Additional Information 10 Dec 15 Management advised that as PPC did not have any proposed savings to be made in 2016 / 17 the Interim Assistant Director PPC was not in attendance.</p> | |

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|--|--------------|----------------------------|-----------|---------|---------|---------|--------|--|--|--|--|--|--|--|---|------|--|--|---|
| | | | | | | | | | | | | | | | | | | Departmental Consultation 10 Dec 15 Unison and Unite were in agreement with that but Unite did raise a question about the issue of income generation which was an item on the minutes from 3 December. They asked if PPC have already hit their target of £150k for this year what will be the target for 2017 / 18 as it could help reduce the 2017 / 18 budget reduction. | Management Response 17 Dec 15 Management responded that they did not have that information available for this meeting and it is a recurring target. Management responded that that was the aim; however, the savings are deducted from the bottom line. They will bring the information to the next meeting. |
| | Total | | 4,202,000 | 110,600 | 541,500 | 652,100 | 14.65% | | | | | | | | 1 | 11.6 | | Departmental Consultation 10 Dec 15 - UNITE Is the £541k saving just for 2017/18? | Management Response 10 Dec 15 Management advised that it is |
| | | Additional Comments | | | | | | | | | | | | | | | | Departmental Consultation 07 Jan 16 - UNITE Unite advised of concerns on how the consultation was taking place for the 2017 / 18 budget – felt it was meaningless and was difficult to consult as they haven’t been provided with information – this is a Council-wide issue. Unite advised that this was not acceptable and there was agreement on this view from all the recognised Trade Unions.. They felt it was meaningless consultation. If Executive and Council are to make a decision in April 2017 there may not be time for consultation. They could not support any proposals where they were not able to consult with their members | Management Response 07 Jan 16 Management acknowledged that proper meaningful consultation needs to be carried out. Management advised that we are a year ahead of where we usually are and wanted to work with Staff Side. |
| | | | | | | | | | | | | | | | | | | Departmental Consultation 07 Jan 16 - GMB asked how they could approve an issue for 2017 / 18 without any information. They were uncomfortable to make decisions so far in advance. | Management Response 07 Jan 16 Management advised they cannot guarantee now what will be proposed for 2017 / 18 – need to look at options now. |
| | | | | | | | | | | | | | | | | | | Departmental Consultation 07 Jan 16 - UNITE Unite advised that they could see where money is wasted. Asked what management was asking Unite to agree to. | Management Response 07 Jan 16 management advised that Full Council cannot legally agree the 2017 / 18 budget now – this is merely a direction of travel / early notice of draft proposals. |
| | | | | | | | | | | | | | | | | | | Departmental Consultation 07 Jan 16 Unite advised that a change to the way consultation takes place is required as it was not working as they see it. Unite advised that they could not do anything with proposals for 2017 / 18 until they received further information. GMB and Unison agreed with this | Management Response 07 Jan 16 Management advised it was early work on a longer term budget process but the point was received and will be picked up with HR |

ENVIRONMENT AND SPORT: DRAFT PROPOSALS

APPENDIX 5

| Environment and Sport Department | | | | | | | | | | | | | Issue 5 - 21.1.16 | | | | |
|----------------------------------|--------------------|---|------------|-----------|---------|-----------|-------------|-----------------------------|-----------|-----------|---------|------------|-------------------|-----------|---|---|---|
| Ref | Service | Proposal Definition | Net Budget | | | | Reduction % | 2014 Consultation Reference | Employees | | | Likely FTE | | Vacancies | VR Requests | TU Feedback | Management Information/Response |
| | | | 2015-16 | 2016-17 | 2017-18 | Total | | | Current | Headcount | 2016/17 | 2017/18 | | | | | |
| 3E1 | Waste Minimisation | <p>Waste Minimisation – Support and Encourage Recycling; Provide One General Waste Bin and End the Collection of Side Waste. The Council has agreed a Domestic Waste and Recycling Policy that will increase recycling and reduce domestic waste and its associated disposal costs. The current and ongoing costs of disposal of domestic waste are not affordable. Education, information and raising awareness will support increased recycling and a scheme providing community incentives to recycle will be introduced in places where households have little space for separate recycling bins. The Council will work with householders to eliminate the need to leave out side waste and will only collect one general waste bin from each household; households above a certain size can apply for a larger bin.</p> | 15,024,900 | 500,000 | 200,000 | 700,000 | 4.7% | | | | | 0 | 0 | | | <p>26 November 2015 GMB - residual waste reduction. Need an impact assessment on this, how will the Council ensure that waste is not dumped? What had the Council in place what was required to achieve this?</p> | <p>26 November 2015 This would reduce disposal costs due to lower domestic waste levels. Management stated that community consultations on the New Deal had indicated that people could cope with a 2 weekly collection. There would be some mitigation for larger families, around 90% of local authorities collect residual waste on a two weekly basis. Management stated that there had been a pilot in Keighley and the changes were being implemented in Bradford.</p> |
| | | | | | | | | | | | | | | | <p>1 December 2015 The Waste Collection service has started to implement a programme to minimise the residual waste collected and increase the amount of recycling collected at the kerb side. This programme is at an early stage, but indications from the Keighley area are that it is being generally well received. The savings identified are attributable to the reductions in disposal costs which the programme should achieve.</p> | | |
| | | | | | | | | | | | | | | | <p>1 December 2015 Unite asked whether management had taken into account the likely increase in littering and therefore workload for cleansing staff which will result from the no side waste policy.</p> | <p>1 December 2015 SH said that there had not been an indication that the new policy was causing problems of this nature since implementation in Keighley.</p> | |
| | | | | | | | | | | | | | | | <p>8 December 2015 3E1 and 3E4 – Unite asked if these budget proposals were related.</p> | <p>8 December 2015 JM said that savings are being made through 3E1 by increasing the amount of recyclates being collected through the implementation of the bin policy previously agreed by Executive. Further savings will be made if alternate week collection is implemented.</p> | |
| | | | | | | | | | | | | | | | <p>8 December 2015 The Unions confirmed that they could probably agree to this budget proposal.</p> | | |
| 3E2 | Green Waste | <p>Introduce Charges for Green Waste Collection. The Council currently subsidises the collection of green waste in some parts of the District, mainly serving households with larger gardens through its brown bin system. The proposals will introduce a charge of £40 per household for collection of green waste for which householders will receive a specified number of collections a year in turn. Charging for green waste collection is increasingly common among local authorities and will remove the unfairness of the free service only being offered to households in certain parts of the District.</p> | 3,147,300 | 1,100,000 | 100,000 | 1,200,000 | 38.1% | | | 15 | 15 | 0 | 3 | 3 | <p>26 November 2015 UNISON - concerned about potential increase in fly tipping with a consequent potential increase in the demand for pest control.</p> | <p>26 November 2015 This will remove the unfairness of a free collection service to around 80/85,000 households, there may be a staffing impact dependent upon take up, possibly one less round may be required.</p> | |
| | | | | | | | | | | | | | | | <p>1 December 2015 This budget proposal is for the introduction of a charge for the currently free garden waste collection service. The service is not available across the district, and is currently used by between 80,000 and 90,000 properties. The Council is consulting on the proposal to introduce a charge of £40 per year. It was noted that approx. 40% of other authorities across the country already make a charge for this service. It is anticipated that the take up following the introduction of a charge would be around 30% of current usage if the charge were £40. There may also be potential for increasing the frequency of collection to two weekly for those households who signed up to the service. The savings are predicated on this figure; if the take up is higher the number of rounds required would be revised and that would impact on the staff savings required. A charged for service may also be able to offer collection to households currently not on the scheme. Potential staff</p> | | |
| | | | | | | | | | | | | | | | <p>1 December 2015 Unite highlighted the likely loss of 3 posts whilst at the same time the service is carrying 3 vacancies.</p> | <p>1 December 2015 SH confirmed that the vacancies would not be filled whilst colleagues were potentially at risk. This would mean that the number of casual/agency workers would increase, but in principle he is happy to do this.</p> | |

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| | | | | | | | | | | | | | | | | | <p>1 December 2015 Unite asked for full details of this proposal, including number of crews, drivers, rounds affected and whether the proposal includes increasing the size of rounds.</p> <p>1 December 2015 SH confirmed that further detail would be provided and noted that there is a natural growth in the number of properties in the district each year which are taken into rounds as and where required.</p> <p>8 December 2015 JM said that he had advised colleagues in Waste, through a Level 3 meeting, of the budget proposals as they related to Alternate Week Collections. He advised the meeting that management would do all that they could to protect the current workforce. The staff side said that they were not in favour of temporary staff.</p> <p>8 December 2015 Unite said that all consultation on the budget proposals for 2016-18 should take place at Level 2 and not be discussed at Level 3 as this may lead to confusion. Unite said that this was a difficult issue which needed more thought.</p> <p>8 December 2015 SH confirmed that the Department would not consult at Level 3 until after the budget had been agreed in February. He reiterated that management's position was that they did not want to take anyone on a permanent basis who may accrue employment rights in areas where there may be redundancies. He asked the Unions how they would want to fill posts which are essential to service delivery. He suggested that each situation be reviewed as it came up.</p> <p>8 December 2015 Unison asked what the age of the workforce is in Waste Services.</p> <p>8 December 2015 JM confirmed that the workforce has an older profile and a number of VRs have been received. These are 2 x Manager; 5 x HGV Driver and 6 x Collector. Management also anticipate that a further 4 members of staff are likely to leave before the end of January.</p> <p>8 December 2015 GMB raised a concern that a number of their members had in relation to a rumour which suggests that the wages of Waste Services staff are to be cut.</p> <p>8 December 2015 SH said that this is not a budget proposal and asked GMB to clarify the position with members.</p> <p>17 December 2015 JM said that he was working with managers in Waste to address staffing issues which will arise as a result of this budget proposal, both in the short and long term. This will include looking to train back-up drivers. Proposals will be taken to Level 3 in the New Year with a view to filling the 9 vacancies which the Service is currently holding.</p> <p>17 December 2015 GMB raised a concern about the recruitment of staff on short term contracts and particularly questioned the work ethic of such staff. There is a need for the Service to be fully staffed and it was proposed that this be done through a recruitment process for permanent staff.</p> <p>17 December 2015 SH reiterated that management's position was that they did not want to take anyone on a permanent basis who may accrue employment rights in areas where there may be redundancies in order to protect the employment rights of current employees.</p> <p>17 December 2015 GMB expressed their concern that a number of employees are working when unwell and/or have requested VR which has not been approved.</p> <p>17 December 2015 JM confirmed that VRs could not be agreed at a time when vacancies are being held in the Service other than on a bumped basis.</p> <p>17 December 2015 Unions proposed an internal recruitment agency, run on similar lines to the redeployment process, which may better address the issue of short term.</p> <p>17 December 2015 SH said that recruitment to this Service area will be a balancing act between the numbers required and the need to protect existing employees.</p> <p>12 January 2016 Cross Cutting Transport Issues Unite asked if SEN/Drivers in PTS could be trained into other roles, as Refuse Collection Drivers</p> <p>12 January 2016 - JM stated that this suggestion could be considered but that the PTS staff would be transferring into Temp roles.</p> |
| 3E5 | Play service | Merge and Restructure Play Service. It has already been agreed that the Council's Community Play and Activity Service should merge with the Early year's Childhood team and this will deliver an ongoing saving. | 549,800 | 25,000 | 0 | 25,000 | 4.5% | | | | 4 | | 0 | 0 | 0 | | <p>26 November 2015 Merger with childrens, no staffing impact</p> <p>1 December 2015 The merger of the two services has already taken place in terms of the staffing and there were no staff implications for E&S. The savings now being sought are from efficiencies in the service.</p> |
| 3E6 | School Swimming | Increase Charges for School Swimming by £5 per Pupil. The increased charges for Key Stage 2 School Swimming lessons will bring the Council into line with other providers of KS2 school swimming. Over 135 schools across the District currently buy our KS2 swimming. | 1,227,400 | 30,000 | 30,000 | 60,000 | 4.9% | | | | | | 0 | 0 | | | <p>26 November 2015 The increased pupil charge is in line with other providers.</p> |

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|------|------------------------------|---|-----------|--------|---------|---------|-------|--|------|----|-----|---|--|--|-----|---|--|
| | | | | | | | | | | | | | | | | 1 December 2015 Proposal to increase fees for school swimming lessons. | |
| | | | | | | | | | | | | | | | | 1 December 2015 Unite asked how the £5 increase was being applied. | |
| | | | | | | | | | | | | | | | | 1 December 2015 PB said that this was a £5 per term per child increase and would be found from the Schools Funding. | |
| 3E7 | Sports Centres | Withdraw from Nab Wood Sports Centre. A new school is due to be built at Nab Wood and the proposal is to withdraw Council provision from the sports centre in advance of the building work rather than awaiting its commencement. | 1,227,400 | 20,000 | 0 | 20,000 | 1.6% | | 3.5 | | 3.5 | 0 | | | 2.5 | 26 November 2015 It is planned to redeploy the staff to other sports centres. | |
| | | | | | | | | | | | | | | | | 1 December 2015 Proposal to close Nab Wood Sports centre early as a result of rebuilding work at the school. The FTEs previously at the Centre have already been allocated to alternative posts and the centre is run by 1 x FTE Duty Manager and casual staff. There is a vacancy for a Duty Manager on the structure and it is anticipated that the Nab Wood Duty Manager will transfer to that post when the Centre closes. | |
| 3E8 | Sports Centres | New agreement with Pulse Fitness at Thornton Recreation Centre. The Council has an agreement with Pulse Fitness to share income from Thornton Recreation Centre. This ends in January 2016 providing the opportunity to increase the Council's income through a new agreement. | 1,227,400 | 30,000 | 45,000 | 75,000 | 6.1% | | | | | 0 | | | | 26 November 2015 The current agreement expires in January 2016 resulting in increased income from a new agreement. | |
| | | | | | | | | | | | | | | | | 1 December 2015 The agreement with Pulse comes to an end in January 2016 and the school is considering child safety issues before committing to a further agreement. Management anticipate the possibility of renegotiating a contract without repayment of capital which would bring additional cash to the Council. There are no staffing implications. | |
| 3E9 | Sports Centres | Sports Facilities – New Online Booking and Membership System. A new online booking system is being installed in sports facilities which will reduce the need for reception staff cover in certain facilities. | 1,227,400 | 0 | 50,000 | 50,000 | 4.1% | | 12.5 | 21 | 0 | 3 | | | 0 | 26 November 2015 Introduction of online booking will have a staff impact which is expected to be mitigated by the 2 vacancies. | |
| | | | | | | | | | | | | | | | | 1 December 2015 The introduction of an on-line booking system will make it easier for customers and result in a saving of two back office posts which are mitigated by vacancies in the structure. | |
| 3E10 | Sports Centres | Sports Development - additional income from holiday courses and year round. The Sports Development Service will adopt an increasingly commercial approach to delivering course and activities like multi-sports camps, dance camps, aquatics courses and outdoor programmes. Fees and charges will be brought further into line with market prices. | 1,227,400 | 5,000 | 35,000 | 40,000 | 3.3% | | | | | 0 | | | 0 | 26 November 2015 Bring fees/charges into line with market prices, no staffing impact. | |
| | | | | | | | | | | | | | | | | 1 December 2015 Proposal to increase the cost and number of holiday schemes. The programme has been resilient over the last couple of years and it is anticipated that this increase in income can be achieved. There are no staff losses and there may be an increase in the number of casual staff, the costs of which will be covered by income. | |
| 3E11 | Sport and Culture management | Re-structure Sports & Culture Management & Staffing. A reduction in sports and culture activity presents the opportunity to further reduce management and staffing costs. | 1,488,300 | 0 | 100,000 | 100,000 | 6.7% | | 61 | 61 | 5 | 0 | | | 2 | 3 | 26 November 2015 Service restructure; vacancy figure of 136 needs checking. |
| | | | | | | | | | | | | | | | | 1 December 2015 Proposed to review the management structure of the Sport & Culture Service at 4th and 5th tier. Noted that a number of VR requests have been received from staff who may be affected by this proposal. Employee and vacancy numbers on the spreadsheet need amending. | |
| | | | | | | | | | | | | | | | | 1 December 2015 Unite asked for a breakdown of the vacancies attributed to this proposal. | |
| | | | | | | | | | | | | | | | | 1 December 2015 PB said he would look at the figures which needed to be revised. | |
| | | | | | | | | | | | | | | | | 8 December 2015 PB confirmed that the staffing figures have been changed on this proposal and the figure is 61 managers who are all full time employees. | |
| 3E12 | Parks | Removing subsidised Support for Bingley Music Live and Sports and Parks Events. The proposal would lead to a loss of experience and capacity however there is the potential for Bingley Music Live to move to a private operator and for parks and sports events to be run by local communities or other alternative approaches. | 51,700 | 0 | 50,000 | 50,000 | 96.7% | | 2 | 2 | 0 | 2 | | | 0 | 0 | 26 November 2015 Move to private/commercial/community operation, potential staffing impact 2017/18. |
| | | | | | | | | | | | | | | | | 1 December 2015 Management are looking at alternative ways of delivering events such as SkyRide, Bingley Music Live, for example, and/or raising income. The saving will be applied in 2017-18 and work to prepare for the change will require a 12 month period to consider options. | |

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| 3E13 | Community/Sports Club/Parish Council ownership of playing pitches/ hub facilities | Transfer ownership of playing pitches and facilities to sports clubs, Parish Councils and community organisations. Some sports pitch management and maintenance including changing facilities would transfer to clubs, parishes and community groups to operate as community assets. This may require the consolidation of multiple clubs onto a single site to reduce the current dependency on pitches used only by one team and to provide more cost effective opportunities for club or community management. Club or community management will increase the potential for access to sponsorship, fund raising activity and grant funding. | 2,706,200 | 0 | 80,000 | 80,000 | 3.0% | | | 76 | 99 | 0 | 2 | 0 | 2 | <p>26 November 2015 Transfer to club/community management will increase potential for alternative funding streams, no staffing impact.</p> <p>1 December 2015 Management will consult with sports clubs along similar lines to the proposal put to bowling clubs in the current financial year with a view to clubs taking on responsibility for ground maintenance and thereby reducing staffing costs to the Council. It may be, as was the case with the bowling clubs, the clubs would prefer to pay more and the Council continue to provide the service. Noted that this will only apply to some sports clubs and not all across the District.</p> |
| 3E14 | Car parking charges at selected parks and woodlands | Parking Charges at Some Parks and Woodlands. Parking charges will be introduced at specific parks and woodlands e.g. St Ives, Lister Park, Ilkley Lido, Cliffe Castle . | 2,706,200 | 20,000 | 40,000 | 60,000 | 2.2% | | | | | 0 | 0 | | | <p>26 November 2015 Parking charges were generally more effective where there are also other attractions.</p> <p>1 December 2015 Proposal to introduce charges for parking at some parks and woodland facilities. This is done in other Authorities and would be suitable for some of the Council's facilities, but not all. Management would be mindful of ensuring that new charges would minimise displacement of cars onto the road network to park.</p> |
| 3E15 | Identify external funding for Christmas trees or cease provision | Find external funding for Christmas Trees or cease provision. The Council currently buys, installs and removes 9 Christmas trees at city and town centres and key facilities. The proposal is to identify alternative funding for these activities through sponsorship. | 2,706,200 | 5,000 | 10,000 | 15,000 | 0.6% | | | | | 0 | 0 | | | <p>26 November 2015 Believed that alternative funding has been identified for Christmas tree sponsorship.</p> <p>1 December 2015 Management will look to raise sponsorship for some of the District's Christmas trees. There has been some interest, but it is accepted that it may not be possible to get sponsorship for all the trees.</p> <p>1 December 2015 Unite asked that Westfield are approached to sponsor a tree.</p> <p>1 December 2015 PB noted this suggestion.</p> |
| 3E16 | Bereavement | Increase Bereavement Services charges above inflation. The increases will bring the Council's charges broadly into line with other West Yorkshire authorities in particular Bradford Council's charges for graves are relatively low. The proposed increase would be an average of 5% above inflation in each of the next two years. | (2,926,000) | 110,000 | 110,000 | 220,000 | 7.5% | | | | | 0 | 0 | | | <p>26 November 2015 Proposed above inflation increase to bring it in line with other authorities.</p> <p>1 December 2015 Proposal to increase charges for bereavement services. Bradford has lower charges than some neighbouring authorities. There are no staffing implications.</p> <p>1 December 2015 Unison expressed some concerns about the efficiency of the debt recovery system in the Bereavement Service.</p> <p>1 December 2015 PB said he believed it was a robust and efficient service. Agreed to consider the issue outside of the meeting.</p> |
| 3E17 | Culture - Libraries | Libraries - Operational Efficiencies Including Review of Opening Hours and Reductions to the Materials Fund. The proposal would reduce the Materials Fund and spending on casual staff resulting in reductions in resources for library materials across the district and risks of temporary library closures due to a lack of casual staff cover. | 3,245,900 | 86,676 | 46,000 | 132,676 | 4.1% | | | | | 0 | 0 | | | <p>26 November 2015 Reduced library resources and impact on casual workers.</p> <p>1 December 2015 proposal to reduce costs with no staff implications.</p> <p>12 Jan 2016 -Phil Barker stated that management had looked at the question of accrued rights for casual workers based on the criteria used in 2014. The issue was raised by an individual casual worker and using the 2014 the worker would not have permanent rights. However, management will monitor the use of casuals.</p> <p>12 Jan 2016 Unison stated that they wanted to avoid a situation where casuals accrued employment rights as this would have a negative impact on their members</p> <p>12 Jan 2016 PB agreed that this should be avoided if possible</p> |
| 3E18 | Culture - Libraries Ongoing budget to be removed and replaced with transitional funding. (Figures quoted are cumulative) 2015-16 = £150k 2016-17 = £150k | Libraries - Increase the Numbers of Libraries Managed by Local Communities. A number of branch libraries are already being successfully run by local community groups and volunteers. This proposal would seek to move all 23 remaining branch libraries into community management over time. If a community managed solution cannot be found then the Council would look to close them. The proposal would retain Bradford Central Library, Shipley, Keighley, Bingley, Ilkley, Ecclehill and Manningham under direct Council Management. | 3,245,900 | 0 | 205,371 | 205,371 | 6.3% | | | 85 | 123 | 0 | 20 | 2 | 3 | <p>26 November 2015 UNISON - The Council should regenerate its own stock in its own libraries.</p> <p>26 November 2015 Transfer 23 branch libraries into community management, retain 7 core libraries, hoping to mitigate the 2017/18 staffing impact due to 15 vacancies currently held.</p> |

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|------|---|---|-------------|---------|---------|---------|--------|--|--|----|----|---|---|---|---|--|
| 3E22 | <p>Tourism</p> <p>BUDGET DECISION: Approved. In response to the consultation the saving in 2015-16 has been reduced by £50k and an additional £50k has been allocated in the transitional reserve for two years to support the transformation of the service</p> | <p>Review of Tourism Budget. Over £120,000 of the current budget for tourism is short-term transitional funding to underpin services while a review of its future configuration is carried out. The review will have to deliver savings equivalent to that funding and this proposal requires an extra £69,000 to be saved. Savings can be made in 2016-17 by reducing opening hours or closing Visitor Information Centres. Balancing the budget beyond 2016-17 would require the closure of more or all Visitor Information Centres. The impact of any potential closures could be reduced through the development of online and digital alternatives.</p> | 554,200 | 19,189 | 50,000 | 69,189 | 12.5% | | | 14 | 18 | 2 | 9 | 1 | 0 | <p>26 November 2015 UNISON - not helpful to close VICs.</p> <p>1 December 2015 A review of the visitor economy has been undertaken, the results of which have not yet been published. It was noted that this may result in the closure of one or more Tourist Information Centres, with staffing effects in 2017-18.</p> <p>1 December 2015 Unite said that they could not consult on this proposal until the Review, at a cost of £10,000, and the outcomes were available.</p> <p>1 December 2015 PB said he was expecting to receive the report soon. SH said it was clear that more detail was needed on this proposal and hoped that by inviting TT to the next meeting this would be available.</p> |
| | | | | | | | | | | | | | | | | <p>12 January 2016 Management Update Management stated that there was no further information on this.</p> <p>12 January 2016 Unite asked if the proposal had gone out to public consultation riod</p> <p>12 January 2016 Unite stated that if, as a result of the consultation there were further proposals in relation to staffing there would need to be a further consultation period</p> <p>12 January 2016 PB confirmed that it had</p> <p>12 January 2016 SH noted the comment. Any future proposals would be subject to the normal consultation process.</p> |
| 3E23 | <p>Safer & Stronger Communities</p> | <p>Remove Council Funding for Police Community Support Officers. The Council will remove its financial contribution to Police Community Support Officers (PCSO's) over two years and work with West Yorkshire Police to develop a new approach to neighbourhood policing within the context of reduced funding. The Council currently part funds 120 PCSO's who are employed by the Police and provide a visible uniformed presence. To reduce the negative impact of this proposal the Council and Police will work together to promote and increase the numbers of Special Constables and to move to multi-disciplinary local neighbourhood teams that work together and focus on preventing harm to vulnerable people. The Council would retain its Wardens Service.</p> | 770,000 | 385,000 | 385,000 | 770,000 | 100.0% | | | | | 0 | 0 | | | <p>26 November 2015 UNISON - reduction in funding of PCSOs could result in community wardens doing that work, not their role and they are not paid to do that work.</p> <p>1 December 2015 This proposal to reduce the Council's funding to PCSOs has no direct impact on Council staff and would be managed by the Police.</p> <p>8 December 2015 ID said that a report on the new model for policing in the district has been considered at Area Committees and Scrutiny and has been broadly welcomed. The Council currently funds the equivalent of 24 PCSO posts and reductions in the current establishment will be managed by the Police. The Police do not foresee that there will be any redundancies as a result of this budget proposal. ID confirmed that the dependencies between PCSOs and the Youth Service budget proposal are being considered by a small group and a composite EIA will be produced.</p> <p>8 December 2015 The Unions concluded by confirming that they could probably agree to this budget proposal.</p> |
| 3E24 | <p>Safer & Stronger Communities</p> | <p>Community Development – Reduce Devolved Area Committee Budgets. Several organisations in different parts of the District are commissioned by the Council to deliver community development. The proposal would mean that funding would reduce by a significant amount after current arrangements end.</p> | 403,000 | 0 | 300,000 | 300,000 | 74.4% | | | | | 0 | 0 | | | <p>26 November 2015 Funding reduced by 75%, need to consult voluntary organisations.</p> <p>1 December 2015 Management committees of organisations delivering community development work across the district are aware that the current funding agreements come to an end in March 2017 and that the Council are proposing to reduce the level of funding available to the sector.</p> |
| 3E25 | <p>Neighbourhoods</p> | <p>Parking – Introduce New and Increased Charges. Proposals include changes in Bradford City Centre as follows: Off street evening charges – introduce £1.00 charge. Off street Sunday charges – flat rate of £1.00 On Street daily charges – extend from 8am to 6pm (currently 10am to 4.30pm) On street Sunday charges – extend pay and display on-street to cover Sundays. Other proposals: Implement already agreed tariffs Remove free parking at Westgate 2pm – 4pm Pay and Display around Bingley Arts Centre & Railway Road and Wharfe View Car Parks, Ilkley New on street areas of pay and display Remove initial free parking at car parks Amend and extend charges at some other car parks Parking would continue to be cheaper than neighbouring authorities.</p> | (1,922,700) | 50,000 | 319,000 | 369,000 | -19.2% | | | | | 0 | 0 | | | <p>26 November 2015 Increased parking charges, revitalised city centre with increased demand, parking will remain cheaper than neighbouring authorities, no staffing impact.</p> <p>1 December 2015 Proposal to increase parking charges and introduce fees in new areas. There are no staffing implications.</p> |

| Ref | Service | Proposal Definition | Net Budget 2015-16 | Saving 2016-17 | 2017-18 | Total | Reduction % | Employees | | | | VR Req. | TU Feedback | Management Information/Response | |
|-----|-------------------------------|---|-----------------------|-------------------|---------|--------|----------------|-----------|------------|------------|---------|------------|-------------|--|--|
| | | | | | | | | Current | | Likely FTE | | | | | |
| | | | | | | | | FTE's | Head count | 2016/17 | 2017/18 | | | | |
| 3F1 | Commissioning and Procurement | Restructure Commissioning and Procurement. The proposal will further reduce management costs and create a new Commercial and Procurement service allowing greater sharing of knowledge and more focussed activity. | 1,539,200 | 55,000 | 35,000 | 90,000 | 5.8% | 38 | 42 | 3 | 0 | 0 | 1 | <p>26/11/15 - Corporate Unite - how can it be identified how much commissioning/procurement save and what they produced ?</p> | <p>26/11/15 - Corporate Management replied that they support departments to make better buying decisions, what is bought and how. Gauging what is actually saved is more difficult, it's a question of what might have been spent if the commissioning/procurement service was not available. There was some room to review practice and compliance to ensure that departments obtain the best deals when making buying decisions. Management to provide an example of where commissioning / procurement decisions have led to cost reductions.</p> |
| | | | | | | | | | | | | | | <p>02/12/15 - Departmental Unite – according to the proposals there are 4 posts to be deleted and 1 VR request. What work will be lost as a result of this VR?</p> | <p>02/12/15 - Departmental Management advised that the term 'contract management' is a misnomer – the service does not manage the Council contracts. It is proposed to reduce the 4th Tier Managers from 3 to 2 and then realign the services underneath.</p> |
| | | | | | | | | | | | | | | <p>Unison – why are we deleting 4 posts when there are 3 people under threat?</p> | <p>Management confirmed that the 4 posts proposed for deletion are currently vacant. There is no one in the service at threat of redundancy roles at 4th Tier level will change as the teams which sit beneath them will change.</p> |
| | | | | | | | | | | | | | | <p>Unite – there is talk of realigning the teams under the 4th Tier managers – will staff be at risk of being downgraded?</p> | <p>Management confirmed that some posts may be downgraded as a result of the proposed changes.</p> |
| | | | | | | | | | | | | | | <p>Unite – will there be a full restructure in Commissioning and Procurement or will it just affect certain areas?</p> | <p>Management confirmed there will be a full restructure.</p> |
| | | | | | | | | | | | | | | <p>Unite – when do you intend to implement the new structure to maximise the savings?</p> | <p>Management advised that the aim is to have the new structure in place as soon as possible after 1 April 2016.</p> |
| | | | | | | | | | | | | | | <p>Unite – would it be possible to see the rationale for the current structure v the new structure.</p> | <p>Management to supply a copy.</p> |
| | | | | | | | | | | | | | | <p>Unison – a few years ago this service was completely restructured and some staff were downgraded. Again we are seeing proposals to restructure the whole service and downgrade staff again – it looks as though the remaining staff will have to do more work for less money.</p> | <p>Management stated that unfortunately, some roles may have to be downgraded again in order to make the budget savings.</p> |
| | | | | | | | | | | | | | | <p>Unite – on the budget proposals spread sheet, it states that the service needs to make £90k savings. This will still mean a reshuffle but will avoid staff roles being downgraded.</p> | <p>Management explained that contributed to savings agreed by Council in February 2015 for 2016/17. It was agreed that the spread sheet tabled at this meeting should be only in relation to new proposals (as the 2015 ones have already been consulted upon).</p> |
| | | | | | | | | | | | | | | <p>Unison – this schedule is very confusing and is not helpful to the trade unions as all the information is required in relation to what hasn't been realised from 2015-16 budget in addition to what savings need to be made from 16-17 and 17-18 budgets.</p> | <p>Management explained that Appendix C in the report to yesterday's Executive contains details of all the cuts agreed at Council in February 2015 which will impact on 2016/17 budgets. For the next meeting, management will update the spread sheet to clearly show the additional savings required for 2016/17 together with the proposals to achieve them.</p> |
| | | | | | | | | | | | | | | <p>09/12/15 - Departmental Management confirmed that the 4 vacancies identified on the previous proposal sheet related to savings already agreed for 15/16 and that these should be removed from the spread sheet.</p> | |

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| | | | | | | | | | | | | | Unison – the Purchasing Team transferred to Commissioning and Procurement in September 2015. Unison would like clarification on the number of posts to be deleted to ensure there is no double counting. When the team moved across there was a £51k saving, which equates to 2 posts. Does this saving sit in HR or has it come across with the Purchasing Team to Commissioning and Procurement. Staff are concerned because if there are further reductions to posts in the team, there could be operational problems. | Management stated that the £51k savings formed part of the budget proposals which were agreed at Council in February 2015 and will be taken out during 16/17. Management agreed to clarify how the savings agreed last year have been distributed. |
| | | | | | | | | | | | | | Unison – please provide a copy of the current structure. | Management agreed to supply a copy. |
| | | | | | | | | | | | | | 10/12/15 - Corporate Unite - there have been two departmental meetings and quite a lot of information has been provided. However, there was a proposal to cut admin staff over and above the proposals published at the first consultation meeting on 26/11/15. | 10/12/15 - Corporate HR responded that this should be addressed through departmental consultation. |
| | | | | | | | | | | | | | 10/12/15 - Corporate Unison - former business support Procurement staff who have transferred back to Procurement earlier in 2015 have been told their jobs will be cut? | 10/12/15 - Corporate HR responded that this should be addressed in departmental consultation meetings. |
| | | | | | | | | | | | | | 16/12/15 - Departmental Unite raised an objection to the wording on the budget proposals spread sheet version 2.2 in relation to 3F1 which states that the service does not manage contracts. | 16/12/15 - Departmental Management stated that there are approximately 1900 contracts across the Council and the majority of them are managed by the departments who commission them. The Strategic Contracts Management team in Commissioning and Procurement (C & P) focus primarily on the 12 corporate contracts that C&P procure and manage for the Council as a whole and they deal with any support issues as they arise. There is a difference in emphasis in that the C & P service does not manage all of the Council contracts. Management agreed to update the wording on the spread sheet. |
| | | | | | | | | | | | | | Unite – a request has been made previously for the rationale for the restructure to be provided. | Management replied that they have produced a rationale and it is proposed to share it at the service level consultation meeting first for a detailed discussion and any matters arising will be brought to this meeting for a decision etc. |
| | | | | | | | | | | | | | | 07/01/16 - Service Management circulated the following documents:- • Current Structure chart re Commissioning & Procurement • C&P Budget Savings & Restructure Proposals & Rationale (2016/17) • Dept of Finance – Management Information spread sheet. |

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| | | | | | | | | | | | | | <p>Unite – This year’s savings of £84k, are Members aware of this? Management should have made these savings or advise on the reason why not, and not just carry them forward.</p> <p>Unite - The additional amount of £84k is not showing on the spread sheet that has been circulated.</p> <p>Unite agreed.</p> <p>Unite – When KPMG were in consultation in 2010/11 and undertook an audit, they proposed that Commissioning and Contract Management was combined and Matrix Management was required as the Departments did not have the skills to do this.</p> | <p>Management advised that they have not been carried forward. This year’s savings 2015/16 of £284k were made last year and the £84k is an additional amount that has been added late last year on top of the savings required for 2016/17.</p> <p>Management suggested that to move forward in the meeting, that this matter is raised at the Departmental L2 meeting.</p> <p>Management responded that there were still some issues with departments which is why they are proposing to have strategic contract management; strategic commissioning and category procurement. The matrix management element didn't work.</p> |
| | Page 185 | | | | | | | | | | | | <p>Unite – When will the new AD be appointed as they may require another restructure?</p> <p>Unite – What alternative saving proposals have you looked at?</p> <p>Unite – What is the service Budget total?</p> | <p>Management stated that they did not know and that this should be raised at the Departmental L2 meeting. Management has been tasked to deliver a saving plan and to align a function.</p> <p>Management stated that they were already deleting vacancies and have one VR proposal; management are open for suggestions.</p> <p>2016-17 £1.7 m including Healthwatch 2017-18. Management confirmed that they need to make a saving of £192k and people costs are £1.7m so around £1.3m.</p> |
| | | | | | | | | | | | | | <p>13/01/16 - Departmental</p> <p>Unison – At the corporate consultation meeting held on 10 December 2015 an issue was raised in relation to the former business support staff that are now based in Commissioning and Procurement and have been told that their jobs will be cut.</p> <p>Unison also stated that they are trying to find out when the consultation took place and where decisions were made regarding the pro-rata saving of £55k for a team of 8 people. The trade union is aware of discussions taking place in relation to phasing the return of teams to the departments however there appears to be no documentation available which relates to discussions about budgets as none of the minutes mention figures.</p> <p>Unison advised that they will be picking up the issue of the staff transferring back to the Department of Finance and lack of clarity on the budget to support this at a meeting with Sue Dunkley at the Corporate meeting tomorrow (14/1/16.)</p> | <p>13/01/16 - Departmental</p> <p>Management commented that the statement is incorrect and staff have not been told this.</p> <p>The central purchasing team and accounts payable team joined Commissioning and Procurement in September 2015 from the former Business Support function. The team came with a budget saving and 2 vacant posts. These 2 vacant posts will be deleted from the structure as part of the Commissioning and Procurement savings proposals. However, these 2 posts are not enough to cover the savings required but there are no plans to cut more than the vacant posts in that team and there are no plans for any compulsory redundancies for the former transactional support staff.</p> <p>In relation to the wider consultation issue, management advised that a discussion had taken place at CMT around the whole centralised model and the fact that it wasn't working as well as it should be and a decision was taken to transfer the transactional support staff back to departments with an agreed proportional share of the budget.</p> <p>Consultation on the future size of transactional support</p> |

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| 3F2 | Financial Services | Improved efficiency in financial reporting. Better use of technology, standard processes for financial report and more budget holders carrying out routine financial activities will deliver savings. | 2,641,900 | 20,000 | 70,000 | 90,000 | 3.4% | 60 | 64 | 2 | 0 | 0 | 0 | 02/12/15 - Departmental Unite – there are 2 VRs listed on the schedule. Have they been approved? | 02/12/15 - Departmental Management confirmed that these have not been approved as yet. However, they will be sufficient to deliver the cuts detailed in Appendix C of the Executive report. They have not been formally signed off as Management need to test the 24 month VR rule. If approved, it is likely that the departures will take place in March 2016. |
| | | | | | | | | | | | | | | Unite – have any further VR requests been received? | Management confirmed that to date no other requests have been received. In order to achieve the savings for the new proposals tabled today, a further 2 posts will have to be removed. It has not yet been agreed where these reductions will be made or what the structural options will be, but a restructure may be required. |
| | | | | | | | | | | | | | | 09/12/15 - Departmental Unison – with regard to the temps, agency, casuals etc. spread sheet. There is a secondment shown in Financial Services, however it doesn't show where the person is seconded from. Does this mean there is a vacancy in Financial Services which needs to be shown on the spread sheet? | 09/12/15 - Departmental Management confirmed that this forms part of the information Unite has requested and that they would clarify the position on whether there is a vacancy or not. |
| | | | | | | | | | | | | | | 16/12/15 - Departmental Unison – is it possible for the project briefs for each of the proposals to be tabled at this meeting rather than duplicating paperwork? | 16/12/15 - Departmental Management advised that the Project Briefs are fairly general and won't add much to the discussion. Some service project briefs are more detailed than others and it makes more sense for them to be tabled at the service level meetings for discussion rather than this meeting. |
| | | | | | | | | | | | | | | 23/12/15 - Departmental Unite – has management come up with the rationale as this was meant to be supplied to the TUs? Unite will not accept any VR's if the work is not lost and this needs to be clear what work is not going to be done going forward? Unite does not accept any downgrading of staff as they have already been squeezed previously. Unite has still not received the full savings as there was a mention that previous budget savings were not made and we need to know what the reasons are as this consultation is only looking at 2016/2017 and 2017/2018. We have yet to receive this clarification? | 23/12/15 - Departmental Management advised that responses to questions related to 3F1 will be discussed at the Commissioning and Procurement Service consultation meeting. |
| | | | | | | | | | | | | | | | 07/01/16 - Service Management stated that in previous budget consultations, it has not been possible to go into details regarding potential structures until after the budget decision is taken. The same principles will apply this year; however Management would like to present some proposals to deliver savings in the next couple of weeks, to which the Trade Unions can respond. In the recent past, Financial Services has been restructured in response to requests for VR. To date there have been no new requests for VR and the 2 requests that have been lodged already will take the service to the end of the current financial year. If no further VR requests are forthcoming, the service could be in a compulsory redundancy position in order to make the savings required. |

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| | | | | | | | | | | | | <p>Unison – has Management undertaken any recent trawls for VR?</p> <p>Unison – isn't Bradford already doing some collaboration work?</p> | <p>Management replied that they had not done so recently. All staff will have been reminded of the VR option when the Section 188 letter was issued on 20 November 2015. Management agreed to try another trawl.</p> <p>Management also advised that Bradford Council is working closely with Wakefield Council's Internal Audit service. There is a possibility of some departures in Wakefield which may create opportunities for Bradford Council staff. However, it is not clear as yet whether Wakefield Council will need to include these departures in order to achieve their savings.</p> <p>Yes, it is although so far it has been contained within Internal Audit. However, both Councils are looking at the possibilities of expanding this. Mark St Romaine currently heads up the Audit, Risk and Insurance functions for both Bradford and Wakefield Councils.</p> |
| <p>Page 187</p> | | | | | | | | | | | | <p>Unison - there has been no joining the dots up. Work has been ongoing with IT and meetings have taken place where staff have asked whether this work is being done in order to reduce staff levels. The answer provided was no. Unison would prefer it if staff could have the joined up story.</p> <p>Unison – automation is still being done in the context of staff reduction although we can see that it is being used to reduce costs and accept that it will relieve pressure on the staff that remain. It would be helpful if a meeting could be arranged with staff as the information on where the cuts could fall in the service has not been shared .</p> <p>Unison - it would be helpful if management could provide some sketchy details at the next meeting which the staff side could take away and ask their members to comment on. The Trade Unions can then come back with suggestions on how things could be done differently.</p> | <p>Management advised that there is no direct look to automation to reduce staff. The service has got to reduce costs and automation will make the job easier for the staff that remain. One is not going to deliver the other.</p> <p>Management agreed to think about a sequence of events and suggested that the next service level consultation meeting be arranged for 2 weeks time.</p> <p>Management also highlighted some feedback from the recent staff survey where staff in Financial Services felt that they weren't being consulted on various issues so a wider discussion meeting may alleviate this.</p> <p>Management agreed to provide a "starter for 10" type document for the next meeting. Management will also update the Project Brief in terms of the timescales.</p> |
| | | | | | | | | | | | | <p>7/1/16 service. Unite this years saving are shown as 84k, this is at odds with information we have been given.</p> | <p>13/1/16 service. Mgt responded that last years savings were met, but management advised that £82k savings were identified as needing to be saved in 2016/17, but the detail of how these savings are to be achieved has yet to be consulted on. In addition a further 55k has to be saved in 2016/17, along with a savings target of £55.2 that came with the TSC roles when they transferred back to the service in Sept 2015. Total savings for 2016/17 192.2K. It is proposed that this is met by deleting the 4 vacant posts & approving a VR request . This along with efficiencies from healthwatch will deliver the savings. Management advised that the remaining function could be restructured as roles have not been looked at for a number of years or a lift and shift approach could be taken, union to feedback on this.</p> |

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| 3S1 | IT | IT Savings. The end of the Council's ICT contract will, by enabling full Council control over IT deliver significant savings and more effective procurement. | 19,751,900 | 2,176,000 | 1,306,000 | 3,482,000 | 17.6% | 129 | 133 | 12 | 0 | 0 | 13 | 02/12/15 - Departmental No matters were raised in relation to the ICT proposals. | 02/12/15 - Departmental Management confirmed the position that there were 12 FTE posts potentially affected on the S188 list, however 13 VR requests. Management are currently reviewing the business cases for each of the VR requests. The service also has 25 vacancies which will require a significant restructure to align the service and mitigate the losses as a result of the VRs. The VRs won't be considered until the recruitment process has completed. |
| | | | | | | | | | | | | | | 16/12/15 - Departmental Unite – there is a vacant post advertised in ICT which has Finance and Procurement in the title. Management of the telephony contract has always sat in Commissioning and Procurement yet this also appears to be included in the duties of this new vacant position. Unite – in terms of mobile phones, C & P have a team that deals with the admin for this contract. | 16/12/15 - Departmental Management explained there has been some confusion over the role and whether it is IT centric. Whether the role profile states management of contract or delivery of contract is open for discussion as telephony covers a broad vein. Management stated that in ICT there is a team member who deals with EE and Virgin Media on a daily basis and discussions will need to take place on what duties sit where. |
| | | | | | | | | | | | | | | 07/01/16 - Departmental Unite - are there were any updates on the Telephony contract issues raised at the previous meeting? | 07/01/16 - Departmental Management agreed to provide an update at the next meeting. |
| | | | | | | | | | | | | | | | 13/01/16 - Departmental Management confirmed that there are no plans to change the status quo in terms of telephony contract management. There are no plans to transfer any responsibilities between the 2 services and the management of contracts will continue as at present. |
| 3F3 | Revenues and Benefits | Increase the amount charged for issuing a summons to people who do not pay their Council tax or business rates. The charges would only apply to people summonsed after receiving reminders and taking no action. The charges would increase from £40 to £50 for Council tax and £40 to £60 for business rates. | (254,100) | 290,000 | 0 | 290,000 | -114.1% | | | | 0 | 0 | | 26/11/15 - Corporate Unite - it's ironic that there is no EQIA for this proposal. There would be increased charges for people who cannot pay the current charge which would increase their debt. Is the increased income that was shown in the Executive Report achievable ? Unite - should the Council not be supporting the most vulnerable? | 26/11/15 - Corporate Management said it was ironic, however the principle was that those who do pay should not be penalised by those who do not, this was a policy decision by Overview and Scrutiny Committee. Those who pay should not carry the burden of none payers. Managment replied that it was a policy choice and there had been extensive discussions. |
| | | | | | | | | | | | | | | 02/12/15 - Departmental GMB – are we missing a trick regarding the charges we make for the Council Tax summons? Neighbouring authorities charge more – can we increase our charges? | 02/12/15 - Departmental Management agreed that this could be an option members wish to consider. |
| 3F4 | Revenues and Benefits | Reduce Expenditure on Support for Business Rates. Remove discretionary rate relief that is provided to a range of not for profit organisations. | | 0 | 190,000 | 190,000 | | | | | 0 | 0 | | 02/12/15 - Departmental Unison – the proposal in relation to 3F4 (Remove discretionary rate relief that is provided to a range of not for profit organisations) has been tried before. What happens if this proposal is unsuccessful again? | 02/12/15 - Departmental Management confirmed that it would be up to Members to decide whether this proposal goes forward or not. |
| | | | | | | | | | | | | | | Unite – in relation to proposal 3F4, if you can't make the £190k saving, what have you got in reserve? Unite – the Council should be targeting who we take money from. A targeted policy is required and we should take into account the nature of the organisation and the value it provides to the local community. | Management confirmed there is nothing in reserve. It's the Members' call. Some of the organisations affected by this proposal are affected by 1 or 2 other proposals which will affect the income flow to them. Members could say that we need to look at alternatives, which means looking at staffing. Management also added that there is a long list of organisations potentially affected by the proposal and they range from large community organisations to very small organisations and a targeted approach is a good idea. |

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|-----|-----------------------|---|------------|-----------|---------|-----------|------|-----|-----|------|--|---|------|--|--|--|
| | | | | | | | | | | | | | | 18/12/15 - Service Unite – could we look at targeting not for profit organisations? | 18/12/15 - Service Management replied that they are hoping to have a consultation meeting and write to these groups. One outcome maybe that Members take feedback and decide that getting rid of the scheme is not a good idea. | |
| | | | | | | | | | | | | | | 23/12/15 - Departmental Unite - I have been having some discussions with other colleagues and a question has arisen about the legality of the above proposal. It is suggested that the Council cannot do this through a S188 process, can you confirm if that is correct or not? Unite - initially there are no staffing issues BUT if the proposal does not go through there will be staffing issues. One thing the council appears to forget is that many of our members actually work in Bradford and therefore raise issues through their Union as the public consultation is not trusted means of voicing concerns. It is the consultation that causes us concern literally 6 weeks before the decision is made. | 23/12/15 - Departmental Management confirmed that the outcome of the proposal, if agreed would not impact on staff and it is not a S188 matter. However, as part of the budget process the Council commenced consultation with the voluntary sector, members of the public etc. on 2 December 2015. Management also advised of an event which took place last week, arranged by the Bradford VCS where the proposal was presented and explained to the meeting. A separate meeting has been arranged for 13 January 2016 and Management from Finance and Regeneration will be meeting with the organisations affected. With regard to the possibility of impacts on staffing if the proposal does not go through, Management stated that over the last 4 years Members had not asked Management to find any last minute savings which impacted on staff. | |
| | | | | | | | | | | | | | | 13/01/16 - Service Unite – Is there an estimated timescale for the Business Rates proposal? | 13/01/16 - Service Management replied that it would be 4-6 weeks. | |
| 3F5 | Revenues and Benefits | Reduce Expenditure on Support for Council Tax & Discretionary Housing Payments. The Council provides various exemptions and reductions for Council tax and business rates. This proposal will Remove the 1 month exemption the owners of empty buildings enjoy on paying Council tax – they will pay from the day a property becomes empty. Reduce the Council contribution to Discretionary Housing Payments. | 0 | 1,400,000 | 0 | 1,400,000 | | | | | | | 0 | 02/12/15 - Departmental GMB – with regard to proposal 3F5, removing the 1 month Council Tax payment exemption on empty properties doesn't automatically lead to additional income – it could mean there is more debt to collect. | 02/12/15 - Departmental Management noted this point. | |
| 3F6 | Revenues and Benefits | Reduce staffing and overtime in revenues and benefits. Automation, improved productivity and changes to staff roles will allow savings to be made without adverse impact on the performance of services or increase in workloads. | 10,337,000 | 354,000 | 244,000 | 598,000 | 5.8% | 353 | 387 | 11.5 | | 7 | 13.5 | 6.6 | 26/11/15 - Corporate Unison - there is a discrepancy in the revenues and benefits figures, different figures of cuts of 11.5 FTEs in 2016/17 and 7 FTEs in 2017/18 had been stated in an email from the Assistant Director. What impact would these proposals have on debt recovery? | 26/11/15 - Corporate Management confirmed they would look into this and clarify. |
| | | | | | | | | | | | | | | Unite - can you provide a split of the cut in staffing and the proposed cut in overtime costs? | Management confirmed they would provide this. | |
| | | | | | | | | | | | | | | Unison - what about debt write off of the none payment of council tax, private companies progress their debts and get paid, why don't the Council? | Management stated the Council's policy is to pursue recovery rather than write off debts which are only written off if it would be more expensive to pursue the debt rather than write if off. | |
| | | | | | | | | | | | | | | 02/12/15 - Departmental Unite – the EIA put forward for proposal 3F6 will potentially have a negative or disproportionate impact on people who share a protected characteristic – why is it being put forward. | 02/12/15 - Departmental Management advised that they are not ignoring the EIA and are in fact recognising the impact it will have. Management will need to consider if any mitigation can be put in place as we go through the process. | |
| | | | | | | | | | | | | | | Unison – can management confirm the reductions for proposal 3F6 and confirm that the information provided to the Trade Unions was correct. | Management confirmed that there will be 11.5 FTE reductions in 2016/17 and 7 FTE reductions in 2017/18. Management to send an email to staff confirming the numbers issued to the Trade unions were incorrect. | |
| | | | | | | | | | | | | | | Unison – can you clarify whether the savings will come from budgets you don't directly manage? | Management confirmed that none of the staff savings are from budgets outside the AD Revenues, Benefits and Payroll's control. | |
| | | | | | | | | | | | | | | Unison – according to the schedule it states that in Revenues, Benefits and payroll there is a pool of 20 which is made up of vacant posts and VR requests – is that correct. | Management confirmed this to be correct. | |

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| | | | | | | | | | | | | | | | | | <p>Unite – do you know where a decision has been made on the HB Admin grant and when this will be received?</p> | <p>Management confirmed that they have not had any notification of this as yet. Notification was received quite late on last year. We may hear something around the time of the local government settlement in December but this is not guaranteed.</p> <p>Management also spoke about local welfare funding which was received in February 2015. It was more money than expected but there is no guarantee that this will be replicated this year.</p> | |
| | | | | | | | | | | | | | | | | | | <p>Unite – the government is proposing that Councils will be able to keep 100% of the business rates it collects. How will this affect us?</p> | <p>Management explained that this is difficult to predict. The proposal is that by the end of this Parliament, Local Government will be able to keep 100% of the business rates they collect. Under the current system, Bradford is classed as having greater needs than other areas, so it receives a grant (around £57m) on top of the business rates we retain, which is 49% , c £70m, of the total we collect. How Bradford will fare in the future is not clear, as there are many factors to be decided in any new business rate system which the Government will consult on. However, it is unlikely to have any impact before 17/18.</p> |
| | | | | | | | | | | | | | | | | | | <p>09/12/15 - Departmental Unison – with reference to the temps, agency, casuals etc. Clarification is required as there are 3 members of staff seconded to Collection and Recovery Specialist roles but there is only one showing on the spread sheet.</p> <p>Unison – it is important that clarity is provided on whether posts are temporary or secondments. With temporary contracts staff have no rights to a particular post, however with secondments staff have a post on the structure to go back to.</p> | <p>09/12/15 - Departmental Management stated that it had been very difficult to break the vacancies down into the various categories on the spread sheet and these could be discussed in more detail in the service level consultation meeting.</p> <p>Management stated they agreed and understood this fully and were very clear that the agreed structure is the position they will be working from.</p> |
| | | | | | | | | | | | | | | | | | | <p>10/12/15 - Corporate Unite - there is a secondee who was not shown on the spreadsheet (additional information provided at the departmental meetings), nor is the contract shown on the temporary contracts list? Accurate information was required.</p> | <p>10/12/15 - Corporate HR responded that this should be addressed in departmental consultation meetings.</p> |
| | | | | | | | | | | | | | | | | | | <p>18/12/15 - Service Unison – with regard to getting rid of overtime, how do you anticipate dealing with the work?</p> <p>Unison – in Adult Services we have seen a 100% increase in referrals. Is this reflected in the number of appeals you have had?</p> | <p>18/12/15 - Service Management responded that they do not envisage seeing the peaks and troughs they have seen over the last five years and they will start to see a reduction due to Universal Credit. Staff are already doing less overtime than ever before and it is expected that this will continue and allow us to make this saving.</p> <p>Management replied no it was quite the opposite. The appeals position is getting better by the month; there has not been an increase. The increase experienced in Adult Services will be people who have been sanctioned by the DWP which doesn't have an impact on the Department.</p> |
| | | | | | | | | | | | | | | | | | | <p>18/12/15 - Service GMB – has Management considered cost generation to minimise the reductions as an alternative to these proposals?</p> | <p>18/12/15 - Service Management confirmed that they are continuing to work with Wakefield and Craven and will consider further opportunities and that they were not writing off as many costs. They also confirmed that they are not sure when they will get the admin grant details through.</p> |
| | | | | | | | | | | | | | | | | | | <p>23/12/15 - Departmental Unite - we awaiting information about proposed overtime cuts?</p> | <p>23/12/15 - Departmental Management confirmed that a discussion had taken place at the Revenues, Benefits and Payroll Service consultation meeting last Friday (18th December).</p> |

| Ref | Service | Proposal Definition | Net Budget 2015-16 | Saving 2016-17 | 2017-18 | Total | Reduction % | Employees | | | | Vacs. | VR Req. | TU Feedback | Management Information/Response |
|-----|----------------------|---|-----------------------|-------------------|---------|---------|----------------|-----------|---------------|------------|---------|-------|--|--|--|
| | | | | | | | | Current | | Likely FTE | | | | | |
| | | | | | | | | FTE's | Head count | 2016/17 | 2017/18 | | | | |
| 3R1 | Economic Development | Review the Business, Investment and Enterprise team. Changes at the regional Combined Authority to develop strategic inward investment will result in changes in delivery locally. This will reduce the capacity of the service to support business and attract investment to the District. Delete a vacant post for an Investment Officer. | 945,000 | 42,000 | 61,000 | 103,000 | 10.9% | 44 | 48 | 1 | 1 | 1 | 0 | 30/11/15 - Departmental Unison - what are the two figures for ie 44 FTE, but there is a 48 headcount. | 30/11/15 - Departmental Management responded the 44FTE are full time equivalents but there are 48 members of staff which take into account part time posts. |
| | | | | | | | | | | | | | 10/12/15 - Departmental Unison noted that Economic Development held a work place meeting with staff to discuss the proposals and asked for clarification in relation to the Business and Enterprise team, was the intention to delete the vacant Investment Officer post, and what will happen to the investment function as it moves to transitional funding? | 10/12/15 - Departmental Management replied transition funding for the BIE team ends at the end of 16/17. Future funding may come from external resources including West Yorkshire Combined Authority and European Funding. The Combined Authority are increasing their role in inward investment and are also looking to grow their team 100% and Bradford will have to look at what will be the respective role here in Bradford with the Combined Authority. | |
| | | | | | | | | | | | | | Unison - what happens in the mean time? | Management replied it is anticipated the Business Advisors will continue to do this work | |
| | | | | | | | | | | | | | Unison stated that one post has been identified for deletion, and asked if the second had been identified? | Management responded the other post has not yet been identified. | |
| 3R2 | Economic Development | Replace City Park Maintenance Fund with a Reserve. Maintenance works for City Park are currently funded from the Council's ongoing revenue budget. The proposals will replace this funding with a reserve of over £500K which would be sufficient to cover the life time replacement costs for major works. | 1,326,000 | 40,000 | 0 | 40,000 | 3.0% | | | 0 | 0 | | | | |
| 3R3 | Economic Development | Replace Budget for the City Centre Growth Zone Rates Rebate Team with a Reserve. The costs of managing contracts for business rate rebates in the City Centre Growth Zone are currently paid for from the Council's ongoing revenue budget. This proposal would replace that funding by using money set aside to fund the Growth Zone's Rates Rebate programme for the duration of the programme to March 2020. The proposal would reduce the money available to support City Centre businesses but because of various other business rates initiatives fewer businesses will qualify to receive a rates rebate than was originally anticipated so the impact will be minimised. | 446,000 | 90,000 | 0 | 90,000 | 20.2% | 44 | 48 | 2.5 | 0 | 0 | 0 | | |
| 3R4 | Economic Development | Reduce European Strategic Investment Fund (ESIF) and Replace with a Reserve. The ESIF is used to provide match funding for bids for funds from the European Union, this match funding typically helps to secure an additional 50% from the EU. Reducing the fund will reduce the capacity to respond to Leeds City Region requests to deliver EU funded programmes. Leeds City Region is currently calling for an EU funded enterprise support programme under the proposal. This and other similar calls would be funded through reserves. | 945,000 | 200,000 | 0 | 200,000 | 21.2% | | | 0 | 0 | | | 10/12/15 - Departmental Unison - what what will happen in 2020 to the posts funded by the reserves? Unison - are the reserves unallocated? | 10/12/15 - Departmental Management stated they cannot predict what will happen in 2020, however once the posts have been taken out of revenue base budgets they cannot transfer back. Management responded that they are not unallocated reserves, they are reserves which have been built up from within the department. |

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|-----|-----------------------------|---|------------|---------|---------|-----------|--------|-----|-----|---|----|---|---|---|--|
| 3R5 | Climate, Housing & Property | Continue to reduce the Council's Administrative Estate. The Council will continue to reduce the number of buildings it operates from in the City Centre, closing Jacobs Well and moving staff to Britannia House. Some capital investment will be required to deliver the proposal. | 3,838,300 | 0 | 150,000 | 150,000 | 3.9% | | | 0 | 0 | | | <p>26/11/15 - Corporate Unite - new ways of working (NWOW) require 7:10 desk ratio, now it will be 5:10, staff are being forced into NWOW. The impact on staff moving to Britannia House should be considered prior to the move.</p> <p>Unite - what about building investment due to the sale of existing buildings?</p> <p>Unite - our understanding is that the maintenance was funded from the sale?</p> | <p>26/11/15 - Corporate Management stated that the arrangements varied in different teams, 5:10 was a possibility but was not across all areas, the management assessment suggested that all staff could transfer satisfactorily, all options are being considered.</p> <p>Management stated that the savings from Future House related to the lease costs and ongoing maintenance, £60k pa on the proposals. The financial appraisal was on an invest to save basis.</p> <p>Management stated that was only backlog maintenance.</p> |
| | | | | | | | | | | | | | | <p>10/12/15 - Departmental Unison noted there has been no feedback from members, as there is insufficient information about the proposals to consult members and that this was raised at OJC Level I this morning, therefore Unison are unable to feed anything back at present.</p> | <p>10/12/15 - Departmental Management noted this.</p> |
| 3R6 | Climate, Housing & Property | Remove or Reduce Rental Subsidies Provided to Tenants of "Community Facilities" . Tenants of "community facilities" e.g. sports and recreational facilities are granted rental subsidies from the Council based on their ability to pay. The total value of subsidies is £300,000. The proposal would either remove all subsidies or revise the policy to reduce the overall level of subsidy by assessing the tenant's contribution to District wide priorities, their management of the property and the extent to which facilities are made available to the wider community. | -1,148,000 | 0 | 300,000 | 300,000 | -26.1% | | | 0 | 0 | | | | |
| 3R7 | Climate, Housing & Property | Changes to the delivery of capital schemes. Changes to the Education Client Services and Architectural Services teams. | 1,802,000 | 17,000 | 17,000 | 34,000 | 1.9% | 21 | 21 | 2 | 0 | 2 | 0 | <p>10/12/15 - Departmental Unison - is there a straight swop of the two posts under threat with the two vacancies?</p> <p>Unison noted that more data cleansing is being carried out on VR's to determine a more accurate reflection of the situation and asked for an update on vacancies.</p> | <p>10/12/15 - Departmental Management responded that potentially but advised that there is also a VR request under consideration in the estate team which deal with school properties. Management should be able to provide an update for the next meeting, Work is ongoing on data cleansing for VRs.</p> |
| | | | | | | | | | | | | | | Unison - have the equalities impact assessments been completed? | Management responded these have been carried out and will be sent out electronically. |
| 3R8 | Climate, Housing & Property | Reduce Building Maintenance Budgets. The maintenance budget has already reduced by £700,000 in the last four years and the proposal would make a further £1m reduction which would affect the ability to carry out programmes of planned maintenance work. | 4,248,900 | 350,000 | 650,000 | 1,000,000 | 23.5% | 259 | 267 | 7 | 13 | 0 | 3 | | |
| 3R9 | Climate, Housing & Property | Restructure Environment & Climate Change Service. The team works to reduce energy consumption and expenditure, reduce carbon emissions and promote a reduction in fuel poverty and improve public health outcomes. The proposed re-structure will align functions to other areas of activity such as buildings and estates management and reduce management costs. There will be a reduction in strategic capacity and the delivery of carbon reduction work however this reflects a changing policy context in which there is greater difficulty in delivering schools carbon reduction projects which form a significant part of the work. | 524,000 | 0 | 186,000 | 186,000 | 35.5% | 14 | 14 | 0 | 4 | 1 | 1 | | |

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|------|---------------------------------------|--|------------|---------|---------|---------|-------|-----|-----|-----|----|----|---|--|--|
| 3R10 | Climate, Housing & Property | Increase Trading Surplus in Catering Services by Ceasing Loss Making Operations. The proposal would review and change services at loss making venues which include Sports centres and swimming pools and City Hall. | -1,204,400 | 100,000 | 0 | 100,000 | -8.3% | 57 | 77 | 3 | 0 | 10 | 0 | | |
| 3R11 | Climate, Housing & Property | Reduce Office Cleaning to 3 Days a Week. The proposal would reduce levels of cleaning and increase reliance on employees to keep their work areas clean and tidy. | 1,914,300 | 100,000 | 200,000 | 300,000 | 15.7% | 107 | 242 | 7 | 13 | 19 | 2 | 26/11/15 - Corporate Unison - there are concerns about the potential impact on part-time workers and we will need to see the EQIA. Unison - it's difficult to establish the accurate contractual status of hours of employees, whether they are temporary, contractual or non-contractual overtime? TU's and employees need to understand their rights. Cleaners are constantly being asked to do more work in less time. | 26/11/15 - Corporate Management agreed to provide clarity on contractual positions and working arrangements. |
| | | | | | | | | | | | | | | 10/12/15 - Departmental Unison - how will reducing the office cleaning to three days a week work? Unison commented that more guidance/information should be received at Corporate Consultation meetings. | 10/12/15 - Departmental Management replied that this was still being considered. |
| | | | | | | | | | | | | | | 10/12/15 - Corporate Unite - the Council could end up using agency staff which could be more expensive. Staff will have to empty bins in City Hall staff had to take recycling rubbish to the recycle point members should not have to clean on the non-cleaning days. We want clarity on what jobs our members would and would not be expected to do. Unison - we want to know the impact on the working conditions of our members as a result of this proposal. | 10/12/15 - Corporate HR responded that this should be addressed in the departmental meetings. |
| 3R12 | Climate, Housing & Property | Property Programme – Continue to Rationalise the Council Estate. The continuation of the Property Programme will continue to deliver savings including the closure of Future House, reductions in managed print spend and savings on cleaning and utilities bills. | 3,756,000 | 235,000 | 650,000 | 885,000 | 23.6% | 19 | 20 | 3.5 | 0 | 2 | 0 | 30/11/15 - Departmental Unison - catering for sports centres and swimming pools, does this refer to the carry over from last year, and are to be implemented this week? | 30/11/15 - Departmental Management confirmed that this is the case and it is carry over from last year. |
| 3R13 | Planning Transportation & Highways | CCTV Services. The proposal would seek to generate income through exploring the commercial opportunities for example services to education, other authorities and the private sector. | 647,000 | 0 | 100,000 | 100,000 | 15.5% | 15 | 16 | 16 | 0 | 2 | 0 | | |
| 3R14 | Planning Transportation & Highways | Street Lighting – Partial Night Switch Off Switching selected street lights off between midnight and 5am will reduce energy costs. Other authorities have adopted this approach. Determining the specific areas subject to the proposals will need surveying, research and consultation to be undertaken. There would be no switch off proposed in areas where; There is a record of traffic collisions during switch off times There is high crime during switch off times There are Roundabouts, complex junctions etc There is CCTV coverage There are pedestrian crossings There is 24 hour use e.g. Hospitals There is sheltered accommodation and housing for vulnerable people Some initial investment would be required to make the technical changes necessary to deliver ongoing savings. Public consultation may also be required in some areas. Additional switch offs could potentially reduce costs by another 20%. | 5,728,000 | 0 | 100,000 | 100,000 | 0 | | | 0 | 0 | | | | |

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|------|--|--|-----------|---------|---------|---------|-------|--------|-----|-----|---|-----|--|---|--|
| 3R15 | Planning Transportation & Highways | Reduce Winter Gritting Routes. The Council currently affords priority status for gritting to 62% of the local road network – 712 miles. The proposals would reduce this to 42% by 2017-18 with just the main arterial routes and spinal link roads being afforded priority status. | 3,782,000 | 70,000 | 40,000 | 110,000 | 2.9% | | | 0 | 0 | | | | |
| 3R16 | Planning Transportation & Highways | Restructure Development Services. Development Services deliver planning and building control services. The proposal reduces staffing levels but by restructuring in the light of changing requirements and already agreed procedures no detrimental effect on planning is anticipated. Building control is moving to a joint arrangement with Kirklees and possibly also Wakefield Councils which should see it maintain and capture market share. | 1,380,000 | 244,000 | 0 | 244,000 | 17.7% | 111.79 | 118 | 4.6 | 0 | 5.6 | 2 | 30/11/15 - Departmental Unison - which sections are affected by 3R16 ie118 staff though out Planning? | 30/11/15 - Departmental Management responded that the areas affected are Development Control, Building Control, Drainage and Admin Support in each area. |
| | | | | | | | | | | | | | 10/12/15 - Departmental Unison noted they have not had any feedback from members in Development Services. Unison - will the vacancies off-set the reductions? | 10/12/15 - Departmental Management stated that this will be looked at and clarified. | |
| | | | | | | | | | | | | | Unison - are there any figures on requests for flexible retirement and/or how many people have made an application for planned retirement? | Management responded that there have not been any new planned VRs. Management/Human Resources informed the meeting that planned redundancy is complicated by the proposed Government Cap of £95,000 on termination costs. Until Central Government provide guidance regarding the cap figure the Authority is unable to make decisions for any planned VR's. Redundancy pension strain costs are borne by the Council. | |
| 3R17 | Planning Transportation & Highways | New Charges for Permits for Car Parking, Skips and Scaffolding; Charges for Dropped kerb applications and events on the highway co-ordination. The proposal introduces new charges for residents car parking permits and for skips and scaffolding on the highways. Applications for dropped kerbs will incur a charge as will staff time involved in co-ordinating events and parades. Licence fees will be introduced for cranes and cherry pickers. | 1,380,000 | 51,000 | 67,000 | 118,000 | 8.6% | 15.81 | 16 | 16 | 0 | 0 | 2 | | |
| 3R18 | Planning Transportation & Highways | Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority. The proposal will change administrative support, merge Transport Development and Highways Asset management in to one Team and seek to centralise some functions to the West Yorkshire Combined Authority – these are Highways Design, Traffic control, Highways Structures, Transport Planning and Highways Development Control. Transfer of functions would remove the Council's ability to deliver its own strategic highway improvements without having to use consultants. Review the provisio of Highways inclusion and mobility advise which could reduce effectiveness and impact in this area of work. | 1,380,000 | 150,000 | 125,000 | 275,000 | 19.9% | 223.49 | 229 | 7 | 6 | 28 | 2 | 26/11/15 - Corporate Unite - what is the impact on the transfer of services to the WYCA, the interdependencies on other services and how much income would be lost on transfer? | 26/11/15 - Corporate Management replied that at this stage it was not clear what the impact would be and that discussions were on-going. |

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| | | | | | | | | | | | | | | <p>18/12/15 - Departmental Unison - the proposal shows a cut of 19.9% is there any further information on this?</p> <p>Unison - will there be Combined Opportunity opportunities?</p> <p>Unison - when will structures are available?</p> <p>GMB - is there a time issue for consulting on restructures?</p> | <p>18/12/15 - Departmental Management responded that at the moment it is impossible to say other than it is a direction of travel and we don't know yet what the implications are of Devolution and a West Yorkshire Combined Authority.</p> <p>Management replied that it might be TUPE or Secondments or transfers, we can't predict it.</p> <p>Management replied that as these are proposals they will consult on structures once the budget is decided.</p> <p>HR clarified that although we cannot pre-empt the Council decision, there is some latitude to do some consultation on structures before the Council meets.</p> <p>Management responded that there are 2 different processes; the budget and then restructures following the budget decision, although it was agreed that it would be helpful if there is some latitude to do some consultation. Management to push on getting structures in draft form.</p> |
| | | | | | | | | | | | | | | <p>18/12/15- Departmental Unison - has the settlement figure been announced?</p> | <p>18/12/15 - Departmental Management replied that the Finance Director had produced a short initial briefing on the settlement and that it was within £100K of the estimate. However, there is more work to be done on understanding how it impacts on the Care Act and Better Care Fund and New Homes Bonus.</p> |
| | | | | | | | | | | | | | | <p>12/01/16 - Departmental The TU's jointly stated that they were unable to consult with their members on any of these proposals as insufficient information has been provided by management to enable them to do so. The TU's confirmed that this issue was raised at the corporate consultation meeting on 7/1/16 and that a formal dispute over a failure to allow meaningful consultation would be lodged against 4 departments namely; Regeneration, Environment and Sport, Childrens Services and Adult Services.</p> | <p>12/01/16 - Departmental Management acknowledged the TU position and confirmed that this matter would now need to be addressed corporately.</p> |
| TOTAL | | | 36,725,000 | 1,689,000 | 2,646,000 | 4,335,000 | 11.80% | | | | | 69.6 | 37 | | |

DRAFT PROPOSALS

| Department of Adults and Community Services | | | | | | | | | | | | | | | | | |
|---|----------|---------|--|--------------------|----------------|-----------|-----------|-------------|-------------------------------|------|---------------|-----------|--------------------|--------------|-------------|--|--|
| New Ref | 2014 Ref | Service | Proposal Definition | Net Budget 2015-16 | Saving 2016-17 | 2017-18 | Total | Reduction % | 2014 Consultation for 2016/17 | | Employees | | Likely FTE Reducti | VR Requested | TU Feedback | Management Information/Response | |
| | | | | | | | | | 2014/15 Reference | FTEs | Current FTE's | Headcount | | | | | 2016/17 |
| 3A1 | | | Changes to the Contributions Policy for Adult Social Care People who are able to reasonably afford it will pay more towards the cost of their non-residential care. Bradford's current policy is generous compared to other authorities and treats people with more income more favourably. No service user would pay more than they can reasonably be expected to afford. A significant number of service users out of a total of 3,500 would see an increase of between 2p and £116 per week. People with higher levels of income or savings would be most affected. | 5,747,300 | 466,000 | 610,900 | 1,076,900 | 18.7% | | | | | 0 | 0 | | 03.12.15 - Unison - Have costings been used? 10.12.15 Unions had no further issues. 07.01.16 Unison reps have expressed concern about the impact of increased contributions for service users. We feel this has the potential to discourage people from accessing the care they need, which could lead to increased need and problems in the future. | 03.12.15 - Management confirmed this is considerable subsidised and is now based on the true cost and ability of service users to pay. |
| 3A2 | | | Changes to Home Care Services - savings will be made by changing the way in which home care services are monitored and delivered and by fully implementing existing policy relating to care plans for people recovering from hospitalisation and accidents. Electronic Monitoring – using technology to monitor and agree care provided by contractors will enable the Council to save money by paying for care that is actually delivered rather than simply planned in advance and providing it with more control over changes to individual care packages and the length of time those changes stay in place. Reducing staff costs by Providing More Equipment in the Home - sometimes peoples' care needs can mean that they need more than one person to provide their care. Investing in equipment such as hoists can reduce the need for more than one carer and cut costs. The proposal includes accessing funding through the Health Service Capital Equipment Fund. Changes to Welfare Visits – some people receive 15 minute home calls to check on their welfare. The proposed changes mean that instead of someone calling at their home the checks would be done over the phone. | 23,059,400 | 500,000 | 1,500,000 | 2,000,000 | 8.7% | | | | | 0 | 0 | | 26.11.15 - UNITE expressed concern on the impact on service users when a 15 minute visit would be replaced with a phone call.03.12.15 - Unison expressed concern around changes to welfare visits 10.12.15 Unions had no further issues. 07.01.16 Hopefully the changes will benefit service users with the correct contact time they are assessed to need. Unsure about changes to Welfare visits as these are not carried out were stopped a while ago. Some 15 minute calls are for medication and or emptying commode. Although new technology will help in cutting down the number of calls. Some service users will still need medication calls to ensure medication has been taken. As these medication calls are linked to health would it not be possible to look at health funding these calls | 03.12.15 Management advised no service would be changed without a review. Services would be based on need. Some 15 min visits could be replaced by telephone calls. 07.01.16 – Management confirmed all 15 minute visits were to be reviewed. |
| 3A3 | | | Changes to Supported Living for People With Learning Disabilities: Using Technology to Promote Independence and Reduce Contact Time With Staff. Supported living covers different services that help people with learning disabilities to be enabled to live as independently as possible. The Council currently spends over £7.9m on these services and the proposal would save money by requiring contractors to reduce costs by using new technology to promote greater independence and reduce the need for one to one contact with staff. Some people will see their hours of contact time reduce but all individual needs will be reviewed. | 7,917,800 | 500,000 | 500,000 | 1,000,000 | 12.6% | | | | | 0 | 0 | | 03.12.15 - Unions had no concerns 10.12.15 Unions had no further issues. 07.06.15 No issues, although new technology may not be suitable for some service users | |
| 3A4 | | | Review and De-Commission Financial and Welfare Advice Services. The review will be undertaken in conjunction with the Council's public health Department which also commissions advice services. The proposal would reduce the overall funding available to providers of advice, reduce face to face contact by providing digital alternatives, eliminate the least effective advice sessions and target provision where there is greatest need. | 3,711,000 | 300,000 | 700,000 | 1,000,000 | 26.9% | | | | | 0 | 0 | | 03.12.15 - Unison - Has any cost analysis taken place? 10.12.15 Unions had no further issues. 07.01.16 With the increase in contributions to receiving social care in 3A1 it is important that people are aware of benefits aware that services in this area are at times duplicated however once again face to face contact may still be needed for people unclear with computers and new technology. | 03.12.15 - Management confirmed that there needs to be much more control of funding of welfare advice. A much more coordinated and comprehensive service will be in place after the procurement process. |

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|-----|--|--|--|------------|---------|-----------|-----------|------|--|--|--------|------|----|---|-------|----|---|--|
| 3A5 | | | Restructure Adults and Community Services and Reduce Staff by 80. Savings would be made by undertaking a fundamental re-structure of the whole of Adults and Community Services including options for the delivery of Social Work and Occupational Therapy assessment and support functions. There could however be an impact on frontline services, for example in delayed transfers from hospitals to care and longer waiting times for people to have their needs assessed. | 36,429,200 | 500,000 | 2,000,000 | 2,500,000 | 6.9% | | | 1018.8 | 1293 | 80 | 0 | 34.88 | 43 | 27.11.15 - UNISON Re 3A5, would the Council stop using agency staff? | 27.11.15 Management stated the Council position was to recruit to FTE vacancies where possible, however within social care there was temporary demand which had to be met. There were issues regarding how users entered the social care market and it was expected to integrate the process with the health service by 2020. VRs would be used to help achieve the proposed staffing cuts. Raised concern that the figure of 69 agency workers stated in the CX's letter may not be reflective of practice. A list of all agency workers and their roles on a council wide basis was requested. Stated that the Occupational Therapy assessment team could make care more effective, however waiting lists would become longer. |
| | | | | | | | | | | | | | | | | | There was a 100% rise in referrals due to benefits cuts, there was also an increase in designated mental health cases, users came to OT prior to social worker assessment. Integration had not worked, staff in the same building did not communicate, it was a nice idea but not effective. Adults was always overspent, how did they plan to reduce costs, savings would not be made if staff were reduced because there was more demand, it was a statutory function and had to be delivered. GMB Asked for the spend on consultants to be identified on a Council wide basis. | |

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | | | | | | | <p>UNITE Stated that there were 424 posts covered by agency or temporary staff in Adult services and 1,033 across all departments. £643k had been spent on casuals, it was also about their status, were they casual or temporary – how long had they worked? Stated that over the last 4 years £7m had been spent on agency workers, they requested a break down of all agency and casual staff.</p> <p>03.12.15 Unison - Can VRs be taken</p> <p>10.12.15 Level 1 UNISON expressed concern that stewards would have difficulty in consulting with management as there was no detail in how the cuts were to be implemented. Structures were expected to be issued at a meeting on 10 December 2015.</p> <p>UNISON said the only rationale provided had been from HR.</p> | <p>03.12.15 Management There are sufficient vacancies to absorb the £500k next year. Once the budget has been agreed in February VRs will be looked at. Management do not anticipate large numbers of compulsory redundancies. VRs can not be granted where recruitment is being undertaken to identical posts. More detail will be worked on over the next year.</p> <p>10.12.15 - Management confirmed that £2m in year two would be part of a root and branch review. There is the potential for compulsory redundancies but these will be avoided where possible. Management confirmed this would all be done in consultation with the Unions.</p> |
| | | | | | | | | | | | | | | | | <p>UNISON stated that it was difficult to agree year 2 (2017-2018) proposals due to a lack of detail and due to the 2% Council Tax levy and the impact of the Better Care fund.</p> <p>They quoted budget line 3A5 which requires a saving of £2.5m over the two years 2016 – 2018. They stated they were consulting in good faith but couldn't do this if the information was not accurate.</p> <p>UNISON said they would look at the whole proposal (3A5) and said there was no detail of the proposed structure changes.</p> <p>10.12.15 Unions queried if these would be achieved via vacancies and VRs.</p> | |

| | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------|--|--|--------------------|------------------|-------------------|-------------------|--------------|--|--|--|--|--|--|----|--|----|------------|----------|---|--|--|
| 3A9 | | | Closure of Whetley Hill Day Care Centre With Services to be Provided Elsewhere. Closure of Whetley Hill Day Care centre has been agreed with users and families who have worked with the Council to find a solution. The building will close but people will access services at Thompson Court and Norman Lodge. | 641,300 | 0 | 170,000 | 170,000 | 26.5% | | | | | | | 22 | | 22 | 0 | 3.5 | 3 | 26.11.15 3A9, this should not be on the list if previously consultation had taken place 03.12.15 - Unison - please check FTE at 22 10.12.15 Unions requested a breakdown of vacancies and whether these can be deleted. 07.01.16 - No details available of how the closure of Whetley Hill will affect staff or service users. How would the move to Thompson Court and Norman Lodge be implemented, no details of how service will operate. What will happen to the staff at Whetley Hill? 22 potential redundancies. Again no quality impact assessments. Informed to speak to Dean about details | 26.11.15 Management concluded by saying that these were cuts not efficiency savings. Service users would have to wait longer, however this was the only way to optimise the budget and staff. The Council could only do this by working with the trade unions and staff to restructure. Working collaboratively is the only way the Council will get near to making the cuts 03.12.15 - Management advised staff will continue to deliver services elsewhere and figures will be checked and no staff were expected to be made compulsorily redundant. The changes will take place in 2017-18. 10.12.15 HR advised there are currently 3.5 vacancies but these will be double checked for the next meeting. 07.01.16 Management advised Unions to coordinate site visits with Dean Roberts. |
| 3A10 | | | Changes to Contracts for Residential and Nursing Care for People With Learning Disabilities to Promote Independence and the Use of Technology. New contracts will enable the re-negotiation of high cost placements with service providers and require them to maximise the use of technology and telemedicine to support people with learning disabilities in the community which will reduce the numbers of care hours including nursing care required. The development of additional extra care housing will also reduce reliance on residential and nursing placements. | 18,248,500 | 500,000 | 1,000,000 | 1,500,000 | 8.2% | | | | | | | | | | 0 | 0 | | 03.12.15 - Unions had no concerns 10.12.15 Unions had no further issues. 07.01.16 No Issues | |
| 3A11 | Operational Services | | Reduce the Number of Long Term Placements of Older People in the Independent Sector. Although the Council will work to reduce the numbers of older people needing long term residential or nursing care some will still require that level of care. The Council proposes to reduce costs by changing spare beds in Council homes into long term beds reducing the numbers that we need to purchase from the independent sector. | 17,373 | 800,000 | 200,000 | 1,000,000 | 5756.1% | | | | | | | | | | 0 | 0 | | 03.12.15 - Unison queried impact on flexi beds 10.12.15 Unions had no further issues. 07.01.16 - Would this proposal have an effect on available flexi beds which are used to try to help return people to the community? With the failure of the private sector in long term Placements. Over one third of private sector homes failing CQC inspections and increasing in number the need to have more in-house services in this area are clear and does expose that the policy of closing in house care homes has failed. | 03.12.15 - Management need to work through the details in conjunction with the 24/7 BEST service |
| 3A12 | | | Mental Health – Review of charging arrangements for people with Mental Health issues. Some people with Mental Health needs don't contribute financially towards their social care. because of their status under the Mental Health Act. The proposal will review their status and anticipates more income from people with mental health needs through payments towards their care and as a consequence bring them into line with other clients for example older people and people with disabilities. | 3,051,100 | 250,000 | 250,000 | 500,000 | 16.4% | | | | | | | | | | 0 | 0 | | 03.12.15 - Unison - Has this been to legal? 10.12.15 Unions had no further issues. 07.01.16 - No issues | 03.12.15 - Management confirmed it had. They are operating to agreed policy. |
| 3A13 | | | Reduce Long Term Placements of Older People into Nursing and Residential Care. By supporting more people to live in their own homes or in extra care supported housing the Council can reduce what it spends on long term residential and nursing care. The Council will achieve reductions in the numbers of older people needing long term residential and nursing care by using technology to help them stay independent and working closely with health services to plan and deliver services. | 17,373,000 | 0 | 1,000,000 | 1,000,000 | 5.8% | | | | | | | | | | 0 | 0 | | 03.12.15 - Unison - No issues 10.12.15 Unions had no further issues. 07.01.16 - This proposal links in with proposal 3A11. If we reduce the availability of flexi beds to help return people to the community with their needs being assessed. How will this reduction be achieved? | 07.01.16 Refer to 3A11 |
| Total | | | | 122,418,000 | 4,316,000 | 10,290,900 | 14,606,900 | 11.9% | | | | | | | | | | 102 | 0 | | | |
| SAVINGS CONSULTED ON IN 2014 FOR IMPLEMENTATION IN 2016/17 | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | 15/16 | 16/17 |

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|-----|---|--|--|-------|----|--|-------|--|--------|-----|--|-------|--|--|--|--|
| A1 | 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. | | | | | | | 247.00 | 280 | | 8.00 | | | | |
| A2 | A5 | Day Care. The Council will withdraw completely from the direct provision of older people's social day care with the exception of day time respite for people with dementia. 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. | | 40.00 | 42 | | 24.00 | | 40.00 | 42 | | 24.00 | | | | |
| A10 | Older People Residential Care | Existing proposal - In line with existing policy and subject to formal statutory consultation, decrease provision by closing a further two in-house residential homes (inc Harbourne) and reduce the number of older peoples' residential placements in the independent sector through promotion of independent living. Reduce the length of stay for people in Acute Hospitals by increasing the number of NHS funded intermediate care beds in Council managed residential homes. | | | | | | | 245.00 | 379 | | 30.00 | | | | |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |

CORPORATE BUDGET CONSULTATION – TRADE UNION GENERIC COMMENTS (S188) dated 23 November 2015

| TU COMMENT | MANAGEMENT RESPONSE |
|---|--|
| EQIA'S | |
| <p>1. UNITE (26 November 2015) requested a full breakdown of agency and casual workers (cost and location).</p> <p>2. UNITE (26 November 2015) requested that EQIAs be issued and that some may need to be joint where appropriate (3C6? 3C10?)</p> <p>3. UNISON (10 December 2015) EQIAs needed to be up to date.</p> <p>4. UNITE (10 December 2015) EQIAs had been requested prior to this meeting and that the Council was withholding consultation with the information the TUs needed.</p> | <p>Management have provided this information on a departmental basis.</p> <p>All departments have been asked to provide EQIAs on the workforce proposals.</p> <p>EQIAs were being tabled at departmental meetings.</p> <p>Internal facing EQIAs which would detail any staffing impact to be made available at departmental consultation meetings.</p> <p>(10 December 2015) Management asked all TUs to notify the HR Director which departments had issued EQIAs to TUs and which departments had still to do so.</p> <p>This issue was raised again at the Corporate Consultation Meeting on 14 January 2016, all Departments have now provided EQIA's on proposals that have workforce implications.</p> |
| VOLUNTARY REDUNDANCY REQUESTS | |
| <p>5. UNISON, GMB, UNITE (10 December 2015) accurate figures were requested for agency workers, VR requests and vacancies on a departmental basis.</p> <p>6. UNISON, GMB, UNITE (10 December 2015) staff who had applied for VR were being told their applications were rejected and the same people were constantly applying.</p> | <p>This information has been checked and updated and all departments are required to notify trades unions at departmental consultation meetings.</p> <p>Management explained that a cleansing of the VR information was being undertaken to ensure only employees with a realistic chance of VR remained on the list and employees are informed of decisions as soon as possible. Planned VR had been withdrawn. Where there was a <i>continuing</i> requirement for jobs, unless there was a suitable "bump", staff would not be able to leave on VR e.g. Social Workers.</p> |

Page 203

| TU COMMENT | MANAGEMENT RESPONSE |
|--|--|
| CONCERNS RELATING TO 2017 / 2018 PROPOSALS | |
| <p>7. UNISON (10 December 2015) stated that it was difficult to agree year 2 (2017-2018) proposals due to a lack of detail and due to the 2% Council Tax levy and the impact of the Better Care fund.</p> <p>8. UNITE (10 December 2015) stated that managers ask if the trade union agree to the proposals, however as there are no details they cannot agree and also because the figures relating to FTE staff and vacancies were not accurate. They stated they were consulting in good faith but couldn't do this if the information was not accurate.</p> | <p>Management stated that there should be sufficient information on proposals to facilitate consultation, including how a proposal may be implemented because proposals are still subject to consultation and decisions will be taken at full Council in February. A rationale explaining the thinking for 2017/18 as a minimum needs to be tabled for ongoing consultation. Management stated that, where possible, they are consulting to seek agreement, but accept that where information is limited, until this is available, consultation continues.</p> <p>The Trade Unions were advised at the corporate consultation meeting of 14 January 2016 that the Executive will proposed a 2 year financial plan to Council a firm 2016/17 budget, elements of a 2017/18 budget, but with some work still to do before a firm 2017/18 budget (and an indicative 2018/19 budget) is finalised in 2017.</p> |
| INFORMATION AVAILABILITY | |
| <p>9. UNISON, GMB, UNITE (07 January 2016) consultation was not meaningful due to the lack of detailed information which meant they could not properly consult with management.</p> <p>10. UNISON, GMB (07 January 2016) Staff meetings had been held and stewards not invited. Convenors/Stewards had only accepted (management's) cancellation of meetings where management had said they had no further information to share. Management had not been prepared to alter meeting times. Generally no structures and staffing information had been issued. It was not appropriate to discuss 2017/18 proposals due to the lack of detail.</p> | <p>This issue has been raised both in Departmental and Corporate Consultation. Following on from the Corporate Consultation Meeting on 14 January the HR Director wrote out to all Strategic Directors outlining the Trade Unions concerns per Department and information has now been provided in order to facilitate the continuing consultation process and address the Trade Unions concerns.</p> |

Page 204

| TU COMMENT | MANAGEMENT RESPONSE |
|--|---|
| <p>11. UNISON, GMB, UNITE (07 January 2016) regarding Regeneration there had been two meetings, no detail had been provided nor had any structures. The proposed savings and numbers of FTE posts potentially redundant needed to be confirmed.</p> | <p>The HR Director has followed up the trade union concerns with the Strategic Directors and information gaps have now been provided.</p> |
| VACANCY CONTROL | |
| <p>12. UNSION, GMB (07 January 2016) stated the vacancy control process appeared to have slipped.</p> | <p>The current process for Vacancy review is undertaken by the HR Director and the Chief Executive and vacancies are reviewed subject to the needs of service delivery and the ability to recruit to specific roles in certain areas of the Council.</p> <p>To ensure a more robust approach to vacancy management a recruitment freeze on all external adverts has now been implemented with immediate effect.</p> |
| HR1 FORM | |
| <p>13. UNITE (07 January 2016) stated that the HR1 form stated 335 potential redundancies in 2016/17, however redundancies for 2017/18 was not mentioned consequently these could not be agreed in these consultations. Consultations could only be based on the HR1 form.</p> | <p>Management said it was clearly stated in the S188 letter that management were consulting on proposals for both 2016/17 and 2017/18. The HR1 was completed for statutory purposes.</p> <p>Management reiterated that consultation is ongoing in relation to the proposals for 2016/17 and 2017/18.</p> |

Page 208

Equality Impact Assessment Form

| | | | |
|-----------------------|---------------|------------------------|----------|
| Department | Full Council | Version no | V5 |
| Assessed by | Simon Jenkins | Date created | 03/12/15 |
| Approved by | | Date approved | |
| Updated by | | Date updated | |
| Final approval | | Date signed off | |

Section 1: What is being assessed?

1.1 Name of proposal to be assessed:

Budget proposals relating to the setting of the Council Budget – potential workforce implications 2016/18.

EQIAs will be undertaken on all proposals where there are workforce implications. These will be used to influence this Council EQIA.

1.2 Describe the proposal under assessment and what change it would result in if implemented:

The effect of budget proposals made as a result of reductions on Council funding mean that the total number of FTE employees at risk of redundancy is 335 for 2016-17 and 139 for 2017-18 from a total of 6,940 (8,958 actual employees) excluding school based staff. These are in addition to the proposed 167 FTE reductions for 2016-17 about which the Council commenced consultation in November 2014 but these were covered by the previous EQIA.

Section 2: What the impact of the proposal is likely to be

The Equality Act 2010 requires the Council to have due regard to the need to-

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

The Council will continue to do all it can to make further savings through efficiency, innovation and collaboration with partner organisations, but it is no longer possible to make savings required without affecting frontline services.

The Council will continue to drive greater efficiency and productivity but 'business as usual' is not an option because the Council cannot afford all the services it currently pays for.

The Council will endeavour to keep finding ways of working together to get results with less money. Consideration will be made as to where the resources make the most impact, looking beyond Council services, departments and organisations and thinking about the best way to achieve the collective goals.

Working with local people and communities to help them take more responsibility for securing positive outcomes for themselves will be vital as will finding different ways of providing services to increase their resilience to spending cuts.

Efforts to attract inward investment will continue so that jobs can be created, in local business rates will increase and demand for public services and welfare will reduce.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

N/A

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

The Council will continue to do everything it can to avoid compulsory redundancies.

The Council is again inviting expressions of interest from employees interested in taking voluntary redundancy, flexible early retirement or other voluntary options such as voluntary reduction in hours.

It is anticipated the impact of reductions in staffing will potentially have implications for staffing with regard to age. It is more likely that those employees who are 55 and over will volunteer for redundancy as at that age they are able to access their pensions. Employees can choose to leave and draw their LGPS pension benefits at any time between age 55 and 75. They do not need the agreement of the Council, they can simply resign.

The proposals may have a minimal effect on the disability profile of the organisation. The incidence of disability tends to increase with age, so the staffing profile relating to disabled staff may be marginally affected by individuals opting to access their pension.

Due to the existing staffing profile, as the Council employs more women than men, it is also likely that, in numerical terms, more women will be affected by these decisions rather than men.

There are a number of proposals that will potentially impact on lower paid workers.

The proposals may have a minimal effect on the ethnicity profile of the organisation. As the majority of the workforce identify themselves as “White British” it is likely that more employees from this ethnic category will be affected by the proposals.

The proposals are unlikely to affect those with a protected characteristic of pregnancy and maternity.

The effect with regard to religious belief and sexual orientation of employees will be difficult to identify. Although the Council has now implemented systems for self-declaration of these protected characteristics, employees tend not to record this information on their personal profiles. However, it is not anticipated that there will be any disproportionate effect within these groups of employees.

Information in regard to gender reassignment of employees is not collected by the Council. However it is not anticipated that there will be any disproportionate effect within this protected characteristic category.

The impact on low income /low wage shown as high because the Council proportionally employs more individuals from this group. As the Council can no longer guarantee that front line services, the impacted could be greater due to their greater representation in the workforce?

EQIAs undertaken on individual budget lines will provide more detail and will be used to develop this Corporate EQIA.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

| Protected Characteristics: | Impact (H, M, L, N) |
|-----------------------------------|--------------------------------|
| Age | H |
| Disability | L |
| Gender reassignment | N |
| Race | L |
| Religion/Belief | N |
| Pregnancy and maternity | N |
| Sexual Orientation | N |
| Sex | H |

| | |
|----------------------------------|---|
| Marriage and civil partnership | N |
| Additional Consideration: | |
| Low income/low wage | H |

2.5 How could the disproportionate negative impacts be mitigated or eliminated?

The Managing Workforce Change and Restructure, Redeployment and Redundancy procedure will be used to move this process forward, in consultation with Trade Unions and staff.

All employees will be supported through redeployment, retraining or redundancy processes irrespective of their protected characteristics and will be treated fairly and consistently.

The Equality Impact Assessment process will be used to carry out ongoing assessment of the impacts of the proposed changes.

Allowing those over 55 to take redundancy wherever possible reduces the effect on other groups of workers although a financial assessment will be made before these requests are approved. Employees who volunteer to take redundancy mitigate the effect of potential compulsory redundancy.

In numerical terms, more women are likely to be affected by the proposals because there are many more women in the workforce than men. However, it is unlikely that this will affect the actual workforce profile in terms of the percentage of women employed in comparison to the percentage of men.

Although more employees identifying themselves as “White British” are likely to be affected by the proposals because of the staffing profile, it is unlikely that this will affect the actual workforce profile.

In respect of certain budget proposals which relate to changes in terms and conditions which potentially may impact on low paid workers, there may be an opportunity in certain cases to mitigate against the impact through, for example, changes to working patterns. The introduction of the Living Wage may also mitigate against these proposals.

EQIAs undertaken on individual budget lines will enable more focussed mitigations to be implemented.

Section 3: What evidence you have used?

3.1 What evidence do you hold to back up this assessment?

The following information gives the workforce profile at June 2015 as this is when the last equality profile information was produced. All figures are excluding school

staff. This will be used as the basis for comparison if and when proposals progress into actions:

- Total headcount 8969
- Full Time Equivalent staff 6953

- Males Head count 3107 = 34.64 % of the headcount
- Female Headcount 5862 = 65.36 % of the headcount
- Male Full Time Equivalent 2865 = 41.21% of FTE
- Female Full Time Equivalent 4087 = 58.79% of FTE

- Black and Ethnic Minority (BME) = 23.59% of the headcount
- Non-BME staff = 76.41% of the headcount

- Black and Ethnic Minority (BME) = 21.6% of FTEs
- Non-BME staff = 78.4% of FTEs

- Those under 20 years of age ~ 59 = 0.66% of the headcount
- Those between 20 and 29 years ~ 731 = 8.15 % of the headcount
- Those between 30 and 39 years of age ~ 1759 = 19.61% of the headcount
- Those between 40 and 49 years of age ~ 2597 = 28.96% of the headcount
- Those between 50 and 54 years of age ~ 1611 = 17.96% of the headcount
- Those between 55 and 59 years of age ~ 1357 = 15.13% of the headcount
- Those between 60 and 64 years of age ~ 684 = 7.63% of the headcount
- Those between 65 and 69 years of age ~ 141 = 1.57% of the headcount
- Those 70 and over = 30 = 0.33% of the headcount
- Disabled staff = 4.21% of the headcount
- Disabled staff = 4.79% FTEs

Statistical information relating to the religious belief and sexual orientation of employees is incomplete due to the reduced incidence of self declaration as outlined above.

3.2 Do you need further evidence?

More detailed staffing information on the-proposals will become clearer as the process goes forward following the budget decisions being made in February 2016 at Full Council. These will be incorporated into both the corporate workforce EQIA and departmental or budget line EQIAs.

Section 4: Consultation Feedback

4.1 Results from any previous consultations

The previous Corporate EQIA was consulted on at the Corporate Consultation meetings.

4.2 Feedback from current consultation

The corporate workforce equality impact assessment will be shared with the Trade Unions and reviewed as part of the ongoing consultation process.

4.3 Response to this feedback – include any changes made to the proposal as a result of the feedback

N/A

*Addendum to Document AW
circulated at Executive 9 February 2016*

**ADDENDUM TO THE REPORT OF THE DIRECTOR OF HUMAN RESOURCES TO THE
MEETING OF THE EXECUTIVE TO BE HELD ON 09 FEBRUARY 2016**

**ADDITIONAL TRADE UNION FEEDBACK ON THE COUNCIL'S BUDGET PROPOSALS
FOR THE 2016/17 AND 2017/18 COUNCIL BUDGET AS OF 04 FEBRUARY 2016**

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| <p>General Comments</p> | <ul style="list-style-type: none"> ▪ Weekly departmental consultation meetings have been held. ▪ Management have shared the budget line proposals and provided details of what the staffing impact is likely to be together with information on VRs and vacancies and have received some comments and feedback from the TUs and staff. ▪ Information on the department's secondments, temporary contracts, honoraria payments, casual workers and consultants has been provided |
| <p>Regeneration</p> | <ul style="list-style-type: none"> ▪ The TUs feel that insufficient information has been provided for meaningful consultation but management do not feel that they are able to provide any further details until Top Management posts have been filled. |
| <p>Finance</p> | <ul style="list-style-type: none"> ▪ All service areas have provided their views (no structures as yet) as to how the budget reductions may be achieved and have received comments and feedback from the TU's and staff. ▪ In Commissioning & Procurement, ICT and Revs & Bens the reductions are expected to be mitigated by vacancies and VRs. ▪ In Financial Services there is a proposed reduction of 2 posts over the two years, at the moment there are no VR requests or vacancies but management have already had some constructive discussions with the TUs and staff as to how this could be achieved without the need for CR - although of course this cannot be ruled out. ▪ There are no contentious issues in this Department. |
| <p>Adults</p> | <ul style="list-style-type: none"> ▪ Unison and GMB are happy that all information that they have requested has been provided by management. ▪ There remain concerns about 3A5 – the 80FTE reduction due to the lack of information about which posts will be affected in 2017/18. The TUs state that this means that they are unable to consult their members at this time. ▪ A number of queries from UNITE have been received and are in the process of being answered. |

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| <p>Children's</p> | <ul style="list-style-type: none"> ▪ 3C1 & 3C2 – Management have provided feedback to the TUs following meetings held with special school heads on the 18/19 Jan. This has resulted in a further 2 days being identified to discuss proposal with HTs in the context of a full SEND review. There is a complete re-commissioning of Core SEND services and how these will be provided in the future. ▪ 3C3 & 3C4 & 3C5 – Management have shared how they see the virtual school bringing together a number of functions under one roof which is a new strategy. Further information on how the new virtual school will look & operate is currently being worked up by Management. ▪ 3C6 – Management have tabled restructure proposals for the Employment & Skills service. This has been shared with staff at briefings with TUs invited. This information is subject to continuing discussion as part of the consultation process. ▪ 3C7 & 3C8 & 3C9 & 3C10 – As agreed Management have tabled initial restructure proposals as part of the Journey to Excellence programme. This has included indicating which likely posts are at risk of deletion. All the information has been circulated to staff within Specialist Services and briefing sessions have been held, to which the TUs have been invited & attended. This information is subject to continuing discussion as part of the consultation process. |
| <p>Legal Services</p> | <ul style="list-style-type: none"> ▪ Discussions have focussed on existing vacancies and consultation continues with a view to moving from 3 legal teams to 2, with a corresponding reduction of management posts. ▪ There continues to be ongoing discussion regarding the composition of the teams that will exist within legal services given the nature of the changes to the rest of the organisation. Management stated that some legal work will reduce due to the reducing nature of the some of the departments & the council's priorities facing Adults & Children's services. Between now & April 17 there will need to be an element of retraining within legal services as the balance of skills required changes. |
| <p>Environment and Sport</p> | <ul style="list-style-type: none"> ▪ With regard to the vacancies in Waste which had been identified (12) Management have now confirmed with the TUs that they will be moving to appoint back fill on an agency basis. This is with the aim of meeting the requirements of the service and still ensuring that the TUs felt that their current members were being protected in terms of possible job loses at a later date. ▪ The TUs are aware that work is progressing to analyse the casual usage, specifically in libraries, with regard to concerns about the excessive use of casuals. |
| <p>Chief Executive</p> | <ul style="list-style-type: none"> ▪ TUs are still concerned that the information regarding 2017/18 budget proposals in the Chief Executive's office has had no detail provided but the Trade Unions are aware that Management are still formulating plans and will share details as they become available. |
| <p>Human Resources</p> | <ul style="list-style-type: none"> ▪ Consultation remains ongoing. ▪ Proposed structures have been tabled. ▪ No issues outstanding. |

**SECOND ADDENDUM TO THE REPORT OF THE DIRECTOR OF HUMAN RESOURCES
TO THE MEETING OF THE EXECUTIVE TO BE HELD ON 23 FEBRUARY 2016**

**ADDITIONAL TRADE UNION FEEDBACK ON THE EXECUTIVE'S BUDGET
PROPOSALS FOR THE 2016/17 AND 2017/18 COUNCIL BUDGET**

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| <p>General Comments</p> | <ul style="list-style-type: none"> ▪ Weekly departmental consultation meetings have been held. ▪ Management have shared the budget line proposals and provided details of what the staffing impact is likely to be together with information on VRs and vacancies and have received some comments and feedback from the TUs and staff. ▪ Information on the department's secondments, temporary contracts, honoraria payments, casual workers and consultants has been provided. ▪ There was a final consultation meeting on the 18th February and an overview meeting on the 11th February. ▪ Management acknowledge the trade unions continue to have concerns about the number of agency, temporary and casual workers and consultants and has responded to these general concerns as follows:- ▪ The Council has already committed to, and has been actively engaged in, looking at ways to avoid compulsory redundancies, wherever possible and this will continue. ▪ We will continue to seek to redeploy staff at risk of redundancy to suitable posts including those covered by agency workers. ▪ Controls have been in place for a considerable time on the use of agency workers and the external advertisement of vacancies. All posts are advertised 'internal only' in the first instance. ▪ A review of the use of casual workers has commenced. ▪ However, TUs will appreciate that the Council cannot and will not:- ▪ Breach the statutory rights of temporary and fixed term employees. ▪ Terminate with immediate effect all the above arrangements for individuals providing essential work for the Council. Such a decision would result in the enforced closure of services such as children's centres, adult residential homes, recreation centres, Libraries, Theatres etc. ▪ Management will continue to consult the trade unions about ways of avoiding redundancies, including on these staffing and resourcing concerns, during the further consultations on implementation of the Council budget decisions. |
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| Regeneration | <ul style="list-style-type: none"> ▪ The TUs feel that insufficient information has been provided for meaningful consultation but management do not feel that they are able to provide any further details until Top Management posts have been filled. ▪ Further Consultation meetings have taken place since the last Executive Committee Addendum where queries raised have been addressed. The position remains the same as in the last Executive Report addendum. |
| Finance | <ul style="list-style-type: none"> ▪ All service areas have provided their views (no structures as yet) as to how the budget reductions may be achieved and have received comments and feedback from the TU's and staff. ▪ In Commissioning & Procurement, ICT and Revs & Bens the reductions are expected to be mitigated by vacancies and VRs. ▪ In Financial Services there is a proposed reduction of 2 posts over the two years, at the moment there are no VR requests or vacancies but management have already had some constructive discussions with the TUs and staff as to how this could be achieved without the need for CR - although of course this cannot be ruled out. ▪ The Trade Unions have continued to comment extensively on the proposals in this department since the last Executive Report Addendum. All queries, comments and suggestions have been responded to including alternative suggestions put forward by the trade unions in respect of Financial Services. ▪ There are no contentious issues in this Department. |
| Adults | <ul style="list-style-type: none"> ▪ Unison and GMB are happy that all information that they have requested has been provided by management. ▪ There remain concerns about 3A5 – the 80FTE reduction due to the lack of information about which posts will be affected in 2017/18. The TUs state that this means that they are unable to consult their members at this time. ▪ A number of queries from UNITE have been received and are in the process of being answered. ▪ There have been no further Departmental Consultation meetings since the last Executive Report Addendum. This was agreed with the Trade Unions. |
| Children's | <ul style="list-style-type: none"> ▪ 3C1 & 3C2 – Management have provided feedback to the TUs following meetings held with special school heads on the 18/19 Jan. This has resulted in a further 2 days being identified to discuss proposal with HTs in the context of a full SEND review. There is a complete re-commissioning of Core SEND services and how these will be provided in the future. ▪ 3C3 & 3C4 & 3C5 – Management have shared how they see the virtual school bringing together a number of functions under one roof which is a new strategy. Further information on how the new virtual school will look & operate is currently being worked up by Management. Given the new appointment of DD (EES) and the need for her to review & reflect this proposal, staff have been advised that |

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| | <p>any further information will be delayed for up to 2 months to allow this to happen.</p> <ul style="list-style-type: none"> ▪ 3C6 – Management have tabled restructure proposals for the Employment & Skills service. This has been shared with staff at briefings with TUs invited. This information is subject to continuing discussion as part of the consultation process. ▪ 3C7 & 3C8 & 3C9 & 3C10 – As agreed Management have tabled initial restructure proposals as part of the Journey to Excellence programme. This has included indicating which likely posts are at risk of deletion. All the information has been circulated to staff within Specialist Services and briefing sessions have been held, to which the TUs have been invited & attended. This information is subject to continuing discussion as part of the consultation process. |
| Legal Services | <ul style="list-style-type: none"> ▪ Discussions have focussed on existing vacancies and consultation continues with a view to moving from 3 legal teams to 2, with a corresponding reduction of management posts. ▪ There continues to be ongoing discussion regarding the composition of the teams that will exist within legal services given the nature of the changes to the rest of the organisation. Management stated that some legal work will reduce due to the reducing nature of the some of the departments & the council's priorities facing Adults & Children's services. Between now & April 17 there will need to be an element of retraining within legal services as the balance of skills required changes. |
| Environment and Sport | <ul style="list-style-type: none"> ▪ With regard to the vacancies in Waste which had been identified (12) Management have now confirmed with the TUs that they will be moving to appoint back fill on an agency basis. This is with the aim of meeting the requirements of the service and still ensuring that the TUs felt that their current members were being protected in terms of possible job loses at a later date. ▪ The TUs are aware that work is progressing to analyse the casual usage, specifically in libraries, with regard to concerns about the excessive use of casuals. |
| Chief Executive | <ul style="list-style-type: none"> ▪ TUs are still concerned that the information regarding 2017/18 budget proposals in the Chief Executive's office has had no detail provided but the Trade Unions are aware that Management are still formulating plans and will share details as they become available. |
| Human Resources | <ul style="list-style-type: none"> ▪ Consultation remains ongoing. ▪ Proposed structures have been tabled. ▪ No issues outstanding |

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Report of the Director of Finance to the meeting of the Executive to be held on 23 February 2016 and Council to be held on 25 February 2016.

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Subject:

Allocation of the Schools Budget 2016/17 Financial Year

Summary statement:

The report seeks Executive approval of the recommendations of the Schools Forum in allocating the Dedicated Schools Grant (DSG) for 2016/17 and subsequent recommendation to Full Council.

Stuart McKinnon-Evans
Director of Finance

**Portfolio: Leader of Council and Strategic
Regeneration**

Report Contact: Andrew Redding
Phone: (01274) 432678
E-mail: andrew.redding@bradford.gov.uk

Overview & Scrutiny Area: Corporate



1. SUMMARY

- 1.1 This report informs the Executive of the recommendations of the Schools Forum in allocating the Dedicated Schools Grant (DSG) for the 2016/17 financial year.
- 1.2 The Schools Budget is part of the overall budget proposal for the Council, which includes:
- the recommended Capital Investment Plan (Document BB)
 - the Revenue Estimates (Document BA)
- 1.3 This report is submitted to enable the Executive to make recommendations to Council on the setting of the budget and the Council Tax for 2016/17, as required by Article 4 of the Council's Constitution.

2. BACKGROUND

- 2.1 Under national Regulations, every local authority is required to operate a Schools Forum. The primary function of a Schools Forum is to recommend to the Council's Executive Committee how the funding, which the Government provides for schools and individual pupils (known as the Dedicated Schools Grant (DSG)), is managed. The Forum also has some specific technical decision making powers.
- 2.2 Central Government is to consult imminently on a new DSG national funding formula, which is expected to be implemented from April 2017. The key changes already implemented in preparation for a national formula are listed in the bullet points below. A national funding formula may substantially change how the Schools Budget is calculated and allocated from 1 April 2017 and may also substantially affect the level of DSG funding allocated into the District and to individual schools, academies and other settings. It is likely to change decision making at a local Council and Schools Forum level and it also may require a review of service delivery in the areas where the Schools Budget currently contributes to the Council's budget and capacity. A significant increase in the number of maintained schools converting to academy status during 2016 may also necessitate a review of the delivery of functions that are currently funded through de-delegation from maintained schools.
- The DSG is calculated in three notional blocks: the Schools Block, based on October 2015 pupil census data; the Early Years Block, based on January 2016 and 2017 censuses; and the High Needs Block, which is based on 2012/13 spending level with some uplift for demographic growth.
 - The number of Schools Block formulae factors has been reduced.
 - Budgets for High Needs providers must be calculated using the national 'Place-Plus' methodology.
 - A greater proportion on the DSG must be delegated to school budgets.
 - The minimum funding guarantee (MFG) continues in 2016-17 at minus 1.5%.

2.3 The total estimated amount of DSG available for distribution in 2016/17 is £510.349m, which includes a forecasted value of under spend within the DSG up to 31 March 2016 of £9.637m. The final 2016/17 DSG allocations and one off DSG carry forward will be confirmed by June 2016. The distribution of the estimated DSG is summarised in the table below:-

| Description | Early Years £m | Schools £m | High Needs £m | One Off £m | Total £m |
|----------------------------------|-------------------|----------------|------------------|---------------|----------------|
| Estimated DSG available 2016/17 | 41.085 | 413.436 | 46.191 | - | 500.712 |
| Estimated DSG B'fwd from 2015/16 | - | - | - | 9.637 | 9.637 |
| Total DSG Funding 2016/17 | 41.085 | 413.436 | 46.191 | 9.637 | 510.349 |
| Delegated to Schools / Providers | 40.528 | 401.870 | 36.203 | - | 478.601 |
| Non-Delegated Items | 0.164 | 6.385 | 15.562 | - | 22.111 |
| Allocation of One Off | - | - | - | 5.114 | 5.114 |
| Total Funding Allocated | 40.692 | 408.255 | 51.765 | 5.114 | 505.826 |
| Difference (reserve) | 0.393 | 5.181 | - 5.574 | 4.523 | 4.523 |

2.4 Members are asked to consider and approve the recommendations of the Schools Forum. Should Members wish to propose amendments then representation must be made back to the Schools Forum. In the event that agreement cannot be reached then the Council must refer the matter to the Department for Education (DfE).

3. SCHOOLS FORUM RECOMMENDATIONS ON THE ALLOCATION OF THE SCHOOLS BUDGET IN 2016/17

SCHOOLS BUDGET AVAILABLE IN 2016/17 (€000)

3.1 The Schools Block £413,436

This Block funds delegated budgets, support services and contingencies held centrally, for Primary and Secondary schools and academies (including free schools). The total is calculated on the number of pupils recorded in Primary & Secondary schools and academies in the October 2015 Census x £4,869 per pupil (this figure is set by the Education Funding Agency (the EFA)). There is no increase for inflationary cost pressures in the 2016/17 DSG settlement. The Schools Block however, includes £3.2m of growth for the additional 656 pupils recorded in schools and academies in the October 2015 Census.

3.2 The High Needs Block £46,191

This Block funds resources for pupils in mainstream schools with Special Educational Needs (SEN) Statements (and Education Health and Care Plans), delegated budgets for Special Schools, Pupil Referral Units and resourced units. These budgets are calculated under the new national 'Place-Plus' framework. All other DSG provision relating to high needs pupils, which is either delegated or centrally managed, is funded from this Block. This includes behaviour support, the Behaviour and Attendance Collaboratives (BACs), Early Years SEN support, Education in Hospital provision and the placement of Bradford children in out of

authority and non-maintained provisions. The value of funding in 2016/17 is based on our actual spending on high needs provision back in 2012/13 with some uplift for demographic growth. The funding for high needs places in Bradford-located academies and Post 16 settings is 'top sliced' from this Block so that these settings can be funded directly by the EFA.

3.3 The Early Years Block £41,085

This funds delegated budgets, support services and contingency funds held centrally, relating to the provision of the free entitlement to nursery education for 2, 3 and 4 year olds in Nursery schools, Primary schools with nursery classes and private, voluntary and independent settings. The total value of this Block will be calculated on the number of children recorded in the January 2016 and January 2017 Censuses x £4,928 per FTE pupil aged 3 / 4 and £4,608 per FTE pupil aged 2 (these figures are set by the EFA and are the same as in 2015/16). In addition, an estimated figure of £0.757m is included in this Block for the Early Years Pupil Premium.

3.4 DSG Carry Forward from Previous Years £9,637

Final DSG allocations are not confirmed by the DfE until later in the financial year and the Forum's recommendations are based on estimates of expenditure. These estimates are reconciled at the end of each year and differences are added to the DSG headroom for the Schools Forum to allocate on a one off basis.

Total Schools Budget Available in 2016/17 £510,349

4. ALLOCATION TO SCHOOL DELEGATED BUDGETS (£000)

Total Allocated to School / Provider Delegated Budgets £478,601

Broken down as follows:

4.1 Early Years Providers via Single Funding Formula £40,528

This is funding delegated to maintained Nursery Schools, nursery classes in primary provisions and Private, Voluntary and Independent (PVI) providers, to support the delivery of the free entitlement to nursery education:

- Nursery Schools 3 / 4 year old entitlement £2.939m
- Nursery Classes in Primary Provisions 3 / 4 year old entitlement £15.635m
- PVI Providers 3 / 4 year old entitlement £11.245m
- The free entitlement for the 40% most deprived 2 year olds £9.952m
- Early Years Pupil Premium £0.757m

The Forum has agreed to continue to use the existing approved Early Years Single Funding Formula to calculate budget shares for settings delivering provision for 2 and 3 / 4 year olds in 2016/17. Setting Base and Deprivation Funding rates are reduced by 0.42% from those in 2015/16 from the application of the cross-Block rates reduction, which is recommended to be used to remove the overall DSG funding gap (to balance the Schools Budget).

4.2 Primary and Secondary Schools and Academies

£401,870

Primary £229.348m
Secondary £172.522m

The Forum has agreed to:

- Use the formulae outlined in Appendix 1 to calculate budget shares. The formulae have been agreed, following consultation with schools. The EFA approved an initial version of this pro-forma in October 2015. We submitted the final version as required by 21 January and this is subject to final validation by the EFA.
- Set formulae funding rates at 2015/16 values minus 0.42%, to remove the overall DSG funding gap.
- Continue a transfer from the Schools Block to the High Needs Block, to support on-going cost pressures, which increases from £3.627m to £5.181m in 2016/17. This transfer represents a contribution of £60.97 per pupil from Primary & Secondary schools and academies.
- Continue the value of the DSG contribution to the Building Schools for the Future affordability gap, at £6.384m in 2016/17.
- Meet the cost of expanding places in primary and secondary schools and academies through the DSG Growth Fund (a total planned budget of £1.731m).
- Delegate the sums released from changes to the DSG's Matched Contribution to School Improvement and Early Childhood Services to individual school budgets in support of the sector-led delivery model. These changes are further detailed in paragraph 5.1.
- Retain the overall level of formula funding spending per pupil on the Free School Meals (FSM), English and an Additional Language (EAL) and Income Deprivation Affecting Children Index (IDACI) factors that allocate budget to schools in support of additional educational needs.

4.3 Special Schools and Special Academies

£19,067

The national definition of a "High Needs" pupil is one whose education, incorporating all additional support, costs more than £10,000 per annum. The Government has introduced a national framework of "Place Plus" to allocate funding to schools and other settings. The "Place" element has been set nationally at £10,000 for both SEN and Alternative Provision settings. The "Plus" element is the top up funding above the "Place" funding and is based on an assessment of the additional need of an individual pupil. Local authorities are permitted to establish bands or ranges for this element of funding. The allocation of the High Needs Block for 2016/17 is recommended on the basis on Bradford's existing Place-Plus model. This uniform banding model, and the values of 'Plus' funding attached to each range, are outlined in Appendix 2. The funding values are reduced by 0.42% on those in 2015/16 (DSG funding gap reduction). The planned budget includes provision for an increased number of funded places, needed to meet demand resulting from demographic growth. The removal of the Bradford-specific Minimum Funding Guarantee is also built into this budget cost. Please note that funding for places in special academies is top sliced from the DSG so that direct payments can be made by the EFA to these settings.

- 4.4 **Pupil Referral Units (PRUs)** **£5,984**
- The PRUs are funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2.
- 4.5 **Behaviour Centres (Primary)** **£1,072**
- The Primary Behaviour Centres are funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2. This planned budget is ring-fenced so that this sum is available in the re-development of primary-aged behaviour support strategies.
- 4.6 **Resourced Provisions** **£2,870**
- All Resourced Provisions attached to mainstream schools and academies; Designated Specialist Provisions (DSPs) and Additional Resourced Centres (ARCs), in 2016/17 are funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2. Please note that funding for places in resourced provisions in academies is top sliced from the DSG so that direct payments can be made by the EFA to these settings.
- 4.7 **SEN Statements in Mainstream Schools and Academies** **£3,634**
- The funding is delegated to mainstream schools and academies for pupils with Statements of Special Educational Needs. This cost incorporates the SEN Funding Floor (the factor that ensures a minimum level of funding for SEND provision in schools and academies) and also funding allocated by the Early Years Inclusion Panel for children with SEND in early years settings.
- 4.8 **Post 16 Further Education Providers** **£2,500**
- The cost of Post 16 High Needs provision was transferred into the DSG at August 2013. Please note that the place-element funding is top sliced from the DSG so that direct payments can be made by the EFA to these settings. For the 'Plus' element, Further Education providers are funded for the vast majority of students at 60% of the Ranges Model value (shown in Appendix 2) for the primary need of the student. The exceptions are students with the primary need of sensory impairment (Hearing / Visual), where funding is calculated on an actual cost basis.
- 4.9 **Early Years Children's Centre Plus** **£300**
- Early Years Children's Centre Plus provision is funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2. The Schools Forum has agreed that the total £1.14m earmarked DSG budget for Early Years SEND in 2016/17 can be allocated flexibly across the different early years provisions (including portage – out of school - support services) to respond to the distribution of demand. The £300,000 planned budget here is the value of the £1.14m that is initially estimated will be delegated to settings in 2016/17, with the remaining element being centrally managed.

4.10 Education in Hospital and Tracks Provision **£776**

Education in Hospital and Tracks provision is funded on the agreed planned number of places, with the Finance Regulations requiring that the funding per place in 2016/17 is not lower than that the value in 2015/16.

5. AMOUNT ALLOCATED TO NON-DELEGATED BUDGETS **(£000)**

Total Allocated to non-delegated Budgets **£22,111**

Broken down as follows:

The School and Early Years Finance (England) Regulations 2012 altered the treatment of non-delegated items and contingencies. The Regulations require a greater proportion of the DSG to be delegated to school budgets and require that the Forum makes recommendations for individual items that are permitted on a phase basis.

5.1 Early Years and Schools Block non-delegated budgets **£6,549**

A total of £6.549m is recommended to be held within the Early Years and Schools Blocks, to fund centrally managed items, 'de-delegated' items and contingency funds in 2016/17. These are funds that support historic commitments, centrally managed services that schools access, budget 'insurance' schemes and enable specific additional resources to be allocated to schools in year e.g. to support the cost of capacity expansion.

The Forum has agreed the following key recommendations that change the position from that of the 2015/16 financial year. These recommendations respond to the review work that has taken place over the last year, including the development and establishment of the sector-led school improvement model:

- To begin making provision for the revenue formula funding cost of places capacity growth in the secondary phase from September 2016, with an initial budget of £300,000.
- Continuation of de-delegation from maintained schools in 2016/17 for Primary Education Social Behavioural Difficulties (ESBD) Support but so that the review (the Council's proposals for a Virtual School for Vulnerable Children and the development of a sector-led delivery model for specialist SEND teaching services) can determine the allocation / re-allocation of monies.
- Cessation of de-delegation from maintained schools, from the end of April 2016, for Minority Ethnic Support, with provision from the DSG in the 2016/17 financial year made at 1 month's cost of service plus the DSG's proportionate contribution to re-structure costs. This follows the Council's review and the establishment of the new Centres of Excellence.
- Delegation of the sum of £432,640, released from ceasing the DSG's contribution to the Bradford Achievement Service consultants teams, to Primary and Secondary budget shares, and to Early Years delegated budgets.

- Delegation of the sum of £128,582, by reducing by 25% the DSG's Matched Contribution to School Improvement for the period 1 September 2016 to 31 March 2017, to Primary and Secondary budget shares, and to Early Years delegated budgets.
- Delegation of the sum of £96,550, by reducing by 25% the DSG's contribution to Early Childhood Services for the period 1 September 2016 to 31 March 2017, to Primary and Secondary budget shares, and to Early Years delegated budgets.
- Continuation of the DSG's Matched Contribution to School Improvement and to Early Childhood Services for the period 1 April 2017 to 31 August 2017 but at the values for the period 1 April 2015 to 31 August 2015 reduced by 25%.
- Full cessation of the DSG's Matched Contribution to School Improvement and to Early Childhood Services at 31 August 2017, with the released sums delegated to Primary, Secondary and Early Years budgets in 2017/18 and 2018/19.

5.2 High Needs Block non delegated budgets £15,562

A total of £15.562m is to be held within the High Needs Block, to continue existing centrally managed statutory support provisions, out of authority and independent provision and other provision costs. This total incorporates a £0.500m increase in the planned budget for placements in non-maintained and independent settings, in response to demand, and a £0.03m reduction across centrally managed budgets from the application of the recommended cross-Block 0.42% DSG funding gap adjustment.

The Schools Forum has made recommendations on the continuation of centrally managed High Needs Block budgets on the understanding that the proposed re-commissioning of SEND teaching support services (proposed in the Council's budget consultation for 2016/17) may mean that centrally managed budgets are re-allocated (to schools) during the financial year.

6. AMOUNTS ALLOCATED ON A ONE OFF BASIS (£000)

Total allocated on a one off basis in 2016/17 £5,114

The £5.114m is made up of the following allocations:

- £1.244m of commitments made by the Forum in previous decisions to spend from April 2016 (£0.228m final year of revenue support for the outdoor education centres, £0.166m first academic year post-opening budget for Bradford Forster Academy, £0.650m for the deficit of a school converting to academy status and £0.200 Early Years Inclusion Panel funding for 2 year old SEND).
- £1.602m of forecasted balances of funds retained to continue to be used for their original purposes:
 - a. £0.766m Joint Improvement Investment Fund: to continue to be managed and allocated by the Bradford Education Improvement Commissioning Board (the BEICB).
 - b. £0.085m Primary Behaviour Support: to continue to fund strategic change and transition, including to continue to fund the cash budget protection factor for the Primary Behaviour Centres for as long as this is applicable in 2016/17 (timescale to be determined by the current strategic review).

- c. £0.600m Secondary Behaviour Support: to be spent specifically to help resolve the immediate pressure for places, especially at District PRU.
- d. £0.151m Admissions Support: to delegate responsibility for the allocation of this sum, including to the establishment of the Fair Access Officer post approved by the Schools Forum, to the Bradford Education Improvement Commissioning Board (BEICB).
- £0.517m to minimise the extent to which formula funding rates have to be reduced in 2016/17 to absorb the cost of growth in former non recoupment academies now transferred by the EFA into the DSG.
- £0.773m retained primarily to be allocated in support of the further development of 2 year old places capacity but also to resource work to assess the impact of the 2 year old free entitlement offer on educational outcomes.
- £0.428m for the financing of the post-opening diseconomies of scale budget for Bradford Forster Academy for the 2017/18 financial year (to be paid during 2016/17).
- £0.550m for the estimated cost in 2016/17 of the agreed financial support model for Beckfoot Upper Heaton Academy (formerly Belle Vue Boys Secondary School). This is part of a larger sum that has been set aside within the DSG to meet this multi-year commitment and which is outlined in paragraph 7 below.

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| 7. | AMOUNTS NOT ALLOCATED IN 2016/17 | (£000) |
| | Total amount not allocated in 2016/17 | £4,523 |

The Forum has agreed to hold an amount of the one off monies available both to support specific expenditures committed after March 2017 and to ensure that the Schools Budget remains resilient.

The £4.523m is made up of the following sums:

- £1.555m to support meeting the cost of the financial support model for Beckfoot Upper Heaton Academy (formerly Belle Vue Boys Secondary School) after 31 March 2017. This sum, plus the estimated 2016/17 allocated value above, means that a total of £2.105m of provision has now been made to support the DSG's agreed commitment to financial support for this academy.
- £2.000m DSG resilience reserve, available to be used to support unexpected additional costs.
- £0.968m DSG reserve from which to finance capital loans and which also can be used to support unexpected additional costs (if not allocated to loans).

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

If the allocations are not agreed by Elected Members then representations have to be made to the Schools Forum. In the event that agreement cannot be reached with the Schools Forum, the Council must refer the matter to the Department for Education (DfE).

9. LEGAL APPRAISAL

Local Authorities are required to calculate budgets for all maintained schools using a funding formula. The formula for the financial year 2016-2017 is governed by the School and Early Years Finance (England) Regulations 2015 . The Schools Forum has some decision making powers in relation to school budget functions. The role of the Local Authority is to make proposals to the Forum on the allocation of the Schools Budget. The Local Authority can request amendments to these recommendations set out by the Schools Forum. Where the Schools Forum and the Local Authority are in disagreement about proposals then the Secretary of State for Education will adjudicate.

10. OTHER IMPLICATIONS

There are no direct implications resulting from this report.

11.1 EQUALITY & DIVERSITY

There are no direct implications resulting from this report.

11.2 SUSTAINABILITY IMPLICATIONS

There are no direct implications resulting from this report.

11.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct implications resulting from this report.

11.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct implications resulting from this report.

11.5 HUMAN RIGHTS ACT

There are no direct implications resulting from this report.

11.6 TRADE UNION

There are no direct implications resulting from this report.

11.7 WARD IMPLICATIONS

There are no direct implications resulting from this report.

12. NOT FOR PUBLICATION DOCUMENTS

None

13. OPTIONS

Please see the recommendations below.

14. RECOMMENDATIONS

14.1 It is recommended that the Executive asks Council to:

- a) Approve the total amount of £510.349m to be appropriated in respect of all schools covered by the Bradford Scheme for the Local Management of Schools, so as to establish the Individual Schools Budget for 2016/17.**
- b) Accept and approve the proposals from the Schools Forum for the allocation of the 2016/17 DSG as set out in this report.**

11. APPENDICES

- Appendix 1 – Local Authority Funding Reform Pro-Forma 2016/17
- Appendix 2 – High Needs Provision: Proposed Fund Categories, Bands & Amounts 2016/17

12. BACKGROUND DOCUMENTS

None

Local Authority Funding Reform Proforma 2016/17 (Presented to the Schools Forum on 6 January 2016)

| | |
|------------|----------|
| LA Name: | Bradford |
| LA Number: | 380 |

Pupil Led Factors

| Description | Yes | | Pupil Units | | 84.50 | | Total | Proportion of total pre MFG funding (%) | Notional SEN (%) | |
|---|--------------------------|----------------------------|------------------------------------|--------------------------------------|--------------|-------|-------|---|--------------------------|----------------------------|
| | Primary amount per pupil | Secondary amount per pupil | Eligible proportion of primary NOR | Eligible proportion of secondary NOR | Sub Total | Total | | | Primary Notional SEN (%) | Secondary Notional SEN (%) |
| 1) Basic Entitlement Age Weighted Pupil Unit (AWPU) | | | | | | | | | | |
| Primary (Years R-6) | E2,871.25 | E157,096,118 | 54,713.50 | | E157,096,118 | | | 38.72% | 7.51% | |
| Key Stage 3 (Years 7-9) | E4,138.78 | E78,196,439 | 18,893.58 | | E78,196,439 | | | 19.28% | 6.28% | |
| Key Stage 4 (Years 10-11) | E4,256.79 | E50,254,919 | 11,805.83 | | E50,254,919 | | | 12.39% | 6.28% | |
| 2) Deprivation | | | | | | | | | | |
| FSM6 % Primary | E1,054.73 | | 17,992.60 | | E18,977,303 | | | | 23.08% | |
| FSM6 % Secondary | E956.41 | | 11,893.98 | | E11,375,486 | | | | 10.16% | |
| IDACI Band 1 | E369.31 | E483.04 | 7,272.27 | 4,174.98 | E4,702,399 | | | | 22.45% | 19.18% |
| IDACI Band 2 | E461.64 | E603.80 | 9,394.24 | 5,404.84 | E7,600,167 | | | | 22.45% | 19.18% |
| IDACI Band 3 | E553.96 | E724.56 | 11,248.97 | 6,325.23 | E10,814,527 | | | | 22.45% | 19.18% |
| IDACI Band 4 | E646.29 | E845.32 | 7,058.29 | 3,784.09 | E7,760,482 | | | | 22.45% | 19.18% |
| IDACI Band 5 | E830.95 | E1,086.84 | 1,890.67 | 975.23 | E2,630,960 | | | | 22.45% | 19.18% |
| IDACI Band 6 | E1,015.60 | E1,328.36 | 0.00 | 0.00 | E0 | | | | 22.45% | 19.18% |
| 3) Looked After Children (LAC) | | E0.00 | | | | | | | | |
| LAC X March 14 | | | 494.67 | | E0 | | | 0.00% | 0.00% | |
| 4) English as an Additional Language (EAL) | | | | | | | | | | |
| EAL 3 Primary | E197.99 | | 12,576.83 | | E2,490,130 | | | | 0.00% | |
| EAL 3 Secondary | E1,192.48 | | 1,178.25 | | E1,405,046 | | | 0.96% | 0.00% | |
| 5) Mobility | | | | | | | | | | |
| Pupils starting school outside of normal entry dates | E1,608.19 | E1,915.87 | 402.01 | 19.57 | E683,996 | | | 0.17% | 0.00% | |
| 6) Prior attainment | | | | | | | | | | |
| Low Attainment % new EFSP | 47.34% | E241.31 | 20.77% | 11,350.61 | E2,739,010 | | | | 100.00% | |
| Low Attainment % old FSP 73 | | | 20.77% | | E4,375,485 | | | 1.75% | | 100.00% |
| Secondary pupils not achieving (KS2 level 4 English or Maths) | | | | 8,850.04 | | | | | | |

Other Factors

| Factor | Lump Sum per Primary School (£) | Lump Sum per Secondary School (£) | Lump Sum per Middle School (£) | Lump Sum per All-Through School (£) | Total (£) | Proportion of total pre MFG funding (%) | Notional SEN (%) |
|---|---|-----------------------------------|--------------------------------|---|---------------|---|------------------|
| 7) Lump Sum | £175,000.00 | £175,000.00 | | | £33,308,333 | 8.21% | 0.00% |
| 8) Sparsity factor | £0.00 | £0.00 | £0.00 | £0.00 | £0 | 0.00% | 0.00% |
| Please provide alternative distance and pupil number thresholds for the sparsity factor below. Please leave blank if you want to use the default thresholds. Also specify whether you want to use a tapered lump sum for one or both of the phases. | | | | | | | |
| Primary distance threshold (miles) | Primary pupil number average year group threshold | | | Fixed or tapered sparsity primary lump sum? | | Fixed | |
| Secondary distance threshold (miles) | Secondary pupil number average year group threshold | | | Fixed or tapered sparsity secondary lump sum? | | Fixed | |
| Middle schools distance threshold (miles) | Middle school pupil number average year group threshold | | | Fixed or tapered sparsity middle school lump sum? | | Fixed | |
| All-through schools distance threshold (miles) | All-through pupil number average year group threshold | | | Fixed or tapered sparsity all-through lump sum? | | Fixed | |
| 9) Fringe Payments | | | | £0 | £0 | 0.00% | |
| 10) Split Sites | | | | £334,653 | £334,653 | 0.08% | 0.00% |
| 11) Rates | | | | £5,235,726 | £5,235,726 | 1.29% | 0.00% |
| 12) PFI Funding | | | | £5,696,000 | £5,696,000 | 1.40% | 0.00% |
| 13) Sixth Form | | | | £0 | £0 | 0.00% | 0.00% |
| 14) Exceptional circumstances (can only be used with prior agreement of EFA) | | | | | | | |
| Circumstance | | | | Total (£) | | Proportion of total pre MFG funding (%) | Notional SEN (%) |
| Additional lump sum for schools amalgamated during FY15-16 | | | | £0 | | 0.00% | 0.00% |
| Additional sparsity lump sum for small schools | | | | £0 | | 0.00% | 0.00% |
| Exceptional Circumstance ³ | | | | £0 | | 0.00% | 0.00% |
| Exceptional Circumstance ⁴ | | | | £0 | | 0.00% | 0.00% |
| Exceptional Circumstance ⁵ | | | | £0 | | 0.00% | 0.00% |
| Exceptional Circumstance ⁶ | | | | £0 | | 0.00% | 0.00% |
| Total Funding for Schools Block Formula (excluding MFG Funding Total) (£) | | | | | | | |
| | | | | £405,677,179 | | 100.00% | £39,571,572 |
| 15) Minimum Funding Guarantee: (MFG is set at -1.5%) | | | | | | | |
| Apply capping and scaling factors? (gains may be capped above a specific ceiling and/or scaled) | | | | | £2,074,913 | Yes | |
| Capping Factor (%) | 0.47% | | | | | | |
| Scaling Factor (%) | | 100.00% | | | | | |
| Total deduction if capping and scaling factors are applied | | | | | -£2,074,913 | | |
| MFG Net Total Funding (MFG + deduction from capping and scaling) | | | | | | | |
| | | | | | £0 | Proportion of Total Funding (%) | 0.00% |
| High Needs threshold (only fill in if, exceptionally, a high needs threshold different from £6,000 has been approved) | | | | | | | |
| Additional funding from the high needs budget | | | | | £503,428.05 | | |
| Growth fund (if applicable) | | | | | £1,730,823.10 | | |
| Falling rolls fund (if applicable) | | | | | £0.00 | | |
| Total Funding For Schools Block Formula | | | | | | | |
| | | | | | £405,626,773 | | |
| % Distributed through Basic Entitlement | | | | | | | |
| | | | | | 70.39% | | |
| % Pupil Led Funding | | | | | | | |
| | | | | | 89.01% | | |
| Primary: Secondary Ratio | | | | | | | |
| | | | | 1 : | | 1.33 | |

HIGH NEEDS PROVISION: PROPOSED FUNDING CATEGORIES, BANDS & AMOUNTS 2016/17

| | Range 1 | Range 2 | Range 3 | Range 4 | | | | Range 5 | Range 6 | Range 7 |
|---------------------------|-------------------------|---------|---------|-----------------------------|-------------------------|-----------------------------|-----------------------|---------|---------|---------|
| | Delegated Place Funding | | | Band A (16.5-21.5 hours) | Band B (22-27 hours) | Band C (27.5-34.5 hours) | Band D (35+ hours) | | | |
| PRIMARY NEED | | | £0 | £981 | £3,092 | £4,738 | £7,380 | £10,761 | £14,337 | £23,558 |
| Additional "Plus" Funding | | | | | | | | | | |
| Mainstream Autism & SLCN | | | | | | SLCN | ASD | | ASD+ | ASD++ |
| Mainstream MLD/SLD/PMLD | | | MLD | | MLD+ | SLD | PMLD | SLD+ | PMLD+ | PMLD++ |
| Mainstream PD | | | | | | | PD | | PD+ | PD++ |
| Mainstream HI/VI | | | | | | HI/VI | | HI+/VI+ | | |
| Mainstream BESD | | | | | | | BESD | | BESD+ | BESD++ |

Points

Mainstream funding is within colour coded Bands (mainly range 4)

Special School funding is determined by actual Primary Need and is shown as text

Report of the Director of Finance to the meeting of Budget Council to be held on 25 February 2016

Document R

Subject:

The Council's Revenue Estimates for 2016-17 and 2017-18

Summary statement:

The report provides Members with revised details of the Council's Revenue Estimates for 2016-17 and 2017-18 following the meeting of the Executive on 23 February 2016

Stuart McKinnon-Evans
Director of Finance

Portfolio: Leader of the Council and
Strategic Regeneration

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THE COUNCIL'S REVENUE ESTIMATES FOR 2016-17 and 2017-18

1.0 PURPOSE

1.1 This report proposes the revised estimates of net revenue expenditure as recommended by Executive on 23 February 2016 for approval as the Council's balanced revenue budget for 2016/17 and for approval of budget savings proposals for 2017/18.

It also forecasts the revenue position for 2018/19.

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

- the recommended Capital Investment Plan (Document BB)
- the allocation of the Schools Budget 2016/17 (Document AZ).

1.3 This report is submitted to inform the decisions of Budget Council on the setting of the 2016/17 budget and the Council Tax for 2016/17, as required by Part 3C and Article 4 of the Council's Constitution.

2.0 PROPOSED REVENUE BUDGET 2016/17 and BUDGET SAVINGS PROPOSALS FOR 2017/18

2.1 The balanced 2016/17 revenue budget is predicated on total available general resources (Council Tax income, Business Rates income, general government grant and use of reserves) of £378.045m in 2016/17.

2.2 The total expenditure takes account of changes to the underlying (base) level of expenditure at the start of the year arising from:

- The net effect of previous years' policy decisions, including decisions made by Budget Council in February 2015 in respect of 2016/17 which amounted to £27.418m. This includes the proposed withdrawal of the previously approved saving on residential catering (R23) of £110k, as a consequence of the new proposal to increase the use of in house residential placements (3A11). This is the only previously agreed saving to have been amended
- Provision for pay and price increases (an average of 0.5% applied to contract budgets, 2.0% to utilities and specific indexation applied to income budgets)
- The impact on the Council's funding arising from 2016/17 Local Government Settlement
- Council's decisions about changes to Council Tax, including a 2% increase for Adult Social Care, as enabled by the Local Government Settlement
- Additional expenditure to deal with recurrent Service pressures
- One-off and transitional investment in other services
- Public Health Grant reductions and estimates on other specific grants not yet announced
- Service and non Service savings.

- 2.3 Since the publication of Executive Document BA - Council Revenue Estimates for 2016/17 and 2017/18, Airedale and Wharfedale Clinical Commissioning Group has announced its intention to withdraw £822k of Better Care Funding used to protect Adult Social Care. As a result of this announcement Appendix G sets out the impact on the additional Better Care Fund used to protect Adult Social Care and how it is proposed to mitigate against this cut.
- 2.4 The summary position is shown at Appendix A, with further detail in Appendices B to G:
- On-going and non recurrent investments (Appendices B and C)
 - Previously agreed savings for which on-going budget will be removed and replaced with transitional funding (Appendix D)
 - Service and non service savings (Appendix E)
 - Application of unallocated cash reserves, and transitional reserve (Appendix F)
 - Amendments to Better Care Funding to Protect Adult Social Care (Appendix G)

All these Appendices were produced to Executive at their meeting on 23 February 2016.

- 2.5 Executive has recommended to Council following their consideration of the feedback received to date from the on-going consultation processes with the public, interested parties and stakeholders, staff and Trade Unions and consideration of equality issues on the new Budget Proposals:
- a 2016/17 budget; and
 - budget savings proposals for 2017/18, requiring the Chief Executive, Strategic Directors and Directors to take necessary action during 2016/17 to ensure those savings are fully achievable for 2017/18.

Consultation has previously been carried out on the savings proposals approved by Council in February 2015 for 2016/17.

- 2.6 After taking into account the full year effect of the 2016/17 proposed budget, the projections for 2017/18 and 2018/19 budgets show a deficit of £7.6m and £28.0m respectively.
- 2.7 Assuming spend in 2015/16 will be £0.7m lower than budget, at 31 March 2016 unallocated cash reserves are forecast to stand at £19.6m. (Appendix F).
- 2.8 The projected use of £11.9m of reserves over the period 1 April 2016 to 31 March 2019 (£5.9m of which are unallocated reserves) would leave an estimated £13.7m of unallocated reserves available to support future budget decisions. (Appendix F). The risks associated with this position and an assessment of the adequacy of reserves are discussed in the separate Section 151 Officer's report (Document S).

3.0 COUNCIL TAX IMPLICATIONS

- 3.1 In setting the Council Tax for 2016/17, Council will have regard to the Council Tax base approved by the Executive on 12 January 2016. The Council will also wish to note the precepts of the parish and town councils, of the West Yorkshire Fire and

Rescue Authority (WYFRA) and the Police and Crime Commissioner for West Yorkshire.

4.0 MATTERS RELATING TO 2016/17 FINANCIAL POSITION

4.1 The 2016/17 financial position is contingent upon the 2015/16 audited out-turn. The Council is therefore asked to give the Director of Finance authority to secure the best position for the Council in respect of 2016/17 in preparing the Final Accounts for 2015/16.

5.0 RISK MANAGEMENT

5.1 The uncertainties regarding the funding that will be available to the Council are considered within the Director of Finance's Section 151 Budget Report (Document S).

6.0 LEGAL APPRAISAL

6.1 It is necessary to ensure that Council, at their meeting on 25 February 2016, has comprehensive information when considering the recommendations made by Executive on the budget for 2016/17 and the budget savings proposals for 2017/18. It is a legal requirement that Members have regard to all relevant information. The information in this report, information produced to and considered by Executive at their meeting on 9 February and any updated information produced to Executive on 23 February 2016, together with information produced to the meeting of Council on 25 February 2016 of the feedback received to date from the on-going consultation processes and their consideration of equality issues is considered relevant in this context.

7.0 OTHER IMPLICATIONS

7.1 EQUAL RIGHTS

7.1.1 The equality implications of the new budget proposals are highlighted in the separate report to Council (Document "Q"). Appendix 1 to that report is the report presented to the meeting of Executive on 9 February 2016 (Document AV), Appendix 2 the Addendum to that Report circulated to Executive on 9 February 2016 and Appendix 3 a Second Addendum presented to the meeting of Executive on 23 February 2016. A Third Addendum was tabled at Executive on 23 February 2016. In addition a Corporate Staffing Equality Impact Assessment has been undertaken on the new budget proposals and this, together with the trade unions' feedback on the Assessment, was presented to the meeting of Executive on 9 February 2016 as Appendix 10 to the report on the Interim Trade Union feedback on the Council's new budget proposals (Document AW). The equality implications of the 2016/17 proposals previously approved by Budget Council in February 2015 were fully considered by Council at that time.

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 new budget proposals were highlighted in a separate report presented to the meeting of Executive on 9 February 2016 at paragraph 9.4 (Documents AV).

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 Interim Trade Union feedback on the Council's new budget proposals was detailed in a separate report presented to the meeting of Executive on 9 February 2016 (Document AW) together with the Addendum to that report circulated to Executive on 9 February 2016. A further Addendum was tabled at Executive on 23 February 2016 to bring up to date the feedback received from the Trade Unions following the meeting of Executive on 9 February 2016. The Trade Union feedback on the proposals previously approved by Budget Council in February 2015 was fully considered by Council at that time.

7.7 WARD IMPLICATIONS

7.7.1 In general terms, where proposed cuts affect services to the public, the impact will typically be felt across all wards. Some proposals will have a more direct local impact on individual organisations and/or communities.

7.8 NOT FOR PUBLICATION DOCUMENTS

7.8.1 None.

8.0 RECOMMENDATIONS

8.1 REVENUE ESTIMATES 2016/17

- (a) That the Base Revenue Forecast of £407.771m for 2016/17 as set out in this report "R" (Revenue Estimates) be approved.
- (b) That this report "R" and the consequent net investment of £8.535m in 2016/17 be approved.
- (c) That this report "R" and the service savings and additional income of £38.261m in 2016/17 be approved.
- (d) That it be noted that within the revenue budget there is a contribution of £11.425m from revenue reserves in 2016/17.

- (e) That this report “R” and the service savings proposals for 2017/18 be approved, requiring the Chief Executive, Strategic Directors and Directors to take necessary action during 2016/17 to ensure those savings are fully achievable for 2017/18.
- (f) That the comments of the Director of Finance set out in Council Document “S” on the robustness of the estimates and the adequacy of reserves taking account of the decisions made at 8.1(a) to (e) above be noted.

8.2 PROPOSED COUNCIL TAX 2016/17

- 8.2.1 That it be noted that the projected council tax base and expenditure forecasts outlined in this report together with the 2016/17 resources and the budget variations approved at 8.1(b) and 8.1(c) above produce a proposed Band D council tax of £1,198.08 for 2016-17. This includes a social care precept of 2.0% which is to be ring fenced for expenditure on adult social care.

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 2015/16, the Director of Finance be 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 2015/16 and 2016/17 in a manner which secures the best advantage for the Council's financial position.
- (c) That the Director of Finance report any action taken in pursuance of 8.5(a) and 8.5 (b) above when reporting on the Final Accounts for 2015/16.

8.6 COUNCIL TAX REQUIREMENT 2016/17

- (a) That the council tax base figures for 2016/17 calculated by the Council at its meeting on 12th January 2016 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 2016/17 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:

| | |
|--|-----------------------|
| Gross expenditure | £1,290,997,722 |
| Income | £1,129,640,700 |
| Council Tax requirement | £161,357,022 |
| Council tax base | 133,505 |
| Basic amount of council tax | £1,208.62 |
| Adjustment in respect of parish and town council precepts | £ 10.54 |
| Basic amount excluding parish and town councils | £1,198.08 |

- (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> £ | <u>Council Tax Base</u> | <u>Parish/Town Council Tax</u> £ | <u>Whole Area Council Tax</u> £ | <u>Basic Council Tax Amount</u> £ |
|------------------------------------|---------------------------|-------------------------|-------------------------------------|------------------------------------|--------------------------------------|
| Addingham | 45,263 | 1,661 | 27.25 | 1,198.08 | 1,225.33 |
| Baildon | 165,037 | 6,072 | 27.18 | 1,198.08 | 1,225.26 |
| Bingley | 130,000 | 8,469 | 15.35 | 1,198.08 | 1,213.43 |
| Burley | 46,544 | 2,931 | 15.88 | 1,198.08 | 1,213.96 |
| Clayton | 33,561 | 2,336 | 14.37 | 1,198.08 | 1,212.45 |
| Cullingworth | 15,219 | 1,071 | 14.21 | 1,198.08 | 1,212.29 |
| Denholme | 19,615 | 1,037 | 18.92 | 1,198.08 | 1,217.00 |
| Harden | 11,970 | 798 | 15.00 | 1,198.08 | 1,213.08 |
| Haworth, Crossroads and Stanbury | 43,768 | 2,186 | 20.02 | 1,198.08 | 1,218.10 |
| Ilkley | 181,431 | 6,977 | 26.00 | 1,198.08 | 1,224.08 |
| Keighley | 478,278 | 14,184 | 33.72 | 1,198.08 | 1,231.80 |
| Menston | 57,402 | 2,126 | 27.00 | 1,198.08 | 1,225.08 |
| Oxenhope | 17,459 | 1,012 | 17.25 | 1,198.08 | 1,215.33 |
| Sandy Lane | 15,282 | 849 | 18.00 | 1,198.08 | 1,216.08 |
| Silsden | 47,640 | 2,804 | 16.99 | 1,198.08 | 1,215.07 |
| Steeton with Eastburn | 42,810 | 1,489 | 28.75 | 1,198.08 | 1,226.83 |
| Wilsden | 40,828 | 1,692 | 24.13 | 1,198.08 | 1,222.21 |
| Wrose | 15,315 | 2,042 | 7.50 | 1,198.08 | 1,205.58 |
| Total of all local precepts | 1,407,422 | 59,736 | | | |

- (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, which includes the 2% social care precept:

| | Council Tax Amount for Each Valuation Band | | | | | | | |
|--|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | <u>Band A</u> £ | <u>Band B</u> £ | <u>Band C</u> £ | <u>Band D</u> £ | <u>Band E</u> £ | <u>Band F</u> £ | <u>Band G</u> £ | <u>Band H</u> £ |
| All parts of the Council's area other than those below | 798.72 | 931.84 | 1,064.96 | 1,198.08 | 1,464.32 | 1,730.56 | 1,996.80 | 2,396.16 |
| The parish and town council areas of: | | | | | | | | |
| Addingham | 816.89 | 953.03 | 1,089.18 | 1,225.33 | 1,497.63 | 1,769.92 | 2,042.22 | 2,450.66 |
| Baildon | 816.84 | 952.98 | 1,089.12 | 1,225.26 | 1,497.54 | 1,769.82 | 2,042.10 | 2,450.52 |
| Bingley | 808.95 | 943.78 | 1,078.60 | 1,213.43 | 1,483.08 | 1,752.73 | 2,022.38 | 2,426.86 |
| Burley | 809.31 | 944.19 | 1,079.08 | 1,213.96 | 1,483.73 | 1,753.50 | 2,023.27 | 2,427.92 |
| Clayton | 808.30 | 943.02 | 1,077.73 | 1,212.45 | 1,481.88 | 1,751.32 | 2,020.75 | 2,424.90 |
| Cullingworth | 808.19 | 942.89 | 1,077.59 | 1,212.29 | 1,481.69 | 1,751.09 | 2,020.48 | 2,424.58 |
| Denholme | 811.33 | 946.56 | 1,081.78 | 1,217.00 | 1,487.44 | 1,757.89 | 2,028.33 | 2,434.00 |
| Harden | 808.72 | 943.51 | 1,078.29 | 1,213.08 | 1,482.65 | 1,752.23 | 2,021.80 | 2,426.16 |
| Haworth, Crossroads and Stanbury | 812.07 | 947.41 | 1,082.76 | 1,218.10 | 1,488.79 | 1,759.48 | 2,030.17 | 2,436.20 |
| Ilkley | 816.05 | 952.06 | 1,088.07 | 1,224.08 | 1,496.10 | 1,768.12 | 2,040.13 | 2,448.16 |
| Keighley | 821.20 | 958.07 | 1,094.93 | 1,231.80 | 1,505.53 | 1,779.27 | 2,053.00 | 2,463.60 |
| Menston | 816.72 | 952.84 | 1,088.96 | 1,225.08 | 1,497.32 | 1,769.56 | 2,041.80 | 2,450.16 |
| Oxenhope | 810.22 | 945.26 | 1,080.29 | 1,215.33 | 1,485.40 | 1,755.48 | 2,025.55 | 2,430.66 |
| Sandy Lane | 810.72 | 945.84 | 1,080.96 | 1,216.08 | 1,486.32 | 1,756.56 | 2,026.80 | 2,432.16 |
| Silsden | 810.05 | 945.05 | 1,080.06 | 1,215.07 | 1,485.09 | 1,755.10 | 2,025.12 | 2,430.14 |
| Steeton with Eastburn | 817.89 | 954.20 | 1,090.52 | 1,226.83 | 1,499.46 | 1,772.09 | 2,044.72 | 2,453.66 |
| Wilsden | 814.81 | 950.61 | 1,086.41 | 1,222.21 | 1,493.81 | 1,765.41 | 2,037.02 | 2,444.42 |
| Wrose | 803.72 | 937.67 | 1,071.63 | 1,205.58 | 1,473.49 | 1,741.39 | 2,009.30 | 2,411.16 |

- (f) That it be noted that for the year 2016/17 the Police Crime and Commissioner and West Yorkshire Fire and Rescue Authority (WYFRA) have issued the following precepts.

| <u>Precept Amount</u> £ | Council Tax Amount for Each Valuation Band | | | | | | | |
|---|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | <u>Band A</u> £ | <u>Band B</u> £ | <u>Band C</u> £ | <u>Band D</u> £ | <u>Band E</u> £ | <u>Band F</u> £ | <u>Band G</u> £ | <u>Band H</u> £ |
| <u>West Yorkshire Fire and Rescue Authority</u> | | | | | | | | |
| 7,971,186 | 39.80 | 46.44 | 53.07 | 59.71 | 72.98 | 86.24 | 99.51 | 119.41 |
| <u>Police and Crime Commissioner for West Yorkshire</u> | | | | | | | | |
| 19,485,055 | 97.30 | 113.52 | 129.73 | 145.95 | 178.38 | 210.82 | 243.25 | 291.90 |

- (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 2016/17 in each of the categories of dwellings shown below which includes the 2% social care precept:

| | <u>Band A</u> £ | <u>Band B</u> £ | <u>Band C</u> £ | <u>Band D</u> £ | <u>Band E</u> £ | <u>Band F</u> £ | <u>Band G</u> £ | <u>Band H</u> £ |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| All parts of the Council's area other than those below | 935.82 | 1,091.80 | 1,247.76 | 1,403.74 | 1,715.68 | 2,027.62 | 2,339.56 | 2,807.47 |
| The parish and town council areas of: | | | | | | | | |
| Addingham | 953.99 | 1,112.99 | 1,271.98 | 1,430.98 | 1,748.98 | 2,066.98 | 2,384.98 | 2,861.97 |
| Baildon | 953.94 | 1,112.94 | 1,271.92 | 1,430.91 | 1,748.89 | 2,066.88 | 2,384.86 | 2,861.83 |
| Bingley | 946.05 | 1,103.74 | 1,261.40 | 1,419.08 | 1,734.43 | 2,049.79 | 2,365.14 | 2,838.17 |
| Burley | 946.41 | 1,104.15 | 1,261.88 | 1,419.61 | 1,735.08 | 2,050.56 | 2,366.03 | 2,839.23 |
| Clayton | 945.40 | 1,102.98 | 1,260.53 | 1,418.10 | 1,733.23 | 2,048.38 | 2,363.51 | 2,836.21 |
| Cullingworth | 945.29 | 1,102.85 | 1,260.39 | 1,417.94 | 1,733.04 | 2,048.15 | 2,363.24 | 2,835.89 |
| Denholme | 948.43 | 1,106.52 | 1,264.58 | 1,422.65 | 1,738.79 | 2,054.95 | 2,371.09 | 2,845.31 |
| Harden | 945.82 | 1,103.47 | 1,261.09 | 1,418.73 | 1,734.00 | 2,049.29 | 2,364.56 | 2,837.47 |
| Haworth, Crossroads and Stanbury | 949.17 | 1,107.37 | 1,265.56 | 1,423.75 | 1,740.14 | 2,056.54 | 2,372.93 | 2,847.51 |
| Ilkley | 953.15 | 1,112.02 | 1,270.87 | 1,429.73 | 1,747.45 | 2,065.18 | 2,382.89 | 2,859.47 |
| Keighley | 958.30 | 1,118.03 | 1,277.73 | 1,437.45 | 1,756.88 | 2,076.33 | 2,395.76 | 2,874.91 |
| Menston | 953.82 | 1,112.80 | 1,271.76 | 1,430.73 | 1,748.67 | 2,066.62 | 2,384.56 | 2,861.47 |
| Oxenhope | 947.32 | 1,105.22 | 1,263.09 | 1,420.98 | 1,736.75 | 2,052.54 | 2,368.31 | 2,841.97 |
| Sandy Lane | 947.82 | 1,105.80 | 1,263.76 | 1,421.73 | 1,737.67 | 2,053.62 | 2,369.56 | 2,843.47 |
| Silsden | 947.15 | 1,105.01 | 1,262.86 | 1,420.72 | 1,736.44 | 2,052.16 | 2,367.88 | 2,841.45 |
| Steeton with Eastburn | 954.99 | 1,114.16 | 1,273.32 | 1,432.48 | 1,750.81 | 2,069.15 | 2,387.48 | 2,864.97 |
| Wilsden | 951.91 | 1,110.57 | 1,269.21 | 1,427.86 | 1,745.16 | 2,062.47 | 2,379.78 | 2,855.73 |
| Wrose | 940.82 | 1,097.63 | 1,254.43 | 1,411.23 | 1,724.84 | 2,038.45 | 2,352.06 | 2,822.47 |

- (h) That Council notes the movement in Band D equivalent charges for 2016/17 over 2015/16 as set out in the table below.

| | Council Tax 2016-17 | Council Tax 2015-16 | Percentage change 2016-17 on 2015-16 |
|---|------------------------|------------------------|---|
| | Band D Equivalent | Band D Equivalent | |
| Bradford Metropolitan District Council | 1,198.08 | 1,152.11 | 3.99% |
| West Yorkshire Fire and Rescue Authority | 59.71 | 58.54 | 1.99% |
| West Yorkshire Police Authority | 145.95 | 140.95 | 3.55% |
| Local (Parish Council) Precepts: | | | |
| Addingham | 27.25 | 25.00 | 9.0% |
| Baildon | 27.18 | 16.92 | 60.6% |
| Bingley | 15.35 | 0.00 | |
| Burley | 15.88 | 14.45 | 9.9% |
| Clayton | 14.37 | 12.92 | 11.2% |
| Cullingworth | 14.21 | 14.03 | 1.3% |
| Denholme | 18.92 | 18.33 | 3.2% |
| Harden | 15.00 | 15.00 | 0.0% |
| Haworth etc | 20.02 | 20.50 | -2.3% |
| Ilkley | 26.00 | 24.10 | 7.9% |
| Keighley | 33.72 | 42.69 | -21.0% |
| Menston | 27.00 | 15.00 | 80.0% |
| Oxenhope | 17.25 | 14.60 | 18.2% |
| Sandy Lane | 18.00 | 18.00 | 0.0% |
| Silsden | 16.99 | 17.14 | -0.9% |
| Steeton/ Eastburn | 28.75 | 28.75 | 0.0% |
| Wilsden | 24.13 | 24.13 | 0.0% |
| Wrose | 7.50 | 7.50 | 0.0% |

10.0 BACKGROUND DOCUMENTS

- 10.1 2016/17 and 2017/18 Budget and Financial Outlook to 2018/19 - Executive Report 1 December 2015 (Doc AH)
- 10.2 2016/17 and 2017/18 Budget Update and Financial Outlook to 2018/19– Executive Report 9 February 2016 (Doc AU)
- 10.3 Engagement and Consultation Programme in Relation to the Budget Proposals for 2016/17 and 2017/18 Council Budget- Executive Report 9 February 2016 (Doc AV) the addendum to that report circulated to Executive on 9 February 2016 and the second and third addenda considered by Executive on 23 February 2016.
- 10.4 Interim Trade Union Feedback 2016/17 and 2017/18 on the Council's Budget Proposals - Executive Report 9 February 2016 (Doc AW) the addendum to that report circulated to Executive on 9 February 2016 and the second addendum to that report tabled at Executive on 23 February 2016.

10.5 Director of Finance Section 151 Report – Council 25 February 2016 – (Doc S)

11.0 APPENDICES

11.1 Appendix A - Council Cumulative Budget 2016/17, 2017/18 and outlook for 2018/19

11.2 Appendix B - Recurring pressures and investment proposals

11.3 Appendix C - Non -recurring investment

11.4 Appendix D - Previously agreed savings for which on-going budget will be removed and replaced with transitional funding

11.5 Appendix E - New Draft Proposals Open for Consultation until Full Council on 25 February 2016

11.6 Appendix F - Unallocated and Transitional Reserves Statement

11.7 Appendix G - Better Care Funding to Protect Adult Social Care

Appendix A – Amended to reflect the Executive’s Amended Budget

COUNCIL CUMULATIVE BUDGET 2016/17, 2017/18 and outlook for 2018/19

| | 2016/17 Budget £'000 | 2017/18 Budget £'000 | 2018/19 Budget £'000 |
|---|----------------------------|----------------------------|----------------------------|
| NET EXPENDITURE | | | |
| 2015/16 Base Budget | 400,760 | 400,760 | 400,760 |
| Reversal of non recurring investment | (2,044) | (2,354) | (2,599) |
| Full year effect of recurring pressures | 4,200 | 4,200 | 4,200 |
| Sub total | 402,916 | 402,606 | 402,361 |
| FUNDING CHANGES | (2,085) | 2,553 | 8,045 |
| INFLATION | | | |
| Pay Award (1.0% in 2016/17 and 2017/18 & 2% in 2018/19) | 2,227 | 4,477 | 9,022 |
| Contract Price Indexation | 1,573 | 4,611 | 9,225 |
| Income | (360) | (860) | (1,728) |
| Employers LGPS Contribution | 0 | 2,640 | 2,640 |
| Employers contracted out | 3,500 | 3,500 | 3,500 |
| Base Net Expenditure Requirement | 407,771 | 419,527 | 433,065 |
| Demographic Pressures in Adults | 1,500 | 3,000 | 4,500 |
| Additional spend on Adults funded through precept | 3,076 | 6,347 | 6,383 |
| Recurring pressures (Appendix B) | 1,562 | 1,562 | 1,562 |
| One off investment (Appendix C) | 2,173 | 1,005 | 0 |
| Savings requiring transitional investment | 224 | (521) | (756) |
| 2015/16 Budget decisions | (27,418) | (27,397) | (27,397) |
| Amended 2015/16 Budget decision | 110 | 110 | 110 |
| 2016/17 Budget proposals (Appendix E) | (17,280) | (41,543) | (41,543) |
| Better Care Funding to Protect Adult Social Care (Appendix G) | 3,778 | 3,778 | 3,778 |
| Apprenticeship levy | 0 | 1,000 | 1,000 |
| Public Health in year reduction to 2015/16 grant | (2,567) | (2,567) | (2,567) |
| Further Public Health reductions | (1,017) | (2,130) | (3,246) |
| Public Health District Health Visiting | 6,133 | 6,133 | 6,133 |
| Net Expenditure Requirement | 378,045 | 368,304 | 381,022 |
| RESOURCES | | | |
| Localised Business Rates | (63,683) | (72,097) | (76,238) |
| Council Tax Surplus 2015/16 | (2,000) | 0 | 0 |
| Top Up Business Rate Grant | (57,040) | (58,162) | (59,877) |
| Revenue Support Grant | (83,947) | (62,849) | (48,539) |
| Use of Corporate Reserves | (5,896) | 0 | 0 |
| Use of Earmarked and transitional reserves | (5,529) | (355) | (120) |
| Council Tax | (159,950) | (167,266) | (168,200) |
| Total Resources | (378,045) | (360,729) | (352,974) |
| Budget shortfall | 0 | 7,575 | 28,048 |
| Memorandum | | | |
| Council Tax base | 133,505 | 134,255 | 135,005 |
| Council Tax Band D (proposed 3.99% increase†) | £1,198 | £1,246 | £1,246 |

† includes 2.0% social care precept

Appendix B - Amended to reflect the Executive's Amended Budget
Recurring pressures and investment proposals
(2017-18 impact is shown on an incremental basis)

| Ref. | Investment Proposal | Description of Option | 2016-17 Impact £'000 | 2017-18 Impact £'000 |
|--------|----------------------------------|--|----------------------------|----------------------------|
| | Children's Services | | | |
| CRP3.1 | Looked After Children | To provide further budget support | 1,500 | 0 |
| | | | | |
| | Total Children's Services | | 1,500 | 0 |
| | Non Service | | | |
| | West Yorkshire Transport Fund | Increase in levy for West Yorkshire Transport Fund | 62 | 0 |
| | | | | |
| | Total Non Service | | 62 | 0 |
| | | | | |
| | TOTAL | | 1,562 | 0 |

Appendix C - Amended to reflect the Executive's Amended Budget

Non-recurring investment

(2017-18 impact is shown on an incremental basis)

| Ref. | Investment Proposal | Description of Option | 2016-17 Impact £'000 | 2017-18 impact £'000 |
|--------|---|---|-------------------------|-------------------------|
| | Adult and Community Services | | | |
| ANR3.1 | Non Recourse to public funds | Two year funding to cover pressures and unpredictability of funding for a statutory duty | 400 | 0 |
| | Total Adult and Community Services | | 400 | 0 |
| | Children's Services | | | |
| CNR3.1 | Children's Centres | To cover the anticipated delay in the reorganisation of Children's Centres following extensive consultation with communities and interested parties | 483 | (483) |
| CNR3.2 | Children's Services Programme Office | Two year investment in Children's Services Programme Office to provide capacity to enable transformational reforms | 220 | 0 |
| | Total Children's Services | | 703 | (483) |
| | Regeneration | | | |
| RNR3.1 | Local Plan | Funding required for Local Plan activity for next two financial years | 370 | (285) |
| RNR3.2 | Industrial Services Group | One year funding to enable current budget pressures to be addressed during the year. | 400 | (400) |
| | Total Regeneration | | 770 | (685) |
| | Travel Assistance | | | |
| TNR3.1 | Travel training | Two year funding on an invest to save initiative for travel training | 300 | 0 |
| | Total Travel Assistance | | 300 | 0 |
| | TOTAL | | 2,173 | (1,168) |

Appendix D - Amended to reflect the Executive's Amended Budget

Previously agreed savings for which on-going budget will be removed and replaced with transitional funding

(Figures quoted are cumulative)

| Ref. | Service | Description | 2016-17 £'000 | 2017-18 £'000 |
|--------------|--|--|------------------|------------------|
| R32 | Masterplans and Town Centres | Merger of the Airedale office staff with the Economic Development Service to provide regeneration activity across the district. | 323 | 0 |
| R33 | Business Enterprise and Inward Investment -Investment Team | Move over two years to a new financial and service model for investment support to business | 100 | 0 |
| R34 | City Centre Management | Withdraw from current City Centre Management provision and move to a new model over the next three years | 72 | 72 |
| R35 | Cultural Strategic Support and Events | Create a Cultural Company outside the direct control of the Council over a period of three years and move to a new model of delivery for supporting cultural activities. This reduces reliance on Council funding over a three year period and enables additional funding streams to be accessed which are not available to council run organisations. | 163 | 163 |
| R36 | Libraries | Move more branch libraries to community management | 150 | 0 |
| R37 | Tourism Development | Review and reduce tourism services including Visitor Information Centres over the next two years | 172 | 0 |
| Total | See Appendix F | | 980 | 235 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|--------------------------------------|----------------------------|---|----------------------|----------------------|
| Adults and Community Services | | | | |
| 3A1 | Integration and Transition | <p>Changes to the Contributions Policy for Adult Social Care People who are able to reasonably afford it will pay more towards the cost of their non-residential care. Bradford's current policy is generous compared to other authorities and treats people with more income more favourably. No service user would pay more than they can reasonably be expected to afford. A significant number of service users out of a total of 3,500 would see an increase of between 2p and £116 per week. People with higher levels of income or savings would be most affected.</p> | 466 | 611 |
| 3A2 | Operational Services | <p>Changes to Home Care Services Savings will be made by changing the way in which home care services are monitored and delivered and by fully implementing existing policy relating to care plans for people recovering from hospitalisation and accidents: Electronic Monitoring – using technology to monitor and agree care provided by contractors will enable the Council to save money by paying for care that is actually delivered, rather than simply planned in advance and providing it with more control over changes to individual care packages and the length of time those changes stay in place. Reducing staff costs by Providing More Equipment in the Home, Sometimes people's care needs can mean that they need more than one person to provide their care. Investing in equipment such as hoists can reduce the need for more than one carer and cut costs. The proposal includes accessing funding through the Health Service Capital Equipment Fund. Changes to Welfare Visits Some people receive 15 minute home calls to check on their welfare. The proposed changes mean that instead of someone calling at their home the checks would be done over the phone.</p> | 500 | 1,500 |
| 3A3 | Integration and Transition | <p>Changes to Supported Living for People With Learning Disabilities: Using Technology to Promote Independence and Reduce Contact Time With Staff. Supported living covers different services that help people with learning disabilities to be enabled to live as independently as possible. The Council currently spends over £7.9m on these services and the</p> | 500 | 500 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|----------------------------|--|----------------------|----------------------|
| | | proposal would save money by requiring contractors to reduce costs by using new technology to promote greater independence and reduce the need for one to one contact with staff. Some people will see their hours of contact time reduce but all individual needs will be reviewed. | | |
| 3A4 | Integration and Transition | Review and De-Commission Financial and Welfare Advice Services The review will be undertaken in conjunction with the Council's Public Health Department which also commissions advice services. The proposal would reduce the overall funding available to providers of advice, reduce face to face contact by providing digital alternatives, eliminate the least effective advice sessions and target provision where there is greatest need. | 300 | 700 |
| 3A5 | Departmental | Restructure Adults and Community Services and Reduce Staff by 80 Savings would be made by undertaking a fundamental re-structure of the whole of Adults and Community Services including options for the delivery of Social Work and Occupational Therapy assessment and support functions. There could however be an impact on frontline services, for example in delayed transfers from hospitals to care and longer waiting times for people to have their needs assessed. | 500 | 2,000 |
| 3A6 | Operational Services | Changes to Learning Disability Day Care Services and Procurement The budget for Learning Disability Services is £8.8m including a £7m contract that is due to be re-tendered in 2016-17 providing the opportunity to deliver savings. The overall numbers of hours and days of day care provided will reduce and this will affect some individuals and families directly. Everyone will have their needs reviewed before any changes are made to individual arrangements. | 500 | 1,000 |
| 3A7 | Integration and Transition | Changes to Housing Related Support : De-commission and Re-configure Services The Council commissions services to provide housing related support to a range of people including homeless people, ex offenders, people | 0 | 1,000 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--|--|----------------------|----------------------|
| | | with mental health issues etc. The Council is not required to provide these services by law however a £4m saving has already been agreed for this area in 2016-17. The proposal would reduce that by a further £1m – the overall budget would reduce by 50% compared to today. Existing services will be changed to make sure that people in the greatest need are given priority. There is currently no assessment process. | | |
| 3A8 | Operational Services This saving is a budgetary consequence of a decision previously consulted on and is therefore not open for further consultation | Continue to Review Learning Disabilities Travel Support These savings will be made by continuing with the Council's agreed policy on travel support to people with learning disabilities which is to regularly review people's travel needs and to explore different travel arrangements | 0 | 360 |
| 3A9 | Operational Services This saving is a budgetary consequence of a decision previously consulted on and is therefore not open for further consultation | Closure of Whetley Hill Day Care Centre With Serviced to be Provided Elsewhere Closure of Whetley Hill Day Care centre has been agreed with users and families who have worked with the Council to find a solution. The building will close but people will access services at Thompson Court and Norman Lodge. | 0 | 170 |
| 3A10 | Operational Services | Changes to Contracts for Residential and Nursing Care for People With Learning Disabilities to Promote Independence and the Use of Technology New contracts will enable the re-negotiation of high cost placements with service providers and require them to maximise the use of technology and telemedicine to support people with learning | 500 | 1,000 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|----------------------------|--------------------------|--|----------------------|----------------------|
| | | disabilities in the community which will reduce the numbers of care hours including nursing care required. The development of additional extra care housing will also reduce reliance on residential and nursing placements | | |
| 3A11 | Operational Services | Reduce the Number of Long Term Placements of Older People in the Independent Sector Although the Council will work to reduce the numbers of older people needing long term residential or nursing care some will still require that level of care. The Council proposes to reduce costs by changing spare beds in Council homes into long term beds reducing the numbers that we need to purchase from the independent sector | 800 | 200 |
| 3A12 | Operational Services | Mental Health – Review of charging arrangements for people with Mental Health issues Some people with Mental Health needs don't contribute financially towards their social care because of their status under the Mental Health Act. The proposal will review their status and anticipates more income from people with Mental Health needs through payments towards their care and as a consequence bring them into line with other clients for example older people and people with disabilities. | 250 | 250 |
| 3A13 | Operational Services | Reduce Long Term Placements of Older People into Nursing and Residential Care By supporting more people to live in their own homes or in extra care supported housing, the Council can reduce what it spends on long term residential and nursing care. The Council will achieve reductions in the numbers of older people needing long term residential and nursing care by using technology to help them stay independent and working closely with health services to plan and deliver services | 0 | 1,000 |
| | | | | |
| | | Total Adults and Community Services | 4,316 | 10,291 |
| | | | | |
| Children's services | | | | |
| | | | | |
| 3C1 | Special Education Needs | Restructure the Special Needs and Educational Disability (SEND) Core Service | 90 | 0 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--|---|----------------------|----------------------|
| | (SEN) Services | The SEND Core Service carries out various statutory duties including coordination of assessments for children with SEND, monitoring children's progress and planning to ensure there is enough SEND provision. The proposal will make savings by re-structuring the services to reduce management costs while maintaining statutory functions. | | |
| 3C2 | Special Education Needs (SEN) Services | Re-commission the SEND Teaching Services. Development of SEND Centres of Excellence based in schools. Dedicated Schools Grant funded so no revenue saving. Has been added due to S188 and Corporate Services Recharges | 0 | 0 |
| 3C3 | Behaviour and Attendance | Restructure the Educational Social Work (ESWS) and Behaviour Support (BSS) Services The proposed re-structures will bring BSS and ESWS together with the New Arrivals and Travellers Children's Service and Looked After Children to create a "Virtual School" for Vulnerable children which provides additional support and complements the children's mainstream education; Management costs will be reduced and because the services often work with the same children there will be opportunities to eliminate duplication and maximise the impact of resources. | 250 | 0 |
| 3C4 | Diversity and Cohesion Service | Restructure the Diversity & Cohesion Service The Diversity and Cohesion service has a number of functions including supporting supplementary schools, delivering the Government's PREVENT anti-radicalisation agenda and support to the Standing Advisory Council on Religious Education (SACRE). The re-structure will reduce management and align New Communities and Travellers Services with the "Virtual School" (see 3C3) for vulnerable children in order to reduce costs while using Government grants to cover budget reductions and maintain essential aspects of the Service's work. | 100 | 0 |
| 3C5 | Bradford Achievement | Move Delivery of School Improvement to Schools | 150 | 150 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--|--|----------------------|----------------------|
| | Service | The District is moving to a "School led" approach to driving school improvement. As a result the Council will no longer perform some of the functions it does now and this will mean that there will be a decrease in the number of Council teams required. Funding for School improvement will continue to be made available directly to schools via the Dedicated School Grant. | | |
| 3C6 | Employment and Skills | <p>Reviewing Work with Young People Who are Not in Employment Education or Training</p> <p>The proposal is made up of different elements:</p> <ul style="list-style-type: none"> • Connexions. Connexions supports young people on a range of issues including accessing education, training, skills and employment choices. The proposal would reduce the Connexions contract by £450,000 (30%) reducing the Council's capacity to support this work and increasing the risk of growing numbers of young people Not in Employment Education or Training. • De-commissioning the Employment and Skills element of the Community Fund to save £250,000. This will impact on a number of Voluntary Sector providers and will further reduce the delivery of employment and skills opportunities in the District. • Service re-structure – A review of the service structure to save £26,000 | 483 | 243 |
| | Specialist Services and Children's Centres | Investment for new Early Help Service | (400) | 0 |
| 3C7 | Specialist Services and Children's Centres | <p>Looked After Children - bring children cared for outside of Bradford back into the District.</p> <p>Having more of our children with complex needs living locally will reduce costs associated with the provision of care outside the District which is generally more expensive. This will be achieved by strengthening our local provision and the movement of young people from residential care to highly skilled foster care.</p> | 624 | 624 |
| 3C8 | Specialist | Looked After Children - Reduce the Numbers of | 815 | 1,630 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|----------------------------------|--|--|----------------------|----------------------|
| | Services and Children's Centres | Looked After Children by 75 Over 2 Years. The numbers of children in Council care will be reduced by improving its Early Help offer to children and families and the fostering and residential care we provide for children once they need to be looked after by the Local Authority. Earlier and more effective action to address issues affecting families and children along with the use of "Signs of Safety", an approach designed to reduce risks by working in partnership with families, is expected to reduce the numbers of children in care by 75 over two years. | | |
| 3C9 | Specialist Services and Children's Centres | Staff Savings in Children's Specialist Services Bradford's Early Help offer will be improved to develop a clearer focus on outcomes, eliminate duplication and promote integrated working between services. This will contribute to reducing the numbers of looked after children, reduced contacts with children's social care, reduced child protection plans and reductions in associated staffing costs. | 0 | 1,080 |
| 3C10 | Youth Offending Team | Youth Offending Team - Stop Delivering Pre-Court Crime Prevention Work "Community Resolutions" helps to divert young people from the criminal justice system by directly communicating with and making amends to people they have subjected to low level crime. There is no statutory duty for the Council to provide this service and the proposal is to end its delivery. | 173 | 77 |
| Total Children's Services | | | 2,285 | 3,804 |
| Regeneration | | | | |
| 3R1 | Economic Development | Review the Business, Investment and Enterprise team. Changes at the regional Combined Authority to develop strategic inward investment will result in changes in delivery locally. This will reduce the capacity of the service to support business and attract investment to the District. | 42 | 61 |
| 3R2 | Economic Development | Replace City Park Maintenance Fund with a Reserve Maintenance works for City Park are currently funded from the Council's ongoing revenue budget. The proposals will replace this funding with a reserve of over £500k which would be sufficient to cover the life time replacement costs for major | 40 | 0 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|-----------------------------|--|----------------------|----------------------|
| | | works. | | |
| 3R3 | Economic Development | <p>Replace Budget for the City Centre Growth Zone Rates Rebate Team with a Reserve</p> <p>The costs of managing contracts for business rate rebates in the City Centre Growth Zone are currently paid for from the Council's ongoing revenue budget. This proposal would replace that funding by using money set aside to fund the Growth Zone's Rates Rebate programme for the duration of the programme to March 2020. The proposal would reduce the money available to support City Centre businesses but because of various other business rates initiatives fewer businesses will qualify to receive a rates rebate than was originally anticipated so the impact will be minimised.</p> | 90 | 0 |
| 3R4 | Economic Development | <p>Reduce European Strategic Investment Fund (ESIF) and Replace with a Reserve</p> <p>The ESIF is used to provide match funding for bids for funds from the European Union, this match funding typically helps to secure an additional 50% from the EU. Reducing the fund will reduce the capacity to respond to Leeds City Region requests to deliver EU funded programmes. Leeds City Region is currently calling for an EU funded enterprise support programme under the proposal. This and other similar calls would be funded through reserves.</p> | 200 | 0 |
| 3R5 | Climate, Housing & Property | <p>Continue to reduce the Council's Administrative Estate</p> <p>The Council will continue to reduce the number of buildings it operates from in the City Centre, closing Jacobs Well and moving staff to Britannia House. Some capital investment will be required to deliver the proposal</p> | 0 | 150 |
| 3R6 | Climate, Housing & Property | <p>Remove or Reduce Rental Subsidies Provided to Tenants of "Community Facilities"</p> <p>Tenants of "community facilities" e.g. sports and recreational facilities are granted rental subsidies from the Council based on their ability to pay. The total value of subsidies is £300,000. The proposal would either remove all subsidies or revise the policy to reduce the overall level of subsidy by assessing the tenant's contribution to District wide priorities,</p> | 0 | 150 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|-----------------------------|---|----------------------|----------------------|
| | | <p>their management of the property and the extent to which facilities are made available to the wider community.</p> <p><i>Following public consultation the savings targets for rent subsidies for tenants of community facilities and community organisations be revised downwards by £150K pending the outcome of a comprehensive review of subsidy and support that will also cover rates rebates, community centre core costs and residual community development funding.</i></p> | | |
| 3R7 | Climate, Housing & Property | <p>Changes to the delivery of capital schemes. Changes to the Education Client Services and Architectural Services teams</p> | 17 | 17 |
| 3R8 | Climate, Housing & Property | <p>Reduce Building Maintenance Budgets The maintenance budget has already reduced by £700,000 in the last four years and the proposal would make a further £1m reduction which would affect the ability to carry out programmes of planned maintenance work.</p> | 350 | 650 |
| 3R9 | Climate, Housing & Property | <p>Restructure Environment & Climate Change Service The team works to reduce energy consumption and expenditure, reduce carbon emissions and promote a reduction in fuel poverty and improve Public Health outcomes. The proposed re-structure will align functions to other areas of activity such as buildings and estates management and reduce management costs. There will be a reduction in strategic capacity and the delivery of carbon reduction work however this reflects a changing policy context in which there is greater difficulty in delivering schools carbon reduction projects which form a significant part of the work.</p> | 0 | 186 |
| 3R10 | Climate, Housing & Property | <p>Increase Trading Surplus in Catering Services by Ceasing Loss Making Operations The proposal would review and change services at loss making venues which include sports centres, swimming pools and City Hall.</p> | 100 | 0 |
| 3R11 | Climate, Housing & Property | <p>Reduce Office Cleaning to 3 Days a Week The proposal would reduce levels of cleaning and</p> | 100 | 200 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|------------------------------------|---|----------------------|----------------------|
| | | increase reliance on employees to keep their work areas clean and tidy. | | |
| 3R12 | Climate, Housing & Property | <p>Property Programme – Continue to Rationalise the Council Estate</p> <p>The continuation of the Property Programme will continue to deliver savings including the closure of Future House, reductions in managed print spend and savings on cleaning and utilities bills.</p> | 235 | 650 |
| 3R13 | Planning Transportation & Highways | <p>CCTV Services</p> <p>The proposal would seek to generate income through exploring the commercial opportunities for example services to education, other authorities and the private sector.</p> | 0 | 100 |
| 3R14 | Planning Transportation & Highways | <p>Street Lighting – Partial Night Switch Off</p> <p>Switching selected street lights off between midnight and 5am will reduce energy costs. Other authorities have adopted this approach. Determining the specific areas subject to the proposals will need surveying, research and consultation to be undertaken. There would be no switch off proposed in areas where;</p> <ul style="list-style-type: none"> • There is a record of traffic collisions during switch off times • There is high crime during switch off times • There are Roundabouts, complex junctions etc • There is CCTV coverage • There are pedestrian crossings • There is 24 hour use e.g. Hospitals • There is sheltered accommodation and housing for vulnerable people <p>Some initial investment would be required to make the technical changes necessary to deliver ongoing savings. Public consultation may also be required in some areas. Additional switch offs could potentially reduce costs by another 20%.</p> | 0 | 100 |
| 3R15 | Planning Transportation & Highways | <p>Reduce Winter Gritting Routes</p> <p>The Council currently affords priority status for gritting to 62% of the local road network - 712 miles. The proposals would reduce this to 42% by 2017-18 with just the main arterial routes and spinal link roads being afforded priority status</p> | 70 | 40 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|------------------------------|--|---|----------------------|----------------------|
| 3R16 | Planning Transportation & Highways | Restructure Development Services Development Services deliver planning and building control services. The proposal reduces staffing levels but by restructuring in the light of changing requirements and already agreed procedures, no detrimental effect on planning is anticipated. Building control is moving to a joint arrangement with Kirklees and possibly also Wakefield Councils which should see it maintain and capture market share | 244 | 0 |
| 3R17 | Planning Transportation & Highways | New Charges for Permits for Car Parking, Skips and Scaffolding; Charges for Dropped kerb applications and events on the highway co-ordination The proposal introduces new charges for residents car parking permits and for skips and scaffolding on the highways. Applications for dropped kerbs will incur a charge as will staff time involved in co-ordinating events and parades. Licence fees will be introduced for cranes and cherry pickers. | 51 | 67 |
| 3R18 | Planning Transportation & Highways | Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority The proposal will change administrative support, merge Transport Development and Highways Asset management in to one Team and seek to centralise some functions to the West Yorkshire Combined Authority – these are Highways Design, Traffic control, Highways Structures, Transport Planning and Highways Development Control. Transfer of functions would remove the Council's ability to deliver its own strategic highway improvements without having to use consultants. Review the provision of highways inclusion and mobility advice which could reduce effectiveness and impact in this area of work. | 190 | 125 |
| Total Regeneration | | | 1,729 | 2,496 |
| Environment and Sport | | | | |
| 3E1 | Waste - Waste Minimisation | Waste Minimisation – Support and Encourage Recycling; Provide One General Waste Bin and | 500 | 200 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--------------------------|---|----------------------|----------------------|
| | | <p>End the Collection of Side Waste The Council has agreed a Domestic Waste and Recycling Policy that will increase recycling and reduce domestic waste and its associated disposal costs. The current and ongoing costs of disposal of domestic waste are not affordable.</p> <p>Education, information and raising awareness will support increased recycling and a scheme providing community incentives to recycle will be introduced in places where households have little space for separate recycling bins. The Council will work with householders to eliminate the need to leave out side waste and will only collect one general waste bin from each household; households above a certain size can apply for a larger bin.</p> | | |
| 3E2 | Waste - Green Waste | <p>Introduce Charges for Green Waste Collection The Council currently subsidises the collection of green waste in some parts of the District, mainly serving households with larger gardens through its brown bin system. The proposals will introduce a charge of £35p.a. per household for collection of green waste for which householders will receive a specified number of collections a year in turn. Charging for green waste collection is increasingly common among local authorities and will remove the unfairness of the free service only being offered to households in certain parts of the District.</p> <p><i>Following consideration of feedback from the consultation process the proposal is now to reduce the proposed charge of £40p.a down to £35p.a. In addition there will be an early bird discount offered in 2016/17 for early take up of the offer reducing the £35p.a. charge to £28p.a..</i></p> | 740 | 310 |
| 3E3 | Waste - Trade Waste | <p>Trade Waste – revise charging and payment and improve efficiency Increasing trade waste charges will generate additional income while a move to cashless payment systems will improve efficiency and reduce costs to the Council. “Pay as you go” arrangements will eliminate building up bad debt and other operational efficiencies will contribute to the overall savings.</p> | 100 | 200 |
| 3E4 | Waste - Waste | Alternate week Waste Collections | 0 | 1,000 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--|---|----------------------|----------------------|
| | Collection | The proposal will mean alternate weekly collections of household waste and recycling. The current and ongoing costs of disposal of domestic waste are not affordable. The proposal will reduce the total number of collections per year for each household but maintain weekly visits. | | |
| 3E5 | Sport - Play service This saving is a budgetary consequence of a decision previously consulted on and is therefore not open for further consultation | Merge and Restructure Play Service It has already been agreed that the Council's Community Play and Activity Service should merge with the Early year's Childhood team and this will deliver an ongoing saving. | 25 | 0 |
| 3E6 | Sport - School Swimming | Increase Charges for School Swimming by £5 per Pupil The increased charges for Key Stage 2 School Swimming lessons will bring the Council into line with other providers of KS2 school swimming. Over 135 schools across the District currently buy our KS2 swimming. | 30 | 30 |
| 3E7 | Sport - Sports Centres | Withdraw from Nab Wood Sports Centre A new school is due to be built at Nab Wood and the proposal is to withdraw Council provision from the sports centre in advance of the building work rather than awaiting its commencement. | 20 | 0 |
| 3E8 | Sport - Sports Centres | New agreement with Pulse fitness at Thornton Recreation Centre The Council has an agreement with Pulse Fitness to share income from Thornton Recreation Centre. This ends in January 2016 providing the opportunity to increase the Council's income through a new agreement. | 30 | 45 |
| 3E9 | Sport - Sports Centres | Sports Facilities – New Online Booking and Membership System A new online booking system is being installed in | 0 | 50 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|------------------------------|---|----------------------|----------------------|
| | | sports facilities which will reduce the need for reception staff cover in certain facilities. | | |
| 3E10 | Sport - Sports Centres | Sports Development - additional income from holiday courses and year round The Sports Development Service will adopt an increasingly commercial approach to delivering courses and activities like multi-sports camps, dance camps, aquatics courses and outdoor programmes. Fees and charges will be brought further into line with market prices. | 5 | 35 |
| 3E11 | Sport and Culture Management | Re-structure Sports & Culture Management & Staffing A reduction in sports and culture activity presents the opportunity to further reduce management and staffing costs. | 0 | 100 |
| 3E12 | Parks - Events | Removing subsidised Support for Bingley Music Live and Sports and Parks Events The proposal would lead to a loss of experience and capacity however there is the potential for Bingley Music Live to move to a private operator and for parks and sports events to be run by local communities or other alternative approaches. | 0 | 50 |
| 3E13 | Parks | Transfer ownership of playing pitches and facilities to sports clubs, Parish Councils and community organisations. Some sports pitch management and maintenance including changing facilities would transfer to clubs, parishes and community groups to operate as community assets. This may require the consolidation of multiple clubs onto to a single site to reduce the current dependency on pitches used only by one team and to provide more cost effective opportunities for club or community management. Club or community management will increase the potential for access to sponsorship, fund raising activity and grant funding. | 0 | 80 |
| 3E14 | Parks | Parking Charges at Some Parks and Woodlands Parking charges will be introduced at specific parks and woodlands e.g. St Ives, Lister Park, Ilkley Lido, Cliffe Castle | 20 | 40 |
| 3E15 | Parks | Find external funding for Christmas Trees or cease provision | 5 | 10 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--------------------------|---|----------------------|----------------------|
| | | The Council currently buys, installs and removes 9 Christmas trees at city and town centres and key facilities. The proposal is to identify alternative funding for these activities through sponsorship. | | |
| 3E16 | Bereavement | <p>Increase Bereavement Services charges above inflation.</p> <p>The increases will bring the Council's charges broadly into line with other West Yorkshire authorities in particular Bradford Council's charges for graves are relatively low.</p> <p>The proposed increase would be an average of 5% above inflation in each of the next two years.</p> | 110 | 110 |
| 3E17 | Culture - Libraries | <p>Libraries - Operational Efficiencies Including Review of Opening Hours and Reductions to the Materials Fund</p> <p>The proposal would reduce the materials fund and spending on casual staff resulting in reductions in resources for library materials across the District and risks of temporary library closures due to a lack of casual staff cover.</p> <p><i>Following consideration of feedback from the consultation process this proposal has been withdrawn</i></p> | 0 | 0 |
| 3E18 | Culture - Libraries | <p>Libraries - Increase the Numbers of Libraries Managed by Local Communities</p> <p>A number of branch libraries are already being successfully run by local community groups and volunteers. This proposal would seek to extend community management across the rest of the library network, with the exception of Bradford Central Library, Shipley, Keighley, Bingley, Ilkley, Eccleshill and Manningham which would remain under direct Council management</p> <p>If a community managed solution cannot be found then the Council would look to close them.</p> <p><i>Following consideration of feedback from the consultation process this proposed cut has been reduced by £105K. Along with the withdrawal of proposal 3E17 this will provide the resources to:</i></p> <p><i>Extend the proposed network of fully staffed libraries to ten based on the principle that there should be two in each constituency. This policy means that</i></p> | 0 | 100 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--------------------------|---|----------------------|----------------------|
| | | <p><i>Wibsey, Wyke and Laisterdyke libraries will continue to be fully staffed.</i></p> <p><i>Deliver a hybrid model of staff and volunteer support at Baildon Library so that all libraries open 45 hours or more would have some staffing complement,</i></p> <p><i>Deliver a hybrid model of staff and volunteer support at Clayton Library on the basis that the City Centre library serves a much wider area than just Bradford West.</i></p> <p><i>The revised proposal will also introduce charges for reservations (free for over 60's and under 16s) and donation boxes.</i></p> | | |
| 3E19 | Culture - Museums | <p>Museums – restructure of the Service The proposal is to restructure the service to provide a smaller staff team retaining the capacity to deliver service objectives, eliminate duplication and promote more joint working. There would be some reduction in the funding available to deliver exhibition design.</p> | 50 | 80 |
| 3E20 | Culture - Theatres | <p>Theatres – Reduce Box Office staffing; Increase Income in Community Halls; Review Contemporary Dance Programme and Increase Income Increasing the transactions that are carried out online will reduce the numbers of telephone staff required. Contemporary Dance events will be significantly reduced. Investment may be needed to drive income generation.</p> | 45 | 75 |
| 3E21 | Culture - Markets | <p>Markets – Operational Review To undertake an operational review of markets introducing operational efficiencies. Plus introduce a small business initiative scheme.</p> | 39 | 77 |
| 3E22 | Culture - Tourism | <p>Review of Tourism Budget Over £120,000 of the current budget for tourism is short-term transitional funding to underpin services while a review of its future configuration is carried out. The review will have to deliver savings equivalent to that funding and this proposal requires an extra £69,000 to be saved.</p> <p>Savings can be made in 2016-17 by reducing</p> | 19 | 50 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|---------|--------------------------------|---|----------------------|----------------------|
| | | opening hours or closing Visitor Information Centres. Balancing the budget beyond 2016-17 would require the closure of more or all Visitor Information Centres. The impact of any potential closures could be reduced through the development of online and digital alternatives. | | |
| 3E23 | Safer and Stronger Communities | Remove Council Funding for Police Community Support Officers The Council will remove its financial contribution to Police Community Support Officers (PCSO's) over two years and work with West Yorkshire Police to develop a new approach to neighbourhood policing within the context of reduced funding. The Council currently part funds 120 PCSO's who are employed by the Police and provide a visible uniformed presence. To reduce the negative impact of this proposal the Council and Police will work together to promote and increase the numbers of Special Constables and to move to multi-disciplinary local neighbourhood teams that work together and focus on preventing harm to vulnerable people. The Council would retain its Wardens Service. | 385 | 385 |
| 3E24 | Safer and Stronger Communities | Community Development – Reduce Devolved Area Committee Budgets Several organisations in different parts of the District are commissioned by the Council to deliver community development. The proposal would mean that funding would reduce by a significant amount after current arrangements end. | 0 | 300 |
| 3E25 | Neighbourhood Services | Parking – Introduce New and Increased Charges Proposals include changes in Bradford City Centre as follows: Off street evening charges – introduce £1.00 charge. Off street Sunday charges – flat rate of £1.00 On Street daily charges – extend from 8am to 6pm (currently 10am to 4.30pm) On street Sunday charges – extend pay and display on-street to cover Sundays. Other proposals: Implement already agreed tariffs Remove free parking at Westgate 2pm - 4pm Pay and Display around Bingley Arts Centre & Railway Road and Wharfe View Car Parks, Ilkley | 50 | 319 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|--------------------------------------|-------------------------------|---|----------------------|----------------------|
| | | New on street areas of pay and display Remove initial free parking at car parks Amend and extend charges at some other car parks Parking would continue to be cheaper than neighbouring authorities. | | |
| 3E26 | Neighbourhood Services | Street Cleaning – Changing Working arrangements for new staff; using technology to improve efficiency. As staff retire or leave the service all new staff will work to a 30 hour week, the use of technology to plan routes and more litter bins requiring less frequent emptying will ensure that this is at no detrimental impact to service delivery. | 50 | 50 |
| 3E27 | Neighbourhood Services | Youth Provision The proposal will re-design the Youth Service to deliver cost reductions while promoting the active involvement of communities in delivering a District wide “youth offer”. <i>Due to feedback from the consultation process two Youth Service Information Officer posts will be retained and the cut for 2017/18 has been reduced by £70k</i> | 190 | 360 |
| 3E28 | Customer Services | Increase the numbers of calls and transactions that are automated The numbers of calls and transactions processed by automated means will be increased reducing the need for staff involvement. | 50 | 50 |
| Total Environment & Sport | | | 2,463 | 4,106 |
| Finance | | | | |
| 3F1 | Commissioning and Procurement | Restructure Commissioning and Procurement The proposal will further reduce management costs and create a new Commercial and Procurement service allowing greater sharing of knowledge and more focussed activity. | 55 | 35 |
| 3F2 | Financial Services | Improved efficiency in financial reporting Better use of technology, standard processes for financial reporting and more budget holders carrying out routine financial activities will deliver savings. | 20 | 70 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|------------------------|--|---|----------------------|----------------------|
| 3S1 | IT | IT Savings The end of the Council's ICT contract will, by enabling full Council control over IT, deliver significant savings and more effective procurement. | 2,176 | 1,306 |
| 3F3 | Revenues and Benefits | Increase the amount charged for issuing a summons to people who do not pay their Council tax or business rates. The charges would only apply to people summonsed after receiving reminders and taking no action. The charges would increase from £40 to £50 for Council tax and £40 to £60 for business rates. | 290 | 0 |
| 3F4 | Revenues and Benefits | Reduce Expenditure on Support for Business Rates Remove discretionary rate relief that is provided to a range of not for profit organisations | 0 | 190 |
| 3F5 | Revenues and Benefits | Reduce Expenditure on Support for Council Tax & Discretionary Housing Payments The Council provides various exemptions and reductions for Council tax and business rates. This proposal will <ul style="list-style-type: none"> Remove the 1 month exemption the owners of empty buildings enjoy on paying Council tax – they will pay from the day a property becomes empty. Reduce the Council contribution to Discretionary Housing Payments | 1,400 | 0 |
| 3F6 | Revenues and Benefits | Reduce staffing and overtime in revenues and benefits. Automation, improved productivity and changes to staff roles will allow savings to be made without adverse impact on the performance of services or increase in workloads. | 354 | 244 |
| | | | | |
| | Total Finance | | 4,295 | 1,845 |
| Chief Executive | | | | |
| | | | | |
| 3X1 | Core Office and Political Group Offices; Public Affairs and | Review and restructure Chief Executive's Office, Public Affairs and Communications and Policy Programmes and Change. This proposal will result in a full review of the | 111 | 541 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|-----------------------------------|---|--|----------------------|----------------------|
| | Communication; Policy Programmes and Change | functions sitting within the Chief Executive's department with a view to achieve savings through staffing, trading services/generating income and reductions to operational budgets | | |
| Total Chief Executive | | | 111 | 541 |
| Human Resources | | | | |
| 3H1 | Human Resources (HR) | <p>Restructure HR Department. The proposal will result in a significantly streamlined service and will involve:</p> <ul style="list-style-type: none"> Reducing spending on workforce development Staff reductions in workforce development, corporate HR and business support. Combining specialist teams Reducing member Development. Removing vacant posts | 81 | 880 |
| Total Human Resources | | | 81 | 880 |
| Legal and Democratic | | | | |
| 3L1 | Legal Services | <p>Staffing Reductions – Legal and democratic Services. Staff reductions would mean some types of legal service/representation work from Legal Services no longer being available and/or severely limited. There may be opportunities to share services with other authorities. There will be implications for Council Departments seeking support from Legal Services</p> | 0 | 300 |
| Total Legal and Democratic | | | 0 | 300 |
| Non-Service Costs | | | | |
| 3N1 | Capital Financing costs | The proposal is to save £2m with a reduction in the Minimum Revenue Provision, the annual amount of revenue set aside to repay borrowing incurred to fund the capital programme. The proposal changes the profile of payments over future years. Accounting rules require the Council to make a prudent provision to repay its debts. The proposal is prudent in that it ensures the full repayment of borrowing over a 50 year period with an even charge in each year. | 2,000 | 0 |

Appendix E

New Draft Proposals Open for Consultation until Full Council on 25 February 2016 - Amended to reflect the Executive's Amended Budget

| NEW REF | Service Area or function | Proposal for Change | 2016/17 £'000 Impact | 2017/18 £'000 Impact |
|----------------|---------------------------------|----------------------------|-------------------------------------|-------------------------------------|
| | Total Non-Service Costs | | 2,000 | 0 |

| | | | | |
|--|--|--|---------------|---------------|
| | Total Draft Proposals open for Consultation excluding Council Tax | | 17,280 | 24,263 |
|--|--|--|---------------|---------------|

Appendix F - Amended to reflect the Executive's Amended Budget

Unallocated and Transitional Reserves Statement

a) Unallocated Reserves Statement

The statement below predicts the level of Unallocated Reserves based on income and expenditure estimates at Appendix A.

| | £'000 |
|--|---------------|
| Unallocated Reserves as at 31 December 2015 | 18,859 |
| Forecasted increase to Corporate Reserves in 2015-16 | 700 |
| Estimated Balance at 31 March 2016 | 19,559 |
| Potential Application of Funds | |
| To support 2016-17 Budget | (5,896) |
| Estimated Balance at 31 March 2017 | 13,663 |

b) Expenditure to be funded from the Transitional Reserve

| | £'000 |
|--|--------------|
| Transitional Reserve opening balance 1 April 2016 | 2,544 |
| De-allocated reserves transferred in | 1,300 |
| Expenditure to be funded in 2016-17 (Appendix D) | (980) |
| Reserve used to fund 2016-17 | (2,629) |
| Balance at 31 March 2017 | 235 |
| Expenditure to be funded in 2017-18 (Appendix D) | (235) |
| Balance at 31 March 2018 | 0 |



Appendix G - Amended to reflect the Executive's Amended Budget

Better Care Funding to Protect Adult Social Care

| | £'000 |
|---|--------------|
| Additional Better Care Funding received from Clinical Commissioning Groups (CCGs) to protect Adult Social Care | 4,600 |
| Reduction in contribution by Airedale and Wharfedale CCG | (822) |
| Revised Better Care Funding received from CCG's to protect Adult Social Care (per Appendix A) | 3,778 |
| Additional Reduction to Adult Social Care as a result of reduced funding from Airedale and Wharfedale CCG which will mean a range of cuts. to levels of personnel, equipment, and bought-in services affecting clients in the jurisdiction of Airedale, Wharfedale and Craven CCG, across a range of functions including assessment, navigation, support, therapy, care co-ordination and intermediate care | 822 |

Report of the Director of Finance to the meeting of Executive to be held on 23 February 2016 and Council to be held on 25 February 2016

BB

Subject:

The Council's Capital Investment Plan for 2016-17 onwards

Summary statement:

This report proposes the programme of capital expenditure for 2016-17 onwards

Stuart McKinnon-Evans
Director of Finance

Report Contact: Tom Caselton
Head of Budgeting, Management
Accounting and Projects

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Portfolio:

**Leader of Council and Strategic
Regeneration**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The report provides the proposed capital expenditure plans to 2019/20. The Capital Investment Plan is part of the overall budget proposal for the Council which includes:
- The Council's Revenue Estimates for 2016-17 (Document BA)
 - Allocation of the Schools Budget 2016-17 Financial Year (Document AZ)
- 1.2 This report is submitted to enable the Executive to make recommendations to Budget Council on the setting of the budget and the Council Tax for 2016-17 as required by Article 4 Part 3C of the Council's Constitution.

2. BACKGROUND

- 2.1 The proposed Capital Investment Plan (CIP) for 2016-20 provides for capital expenditure of £280m. Capital expenditure is forecast as per Table 1 below:

Table 1: Profile of capital expenditure

| Financial year | £m |
|----------------|-----|
| 2016-17 | 133 |
| 2017-18 | 58 |
| 2018-19 | 68 |
| 2019-20 | 21 |
| Total | 280 |

This plan is based on known resources and does not anticipate further funding streams.

- 2.2 In recent years the Council was notified in the Local Government Finance Settlement that all capital allocations across the Spending Review would be made by capital grant and that there would be no allocations by means of supported borrowing.
- 2.3 Given the contraction in the Council's revenue resources over the past few years the Council adopted a strategy of bringing down the capital financing costs broadly in line with the reduction in those revenue resources by not committing to new capital investment activity unless it is fully funded or an invest to save scheme with a short pay back period.
- 2.4 In 2015 the Council repaid £53 million of maturing loans without needing to replace that debt. This is in addition to the £25 million repaid in the previous year. The repayment of maturing loans has resulted in a reduction in cash balances. The Council is monitoring its cash balances to determine whether it will need to replace loans due to mature at the end of 2016-17 in order to maintain adequate working capital.

- 2.5 A number of proposed new capital bids were outlined in paragraph 5.2 of the Budget Update report that was considered by Executive at the meeting on 9 February 2016. These are included in the last section of the Proposed CIP shown in Appendix 2. In addition there may be a requirement to incur capital expenditure that is not foreseen and a contingency of £2m p.a. is included within the Capital Investment Plan.
- 2.6 Table 2 below shows the revised capital financing expenditure in the revenue budget for the next four years and the proposed movement in budget. This reflects the impact of the savings achieved from decision made in previous years and those arising from the proposed change in the MRP policy outlined in 3.2 below, as well as the effect of additional capital investment decisions since February 2015 and the effect of the revised spend profiles.

Table 2: Revised Capital Financing Costs

| | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Baseline Capital financing budget | 44,068 | 44,068 | 44,068 | 44,068 |
| Less: Savings from previous years | -6,520 | -6,520 | -6,520 | -6,520 |
| Less: Additional Saving from change in MRP Policy | -2,000 | -2,000 | -2,000 | -2,000 |
| Corporate Budget | 35,548 | 35,548 | 35,548 | 35,548 |
| Budget vired from service to fund Prudential Borrowing | 4,384 | 4,044 | 3,494 | 3,129 |
| Total Budget | 39,932 | 39,592 | 39,042 | 38,677 |

3. OTHER CONSIDERATIONS

- 3.1 The Local Government Act 2003 requires the Council to make a provision for the repayment of borrowing used to finance its capital expenditure, known as the Minimum Revenue Provision (MRP).

The MRP is the amount of principal capital repayment that is set aside each year in order to repay the CFR based on the requirement of statutory regulation and the Council's own accounting policies.

- 3.2 The Council is required to state as part of its budget process the policy for determining its MRP. The Budget Consultation document contained a proposal to change the MRP policy. When in 2008 the government changed the guidance to give Council's four options on the calculation of MRP, Bradford like most other authorities continued to use the regulatory method for calculating MRP on supported borrowing, whilst adopting the Asset Life (Equal Instalment) method for unsupported borrowing. The regulatory method is based on a charge of 4% on the outstanding debt. This has the disadvantage that the actual charge differs each year being higher in earlier years then reducing year after year. Also the debt is never actually paid off as the annual charge reduces with the opening debt. For example if the Council continues to use the regulatory method it would still have £43.7m of this debt outstanding after 50 years. A change to the asset life method in

equal instalments is considered more financially prudent as the repayments are paid in equal instalments over a fixed period.

The proposed method for calculating the MRP on each category of debt is outlined below:

- a) The policy for charging MRP on historic supported borrowing be changed to the asset life method calculated on an equal instalment basis. This brings it into line with the MRP policy for prudential borrowing. The historic supported borrowing cannot be tied to specific assets. Therefore an assumed asset life has to be used. Most of the Council's operational buildings have been given estimated lives of between 40 and 60 years. Therefore it is proposed to use an assumed life of 50 years. This is considered more prudent than the regulatory method as the debt will be paid in a fixed period of 50 years. This means a change to policy used hitherto.
 - b) Unsupported or prudential borrowing MRP is based on the Asset Life method – that is, the expenditure financed from borrowing is divided by the expected asset life. For schemes funded before 31st March 2012 the MRP is calculated on the annuity basis and for schemes funded after 1st April 2012 the MRP is calculated on an equal instalment basis. This means no change to existing policy.
 - c) Since 2009/10 the appropriate financing costs for the Council's Building Schools for the Future (BSF) Private Finance Initiative (PFI) schemes have been included in MRP calculations, adjusted as relevant where the estimated asset life is different to the PFI contract life and financing period. This means no change to existing policy.
- 3.3 The Capital Financing Requirement (CFR) represents the amount of capital expenditure that has been financed from borrowing, less any amounts that the Council has set aside to repay that debt through the MRP. Borrowing may come from loans taken from the Public Works Loan Board (PWLB) or commercial banks, finance leases (including PFI) or from the use of the Council's own cash balances.
- 3.4 External debt can be less than the CFR. External debt cannot exceed the CFR (other than for short term cashflow purposes or cashflow management.)
- 3.5 There is an International Financial Reporting Standards requirement that assets funded from finance leases (including PFI deals) are brought onto the balance sheet. This also includes the liability as well as the asset. Therefore the term borrowing does not just include loans from PWLB and banks, but also the liability implicit in PFI and other finance leases.
- 3.6 The CIP will need to be reviewed through the planning cycle to ensure it remains affordable within revenue resources and to take account of the actual implementation

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The CIP as proposed remains balanced to forecast capital resources up to and including 2019/20. Projects beyond that period will require the identification of

resources such as capital receipts from the sale of Council owned assets, additional and specific funding or prudential borrowing. The latter would have revenue budget implications.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The uncertainties regarding the funding that will be available to the Council; and the control of the capital programme are considered within the Director of Finance Section 151 Budget Report.
- 5.2 The inclusion of contingencies as detailed in paragraph 2.6 above means that there is some scope for additional unforeseen and unfunded capital expenditure that may arise.
- 5.3 The existing governance arrangements for controlling the capital programme remain appropriate.

6. LEGAL APPRAISAL

- 6.1 The legal issues are set out in the body of the report. Legal Services will provide further advice on the implementation of the Capital Programme as required.

7. OTHER IMPLICATIONS

- 7.1 Equality and diversity, sustainability, greenhouse gas emissions impacts, community safety, Human Rights Act, Trade Union and Ward Implications will be considered on an individual project basis.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 None.

9. RECOMMENDATIONS

- 9.1 The Executive requests Council to approve that:
 - a) The Capital Investment Plan as set out at Appendix 2 is adopted. Commitments against reserve schemes and contingencies can only be made after a business case has been assessed by the Project Appraisal Group and approved by Executive.
 - b) The Chief Executive, Strategic Directors and Directors enter into commitments on capital schemes within the Capital Investment Plan subject to approval of business cases by Executive Committee up to the approved amounts each year except that, where it is indicated that schemes are funded or partly funded from specific resources such as capital grants or contributions, revenue or capital receipts, the approved amount will be subject to the securing of those resources and be adjusted to reflect the amounts actually received.
 - c) Where necessary, the payments arising under the Capital Investment Plan are met from loans.

- d) In order to provide the flexibility necessary to manage effectively the Capital Investment Plan, the Chief Executive, Strategic Directors and Directors be specifically empowered to advance or defer approved schemes subject to consultation with the Director of Finance and the availability of resources.
 - e) Additional capital schemes shall only commence where the scheme is wholly funded from specific resources on the approval of the Director of Finance in accordance with Financial Regulations.
- 9.2 The Borrowing Limits and Prudential Indicators as set out in Appendix 1 are adopted by the Council.
- 9.3 The Minimum Revenue Provision (MRP) policy incorporating the proposed change to that Policy as set out in paragraph 3.2 of this report is approved and adopted by the Council.

10. APPENDICES

- Appendix 1 – Borrowing Limits and Prudential Indicators
- Appendix 2 – Proposed Capital Investment Plan for 2016/17 to 2019/20

11. BACKGROUND DOCUMENTS

- 2016/17 and 2017/18 Budget and Financial Outlook to 2018/19 – Executive report 1 December 2015 (Document AH)
- 2016-17 and 2017/18 Budget Update and Financial Outlook to 2018/19 – Executive report 9 February 2016 (Document AU)
- The Council's Revenue Estimates 2016/17 and 2017/2018 – Executive report 23 February 2016 (Document BA)
- S151 Officer's assessment of the robustness of the proposed budget – Executive report 23 February 2016 (Document BC)

Appendix 1

BORROWING LIMITS AND PRUDENTIAL INDICATORS

In compliance with the Council's duty under Section 3 of the Local Government Act 2003 to set an affordable borrowing limit and in accordance with Regulation 2 of The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and the Prudential Code for Capital Finance in Local Authorities the Council makes the following determinations.

(a) The capital expenditure (all of which is non-Housing Revenue Account (HRA)) in each of the following financial years will be:

| | | |
|---------|----------|-------|
| 2014/15 | Actual | £114m |
| 2015/16 | Estimate | £81m |
| 2016/17 | Estimate | £133m |
| 2017/18 | Estimate | £58m |
| 2018/19 | Estimate | £68m |

(b) The capital financing requirement at the end of each of the following financial years will be:

| | | |
|---------|----------|-------|
| 2014/15 | Actual | £679m |
| 2015/16 | Estimate | £671m |
| 2016/17 | Estimate | £719m |
| 2017/18 | Estimate | £733m |
| 2018/19 | Estimate | £735m |

(c) In the medium term external borrowing will only be for capital purposes and will not (except in the short term) exceed the capital financing requirement in 2016/17, 2017/18, and 2018/19 as determined in (b) above.

(d) The ratio of capital financing costs to the net revenue stream in each of the following financial years is forecast to be:

| | | |
|---------|----------|-------|
| 2014/15 | Actual | 15.6% |
| 2015/16 | Estimate | 15.8% |
| 2016/17 | Estimate | 14.8% |
| 2017/18 | Estimate | 15.4% |
| 2018/19 | Estimate | 15.0% |

(e) The estimates of the incremental impact of the new capital investment decisions (arising from (a) above) on the council tax (Band D), over and above capital investment decisions that have previously been taken by Council will be:

| | | |
|---------|----------|-------|
| 2016/17 | Estimate | £0.00 |
| 2017/18 | Estimate | £0.00 |
| 2018/19 | Estimate | £0.00 |

This reflects the fact that the financing consequences of new capital investment decisions are within existing revenue budgets.

(f) The actual external debt of the authority at 31 March 2015 was £391 million in external borrowing and £195 million in Other Long Term Liabilities (including PFI and other finance leases) and the authorised limit for external debt in future years will be:

| Financial Year | Borrowing £m | Other Long Term Liabilities £m |
|-----------------------|-------------------------|---|
| 2016/17 | 400 | 240 |
| 2017/18 | 400 | 240 |
| 2018/19 | 400 | 240 |

(g) The operational boundary for external debt in future years will be:

| Financial Year | Borrowing £m | Other Long Term Liabilities £m |
|-----------------------|-------------------------|---|
| 2016/17 | 380 | 220 |
| 2017/18 | 380 | 220 |
| 2018/19 | 380 | 220 |

(h) In relation to the borrowing limits set at (f) and (g) above the Director of Finance is authorised to amend the separately identified figures for borrowing and for other long term liabilities provided that the total limits remain unchanged and subject to such action subsequently being reported to Council.

(i) The authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

(j) The upper limit for fixed interest rate exposure in 2016/17, 2017/18 and 2018/19 will be +175% of net outstanding principal sums.

(k) The upper limit for variable interest rate exposure in 2016/17, 2017/18 and 2018/19 will be +20% of net outstanding principal sums.

(l) The upper and lower limits for the amount of fixed rate borrowing maturing in each of the periods below expressed as a percentage of total estimated fixed rate borrowing will be:

| Maturing in: | Upper Limit | Lower Limit |
|---------------------|--------------------|--------------------|
| Under 1 year | 20% | 0% |
| 1 to 2 years | 20% | 0% |
| 2 to 5 years | 50% | 0% |
| 5 to 10 years | 75% | 0% |
| 10 years and above | 90% | 20% |

(m) There is a limit of £40 million for the Council to invest sums for periods longer than 364 days.

Appendix 2: Proposed Capital Investment Plan

| Scheme No | Scheme Description | Funding | 2016-17 | 2017-18 | 2018-19 | 2019-20 | Total |
|---|--|---------|---------------|---------------|--------------|---------------|---------------|
| | | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Adult & Community Services | | | | | | | |
| CS0237 | Great Places to Grow Old | C | 2,000 | 8,297 | 6,990 | 0 | 17,287 |
| CS0239 | Community Capacity Grant | SG | 2,105 | 2,201 | 0 | 0 | 4,306 |
| CS0311 | Autism Innovation Capital Grant | SG | 19 | 0 | 0 | 0 | 19 |
| CS0312 | Integrated IT System - New Scheme | SG | 596 | 0 | 0 | 0 | 596 |
| Total - Adult & Community Services | | | 4,720 | 10,498 | 6,990 | 0 | 22,208 |
| Children's' Services | | | | | | | |
| CS0278 | Targeted Basic Needs | SG | 305 | 0 | 0 | 0 | 305 |
| CS0286 | Outdoor Learning Centres | SG | 257 | 15 | 0 | 0 | 272 |
| CS0297 | Universal Free School Meals - Kitchen | S | 22 | 0 | 0 | 0 | 22 |
| CS0022 | Devolved Formula Capital | SG | 1,316 | 0 | 0 | 0 | 1,316 |
| CS0240 | Capital Maintenance Grant | SG | 2,922 | 0 | 0 | 0 | 2,922 |
| CS0244 | Primary Schools Expansion Programme | C,SG | 15,465 | 2,358 | 0 | 0 | 17,823 |
| CS0313 | School Capital Loans (Solar Panels, Blds etc) | SG | 400 | 550 | 0 | 0 | 950 |
| CS0322 | Horton Park Primary Open Spaces | SG | 43 | 0 | 0 | 0 | 43 |
| Total - Children's' Services | | | 20,730 | 2,923 | 0 | 0 | 23,653 |
| Environment & Sports | | | | | | | |
| CS0060 | Replacement of Vehicles | PB | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 |
| CS0063 | Waste Infrastructure and Recycling projects | SG | 0 | 1,100 | 0 | 0 | 1,100 |
| CS0151 | Building Safer Communities | SG | 5 | 0 | 0 | 0 | 5 |
| CS0324 | Waste Minimisation Strategy | DRF | 46 | 0 | 0 | 0 | 46 |
| | Westgate Carpark | C | 610 | 300 | 300 | 0 | 1,210 |
| CS0229 | Cliffe Castle Restoration | C,SG | 4,000 | 0 | 0 | 0 | 4,000 |
| CS0284 | Sport Facilities Investment Prog (SFIP) | C,SG | 12,973 | 13,105 | 1,440 | 12,893 | 40,411 |
| CS0327 | Oastler Market Redevelopment | C,PB | 1,235 | 0 | 2,630 | 0 | 3,865 |
| Total - Environment & Sports | | | 21,869 | 17,505 | 7,370 | 15,893 | 62,637 |
| Regeneration - Property & Economic Development | | | | | | | |
| CS0262 | Property Programme - Office Rationalisation / Former Library | C | 1,000 | 0 | 0 | 0 | 1,000 |
| CS0333 | Argus Chambers / Britannia House | PB | 298 | 0 | 0 | 0 | 298 |
| CS0084 | City Park | C | 205 | 0 | 0 | 0 | 205 |
| CS0085 | City Centre Growth Zone | C,SG | 1,075 | 0 | 4,268 | 0 | 5,343 |
| CS0086 | LEGI | SG,C | 51 | 0 | 0 | 0 | 51 |
| CS0189 | Buck Lane | C | 137 | 0 | 0 | 0 | 137 |
| CS0228 | Canal Road | C | 200 | 0 | 0 | 0 | 200 |
| CS0241 | Re-use of Former College Buildings Keighley | C | 567 | 0 | 0 | 0 | 567 |
| CS0266 | Superconnected Cities | C | 902 | 0 | 0 | 0 | 902 |
| CS0291 | Tyrils | SG | 5,200 | 0 | 0 | 0 | 5,200 |
| CS0265 | LCR Revolving Econ Investment Fund | C | 3,956 | 0 | 0 | 0 | 3,956 |
| CS0285 | Strategic Development Fund | C | 1,167 | 0 | 0 | 0 | 1,167 |

| | | | | | |
|---|--------|---|-------|---|--------|
| Total - Regen – Property & Economic Development | 14,758 | 0 | 4,268 | 0 | 19,026 |
|---|--------|---|-------|---|--------|

| Scheme No | Scheme Description | Funding | 2016-17 | 2017-18 | 2018-19 | 2019-20 | Total |
|--|--|-----------|---------------|---------------|---------------|--------------|---------------|
| | | | £'000 | £'000 | £'000 | £'000 | £'000 |
| CS0050 | Carbon Management | C | 2,802 | 0 | 0 | 0 | 2,802 |
| CS0134 | Computerisation of Records | SG | 5 | 0 | 0 | 0 | 5 |
| CS0136 | Disabled Housing Facilities Grant | SG,C | 850 | 850 | 850 | 850 | 3,400 |
| CS0137 | Development of Equity Loans | C | 671 | 0 | 0 | 0 | 671 |
| CS0144 | Empty Private Sector Homes Strategy | SG | 250 | 0 | 0 | 0 | 250 |
| CS0157 | DEEP/Community Warmth | SG | 62 | 0 | 0 | 0 | 62 |
| CS0225 | Affordable Housing Prog 11-15 | SG, PB, C | 1,090 | 0 | 0 | 0 | 1,090 |
| CS0308 | Affordable Housing Prog 15 -18 | SG,PB,C | 12,750 | 13,000 | 3,212 | 0 | 28,962 |
| CS0250 | Goitside | C | 573 | 5 | 0 | 0 | 578 |
| CS0280 | Temporary Housing Clergy House | SG,PB,C | 760 | 41 | 0 | 0 | 801 |
| Total - Regen - Climate, Housing, Employment & Skills | | | 19,813 | 13,896 | 4,062 | 850 | 38,621 |
| Regeneration - Planning | | | | | | | |
| CS0131 | Keighley Town Centre Heritage Initiative | C,SG | 310 | 0 | 0 | 0 | 310 |
| CS0178 | Ilkley Moor | C,SG | 10 | 0 | 0 | 0 | 10 |
| CS0281 | Saltaire - Public Realm imp | C | 200 | 0 | 0 | 0 | 200 |
| Total - Regeneration - Planning | | | 520 | 0 | 0 | 0 | 520 |
| Regeneration - Highways & Transport | | | | | | | |
| CS1000 | Countances Way - Bridge grant | SG | 30 | 0 | 0 | 0 | 30 |
| CS0071 | Highways S106 Projects | SG | 352 | 0 | 0 | 0 | 352 |
| CS0172 | Saltaire Roundabout Congestion & Safety Works | SG | 217 | 0 | 0 | 0 | 217 |
| CS0282 | Highways Strategic Acquisitions | C | 209 | 0 | 0 | 0 | 209 |
| CS0293 | West Yorks & York Transport Fund | SG | 725 | 2,966 | 38,314 | | 42,005 |
| CS0306 | Strategic Transport Infrastructure Priorities | C | 12,260 | 0 | 0 | 0 | 12,260 |
| CS0302 | Highways Property Liability Reduction Strategy | C | 165 | 0 | 0 | 0 | 165 |
| CS0319 | Challenge Fund | SG | 2,080 | 750 | 0 | 0 | 2,830 |
| CS0325 | Street Lighting Invest to Save | PB | 516 | 0 | 0 | 0 | 516 |
| CS0329 | Damens County Park | C | 138 | 0 | 0 | 0 | 138 |
| Total - Regen - Highways & Transport | | | 16,692 | 3,716 | 38,314 | 0 | 58,722 |
| Reserve Schemes & Contingencies | | | | | | | |
| | General Contingency | C | 1,251 | 2,000 | 2,000 | 0 | 5,251 |
| CS0277 | Wyke Manor Ph2 Sports Dev | C | 493 | 0 | 0 | 0 | 493 |
| | Essential Maintenance Provision | C | 2,000 | 2,000 | 2,000 | 2,000 | 8,000 |
| | Depot Strategy | C | 0 | 3,000 | 0 | 0 | 3,000 |
| | Whiteoaks Respite Centre | SG | 503 | 0 | 0 | 0 | 503 |
| | Bradford City Centre Townscape Heritage | SG,C | 2,750 | 0 | 0 | 0 | 2,750 |
| Total - Reserve Schemes & Contingencies | | | 6,997 | 7,000 | 4,000 | 2,000 | 19,997 |

| Scheme No | Scheme Description | Funding | 2016-17 | 2017-18 | 2018-19 | 2019-20 | Total |
|-----------------------------|--|---------|----------------|---------------|---------------|---------------|----------------|
| | | | £'000 | £'000 | £'000 | £'000 | £'000 |
| New Bids | | | | | | | |
| | Disabled Facilities Grant | C | 1,621 | 1,621 | 1,621 | 1,621 | 6,484 |
| | Equity Loans | C | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 |
| | Schools Catering Equipment | C | 300 | 300 | 0 | 0 | 600 |
| | St George's Hall | C,SG | 3,988 | 0 | 0 | 0 | 3,988 |
| | Britannia House/Argus Chambers Phase 2 | C | 2,000 | 0 | 0 | 0 | 2,000 |
| | Strategic acquisition | C | 275 | 0 | 0 | 0 | 275 |
| | Keighley One Public Sector Community Hub | C,PB | 18,000 | 0 | 0 | 0 | 18,000 |
| Total - New Bids | | | 27,184 | 2,921 | 2,621 | 2,621 | 35,347 |
| TOTAL - All Services | | | 133,283 | 58,459 | 67,625 | 21,364 | 280,731 |

Funding Key

SG - Specific grant or developer contribution

DRF - Direct revenue funding

C - Corporate resource (borrowing, capital receipt, reserves etc)

PB - Service funded prudential borrowing

Report of the Director of Finance to the meeting of Council to be held on 25 February 2016

Document S

Subject:

S151 Officer's assessment of the robustness of the proposed budget estimates for 2016/17, and of the adequacy of forecast financial reserves

Summary statement:

This report assesses the risks related to the proposed budget for the financial year 2016/17, and the adequacy of the available mitigations, in the context of the forecast reserves.

It concludes that the estimates are sufficiently robust for the Council to set the budget. It signals the need for reserves to be maintained in the range of £12-15m in future years in order to ensure financial resilience.

Stuart McKinnon-Evans
Director of Finance

**Portfolio: Leader of Council and Strategic
Regeneration**

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Overview & Scrutiny Area: N/A



1. SUMMARY

This report assesses the risks associated with the proposed budget for 2016/17, and the adequacy of the available mitigations. The assessment is made in the context of the proposed use of reserves and the outlook to 2018/19.

The Council is setting the budget for 2016/17, and making decisions about savings for 2017/18 which will require management action during 2016/17. The 2017/18 budget is not yet balanced.

The report concludes that the estimates are sufficiently robust for the Council to set the budget for 2016/7.

£6.1m of the Unallocated Corporate Reserves set aside to support the revenue budget are drawn down to provide a balanced budget in 2016/17, after which they reach £13.5m. In view of the growing challenge of identifying and implementing cuts, it is recommended that the Council maintains Unallocated Corporate Reserves in the range of £12-15m, so it is financially resilient to deal with residual risks in its environment and in recognition of the continued decline in external funding through to 2020.

For 2017/18, therefore, no further drawdown from reserves is planned, though a deficit remains of £7.9m. The deficit is £28.3m for 2018/19. Accordingly, continued reductions in the net cost of Council services will be required, which must be planned during 2016.

2. BACKGROUND

I am the Council's S151 Officer under the Local Government Act 1972. Under Section 25 of the Local Government Act 2003, when the Council sets the budget, I am required to report on:

- the robustness of the estimates made for the purposes of the calculations, and
- the adequacy of the proposed financial reserves.

This report comments on the revenue and capital estimates in the proposed budget. My assessment is informed by extensive personal involvement in the development of the proposed budget.

3. OPTIONS

This report does not set out alternative options. Legislation requires Council to have regard to this report and my assessment when setting the budget.

4. FINANCIAL & RESOURCE APPRAISAL

The financial appraisal underpinning my assessment is set out in the separate budget reports to this Executive.

My assessment is as follows:

- the financial outlook remains very challenging. The Government announced in its Spending Review its fiscal trajectories to 2020. It has also offered individual Councils a Four Year Settlement to 2019/20, to be taken up by October 2016, in return for an “efficiency plan”. This could reduce the degree of medium-term funding volatility but does not reduce the sheer scale of the cost reduction task
- Continued reforms in the education sphere (the evolving role of regional schools commissioners, national formula funding); potential developments in further integration of health and social care; and regional devolution – all these may bring consequences not factored into the medium term shape of the Council. For now, this assessment is based on the existing role and form of local authorities
- the principal financial imperative for the Council is to reduce its recurrent cost base, in order to remain a credible and viable organisation. The budget being proposed balances the 2016/17 budget, but in-year deficits remain at £7.9m for 2017/18, rising to 28.3m for 2018/19
- The scale of the changes required to deliver cost reductions means a complex programme of change with typically 6-9 month lead times. Recent experience has shown that even longer horizons are required fully to implement changes with many stakeholders. The programme will include changes agreed by Budget Council in 2015, with a wide range of individual changes of varying magnitude, risk and timescales. As a result, several layers of change need to be managed, with projects of varying maturity. This stretches the capacity of the organisation to deliver current operations and introduce change at the same time
- Although the Council is setting a budget for 2016/17 only, the decisions being recommended also set a firm direction for 2017/18, with a total of £24.4m cuts for 2017/18. The working assumption is that these decisions will hold good, which provides planning certainty, and mandates senior officers to take action during 2016/17 to ensure those savings are deliverable in 2017/18. However, with a deficit in 2017/18 of £7.9m still remaining, more cuts will need identifying. The Executive has signalled its intention to receive during 2016 quarterly updates on the development of further cost reduction proposals for 2017/18. This approach is not expected to lead to change in the 2016/17 estimates, but could lead to the early adoption of changes with a 2017/18 impact, subject to the normal consultation and approval processes
- The proposed budget has been developed with the Executive members, and reflects extensive engagement from Portfolio Holders, and management teams, which started in early summer 2015. As part of this work, every area of activity was tested against the extent to which it supported the Council’s New Deal outcomes. The proposed budget reflects a comprehensive stocktake of all expenditure and income

- Extensive public and internal consultation has allowed the new proposals to be tested, refined, and their impacts better understood. In some cases, the proposals will need further development to turn them into fully-worked up implementation plans in keeping with the Council's adopted project management standards
- The range of proposals to reduce net costs is wide, and distributed across the Council, which in itself diversifies the risk. In many cases the proposed changes are independent and mutually exclusive at an operational level. However, the consultation on the proposals yielded a view amongst some stakeholders, that the multiple impact of discrete changes on individuals and single organisations, is not always apparent
- The implementation of proposed changes in Adult and Community Services and in Children's Services which affect individuals with sometimes high need for care, will need very close monitoring
- Proposed savings in Adult and Community Services which can have consequences for the District-wide health and social care economy require effective collaboration with the NHS and other partners. Through their responses to the budget consultations, it is clear that NHS partners recognise that need and welcome the opportunity to participate in shared planning
- The future size of the Better Care Fund is uncertain. Late in the budget consultation process, Airedale Wharfedale and Craven Clinical Commissioning Group (CCG) decided to reduce their contribution by £822k, which had hitherto been used to fund adult services in their area. At the time of writing, Bradford District CCG were considering their future contribution. The proposed budget assumes that the amount provided through the Better Care Fund to protect adult services is £3.78m; but there remains a risk to that sum
- The budget plans further £2.9m savings from changing entitlements to and methods of transporting individuals to and from services (as agreed by Budget Council in February 2015). Progress on these changes has been more difficult than planned, and there remains a low assurance that the savings will be realised. No specific contingency has been included in the base revenue budget
- The proposed allocation of the Dedicated Schools Grant (DSG) has been the subject of extensive and detailed development, scrutiny and ratification by the Schools Forum and its working groups. The distribution of the DSG will require continued change in the shape and deployment of Children's Services functions, though there is a high degree of confidence that this can be achieved in 2016/17
- Lessons from financial performance in 2015/16 have been reflected in the proposed budget, with specific provision of £1.5m being added to the budget for Looked After Children
- Adjustments to the base estimates to reflect changes in prices have been revised to reflect latest inflation data as it relates to the Council's cost base and supply chain. The budget is set on the basis that the additional 2% Council Tax increase for Adult Social Care is available for adult social care costs

- Past experience suggests there will be a residual risk that activity will not be delivered to planned timescales. Where this occurs, mechanisms are available to carry forward funds between years. Based on previous years experience, there is a risk that around £3m of non-recurrent revenue may carry forward. This is an acceptable financial risk except where delays means failure to deliver timely savings – these need to be managed on a case by case basis
- For 2016/17, all savings proposals are allocated to a responsible Director; there are no unallocated reductions. Some proposals with a 2017/18 impact will be dealt with as a group affecting more than one department, and will be led by a nominated lead Director
- Slippage of the Capital Investment Plan can be managed without risk to affordability
- Contingencies in the base revenue budget have been set at a level consistent with experience in 2015/16.

I confirm therefore that the estimates are sufficiently robust for the purpose of calculating the budgetary requirement.

Reserves

The Council's financial strategy over the last 5 years has been to maintain the strength of the balance sheet to provide resilience in a turbulent environment, whilst reducing the recurrent net cost base. The Council adopted and has adhered to a policy on the use of reserves which has served it well.

The balance sheet includes reserves set aside for designated purposes and for specific liabilities and risks. In setting the proposed 2016/17 budget, a small number of these reserves totalling £2.2m have been allocated to support new non-recurrent requirements.

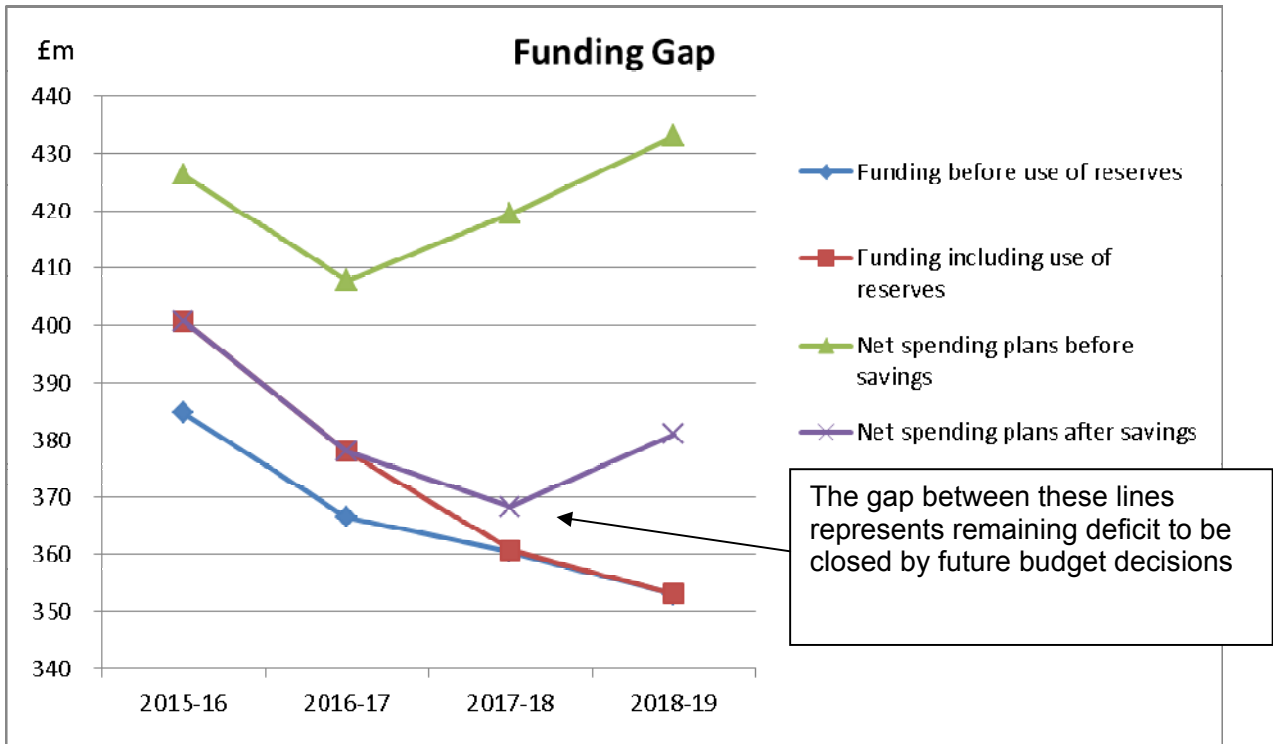
This assessment focuses on the level of Unallocated Corporate Reserves available to support revenue budgets.

The Council has been successful in reducing its recurrent cost base since 2010/11, and has been able to augment, then deploy, Unallocated Corporate Reserves. They will stand at a forecast £19.6m at April 1 2016.

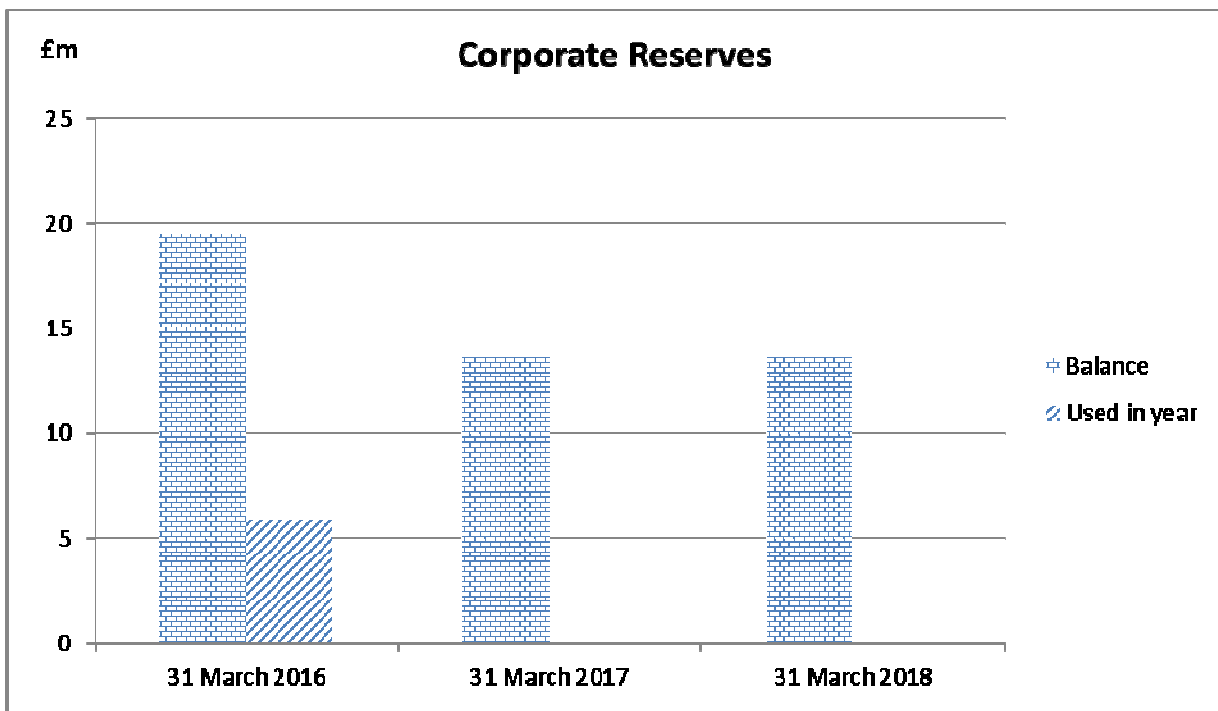
The outlook for the next three years is, on current proposals and *before* use of reserves, for a revenue deficit of £11.6m in 2016/17, £8.2m deficit in 2017/18, with a projected deficit of £28.3m in 2018/19. The proposed Budget assumes that £6.1m Unallocated Corporate reserves will be drawn down in 2016/17, and then stand at £13.5m at the beginning of 2017/18.

The graphs below show the gaps between funding and spending which remain before and after savings and use of reserves each year, and the remaining Unallocated Corporate Reserves.

Graph Showing Gaps Between Funding and Spending



Estimated Corporate Reserves



Appendix A of Document BA to this Executive contains details of the 3 year position, based on the proposed budget. Appendix F of that report quantifies what the resultant balance on corporate reserves would be given the current proposals.

I conclude that the reserves are adequate for the 2016/17 proposed budget.

On current plans, they will be not be drawn on for 2017/18 (leaving an outstanding in-year deficit in that year of £7.9m).

The outlook for 2018/19 is tough. There remains in my view an unreconciled tension between resources, citizen expectations, and the statutory framework which may at least inhibit, if not prevent, the Council from curtailing or stopping entirely services. This applies particularly to services provided to individuals of all ages who, because of their personal circumstances, qualify for personal services.

There are many routes the Council can take to remain financially viable, but agreeing the cost reduction plan with stakeholders and citizens will be politically and managerially challenging, despite the engagement that began during 2015 under the banner of New Deal.

In this context, in my view the projected Unallocated Corporate Reserves for 2017/18 and beyond remain adequate **only if** further recurrent net cost reductions are targeted beyond 2016/17, for the following reasons:

- This class of reserves can cushion less and less the impact of the revenue budget deficit
- There are significant residual risks to the delivery of the proposed savings
- The amount of contingency in the annual base budget is set at a level which, learning from recent years' experience, reflects around 10% of the financial value of the savings being implemented
- Having very constrained reserves provides limited resource to finance non-recurrent invest-to-save or transformational activity
- As central government funding continues to decline to 2020, the Council will be increasingly reliant on local sources of taxation and other income. The last year has seen a high degree of volatility in the Business Rate base
- A residual general reserve of £13.5m represents 3.7% of the affordable projected net revenue spend of £367m in 2017/18 in what will remain a highly turbulent environment, given the continuing difficult outlook for public finances. Aiming for Unallocated Corporate Reserves in the range of £12-15m would, in my view, retain the resilience of the Council's position.

I therefore conclude that:

- while the proposed budget leaves an adequate level during 2016/17, the closing position for 2016/17 depends on continuous management of implementation risk
- for 2017/18 and beyond, it is imperative that the Council agrees further reductions to net revenue expenditure, aiming for a balanced in-year revenue budget in that year. The Executive has signalled its intention to receive quarterly updates on the development of cost reduction proposals for 2017/18. Budget proposals for

2017/18 and beyond need to be well advanced by autumn 2016

- Elected Members, citizens and service users, and our partners should be prepared to accept further changes in the scale and cost of Council activity, over and above the proposed budget.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

In reaching this conclusion I have modelled the potential financial impact of the risks identified in Appendix 1 to this paper. Using a quantitative method combining the likelihood and impact of adverse events occurring, I estimate that the level of risk that needs to be managed is in the order of £14m to avoid further calls on the Unallocated Corporate reserves. This risk analysis will be used to inform management action during the year.

The existing and proposed governance mechanisms to manage the budget are examined as part of my risk assessment.

6. LEGAL APPRAISAL

This assessment is made in accordance with the requirements of the Local Government Acts 1972 and 2003. The Council's Constitution provides that each year, before the budget is determined the Director of Finance will produce a report for the Executive showing ongoing commitments and a forecast of the total resources available to the Council to enable the Executive to determine any financial strategy guidelines.

7. OTHER IMPLICATIONS

The Equality and Diversity issues arising from the new budget proposals are analysed in the reports accompanying the budget documentation presented to Executive on 9 February and 23 February 2016. The Interim Trade Union feedback on the budget proposals was detailed in a separate report and addendum presented to the meeting of Executive on 9 February 2016 and an addendum presented on 23 February. The Trade Union feedback and the feedback from the public engagement and consultation programme on the proposals previously approved by Budget Council in February 2015 was fully considered by Council at that time.

8. RECOMMENDATIONS

That Members have regard to this report in setting the budget, and in particular note my conclusions that:

- the estimates presented to Council are sufficiently robust for the purpose of calculating the budgetary requirement
- the reserves are adequate for the 2016/17 proposed budget, and will be drawn on in accordance with reserves policy, recognising that estimates will be subject to review as part of the rolling planning cycle
- the projected 2017/18 corporate reserves balance would, on current estimates, be

adequate, only if further recurrent net cost reductions are agreed beyond 2016/17.

9. APPENDICES

Appendix 1: Risk-Based Assessment of Potential Events

10. BACKGROUND DOCUMENTS

- 2016/17 and 2017/18 Budget and Financial Outlook to 2018/19 – Executive report 1 December 2015 (Document AH)
- 2016-17 and 2017/18 Budget Update and Financial Outlook to 2018/19 – Executive report 9 February 2016 (Document AU)
- Engagement and Consultation Programme in relation to the budget proposals for the 2016-17 and 17-18 Council budget – Executive report 9 February 2016 (Document AV)
- Interim Trade Union feedback on the Council's budget proposals for the 2016/17 and 2017/18 Council budget – Executive report 9 February 2016 (Document AW)
- Allocation of the Schools Budget 2016/2017 Financial Year – Executive Report 23 February 2016 (Document AZ)
- The Council's Revenue Estimates 2016/17 and 2017/2018 – Executive report 23 February 2016 (Document BA)
- The Council's Capital Investment Plan 2016/17 to 2019/20 – Executive report 23 February 2016 (Document BB)

Risk-Based Assessment of Potential Events Affecting the Proposed 2016/17 Budget and Beyond

The table outlines: the risk event that could occur and cause the plan to vary; the mitigations that are in place; and an assessment of the potential quantified impact of the individual risk materialising, together with the additional mitigating factors.

| Risk Event | Description and Mitigation in Place | Residual Risk Rating (Likelihood/Impact) and Contingency |
|---|---|---|
| | | Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m |
| Taxation streams are unstable | Collection rates and bad debt provision have been revised in the light of actual experience of the Council Tax Reduction scheme, Business Rates performance has been more volatile than Council Tax, with the outcome of appeals significantly reducing the tax yield. In year losses and gains can be handled through the Collection Fund, while variances can be dealt with in future years plans | Medium/Medium Contingency provided through adjustment of plans for subsequent years. |
| Other income streams unstable | In the 2015/16 outturn, some income streams, both from grants and trading, have been volatile, and have been adjusted for in the proposed 2016/17 budget. Uncertainty about income from health partners exists in view of the national NHS financial position. On the upside, past performance suggests that unplanned income may materialise, offsetting generally the risks against the aggregate net revenue budget. Proposals to increase income for adults services and from green waste collection bring some risk. | Medium/Low Contingency provided through in-year budget control. Continuous dialogue with NHS partners over funding flows Close monitoring of trading |
| Member support for the budget diminishes | The Executive and individual Portfolio Holders, have been involved at a very detailed level in the development of the proposals. The budget is set for 2016/17 with a clear basis for the financial plan for 2017/18, with the Executive resolved to ensure that budgeting for 2017/18 is continuous. | Low/Low Contingency provided through adjustment of plans for subsequent years |
| Plans for implementation of changes are not | Each savings proposal is required to be accompanied by a project plan setting out the implementation path. The impact of the plans has been tested in consultation. The degree of risk in each | Medium/Low Mitigation provided through continuous |

| Risk Event | Description and Mitigation in Place | Residual Risk Rating (Likelihood/Impact) and Contingency |
|---|--|--|
| | | Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m |
| robust | individual proposed change varies, and requires continuous project management. The proposals in Adult and Children's Services include a high degree of change, requiring dedicated project management resource (which has been funded in the budget). Lessons learned from the last two years suggest the risk of not having fully worked up plans at the beginning of the year must be addressed; and is not yet fully mitigated at the time of this assessment | improvement of plans. |
| Planning is insufficiently flexible to respond to unexpected events | Governance arrangements allow Directors, under delegated authorities, and in consultation with Portfolio Holders, to flex plans during the year. If necessary, recourse can be had to the Executive to approve changes within the overall agreed budget envelope | Low/Low |
| Implementation of change is poorly controlled, or compromised by insufficient internal capacity | <p>From 2011/12 to 2015/16, the Council has managed to implement savings of £173m. Looking at performance in 2015/16, 86% of specific savings plans are forecast to convert into actual savings on time (compared with 93% in 2014/15). Given the cumulative impact of the savings since 2010, it will be increasingly hard to find mitigating savings. The degree of risk varies across Departments.</p> <p>To improve the conversion rate of specific savings, the standard programme and project management method, which has been adopted across Departments, will continue.</p> <p>There is a risk that the multiple impact of discrete changes on individuals or single organisations is not apparent until implementation, with unintended consequences that may need addressing.</p> | <p>Medium/Medium</p> <p>Compensating action to reduce net costs</p> <p>Contingency in base budget.</p> |
| Risks to timely implementation of changes to | The programme of change for Adult Services continues to be risk-laden in view of: the interconnectedness of the changes; the number and range of stakeholders to be consulted and managed; the | <p>High/High</p> <p>Use of dedicated programme management</p> |

| Risk Event | Description and Mitigation in Place | Residual Risk Rating (Likelihood/Impact) and Contingency |
|--|---|--|
| | | Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m |
| packages of care in adults and children services | statutory framework; the close links between local decisions and nationally-sponsored policy and thinking on new models of health and social care; the financial challenges faced by businesses in the social sector; and recent actual experience of managing change. The package of proposals to reform entitlements to and methods of transporting individuals to and from services has taken longer than planned to implement, due to internal capacity and the need to engage widely with affected families. The proposals from Children's Services will require a significant project management effort, with a package of reforms that include a fundamental rethink about care arrangements for children with needs for specialist services; the rapid move to school-led improvement; and new ways of working with schools to deliver some special educational needs services. These risks will be monitored through project management. | resource Continued collaboration with NHS and other partners Learning from developments in other local authorities Adoption of higher risk appetite in the assessment of individual cases |
| Uncertainties over the integration of health and social care, including delays in developing new models of care to support changes to service delivery | The future of adult social care is heavily influenced by national policy on integration. The Government has signalled an "improved" Better Care Fund, but details are scant. Work to develop "new models of care" could run slower than is necessary to inform/support local changes, with potential adverse financial and client impacts. Governance mechanisms including Health and Wellbeing Board and supporting bodies are in place, allowing shared planning with NHS partners, and joint participation in nationally led initiatives. Discussions are underway about the concept of a single "Accountable Care Organisation". The local CCGs are reviewing their contributions to the Better Care Fund | High/Medium The Council may have to make unilateral changes if the pace of change is too slow The Council may also have to make rapid in-year cost reductions if CCGs reduce further their contributions to the Better Care Fund |
| Changes related to staff cannot be implemented to plan | Consultation with Trade Unions commenced on 23 November 2015, and has continued since. Implementation will focus on avoiding compulsory redundancy. The voluntary redundancy framework has proved to be effective, though there is a need to ensure that the skill | Low/Low Compensating action to reduce net costs |

| Risk Event | Description and Mitigation in Place | Residual Risk Rating (Likelihood/Impact) and Contingency |
|---|---|---|
| | | Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m |
| | base of the workforce is maintained. The total number of staff that could be at risk from this proposed budget is 335 FTE for 2016/17, and 139 for 2017/18 (in addition to 167 FTE for 2016/17 arising from decisions of 2015 Budget Council). Staff related changes account for c £3.1m (17% of total new budget changes in 2016/17) (on top of £5.4m changes agreed at 2015 Budget Council) | Vacancy Management Contingency provided in base budget |
| Changes related to external suppliers cannot be implemented to plan | The new budget proposals foresee a reduction to spending with external suppliers of £9.4m (52% of total new budget changes in 2016/17) (on top of £16.5m changes agreed at 2015 Budget Council). Past experience suggests that through individual contract negotiation budgets can be managed through a combination of volume and price; and increasingly through re-commissioning for revised levels of service. Suppliers of adult social care are indicating signs of financial stress, including from the anticipated impact of the National Living Wage. Additional funding for Adult Services will be available from the extra 2% increase in Council Tax | Low/Medium Compensating action to reduce net costs Additional 2% Council Tax rise to support adult social care costs Contingency provided in base budget |
| Changes related to income generation cannot be implemented to plan | The proposed budget has rebased selected income lines, and does not require inflationary price rises on income budgets in 2016/17 (though an increase of 1% is anticipated for 2017/18. However, it still assumes total increases in income of £3.6m (20% of total new budget changes in 2016/17, with £1.1m accounted for by taxation changes. New charges for green waste management pose a potential risk. | Medium/Low Compensating action to reduce net costs Contingency provided in base budget |
| Customer/ citizen behaviour inconsistent with plan | Some budgets require significant degrees of change in behaviour and expectations on the part of service users and their representatives; and continuing consultation processes may pose risks to implementation. Experience to date says the most sensitive areas are in Adult Services; transport-related proposals, and in Children's specialist services. | Medium/Medium Compensating action to reduce net costs Contingency provided in base budget |
| External | Experience over the last 3 years suggests that where change affects | Medium/Low |

| Risk Event | Description and Mitigation in Place | Residual Risk Rating (Likelihood/Impact) and Contingency |
|--|--|---|
| | | Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m |
| stakeholder groups resist and delay change | groups who have the capacity to organise challenge to the implementation of agreed budget decision, the result can be delay, which inhibits the timely delivery of savings | Stakeholder management as part of implementation Contingency planning |
| Demographic changes place unplanned burden on resources | The proposed budget has been increased to account for £1.5m of demographic growth in Adult Services. The Schools budgets (funded by the DSG) reflect the latest pupil census. Additional money is also provided for people with otherwise no recourse to public funds. It is expected that demographic growth and changes in the composition of the population will continue to lead to service pressures, which will need to be factored into future plans. | Low/Low Contingency provided through adjustment of plans for subsequent years |
| Insufficient inflation allowance | Expenditure budgets have been selectively inflated at indices appropriate for the relevant commodities, ranging from 0.5% to 2.0%. Where appropriate, budget managers will need to absorb unfunded inflation through reducing consumption of goods and services. Pay budgets have been inflated to reflect nationally agreed pay awards. | Low/Low Compensating action to reduce net costs |
| Capital investment is poorly controlled | The level of contingency in the capital plans is in line with historically consistent levels. Some individual projects have yet to reach full business case stage, so their cost will need to be monitored. Recent experience suggests that capital projects take longer to implement than implied by the financial plan; but the revenue budget implications tend to be favourable. The sports facilities investment programme requires continued disciplined management and control; and the plans for the provision of social care facilities remain fluid. There are signs of inflationary pressures and skill shortages in construction, so project managers need contingency in their plans. | Low/Low Contingency provided through adjustment of plans for subsequent years |
| Sources of funds for capital investment do not materialise | The capital investment plan is partly funded from capital receipts (c £3m per year). If they do not materialise, the plan (or individual projects within in which are dependent on receipts) will need to be | Low/Low Contingency provided through adjustment of |

| Risk Event | Description and Mitigation in Place | Residual Risk Rating (Likelihood/Impact) and Contingency |
|---|--|---|
| | | Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m |
| | reviewed. | plans for subsequent years |
| Internal governance arrangements are not fit for purpose | Constitutional arrangements, internal delegations, and the financial control environment are in place and, from audit testing, are effective. The Schools Forum and the supporting mechanisms are likewise effective at enabling a mature discussion about the use of local authority and DSG funds to support schools and pupils. Changes in senior personnel mean the loss of continuity of knowledge, but bring the advantage of new perspectives. Programme managements are well established, and will be further strengthened in higher risk projects in Children's Services. | Low/low |
| Governance arrangements with external parties are not fit for purpose | Governance arrangements at District level have been re-tuned during 2015. Reforms continue in the education governance landscape. The Health and Wellbeing Board and supporting arrangements are in place, though the pace of development is often overtaken by national NHS developments. At regional level, Combined Authority governance is in place, though further changes may evolve in the wake of the devolution agenda. These factors do not increase financial risk as much as absorb leadership and management attention. | Low/Low |

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