

Agenda for a meeting of the Executive to be held on Tuesday, 4 April 2017 at 10.30 am in Committee Room 1 - City Hall, Bradford

Members of the Executive – Councillors

LABOUR
Hinchcliffe (Chair)
V Slater
I Khan
Ross-Shaw
Ferriby
Jabar

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar

City Solicitor

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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. 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.

(Jill Bell / Yusuf Patel - 01274 434580 434579)

3. RECOMMENDATIONS TO THE EXECUTIVE

To note any recommendations to the Executive that may be the subject of report to a future meeting. (Schedule to be tabled at the meeting).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

4. CALLED-IN ITEMS

(i) REVIEW OF THE OPERATION AND EFFECTIVENESS OF THE 12 MONTH TRIAL BAN OF PAVEMENT OBSTRUCTIONS

(Executive Document “BM”)

(ii) BRADFORD CITY CENTRE - PROPOSED AMENDMENTS TO ON-STREET VEHICLE PARKING CHARGES AND CHANGES TO SOME DESIGNATED PAY AND DISPLAY AND LIMITED WAITING BAYS

(Executive Document “BP”)

The Call-in will be considered by the relevant Overview and Scrutiny Committee and its recommendations, if any, will be reported to the Executive.

(Jill Bell / Yusuf Patel - 01274 434580 434579)



B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

5. QTR 4 FINANCIAL POSITION STATEMENT FOR 2016-17

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The Strategic Director Corporate Services will submit a report (**Document “BR”**) which provides Members with an overview of the forecast financial position of the Council for 2016-17.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current balances and reserves and forecasts school balances for the year.

Recommended –

- (1) Note the contents of this report and the actions to be taken to manage the closure of the Council's financial position for 2016-17.**
- (2) That in preparing the Final Accounts the Strategic Director Corporate Services is empowered to take appropriate steps to secure the best advantage for the Council's financial position.**
- (3) Approve subject to the actual outturn position at the 31 March 2017 being in line with that reported, the deferred expenditure (Better use of budget requests) as set out in section 3.2.**
- (4) Approve the £2m Property Programme Essential Maintenance Programme, to be funded from Reserves and Contingencies.**

(Andrew Cross – 01274 436823)

Overview and Scrutiny Committee: Corporate



6. PROGRESS REPORT ON THE PROPERTY PROGRAMME AND COUNCIL'S PROPOSED PROPERTY INVESTMENT STRATEGY

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The Strategic Director Corporate Services will submit a report (**Document “BS”**) which sets out the overall progress made by the Property Programme (formerly b-works) to date and on the 2016/17 projects. The report also highlights the future direction of the Property Programme outlining the work plan, investment requirement for 2017/2018 and seeks Executive approval to commence with those plans and to the implementation of the proposed Council's Property Investment Strategy.

Recommended –

It is recommended that the Executive:

- (1) Note the progress of the Property Programme.**
- (2) Note the approval of the release of £2.0m of funds to allow the Essential Works to the Council's estate as shown in Appendix 1.**
- (3) Note the Future Direction of the Programme.**
- (4) Approve £500k for the demolition of Jacobs Well to be funded from reserves and business rates savings. The final decision to demolish to be delegated to the Strategic Director Corporate Services in consultation with the Leader and Portfolio Holder.**
- (5) Approve the Investment Strategy as outlined in Section 6 and detailed in Appendix 2, and in particular:**
 - (i) Approve in principle, the proposal to make strategic investments in commercial property for either the purpose of economic development/regeneration within the District, or for the purpose of long term income generation to support the council's financial pressures, or a mixture of both in line with the property investment strategy.**
 - (ii) That delegated authority be granted to the Strategic Director of Corporate Services in consultation with the Portfolio Holder and Leader to make investment acquisitions, on the basis that they are in line with the Investment Strategy.**
- (6) That in order to build flexibility into the scheme, the Executive continue to grant the Strategic Director of Corporate Services, in consultation with the Portfolio**



Holder, powers to make alterations to the programme on the basis that the total spend is below the amount authorised and the work is in line with the objectives of the programme.

(Stephanie Moore - 01274 432256)

Overview and Scrutiny Committee: Corporate

C. PORTFOLIO ITEMS

HEALTH & WELLBEING PORTFOLIO & DEPUTY LEADER

(Councillor Val Slater)

7. HOME FIRST - A NEW VISION FOR WELLBEING AND ADULT SOCIAL CARE IN THE BRADFORD DISTRICT AND A NEW OPERATING MODEL FOR THE DEPARTMENT OF HEALTH & WELLBEING TO DELIVER THE AIMS SET OUT IN THE NEW VISION.

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The Strategic Director Health and Wellbeing will submit a report (**Document “BT”**) which sets out the rationale, key aims and ambitions for the new vision (Home First) for wellbeing in Bradford and the new operating model for the department of Health and Wellbeing.

The report also provides an overview of the development and consultation process, and requests the Executive to approve the approach set out in the documents, including the proposed implementation process.

Recommended –

- (1) That the Executive notes progress made towards the development of the vision (Home First) and the new ‘To be’ operating model for the Department of Health & Wellbeing.**
- (2) That the Executive provides comment and feedback on the vision (Home First) and the new ‘To be’ operating model.**
- (3) That the Executive approves the approach set out in the vision (Home First) and the new ‘To be’ operating model.**

(Imran Rathore 01274 431730)

Overview and Scrutiny Committee: Health and Social Care



REGENERATION, PLANNING & TRANSPORT PORTFOLIO

(Councillor Ross-Shaw)

8. **BRADFORD'S RESPONSE TO THE INDUSTRIAL STRATEGY GREEN PAPER**

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On 23 January 2017, the Government published 'Britain's Industrial Strategy'. The Green Paper sets out the Government's plans and strategy for increasing productivity and driving growth across the country. The paper identifies 10 pillars that will drive future growth, drawing together in one place a range of largely existing policies and related funding streams alongside some new commitments.

The Strategic Director Place will submit a report (**Document "BU"**) which outlines the key features of the Green Paper, implications for Bradford and the proposed response by the Council and its partners to the paper that will be submitted by the consultation deadline of 17 April 2017. This response will help frame the district's forthcoming economic growth strategy.

Recommended –

- (1) Support the key messages proposed for Bradford's response to the Industrial Strategy Green Paper, in advance of a formal submission by 17 April 2017.**
- (2) Highlight key issues in the response to the Industrial Strategy that should frame the district's forthcoming economic growth strategy**

(Kate McNicholas - 01274 431761)

Overview and Scrutiny Committee: Regeneration and Economy

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



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Report of the Strategic Director of Corporate Services to the meeting of the Executive to be held on 4th April 2017.

BR

Subject:

Qtr 4 Financial Position Statement for 2016-17

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2016-17.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current balances and reserves and forecasts school balances for the year.

Stuart McKinnon-Evans
Strategic Director – Corporate Services

Portfolio:

Leader of the Council and Corporate

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Overview & Scrutiny Area:
Corporate

QUARTER 4 FINANCIAL POSITION STATEMENT FOR 2016-17

1.0 INTRODUCTION

This report is the fourth monitoring report presented to Members on the Council's 2016-17 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2017.

This 4th Qtr report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- Better use of budget requests to carry forward unspent funds in 2016/17 to fund deferred activity and priorities in 2017/18.
- The delivery of 2016-17 approved budget savings plans.
- A statement on the Council's reserves including movements to the 28th February 2017.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

The Finance and Performance Outturn report published in June will provide a detailed commentary on the financial and service performance of all Council services.

2.0 MAIN FINANCIAL MESSAGES

Based on 28th February 2017 projection, the Council is forecasting that spend will be £0.2m under the approved budget of £378m, a £0.4m improvement from the forecast position reported at Qtr 3. Despite the overall underspend, there are however a number of significant budget variances within services.

- Children's Services are forecast to overspend the £95.3m net expenditure budget (£551.9m Gross budget) by £4.1m (£2.9m at Qtr 3). The increase in the forecast overspend since Qtr 3 is largely attributable to External Purchased placements (+£1m to £2.1m) as a result of more children in Purchased Placements and longer term placements.
- The overspend in Children's Social Care services is underpinned by a 9% increase in children coming into care. This rise is 23% nationally. Section 5.2 provides further detail.
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) are forecast to overspend the £121.6m net expenditure budget (£204.4m Gross Budget) by £2.8m (£3.2m at Qtr 3). This is caused mainly by a £3.2m forecast overspend on Purchased Care; a £1.0m underachievement of service user income, a £0.3m recurrent overspend on the BACES equipment service, £0.3m overspend on No Recourse to Public Funds, £0.3m on Deprivation of Liberty Safeguards (DOLS), offset by underspends of £1.8m across other parts of Adult Services. Public Health is

also forecast to underspend by £0.2m and deliver savings as planned. Section 5.1 provides further detail.

- The forecast overspends in Adults and Children's Social Care services linked to high demand outlined above are more than offset by forecast underspends in other departments – see Sections 5.3 to 5.7 for details.
- In addition to the £1.2m increase in the Children's Services forecast overspend since Qtr 3, other significant movements since the last report include:
 - A £1.5m movement in the Department of Place forecast to a £1m underspend.
 - The Economy and Development services underspend has increased by £1.1m to £1.5m as a result of spend on some schemes being deferred to 2017/18, the possibility of which had been highlighted previously. A request to carry funds forward to continue work on the schemes has been submitted and is detailed in Section 3.2.
 - Planning Transport and Highways has a £0.4m reduction in the forecast overspend to £0.5m due to the service deferring delivery of the allocations parts of the Local Plan as a result of the holding direction by the Planning and Housing Minister. A request to carry funds forward to enable the completion of the Local Plan has been submitted per Section 3.2.
 - A £1m increase in the Corporate Services underspend to £3.7m, largely due to a £0.7m increase in the Energy Units underspend linked to the confirmation of energy credits. Prior reporting had highlighted the possibility of this..
 - The net impact of the above is offset by plans to transfer to reserves expenditure that has been deferred to 2017/18.
- Section 3.2 of the report outlines requests to carry forward unspent funds of approximately £2.5m from 2016/17 to 2017/18 to fund delayed activity and priority projects.
- Regarding the £45.6m budgeted savings that are included in the budgets outlined above, there are risks associated with the underachievement of a number of plans and it is forecast that £8.6m of savings will not be delivered as intended. The main underachieved savings are linked to Health and Wellbeing - Adult Services (£3.3m), Transport Assistance (£3.0m), Looked After Children (£1.8m), and a number of smaller underachievement's outlined in section 4.2 – Delivery of budget savings proposals. One of the aims of this report is to flag these so that necessary action can be taken.
- A fuller analysis of the main departmental variances to budget are outlined in section 5 - Service commentaries. Actions taken between now and the end of the financial year, together with additional issues that might arise will affect the ultimate outturn position.
- At 28th February, allocated and unallocated reserves stand at £149.4m of which £115.6m relate to the Council and £33.8m relate to Schools. £1m of further reserves have been used since the Qtr 3 report to fund dilapidation costs associated with vacating the leased Future House.

- During 2016-17 there has been a net reduction in total reserves of £18.3m including £11.4m of reserves to support the 2016/17 budget.
- Unallocated reserves currently stand at £13.8m as a contingency reserve which is equivalent to 3.6% of the Council's net budget (or just 1.6% of the Council's gross budget excluding schools).
- Regarding Capital Expenditure, the profiled resource position for 2016-17 for the Capital Investment Plan (CIP) stands at £76.1m with £49.7m incurred at 28th February. Section 7.0 provides further detail.
- Since the Qtr 3 report, the Project Appraisal Group has assessed the £2m Property Programme Essential Maintenance Programme for 2017/18 (see also Property Programme Executive Board Report - 4th April 2017) and recommends for it to be funded from reserves and contingencies.
- Regarding Council Tax, by statute the Council will receive its £159.9m budgeted share of Council Tax in 2016-17, with any difference in the actual amount collected carried forward into 2017-18. A surplus of £2m is projected in 2016-17, helping the 2017-18 budget by the same amount.
- By 31st January 2017 the Council had collected £162.2m (83.5%) of the value of Council Tax bills for the year compared with £154.0m (83.5%) at the same stage last year.
- Also by statute the Council in 2016-17 will receive its £74.1m budgeted share of Business Rates from the Collection Fund with any difference in the actual amount collected carried forward into 2017-18. A deficit of £5.8m is projected in 2016-17 causing an equivalent pressure to the 2017-18 budget.
- The shortfall is caused by the impact of successful appeals, which require the Council to pay out refunds and reduce on-going Business Rate income. For example, appeals caused higher than expected refunds and reductions in rateable values in some city centre areas. A report detailing the calculation of the Business Rates base including an explanation of the lower than forecast Business Rates was presented to Executive on 10/01/2017.
- At 31st January 2017, the Council had collected £129.3m (85.5%) of the value of Business Rates bills for the year compared with £125.1m (86.3%) at the same point last year. The reduction in the % of total bills collected is in part due to changes in rateable value for several large value properties resulting in payments not being collected in the month and the payment plan being recalculated over the remainder of the year.

3.0 COUNCIL REVENUE FORECAST

2016-17 Revenue Budget

The Council is forecast to underspend the £378m net expenditure budget by £0.2m. The budget is after £45.6m of service and non service budget savings.

3.1 2016-17 Revenue Forecast as at 28th February 2017

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Services to the public & businesses									
Health and Wellbeing	204.4	206.7	2.3	82.7	82.3	0.4	121.6	124.4	2.8
Children's Services	551.9	557.3	5.4	456.6	457.9	-1.3	95.3	99.4	4.1
Department of Place	141.5	141.0	-0.5	53.4	53.9	2.7	88.1	87.1	-1.0
Revenues & Benefits	178.4	189.8	11.4	175.0	186.7	-11.7	3.4	3.1	-0.3
Total services to the public & businesses	1,076.2	1,094.9	18.6	767.7	780.9	-9.9	308.5	314.0	5.5
Support services and non service									
Chief Executive	4.5	4.2	-0.2	0.1	0.1	0.0	4.4	4.1	-0.2
Corporate Services (Excluding Revenues & Benefits)	93.8	88.8	-5.0	44.2	42.5	-1.6	49.6	46.3	-3.3
Non Service Budgets	7.2	7.1	-0.2	1.3	1.4	-0.1	5.9	5.7	-0.3
Total support services and non service	105.5	100.1	-5.4	45.6	44.0	-1.6	59.9	56.1	-3.8
Central Budgets & Net Transfers To Reserves	33.7	24.2	-9.5	24.1	19.0	5.1	9.6	5.1	-4.4
Total Council Spend	1,215.5	1,219.1	3.8	837.4	843.9	-6.5	378.0	375.3	-2.7
Reprofiled spend and transfers to reserves (see Section 3.2)									2.5
Variance after reprofiled spend									-0.2

**From the 1st January 2017, a new departmental structure has been implemented. This has seen the previous departments of Environment and Sport, and Regeneration (less the Assistant Director of Estates and Property) being consolidated into the Department of Place. Additionally the new Corporate Services department has seen the consolidation of Dept. of Finance, HR, Legal Services, and Estates and Property Services.*

3.2 Better use of budgets requests – Re-profiled spend

In line with Council financial regulations that enable the management of expenditure over financial years, services are able to apply to carry forward unspent budgets to fund priority activity and projects that continue into future years. Better use of budget requests received are outlined below.

Deferred Activity	£000s	£000s
Department of Place		
Economic Development		
Ad:Venture - Match funding for Digital Enterprise fund	415	
Ad:Venture - Match funding for Digital Enterprise fund	181	
Local City Growth Outcomes (income from LCR)	160	
Economic Growth Strategy Intelligence	50	
City Centre Animations	40	
Economic Development Total	846	
Planning - Local Plan	460	
Waste and Fleet - Purchase of new system to log emergency incidents	15	
Bereavement Services	150	
Total Department of Place		1,471
Corporate Services		
Estates - To fund acquisition costs and transition for subsidy reductions	225	
School Catering - Menus and School Facilities improvement	225	
ISG – to support continuing business recovery plan	76	
Revenues and Benefits - delayed implementation of revised benefits cap	220	
Legal – schools admission administration	57	
Human Resources - CPD activity for Social Workers	150	
Total Corporate Services		953
Chief Executives		
Commissioning of Partnership Place Marketing work	50	
Total Chief Executives		50
Total expenditure to take place in 2017-18		2,474

4.2 Delivery of Budgeted Savings proposals

The combined budget savings of £45.6m in 2016-17 (£44.6m approved by Council in February 2016¹, and a further £1.0m Government cut to the Public Health Grant) brings the total savings the Council has had to find in the six years following the 2010 Comprehensive Spending Review (CSR) to £218.3m.

Table 2- Year on Year savings since 2010 CSR

	£m
2011-12	48.7
2012-13	28.5
2013-14	26.1
2014-15	31.8
2015-16	37.7
2016-17	45.6
Total savings	218.3

In tracking progress made against each individual saving proposal, £37.0m (81%) of the £45.6m is forecast to be delivered, leaving £8.6m that is forecast not to be delivered.

Saving Tracker

	Revised Savings £m ²	Forecasted Achievement £m	Forecast Variance £m
Health and Wellbeing	14.0	10.7	3.3
Children's Services	3.7	1.9	1.8
Department of Place	5.9	5.3	0.6
Corporate Services	10.0	10.0	0.0
Chief Executives	0.2	0.2	0.0
Travel Assistance	3.0	0.0	3.0
Non Service	8.8	8.8	0.0
Total	45.6	37.0	8.6

The forecast underachieved savings is higher than prior years reflecting the increased difficulty of delivering savings.

	Budgeted Savings £ms	Underachieved Savings £ms
2013/14	26.1	4.4
2014/15	31.8	2.3
2015/16	37.7	4.9
2016/17 (Forecast)	45.6	8.6

¹ £27.4m of savings agreed in Feb 2015 that impact on 2016-17 budget, and £17.3m of additional savings agreed in Feb 2016.

² Revised savings include £1.5m of savings linked to Transactional support being allocated to departments from cross cutting, and £0.1m of savings linked to Connexions being implemented by Environment and Sport.

As reported at Qtr 3 main planned savings that are at risk of not being delivered in full are:

4.2.1 Travel Assistance

- Informed by extensive public consultation, the Executive in June 2015 approved a revised Travel Assistance Policy based on principles and guidance contained in a joint framework between Children's and Adults. The £3m savings reduction in 2015-16 Transport Assistance was underachieved by £1.8m and there is a further saving of £3.0m in 2016-17.
- A robust action plan for Travel A
- ssistance has been developed to address the requirement to make savings from this budget. A proposal is currently under consultation for the establishment of a new Travel Assistance Service sited within Children's Services reporting to the Assistant Director for Performance, Partnership and Commissioning. Contact with parents and carers who have expressed interest in personal travel budgets is about to commence, undertaken by staff from Revenues and Benefits team who have expertise in this area. The plan will promote independence and realise savings.
- Additionally, the Council also agreed to allocate £0.6m of investment over 2 years from 2016-17 to support the provision of Travel Training.
- The forecast underachievement of savings is covered by Corporate contingencies in 2016-17.

4.2.2 Health and Wellbeing £14.0m saving, £3.3m forecast underachievement

- The combined saving of £2.0m planned to be delivered by reducing the number of external Older People Residential Care placements by promoting independent living and increasing the number of long stay service users in in-house homes is forecast to be underachieved by £1.4m. Numbers are reducing but not as quickly as planned.
- £0.4m of savings linked to the closure of an in-house residential home are forecast not to be delivered as the home remains open. To mitigate the underachievement £0.4m of reserves have been drawn down whilst the Great Places to Grow Old strategy is implemented.
- Of the £0.7m of savings linked to increased contributions from Adults Service users, £0.7m is forecast to be unachieved. £0.5m of the underachievement is due to an extended consultation period on the recently approved new charging policy, with the remaining £0.2m due to the time taken to review and financially assess Mental Health clients.
- £1m of savings planned to be delivered by renegotiating Adults high cost placements are forecast to be underachieved by £0.1m due to the time taken to review and negotiate costs with providers. The underachievement is not expected to recur in 2017-18.
- £1.5m savings planned to be delivered by Learning Disability commissioning savings are forecast to be underachieved by £0.6m. The savings shortfall in 2016-17 is due to both provider changes and contractual arrangements leading to a delay in implementation. The underachievement is not expected to recur in 2017-18.

- £0.1m saving from increased contributions from the Police and Clinical Commissioning Groups is unachieved as further funding is not available at this point.

4.2.3 Children's £3.7m, £1.8m forecast underachievement.

- £0.8m of savings planned to be delivered by reducing the number of Looked After Children by 75 to 800 are forecast not to be delivered as numbers are increasing.
- £0.6m of savings planned to be delivered by bringing Looked After Children cared for outside of Bradford back into the district are forecast not to be delivered as numbers are increasing.
- £0.4m of savings planned to be delivered by reducing payments to Foster Carers due to a reduction in the number of Looked After Children, and reducing retainer and allowance payments to Foster Carers is forecast to be underachieved by £0.2m due to a delay in the second phase of plans to review care packages.
- Children's services plan to mitigate the overspend on Purchased Placements and Allowances by reviewing the sufficiency and commissioning strategy; Re-commissioning block contracts for residential and fostering provision; reviewing the care plans of all young people in Purchased Placements who can return internally or to an Independent Foster Agency placement, and increasing the capacity of the In-House Fostering Service through training and recruitment.
- £0.6m of savings linked to streamlining the service and staffing efficiencies is forecast to be underachieved by £0.2m. A restructure of Admin services is underway which will generate the saving for 2017-18.

4.2.4 Department of Place £5.9m, £0.6m forecast underachievement

- £0.4m of savings planned to be delivered by reducing the number of posts in Development Management and increasing income are forecast to be underachieved by £0.3m as reported previously. The full year effect of the saving will be achieved in 2017-18 however timing in the restructuring process means fewer posts will have been deleted by the end of 2016-17 than had been initially planned. Consultation has proceeded as planned with staff and Trade Unions this will allow further progress in delivery of the saving.
- £0.2m of savings planned to be delivered by transferring some functions to the West Yorkshire Combined Authority are not being achieved and progress is dependent on the WYCA 'One Organisation' strategy. Offsetting underspends in planned maintenance and overall cost control help instead to balance the account.
- Of the £0.7m of Highways Asset Management savings, £0.2m is forecast to be underachieved. Originally, the service had expected to be able to reduce the Corporate Insurance Premium through expected favourable changes in capping associated legal costs. It also planned to invest to save in Street Lighting. However, the Insurance Premium hasn't reduced as planned, and the invest to save projects will likely result in a phased achievement in the savings overall. Instead, Highways applied a range of mitigating savings in highway maintenance, footway maintenance, traffic signals, depots, vehicles. Most of the savings are on track for a full year saving but the timing means £0.2m will cross over into early 2017-18.

5.0 SERVICE COMMENTARIES

5.1 Department of Health and Wellbeing

- The Department of Health and Wellbeing (formerly Adult Services and Public Health) is forecast to overspend the £121.6m net expenditure budget by £2.8m (£3.2m at Qtr 3), with a £3m overspend in Adult Services being partly offset by a £0.2m underspend in Public Health.
- The Department is forecast to achieve 76% of the agreed £14.0m budget savings; giving a shortfall of £3.3m as outlined in section 4.2.

5.1.1 Health and Wellbeing – Adult Services

	Gross Expenditure			Income			Net Expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Services									
Purchased Care	99.8	103.0	3.2	16.8	16.8	0.0	83.0	86.2	3.2
Community Care Services	10.5	10.3	-0.2	8.3	8.5	-0.2	2.2	1.8	-0.4
In-house Residential & Day Care	12.4	12.6	0.2	4.0	4.4	-0.4	8.4	8.2	-0.2
Access, Assessment & Support	13.0	12.8	-0.2	2.7	2.7	0.0	10.3	10.1	-0.2
No Recourse to Public Funds	0.8	1.1	0.3	0.0	0.0	0.0	0.8	1.1	0.3
Other Operational Services	0.4	0.4	0.0	0.0	0.0	0.0	0.4	0.4	0.0
Non-Residential Charges	0.0	0.0	0.0	3.4	2.4	1.0	-3.4	-2.4	1.0
Commissioned Services	4.5	4.3	-0.2	0.0	0.0	0.0	4.5	4.3	-0.2
Integration & Transition	15.5	14.9	-0.6	2.3	2.1	0.2	13.2	12.8	-0.4
Strategic Director	1.3	1.2	-0.1	0.2	0.2	0.0	1.1	1.0	-0.1
Total	158.2	160.6	2.4	37.7	37.1	0.6	120.5	123.5	3.0

- Adult Services are forecast to overspend the £120.5m net expenditure budget by £3m. The forecast overspend is largely as detailed in Qtr 3 and comprises a £3.2m overspend on Purchased Care; a £1.0m underachievement of service user income, a £0.3m recurrent overspend on the BACES equipment service, £0.3m overspend on No Recourse to Public Funds, £0.3m on Deprivation of Liberty Safeguards (DOLS), offset by underspends of £1.8m across the department.
- The forecast is largely as reported in Qtr 3 less a favourable movement of £0.2m in Purchased Care due to forecast reductions in Older People and Physical Disabilities packages of care.
- Further issues that may impact on the Adult Services outturn position relate to the introduction of a new payment system. As highlighted at Qtr 3 there is an element of risk to the forecast due to the implementation of the new system and the volatility of the expenditure.
- Additionally, as reported in previous years there are also a number of final budget reconciliations outstanding, relating to commissioned services, which could affect the final outturn position.

5.1.2 Health and Wellbeing - Public Health

Public Health is forecast to underspend the £1.1m net expenditure budget (£46.1m gross budget) by £0.2m and deliver the £1.4m savings as planned as reported at Qtr 3.

Service Name	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Public Health Leadership	0.9	1.6	0.7	0.0	0.0	0.0	0.9	1.6	0.7
Information & Intelligence	0.2	0.2	0.0	0.0	0.0	0.0	0.2	0.2	0.0
Nutrition, Obesity & Physical Activity	2.3	2.3	0.0	0.0	0.0	0.0	2.3	2.3	0.0
Drugs Misuse	12.2	12.0	-0.2	0.7	0.7	0.0	11.5	11.2	-0.2
Alcohol Misuse	0.6	0.6	0.0	0.0	0.0	0.0	0.6	0.6	0.0
Tobacco	1.1	1.1	0.0	0.0	0.0	0.0	1.1	1.1	0.0
Dental Public Health	0.7	0.7	0.0	0.0	0.0	0.0	0.7	0.7	0.0
Children 5-19	3.5	3.5	0.0	0.0	0.0	0.0	3.5	3.5	0.0
Health Checks	0.2	0.2	0.0	0.0	0.0	0.0	0.2	0.2	0.0
Sexual Health	4.7	4.6	-0.1	0.0	0.0	0.0	4.7	4.6	-0.1
Emergency Preparedness	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Premises becthe respons	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Running Costs	1.3	1.1	-0.2	0.0	0.0	0.0	1.3	1.1	-0.2
Health Protection	1.7	1.7	0.0	0.0	0.0	0.0	1.7	1.7	0.0
Wider Determination	4.9	4.9	0.0	0.0	0.0	0.0	4.9	4.8	0.0
Children's Service (0-5 Year Olds)	10.7	10.7	0.0	0.0	0.0	0.0	10.7	10.7	0.0
Public Health Grant Funding	0.0	0.0	0.0	44.0	44.0	0.0	-44.0	-44.0	0.0
Environmental Health Management	0.5	0.4	-0.1	0.0	0.0	0.0	0.4	0.4	-0.1
Air Quality	0.0	0.1	0.1	0.0	0.1	-0.1	0.0	0.0	0.0
Environmental Health & Transport	0.4	0.2	-0.2	0.2	0.2	0.1	0.2	0.0	-0.1
Total	46.1	45.9	-0.2	45.0	45.0	0.0	1.1	0.9	-0.2

- The in year savings of £1.4m which have been achieved are split between a reduction in funding from the Department of Health (DoH) totalling £1m and Council approved savings of £0.4m.
- The forecasted saving of £0.2m is within the Environmental Health service and largely attributable to vacancy management and running costs.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health Reserve. As reported at Qtr 3, £0.4m will be transferred to the Public Health Reserve to continue the Self Care project and Health Improvement work. The planned movement to reserves has been incorporated into the forecast.
- A full report detailing Finance and Service Performance will be provided in the Outturn report in June.

5.2 Children's Services

Service Areas	Gross Expenditure		Income		Net Expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
1.0 Directors Office	0.3	0.3	0	0	0.3	0.3	0
2.0 Performance Comm & Develop	2.7	2.9	0.2	0.2	2.5	2.7	0.2
3.0 Education, Employment & Skills	125.2	124.8	79.8	80.1	45.4	44.7	-0.7
4.0 Children's Social Care	60.1	65.8	4	5.1	56.1	60.7	4.6
5.0 Schools	363.6	363.6	372.6	372.6	-9	-9	0
Total	551.9	557.4	456.6	458	95.3	99.4	4.1

- Children Services are forecast to overspend the £95.3m net expenditure budget by £4.1m as a result of a £4.6m overspend in Children's Social Care (including External Placements £2.1m, Fees and Allowances £1.4m and Social Work £0.6m), partly offset by other areas within the Department. The forecast overspend is £1.2m higher than reported at Qtr 3.
- The increase is mainly caused by a £1m increase in the External Purchased Placements overspend to £2.1m. Since Qtr 3, 16 new children have been placed in external placements increasing costs by £0.2m; 17 placements have been extended resulting in a £0.7m increase, with the remaining £0.1m resulting from higher rates paid.
- The remaining £0.2m results from an increase in the Social Work teams overspend to £0.6m caused by increased use of agency staff linked to vacant posts.
- The Council allocated £3.8m of budgeted savings for 2016-17. The current forecast highlights a £1.8m shortfall in budgeted 2016-17 savings as reported at Qtr 3 – see section 4.2.
- Children's Services have been allocated £3.2m over two years from the Department for Education to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care. The grant has been made by The Department for Education as part of The Innovation Programme and focuses on the policy priorities set out in Children's social care reform: A vision for change, which was published in January 2016. The funding will help to accelerate the delivery of the Council's Journey to Excellence initiative. At its heart this programme aims to provide safety and stability for children and work with families to build on their strengths.

5.3 Department of Place

- The Department of Place was created on the 1st January 2017, which resulted in services previously within Regeneration and Environment and Sport consolidating into one Department. Estates and Property (formerly within Regeneration) is now part of the new Corporate Services department.

	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.5	0.5	0.0	0.0	0.0	0.0	0.5	0.5	0.0
Fleet & Transport Services	12.9	12.4	-0.5	13.1	13.1	0.0	-0.2	-0.7	-0.5
Waste Collection & Disposal	30.8	31.1	0.3	6.1	6.0	0.0	24.7	25.0	0.3
Neighbourhoods & Street Scene	19.4	19.0	-0.4	5.9	6.2	-0.3	13.5	12.8	-0.7
Sports & Culture Services	35.2	36.5	1.3	20.4	20.9	-0.5	14.8	15.6	0.8
Economy & Development Services	11.3	9.9	-1.4	1.6	1.7	-0.1	9.7	8.3	-1.5
Planning Transportation & Highways	31.4	31.6	0.2	6.3	6.0	0.3	25.1	25.5	0.5
Place	141.5	141.0	-0.5	53.4	53.9	-0.6	88.1	87.1	-1.0

- The Department is forecast to underspend the £88.1m net expenditure budget, (£141.5m gross budget) by £1m, and achieve £5.3m of the £5.9m agreed budget savings as planned. The main underachieved savings relate to Planning Transport and Highways as outlined in prior Qtrs. and detailed in section 4.2.
- Contained within the £1m forecast underspend, there are however some significant forecast overspends.
 - The Waste Disposal budget is forecast to overspend by £0.9m as a result of higher than budgeted tonnages. This however is mostly offset by underspends in other areas of Waste Services leaving an overall overspend of £0.3m.
 - Sports Facilities are forecast to overspend by £0.7m as a result of higher employee costs and lower income as reported previously.
 - Planning Transport and Highways are forecast to overspend by £0.5m largely as a result of underachieved savings (section 4.2)
- The forecast overspends are however more than offset by underspends in other service areas.

The Department wide forecast has moved from a £0.4m overspend at Qtr 3 to a £1.0m underspend at 28th Feb. The main changes include:

- The Economy and Development services forecast underspend has increased by £1.1m to £1.5m as a result of spend on some schemes being deferred to 2017/18, the possibility of which had been highlighted previously. A request to carry funds forward to continue work on the schemes has been submitted and is detailed in section 3.2.
- Planning Transport and Highways has a £0.4m reduction in the forecast overspend to £0.5m due to the service deferring delivery of the allocations parts of the Local Plan as a result of the holding direction by the Planning and Housing Minister. A request to carry funds forward to enable the completion of the Local Plan has been submitted per section 3.2.
- The Waste Services forecast overspend has increased from £0.1m to £0.3m linked to the realignment of staff costs from the Waste Project and the purchase of bins.

- Smaller scale increases in the forecast underspends in Neighbourhoods and Fleet and Transport services.
- Further risks that may impact on the final outturn position include reducing levels of income from glass recycling in Waste Services; Weather conditions impacting on Highways and winter gritting; Income levels from Planning Fees and Highways charges.

5.4 Corporate Services

- From 1st January 2017 the new Corporate Services department has been formed seeing the consolidation of the Department of Finance (inclusive of Financial Services, Commissioning and Procurement, ICT and Revenues and Benefits), Estates & Property, Legal & Democratic and Human Resources.

Service Name	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Services	0.3	0.3	0.0	0.0	0.0	0.0	0.3	0.3	0.0
Financial Services	2.6	2.5	-0.1	0.2	0.2	-0.1	2.4	2.3	-0.2
Revenues & Benefits	178.4	189.8	11.4	175.0	186.7	-11.7	3.4	3.1	-0.3
Information & Customer Services	16.0	15.1	-0.9	1.4	1.1	0.3	14.6	14.0	-0.6
Commissioning & Procurement	1.9	1.8	-0.2	0.3	0.4	-0.1	1.7	1.4	-0.3
Estates and Property Services	56.5	53.3	-3.2	38.3	36.6	1.6	18.2	16.7	-1.6
Human Resources	8.1	7.9	-0.2	1.9	2.1	-0.2	6.2	5.8	-0.4
Legal Services	8.4	8.0	-0.5	2.2	2.1	0.1	6.3	5.9	-0.4
Total	272.3	278.6	6.4	219.2	229.3	-10.0	53.0	49.4	-3.7

- Overall the department is forecast to underspend the £53m net expenditure budget (£272.3m gross budget) by £3.7m and deliver £10m of savings as planned.
- The main underspends are within Estates and Property services (£1.6m) linked largely to Energy Costs (£0.7m), School Catering (£0.5m) and Estates Management (£0.2m).
- ICT is also forecast to underspend by £0.6m due to a review of contracts following the end of the IBM contract in 2015-16, and savings on employee costs. This underspend allows for the provision of £1m to fund costs relating to medium to long term transformational projects via the previously identified reserve.
- Human Resources (HR) are forecast to underspend by £0.4m as reported at Qtr 3.
- Legal & Democratic services are also forecast to underspend by £0.4m due partly to operational efficiencies resulting from the Registrars move into City Hall, and vacancy control in Legal Services in advance of future years savings.
- The Department underspend is £1m higher than that forecast at Qtr 3, largely resulting from a £0.7m increase in the Energy Units underspend linked to the confirmation of energy credits. Prior reporting had highlighted the possibility of this, including the services plans to use those credits to deliver further energy efficiency measures in future years.
- A number of Better use of budget requests to carry forward unspent funds to 2017/18 to complete priority work have been submitted and are detailed in section 3.2.

5.5 Chief Executive

Service Name	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Chief Executive Core Office	0.4	0.4	0.0	0.0	0.0	0.0	0.4	0.4	0.0
Political Offices	0.2	0.2	-0.1	0.0	0.0	0.0	0.2	0.2	-0.1
Public Affairs	1.4	1.3	-0.1	0.1	0.1	0.0	1.3	1.2	-0.1
Policy Programme	2.5	2.4	-0.1	0.0	0.0	0.0	2.5	2.4	-0.1
Total	4.5	4.3	-0.2	0.1	0.1	0.0	4.4	4.1	-0.2

- The Chief Executive's Office including Policy, Programmes & Change (PPC) is forecast to underspend the £4.4m net expenditure budget (£4.5m gross budget) by £0.2m and achieve the £0.2m of savings targets. There are no material changes to the Qtr 3 position.

5.6 Non Service Budgets

- The £5.9m of Non service budgets that include payments to Joint Committees with other West Yorkshire Local Authorities, External Audit, bank interest and Yorkshire Purchasing Organisation dividends amongst others are forecast to underspend by £0.3m due to lower than budgeted External Audit fees (£0.1m) and higher than budgeted investment income (£0.1m) as reported in Qtr 3.

5.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with Capital Investment (interest and principal repayment), payment to the West Yorkshire Passenger Transport Executive and contingencies amongst others.
- Contained within Central budgets and contingencies are £4.8m of undelivered savings associated with Transport Assistance (£1.8m from 15/16 and £3m in 16/17) that are forecast to be mitigated by the use of contingencies in 2016-17.
- As reported at Qtr 3 other budgets are forecast to underspend by £4.4m as a result of lower capital financing costs due to lower than planned capital spending and lower interest rate loans(see section 7), offset by the forecast requirement to make transfers to the transitional risk reserve.

6.0 BALANCE SHEET

6.1 Cash Reserves

- Net movements from reserves have led to a £18.3m reduction in total reserves from £167.7m at 1 April 2016 to £149.4m at 28th February 2017 (£115.6m Council and £33.8m schools). The £18.3m net releases from reserves include:
 - Releases and additions outlined in Qtrs 1,2&3
 - £1m reduction in the Dilapidation reserve linked to the vacation of the leased Future House.

- Unallocated reserves currently stand at £13.8m as a contingency reserve which is equivalent to 3.6% of the Council's net budget (or just 1.6% of the Council's gross budget excluding schools).

Appendices 1&2 outline Council and schools reserves.

6.2 School Balances

- The table below shows the School Reserves (including Schools Contingencies) position as at 31st December 2016.

	Balance 1 st April 2016		Balance 31 st March 2017		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	634	7	700	7	(66)
Primary	137	13,193	106	7,718	24	5,475
Secondary	13	3,307	7	(1,894)	6	5,201
Special	6	693	6	238	0	455
Pupil Referral Units (PRU)	7	1,041	7	317	0	724
Total	170	18,868	133	7,079	37	11,789
School Contingency		14,091		7,000	0	7,091
City Learning Centres/Other		844		761	0	83
Total	170	33,803	133	14,840		18,963

- There have been thirty seven schools who have converted to Academy Status in 2016-17.
- In setting the 2016-17 Schools budget, The Schools Forum allocated £9.6m balance held within School Contingencies.

7.0 CAPITAL

- The profiled resource position for 2016-17 for the Capital Investment Plan (CIP) stands at £71.1m. This is a reduction of £4m from the Qtr 3 position. To the end of February there has been spend of £49.7m. A summary position by service is shown in the Table below and the detailed Capital Monitor in Appendix 3. The Capital Monitor has been updated to reflect changes to department structures.

Service	Budget Exec Q3 Jan17	Changes	Re-profiled Budget for Year	Actual Spend to 28 Feb	2017-18 Budget	2018-19 Onwards
	£'m	£'m	£'m	£'m	£'m	£'m
Health and Wellbeing	1.4	0.3	1.7	1.0	14.4	16.3
Children's Services	20.5	-0.9	19.6	14.5	24.5	23.0
Place - Economic & Devel Serv	16.9	-0.4	16.5	13.1	34.0	21.8
Place – Plan, Transport & Highways	20.3	-	20.3	12.1	12.3	43.8
Place - Other	9.1	-0.4	8.7	5.8	15.5	29.3
Corp Serv – Estates & Property	6.8	-2.6	4.2	3.2	4.9	-
Reserve Sch & Contingencies	5.1	-	5.1	-	20.0	91.9
All Services	80.1	-4.0	76.1	49.7	125.6	226.1

- The main reason for the reduction in spend is due to the re-profiling of £4.0m of spend into next year, this includes; Property Programme Museum Store - work is on hold pending a review. Other Property Programme works planned for this year will now complete in 2017/18 including Keighley Library (work has commenced) and Eccleshill Pool (due to commence on site 10th April 2017). Also the Schools Capital Maintenance Grant has had funding moved in to 2017-18 due to delays in tendering.

7.1 New Capital Schemes

- A number of new schemes were approved in the budget report to Council. In addition the Project Appraisal Group (PAG) considered the detailed programme for the Property Programme - Essential Maintenance 2017-18 held in Reserves and Contingencies. The priorities in this programme include electrical work to Thompson Court Residential Home, ventilation work to St George's Hall, works to Ilkley Pool and Bowling Pool and work on the roof and lifts in Britannia House. The annual Property Programme Executive Board update report (4th April 2017) details the schemes. PAG recommends the approval of this proposed programme of works.

7.2 Capital Resources

- An additional £32.7m in capital grants (predominantly Education related) and contributions has been received so far this year and the Council has already achieved £4.5m in non-housing capital receipts against a target of £3m. The additional capital receipts will help reduce the need for borrowing to finance capital expenditure.
- Regarding borrowing, the Council has £25.9m of debt due to mature in March. In order to maintain cash balances and to secure the low interest rates currently available, the Council has secured £25.9m in new loans. The £1.6m reduction in annual interest costs this will deliver has been factored into existing capital finance budgets.

8.0 Council Tax and Business Rates collection.

8.1 Council Tax and business rates

- In 2016-17, the Council will receive its budgeted £159.9m share of Council Tax. The Council receives its budgeted share by statute, paid for from a separate account called the Collection Fund, with any surplus or deficit compared to the actual amount collected carried forward into the following year. Overall there is a forecast surplus of £2m for 2016-17, which will be used to support next year's budget.
- At 31 January 2017, the Council had collected £162.2m (83.55%) of the value of Council Tax bills marginally higher than the target for this stage of the year.

Council Tax Collection	At 31 Jan 14/15	At 31 Jan 15/16	At 31 Jan 16/17
Council Tax - Dwellings administered	212,133	213,645	214,856
BV9 Council Tax collected in year to 31 Jan £000s	148,647	154,027	162,243
BV9 % of Council Tax Collected to 31 Jan	83.56%	83.23%	83.55%
Council Tax Collection Target at 31 Jan	84.7%	83.5%	83.5%

8.2 Business Rates

- Also by statute the Council will receive its £74.1m budgeted share of Business Rates from the Collection Fund in 2016-17 with any difference in the actual amount collected carried forward into 2017-18. A deficit of £5.8m is projected in 2016-17 causing an equivalent pressure to the 2017-18 budget as reported in Qtr 3.
- The Business Rates deficit in 2016-17 (impacting in 2017-18) will be partially compensated by the projected Council Tax surplus outlined previously. In addition, this deficit will be further offset because the 2017-18 Council Tax base has increased significantly above the Medium Term Financial Strategy (Calculation of Bradford's Council Tax Base and Business Rates Base for 2017-18, Executive 10 January 2017).
- The forecast Business Rates deficit and Council Tax surplus have been factored into the 2017-18 Budget.
- For Business Rates the collection figure at 31st January 2017 is 87% (compared to 89% at the same time last year) and is marginally under target. This is in part due to changes in rateable value for several large value properties resulting in payments not being collected in the month and the payment plan being recalculated over the remainder of the year.

Business Rates Collection	At 31 Jan 14/15	At 31 Jan 15/16	At 31 Jan 16/17
Number of Business Rates bills issued plus the number of summonses	34,041	28,420	28,206
CIS_034 (BV10) - Business Rates collected in year to 31 Jan £000s	128.4	125.1	129.3
BV10 % Business Rates collected in year to the 31 Jan	89.74%	86.3%	85.5%
Business Rates Collection Target at the 31 Jan	89%	89%	87%

9.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.

10.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules

11.0 NOT FOR PUBLICATION DOCUMENTS

None

12.0 RECOMMENDATIONS

- 12.1 Note the contents of this report and the actions to be taken to manage the closure of the Council's financial position for 2016-17.
- 12.2 That in preparing the Final Accounts the Strategic Director – Corporate Services is

empowered to take appropriate steps to secure the best advantage for the Council's financial position.

- 12.3 Approve subject to the actual outturn position at the 31 March 2017 being in line with that reported, the deferred expenditure (Better use of budget requests) as set out in section 3.2.

- 12.4 Approve the £2m Property Programme Essential Maintenance Programme, to be funded from Reserves and Contingencies.

13.0 APPENDICES

Appendix 1	Reserves Statement as at 28th February 2017
Appendix 2	Departmental Earmarked Reserves as at 28th February 2017
Appendix 3	Capital Investment Plan

14.0 BACKGROUND DOCUMENTS

- Qtr 3 Financial Position Statement for 2016-17
- Mid Year Finance and Performance Executive Report 8th November 2016
- Qtr 1 Finance Report 2016-17 Executive Report 19 July 2016
- Medium Term Financial Strategy 2017/18 to 2019/20 and Beyond incorporating the Efficiency Plan - Executive Report 19 July 2016
- Annual Finance and Performance Outturn Report 2015-16 Executive Report 19 July 2016
- The Council's Revenue Estimates for 2016/17 & 2017/18 – Council Report R 25 February 2016
- The Council's Capital Investment Plan for 2016/17 to 2019/20 – Executive Report BB 23 February 2016
- Section 151 Officer's Assessment – Council document S 25 February 2016

Reserves Statement as at 28th February 2017

Appendix 1

	Opening Balance £000	Movement in 2016-17 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	19,919	-6,107	13,812	The approved 2016-17 Budget used £6.2m of unallocated reserves.
Total available Unallocated Corporate Reserves	19,919	-6,107	13,812	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
Employment Opportunities fund	1,025	0	1,025	Funding to support young and disadvantaged people into employment
Managed severance	4,093	0	4,093	Money to meet termination costs in the years beyond 2017-18.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	4,029	0	4,029	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs
Trade Waste VAT refund	463	-120	343	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	805	0	805	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Sports Strategy	165	0	165	To cover feasibility costs associated with the Sports Strategy.
Single Status	24	0	24	To cover any residual implementation of Single Status costs.
Capital Feasibility Studies	70	-70	0	
Transformation Programme	124	0	124	To fund transformational activity
Better use of Budgets	2,757	-2,757	0	£2.7m has been transferred back to Services to enable projects and activities carried over from 2015-16 to be completed.
Producer City Initiative	743	-559	184	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	6,345	-900	5,445	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	0	3,956	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,848	0	1,848	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant

	Opening Balance £000	Movement in 2016-17 £000	Closing Balance £000	Comments
Transitional and Risk Reserve	7,748	-3,609	4,139	<p>programme at 31 March 2015.</p> <p>To help fund Transitional work, and cover risks. £3.6m has been used to support the 16-17 budget.</p> <p>Available to fund projects that lead to greater integration between the Council and its Health partners.</p>
Health Integration Reserves	222	0	222	
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly and Development	0	800	800	
Sub Total	38,893	-7,215	31,678	
C. Reserves to support capital investment				
Renewal and replacement	11,917	-467	11,450	Funding used to support the capital investment programme.
Markets	1,231	0	1,231	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	13,148	-467	12,681	
D. Service Earmarked Reserves	42,829	-2,245	40,584	See Appendix 2
E. Revenue Grant Reserves	8,389	-2,308	6,081	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	33,802	0	33,802	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub total General Fund Reserve & School balances	44,605	0	44,605	
Grand total	167,783	-18,342	149,441	

Departmental Earmarked Reserves Statement as at 28th February 2017

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Health and Wellbeing				
Supporting People	2,065	0	2,065	Funding to support invest to save projects
Integrated Care	5,347	0	5,347	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	604	-168	436	Funding to cover management and staffing costs linked to the transformation of services for older people.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Stock Condition	95	0	95	Funding to procure Stock Condition Surveys.
Social Lettings	664	0	664	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	1,045	0	1,045	To fund initiatives to prevent Homelessness.
Care Act Reserve	4,863	-540	4,323	To support the implementation of the Care Act
Public Health	182	-123	59	
Total Health and Wellbeing	14,895	-831	14,064	
Children's Services				
BSF Unitary Charge	6,568	0	6,568	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,093	0	4,093	See above
Dilapidation	1,000	-1,000	0	At the end of a lease on a building, the Council will be liable for any dilapidations of the building.
Better Start Programme	90	0	90	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Safeguarding Board	85	0	85	Support for the Council in its role as the accountable body for the Bradford Children's Safeguarding Board

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Routes to Work	361	0	361	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	386	0	386	
Retail Academy (Skills for Employment)	337	0	337	
Training Work Programme (Skills for Work)	1,031	0	1,031	
Total Children	13,951	-1,000	12,951	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	278	0	278	Set aside to meet Departmental costs associated with delivering a Waste Management solution
Customer Service Strategy	849	-14	835	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	320	0	320	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	96	0	96	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
Art Fund	12	0	12	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	200	0	200	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	133	-57	76	
Tour De Britain	8	0	8	

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Tour De Yorkshire	139	0	139	
Lidget Moor YC	18	0	18	To support Youth Services in Lidget Green Area
Empty Homes	125	0	125	To support the on-going programme to bring empty homes back into use
Council Housing Reserve	375	0	375	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	212	0	212	Fee income generated to be used to subsidise the delivery of projects in future years.
City Park Sinking Fund	630	0	630	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	867	0	867	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
City Centre Regeneration W	150	0	150	
Department of Place	5,816	-71	5,745	
Corporate Services				
Schools Traded HR Reserves	106		106	To mitigate the risk of changes in customer base.
Business Support Centre	145	-73	72	To support organisational development
Workforce Development New Deal	530	-185	345	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning linked closely with the New Deal agenda.
Learner Management System	85	-85	0	Software/system implementation etc in support of workforce development.
District Elections	216	0	216	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non Council.
Community Support and Innovation Fund	404	0	404	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
ICT Programmes Budget	4,900	0	4,900	To fund future ICT projects
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	0	515	To support investment in service improvements and cover against uncertainty in the client base
Total Corporate Services	8,167	-343	7,824	
Total Service Earmarked Reserves	42,829	-2,245	40,584	

Capital Investment Plan

Appendix 3

Scheme No	Scheme Description	Q3 Exec Jan 17	Changes	Re profile Budget 2016-17	Spend 28 Feb 17	Budget 2017-18	Budget 2018-19	Budget 2019-20 & Onwards
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing								
CS0008	HIV Capital Grant	7	0	7	7	0	0	0
CS0237	Great Places to Grow Old	255	-255	0	0	0	9,138	0
CS0237	Keighley Rd Extra Care	50	318	368	274	7,432	6,000	0
CS0237	Keighley Rd Residential Care	667	-517	150	117	3,350	1,050	0
CS0239	Community Capacity Grant	2	48	50	38	3,593	0	0
CS0239	Whiteoaks Respite Centre	2	665	667	310	0	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	0	0	0	0
CS0312	Integrated IT system	410	0	410	278	0	0	0
CS0352	Electric vehicle charging infrastructure	0	30	30	0	40	40	80
Total - Health and Wellbeing		1,412	289	1,701	1,024	14,415	16,228	80
Children's' Services								
CS0205	I.C.S Grant		162	162	162	0	0	0
CS0231	C&I School (Convers Thorn Park)	1	0	1	0	0	0	0
CS0025	Childrens Home Residential Prov	6	0	6	0	0	0	0
CS0227	Designated Specialist Provision	1	0	1	0	0	0	0
CS0249	Schools DRF	3,000	0	3,000	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	407	-10	397	276	10	0	0
CS0278	Targeted Basic Needs	213	-28	185	181	47	0	0
CS0286	Outdoor Learning Centres	308	0	308	305	30	0	0
CS0297	Universal Free Sch Meals - Kitchen	26	-23	3	3	20	0	0
CS0022	Devolved Formula Capital	3,145	0	3,145	3,670	0	0	0
CS0030	Capital Improvement Work	187	-134	53	48	134	0	0
CS0042	Primary Capital Programme	112	0	112	111	0	0	0
CS0240	Capital Maintenance Grant	5,932	-932	5,000	4,150	5,378	0	0
CS0244	Primary Schools Expansion Progr	5,400	0	5,400	4,605	16,392	16,906	0
CS0244	Silsden School £7.265m Exec minutes 12/04/16	600	0	600	549	1,900	5,000	1,045
CS0313	School Capital Loans	400	0	400	0	550	0	0
CS0314	Foster Homes Adaptation	187	0	187	79	0	0	0
CS0316	Tracks Educational provision	185	0	185	166	0	0	0
CS0322	Horton Park Prim Open Spaces	169	0	169	157	14	0	0
CS0343	Children's Home Build Works	227	0	227	60	0	0	0
Total - Children's' Services		20,506	-965	19,541	14,522	24,475	21,906	1,045

Scheme No	Scheme Description	Q3 Exec Jan 17	Changes	Re profile Budget 2016-17	Spend 28 Feb 17	Budget 2017-18	Budget 2018-19	Budget 2019-20 & Onwards
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services								
	Computerisation of Records	0	0	0	0	10	0	0
CS0136	Disabled Housing Facilities Grant	3,800	0	3,800	3,163	4,273	2,471	4,942
CS0137	Development of Equity Loans	500	0	500	331	1,500	1,466	2,300
CS0144	Empty Private Sector Homes Strat	800	0	800	619	1,021	243	0
CS0158	Regional HALS	11	0	11	9	0	0	0
CS0223	Afford Housing - Beech Grove	0	0	0	-260	0	0	0
CS0225	Afford Housing Prog 11-15	200	140	340	303	100	0	0
CS0308	Afford Housing Prog 15 -18	5,850	0	5,850	4,602	18,468	2,258	0
CS0250	Goitside	350	0	350	366	205	0	0
CS0280	Temp Housing Clergy House	1,700	0	1,700	1,428	50	0	0
CS0145	S106 monies Affordable Hsg	0	13	13	13	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	249	-129	120	52	159	0	0
CS0186	Enterprise Hubs	0	0	0	-5	0	0	0
CS0213	Park Dam	6	0	6	4	0	0	0
CS0269	Burley In Whrfedle Culvert repair	100	0	100	2	0	0	0
CS0331	Demolit of Edwards Rainbow Ctre	36	0	36	22	0	0	0
CS0084	City Park	0	0	0	0	205	0	0
CS0085	City Centre Growth Zone	420	-470	-50	-232	1,770	4,400	0
CS0086	LEGI	0	0	0	0	51	0	0
CS0189	Buck Lane	60	-10	50	49	121	0	0
CS0228	Canal Road	100	-100	0	0	300	0	0
CS0241	Re-use of Frmr College Builds Kghly	250	0	250	240	306	0	0
CS0266	Superconnected Cities	25	-25	0	0	107	0	0
CS0291	Tyrls	85	-25	60	43	1,025	3,715	0
CS0265	LCR Revolving Econ Invest Fund	2,000	0	2,000	1,657	1,956	0	0
CS0285	Strategic Development Fund	0	0	0	0	1,167	0	0
CS0345	Develop Land at Crag Rd, Shply	385	215	600	657	1,226	0	0
Total - Place - Economy & Development Serv		16,927	-391	16,536	13,063	34,020	14,553	7,242
Place - Planning, Transport & Highways								
CS0131	Kghly Town Cntr Heritage Initi	669	0	669	169	0	0	0
CS0178	Ilkley Moor	12	0	12	12	18	0	0
CS0179	Landscape Environ Imp	23	0	23	0	0	0	0
CS0281	Saltaire - Public Realm imp	193	0	193	116	0	0	0
CS1000	Countances Way - Bridge grant	0	0	0	0	30	0	0
CS0071	Highways S106 Projects	83	20	103	120	556	0	0
CS0091	Capital Highway Maint	4,892	0	4,892	4,266	0	0	0
CS0095	Bridges	895	0	895	953	0	0	0
CS0096	Street Lighting	388	0	388	241	0	0	0
CS0099	Integrated Transport	1,312	0	1,312	742	0	0	0
CS0103	WY Casualty Reduction Ptner	42	0	42	6	0	0	0
CS0164	Local Intgrtd Transp Area Com	1,122	0	1,122	662	0	0	0

Scheme No	Scheme Description	Q3 Exec Jan 17	Changes	Re profile Budget 2016-17	Spend 28 Feb 17	Budget 2017-18	Budget 2018-19	Budget 2019-20 & Onwards
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0168	Connecting the City (Westfield)	89	0	89	29	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	386	0	386	60	0	0	0
CS0252	Measures to Support Hubs	0	0	0	0	45	0	0
CS0264	Highway to Health	672	0	672	351	0	0	0
CS0282	Highways Strategic Acquisi	208	0	208	1	0	0	0
CS0289	Local Pinch Point Fund	542	0	542	40	0	0	0
CS0293	West Yorks & York Transport Fund	1,760	0	1,760	785	2,966	38,314	0
CS0296	Pothole Fund	299	0	299	112	0	0	0
CS0306	Strategic Transp Infrastr Priorit	0	0	0	0	1,810	5,500	0
CS0302	Highways Prop Liab Redn Strat	121	0	121	8	0	0	0
CS0307	Bus Hot Spots	59	0	59	59	0	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0
CS0317	VMS Signage	43	0	43	4	0	0	0
CS0319	Challenge Fund	2,630	0	2,630	508	750	0	0
CS0323	Flood Risk Mgmt	55	0	55	37	0	0	0
CS0325	Street Lighting Invest to Save	384	0	384	267	0	0	0
CS0329	Damens County Park	200	0	200	262	0	0	0
CS0332	Flood Funding	2,500	0	2,500	1,362	0	0	0
CS0334	Air Quality Monitoring Equip	33	0	33	24	0	0	0
CS0346	WY+TF Forster Sq Station Gtwy Imp	700	0	700	841	0	0	0
CS0350	Street Lighting Invest to Save	0	0	0	0	1,650	0	0
CS0353	Strategic land purch Hard Ings Kghly	0	0	0	0	950	0	0
CS0355	Strat land purc Harrogate Rd/New Line Jct	0	0	0	0	3,500	0	0
CS0337	Capitalised Items	0	0	0	17	0	0	0
Total - Place - Planning, Transport & Highways		20,315	20	20,335	12,054	12,275	43,814	0
Dept of Place - Other								
CS0060	Replacement of Vehicles	3,000	-700	2,300	1,587	3,000	3,000	3,000
CS0066	Ward Investment Fund	35	0	35	0	0	0	0
CS0151	Building Safer Commun	47	0	47	0	0	0	0
CS0063	Waste Infrastructure & Recycling	36	-12	24	24	875	225	0
CS0090	Landfill Restoration Sugden End	40	0	40	41	0	0	0
CS0132	Community Hubs	25	0	25	0	0	0	0
CS0283	Above Ground Fuel Storage	60	0	60	0	0	0	0
CS0324	Waste Minimisation Strategy	450	72	522	527	150	0	0
CS0328	Cliffe Castle Chimney Project	69	-6	63	29	35	0	0
CS0356	Cartwright Hall	0	15	15	34	0	0	0
CS0340	St George's Hall	220	40	260	247	3,528	0	0
CS0121	Roberts Park	53	0	53	12	0	0	0
CS0128	Queensbury Sprt & Soc Club	4	0	4	4	0	0	0
CS0129	Scholemoor Project	0	0	0	0	83	0	0
CS0162	Capital Projects - Recreation	210	20	230	212	0	0	0
CS0187	Comm Sports Field & Facili	53	0	53	0	0	0	0
CS0229	Cliffe Castle Restoration	3,069	0	3,069	1,240	605	479	0

Scheme No	Scheme Description	Q3 Exec Jan 17	Changes	Re profile Budget 2016-17	Spend 28 Feb 17	Budget 2017-18	Budget 2018-19	Budget 2019-20 & Onwards
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0242	War Memorial	5	0	5	5	0	0	0
CS0288	Thornton Grammar	1	0	1	1	0	0	0
CS0347	Park Ave Cricket Ground	720	0	720	778	167	0	0
CS0245	Doe Park	194	0	194	9	0	0	0
CS0349	Chellow Dene Upper Reservoir	300	0	300	304	0	0	0
CS0284	Sport Facilities Invest Prog (SFIP)	444	-243	201	216	0	0	0
CS0356	Sedburgh SFIP	0	443	443	441	6,300	10,500	180
CS0354	Squire Lane Sports Facility	0	0	0	0	500	4,500	4,000
CS0107	Markets	35	0	35	38	50	50	67
CS0327	Oastler Market Redevelop	35	0	35	30	100	2,159	0
CS0342	Westgate Carpark	20	0	20	17	125	0	1,115
CS0247	Replace Box Office Equip	10	-5	5	4	5	0	0
Total - Dept of Place - Other		9,135	-376	8,759	5,802	15,523	20,913	8,362
Corp Serv - Estates & Property Services								
CS0094	Property Programme (bworks)	698	-500	198	67	500	0	0
CS0262	Prop Prog - Office Ration/ Fmr Library	247	0	247	246	0	0	0
CS0294	Property Prog - Essential Maint	614	-100	514	495	100	0	0
CS0295	Property Prog - Invest to Save	5	0	5	5	0	0	0
CS0309	Birklands-Mail Finishing Equip	7	0	7	0	0	0	0
CS0308	Property Programme 15/16	233	0	233	121	0	0	0
CS0333	Argos Chambers / Britannia Hse	1,620	-500	1,120	982	1,223	0	0
CS0344	Property Programme 16/17	1,600	-600	1,000	755	600	0	0
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0
CS0050	Carbon Management	1,315	-700	615	522	2,320	0	0
CS0157	DEEP/Community Warmth	96	-96	0	0	96	0	0
CS0305	LCR Green Deal Comm	76	-61	15	6	61	0	0
Total - Corp Serv – Estates & Property Services		6,785	-2,557	4,228	3,199	4,900	0	0
Reserve Schemes & Contingencies								
	General Contingency	5,076	0	5,076	0	2,000	2,000	4,000
CS0277	Wyke Manor Ph2 Sports Dev	0	0	0	0	0	493	0
	Essential Maintenance Prov	0	0	0	0	2,000	2,000	4,000
	Bfd City Ctre Townscape Herit	0	0	0	0	2,750	0	0
	Strategic acquisition	0	0	0	0	10,000	10,000	20,000
	Keighley One Public Sector Est	0	0	0	0	3,000	10,000	5,000
	Depots	0	0	0	0	0	3,000	0
	District Heating Scheme	0	0	0	0	0	7,000	7,000
	Cust Serv Strategy	0	0	0	0	250	0	0
	Canal Road Land Assembly	0	0	0	0	0	450	0
	Bereavement Strategy	0	0	0	0	0	8,500	8,500
Total - Reserve Schemes & Contingencies		5,076	0	5,076	0	20,000	43,443	48,500

TOTAL - All Services	80,156	-3,980	76,176	49,664	125,608	160,857	65,229
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Report of the Strategic Director of Corporate Services to the meeting of Executive to be held on 4th April 2017

BS

Subject:

Progress report on the Property Programme and Council's proposed property investment strategy

Summary statement:

This report sets out the overall progress made by the Property Programme (formerly b-works) to date and on the 2016/17 projects. The report also highlights the future direction of the Property Programme outlining the work plan, investment requirement for 2017/2018 and seeks Executive approval to commence with those plans and to the implementation of the proposed Council's Property Investment Strategy.

Stuart McKinnon-Evans
Strategic Director of Corporate
Services

Portfolio:

Corporate

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Overview & Scrutiny Area:

Corporate



City of Bradford
Metropolitan District Council



1. SUMMARY

- 1.1 This report sets out the progress made by the Property Programme (formally b-works), it also outlines the work plan for 2017/2018 and seeks Executive approval to commence with new capital schemes costing £2m. Funding for the schemes has been included in the Council's Capital Investment Plan approved by Full Council in February 2017.
- 1.2 The report also includes the Council's proposed Property Investment Strategy and seeks Executive approval, in principle, to the proposal to invest in commercial property either for the purpose of economic development or regeneration within the District, or for the purpose of income generation to support the Council's financial pressures, or a mixture of both in line with the Property Investment Strategy.

2. BACKGROUND

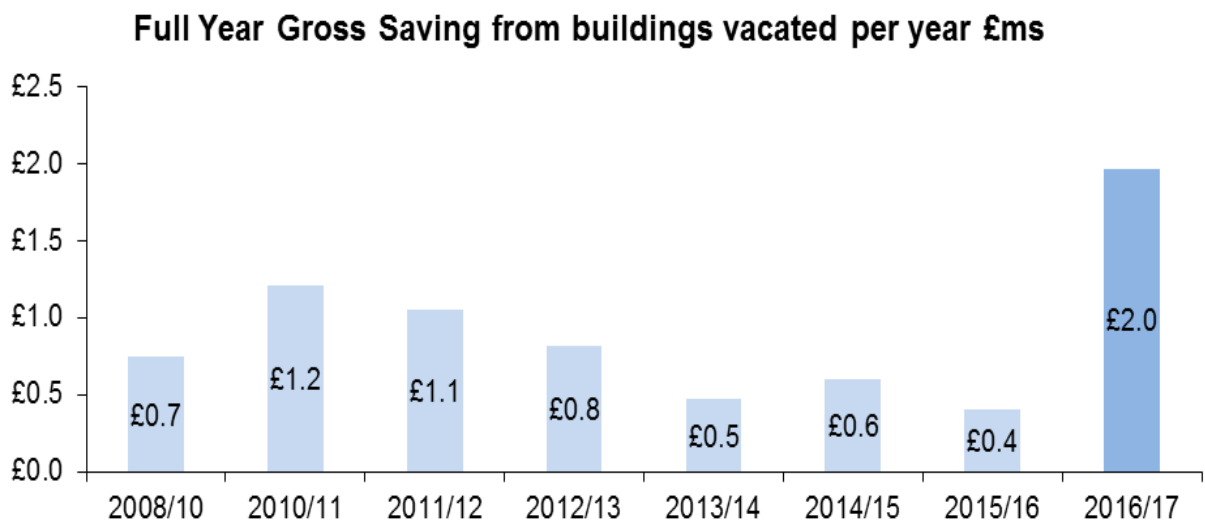
- 2.1 The Property Programme is a ten year 'invest to save' strategy to deliver a well-managed and fit for purpose estate that enables staff to work in a more agile way through New Ways of Working (NWoW). The programme was based on a financial model that generated revenue savings and capital receipts from reducing the Council's operational estate, and then used those savings and capital receipts to improve the Council's retained estate (and the management of it). The programme was agreed by Executive in October 2009.
- 2.2 The programme has two key areas of activity:
 - 2.1.1 Undertaking 'Spend to Save' projects that result in revenue savings and capital receipts by vacating surplus properties.
 - The Strategic Estates Team identifies properties which can be vacated; undertakes the work necessary to vacate/relocate staff, including providing the infrastructure to support the delivery of services in a more agile way, to reduce the amount of office space required, by enabling staff to work flexibly (on a 7/10 workstation/employees ratio) and access documents remotely.
 - The Operational Estates Team manages the Council's investment estate, the disposal of Council surplus properties and lease/license agreements as appropriate.
 - 2.1.2 The Facilities Management Team undertakes the work required to improve the quality and management of the retained occupied estate. Essentially by re-investing the revenue savings and capital receipts generated by the 'Invest to Save' elements.

3. OTHER CONSIDERATIONS

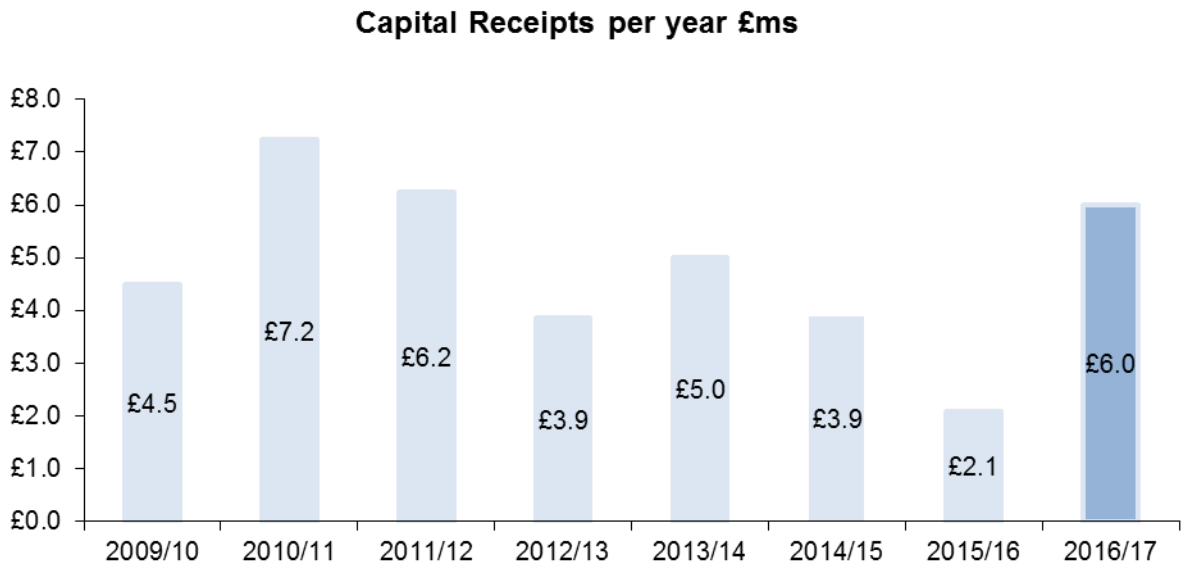
- 3.1 The Programme's outcomes and property sales/re-investment will enable Council staff to work in an agile way through the implementation of NWoW which enables the rationalisation of accommodation and the introduction of mobile and non-territorial working arrangements.
- 3.2 A prosperous city centre is recognised as key to the regeneration of the district. One of the prime objectives of the Estate Strategy is to increase the Council workforce presence in the city and town centres.
- 3.3 The Council must continue to address backlog maintenance in its retained estate to minimise any risk to the health and safety of its staff and customers.
- 3.4 Contribution to regeneration benefits, as the surplus properties disposed of by the Council may be put to alternative uses such as new housing and business creation/expansion.

4. Progress to Date – Achieved and Planned to end of 2017-18

- 4.1 By the end of 2016/17 it is projected that the Programme will have delivered:
 - 4.1.1. £7.3m of on-going per year gross revenue savings from vacating 69 properties. The savings from the start of the Programme to the end of 2016/17 totals £27.2m and will be equivalent to £42m by the end of the Programme in 2018/19.



- 4.1.2 £39m of capital receipts from disposing of surplus properties. An additional benefit to the district is that many of the surplus properties are subsequently redeveloped by purchasers thus aiding regeneration



- When selling property, Estate Management seeks to maximise the value of capital receipts, and this may include either obtaining planning permission for a site prior to disposal or negotiating joint sale agreements for redevelopment with adjoining land owners.
- In addition to the capital receipts generated for the Council, disposing of properties also results in regeneration benefits as the properties are put to alternative uses such as housing provision or business expansion.

- 4.1.3 A reduction of over £50million¹ in backlog maintenance through investing in retained premises and disposing of surplus properties. Capital investment has typically targeted Priority 1 works (the highest priority), helping to significantly improve the quality and sustainability of the Councils retained estate. Note: Figures for 2016/17 have not been included within this report and will be shown at the end of year when fully achieved.

	2009/10	2011/12	2013/14	2015/16
Operational Estate 000s m2	311	285	248	223
Non Operational Estate	27	26	26	37
	338	312	274	260
P1 Backlog Maintenance £ms	67	54	31	26
P1-P3 Backlog Maintenance £ms	96	79	59	56
P1 as %age of total	70%	68%	52%	47%

¹ The Programme is also investing in priority works, and vacating other properties in 2016/17 that will take the total reductions above £50m.

4.1.4 Plans to vacate properties such as Richard Dunn Sports Centre, Shearbridge Depot, Harris Street Depot, and Museums' Stores will reduce the backlog further.

4.1.5 Other benefits that the Programme has delivered include:

- Centralisation of the Facilities Management function; implementation of a unified Facilities Management system and investment into a rolling programme of building condition surveys to improve the strategic management of the Council's estate.
- Creating the infrastructure necessary to enable Flexible and Mobile working. This has included:
 - Rolling out a Corporate Electronic Document Management System to services across the Council. The system now has approximately 3,600 users.
 - Providing IT equipment to enable Flexible Working. Approximately 3,000 staff are equipped and trained to be flexible workers enabling service improvement and reductions in the requirement for office accommodation.
 - The creation of a corporate mail, print, scanning and archives service to improve the management and security of information whilst also delivering print and mail efficiencies and reducing the requirement for storage space in other properties.
 - A corporate managed print service to enable users to print securely from any location and improve the quality of the printer estate.

To deliver the above benefits the Programme will have incurred approximately £15.4m of revenue expenditure and £52m of capital expenditure from the start of the Programme in 2009/10 to the end of 2016/17.

5.0 PLANS FOR 2017/2018 AND BEYOND

5.1.1 During 2017/2018, the Programme will continue to complete the rationalisation and consolidation within Britannia House and Argus Chambers. This project has enabled the closure of Jacobs Well generating £0.7m of revenue savings per year as a direct result of this closure and increased the occupation of Britannia House by 100%.

5.1.2 The Programme will continue to progress the proposed £19m Public Sector Hub scheme in Keighley which aims to consolidate a number of Public Sector services into a new development on the North Street site of the former Keighley College. In principal approval has been agreed by the Council and the development will only commence if acceptable agreements can be reached with Public Sector Partners.

5.1.3 Work will continue on the Depot Strategy which seeks to consolidate the Council's depots onto the existing freehold site at Bowling Back Lane, which would enable the vacation and disposal of Shearbridge and Harris Street Depots and the Wakefield Road Depot Tramshed

5.1.4 The Programme has also completed works approved in previous years in 2016/2017 and 2017/2018 including refurbishment works to City Hall roof and structure, and the Shipley Library major refurbishment amongst others.

5.1.6 In addition to the above, Full Council approved expenditure to undertake essential repairs to the Council's estate in February 2017, as detailed below:

5.2 Essential repairs to the Council's estate

5.2.1 The work has been identified as priority and includes 14 operational buildings. A full list of the schemes can be found in (Appendix 1).

5.2.2 The proposed works have been identified using a prioritisation process that has been agreed by the Property Programme. In formulating the process, due regard has been given to the statutory equality requirements. The process takes into account;

- 1) The condition of the building at the time of the survey relevant to the specific component.
- 2) The relative importance to the Council of the property, and consequently the standard at which it should be maintained.
- 3) The perceived future use of the building identified in consultation between the Service and Estates Management.
- 4) Present building intelligence based on numbers of repairs and other proposed works.

6.0 FUTURE DIRECTION OF THE PROGRAMME

6.1.1 The Council's estate is in a far more sustainable position than it was prior to the Programme's commencement in 2009.

6.1.2 On going work will continue to identify potential building related savings and where essential maintenance works are required. The Programme has been successful in achieving strategic involvement and commitment and it is anticipated that the governance arrangements will continue beyond the profiled 10 year strategy. The resource plan of the Programme is regularly reviewed and is aligned to the work programme as appropriate.

6.1.3 The Estates teams provide pro-active and strategic asset management advice and are essential enablers offering corporate support and strategic functions across the Council.

6.1.4 Given the current unprecedented reductions and financial pressures in public sector funding, it is now more pressing than ever to ensure an effective and holistic use of public assets. The Council needs to ensure it is occupying its assets as efficiently as possible.

- 6.1.5 These changes have resulted in an increased demand upon Asset & Estate Management services, for example: The number of School Academy conversions; Youth Service review; Children's Services clusters; Adult Services review; Environment & Sport strategic review e.g. Trust status; The Localism Act – Community Asset Transfers; Self Management; Assets of Community Value; and 23 Academy conversions; this list is not exhaustive of the changes requiring property related advice and action. For example, the number of legal instructions issued from Estates has trebled over the last 12 months from 350 to 1,100.
- 6.1.6 Not all Council owned property is directly managed by Estate Management for example; leisure facilities, parks, community halls and libraries come under the remit of the Department of Environment & Sport. Similarly, not all property related projects are managed or 'owned' by Estate Management e.g. the Sports Facilities project which involves the construction of new facilities is led by Environment and Sport and the Council's Affordable Housing Programme is led by the Housing Service. In such circumstances, Estate Management provides support to services either through the provision of surveying services such as the disposal and acquisition of property, lettings and valuations (Operations Team) or through the provision of programme and project management (Programmes Team).
- 6.1.7 It is important as an organisation to ensure that there is a holistic and strategic management of the Council's property portfolio, enabling strategic decision making on the use of assets. A process to address this has been implemented through asset reviews and service plans.

6.2 The Objectives of the service are:

- 6.2.1 To ensure that the Council's operational estate is occupied as efficiently as possible and supports the delivery of good outcomes both now, and in the future:

To deliver capital receipts to support the Council's corporate finances;

To reduce the occupational costs of Council's buildings;

To work with the Third and private sectors to ensure better use of assets to achieve district priorities;

To promote the One Public Estate philosophy to work with third sector/public partners

To achieve service and accommodation synergies;

To support regeneration across the district, including delivery of new housing and economic growth;

To minimise the number and impact of underused, empty and derelict Council owned buildings including listed and other heritage buildings.

To maximise the performance of the Council's investment portfolio, generating additional revenue to support the Council's finances.

6.3 One Public Estate

6.3.1 Bradford became a member of the 'One Public Estate Initiative' (OPEI) in 2013 which is an initiative designed to promote asset management and estate rationalisation across the public sector. Since that date the Estates Team have worked collaboratively with public sector partners to deliver Hubs across the district:

6.3.1a Shipley Town Hall became a public sector hub occupied by the Probation Service, Police, Public Health and In Communities in 2014/5.

6.3.1b Sir Henry Mitchell House has become a 'Safeguarding Hub' with Children's Services, Police and Barnardos sharing occupation 2015/6.

6.3.2 There are many examples of shared accommodation currently, and the mapping of all public sector assets is highlighting opportunities for efficiencies and better integration of services from partnering.

6.3.3 This year joint bids have been made with partners from the 5 authorities and York, as West Yorkshire Combined Authority, coming together to produce combined bids. It was agreed that the bids would follow key themes that were currently priorities for each Authority to maximise impact across the region. As part of the process Bradford has had £180k approved, including £100k for the most recent bid to the OPEI for funding for Health and Social Care projects.

6.3.4 The Bradford project aims to deliver capital assets that are required to address the housing and care needs of older people, to include people with specialist dementia. This project involves, working with partners to address the needs of adults transitioning from health care back into the community.

6.3.5 The project proposes to utilise a redundant 9.8 acre brownfield site for development, the site is the former site of Bronte Middle School, Oakworth Road, Keighley and will deliver 69 extra care flats and a 50 bedded residential unit to include specialist dementia. It is intended that the facility will reduce pressure upon hospital services, with the integration of a number of services onto one site providing support to residents.

6.3.6 The Project is being managed by the Housing team working with Adults Services and supported by Estates.

6.3.7 Jacobs Well

Jacobs Well site has been identified as a future Public Sector Hub with development proposals ongoing.

Discussions regarding the future development of the site is continuing. A full report on the progress of the Public Sector Hub on the Jacobs Well site is to follow in December 2017.

6.3.8 Detailed discussions between the principle tenant and Developer regarding the Jacobs Well development are continuing. In respect of the new Public Sector hub, there are currently two options:

- a) A demolition of the existing Jacob's Well building and new redevelopment, or
- b) A complete refurbishment of the existing building, which would involve stripping back the structure to the floor slabs and columns, re-cladding and re-roofing, with the final outcome dependent upon funding availability determined by the tenant's rental envelope.

If demolition and new build is the preferred solution of the tenant, given the demolition timescales and the likely need to respond quickly to accommodate the tenants' requirements, it is requested that Members approve 'in principle' proposals to demolish the Jacobs Well building at an estimated cost of £500k. The cost would be partly offset by a net business rates saving of £141k² per year, with the remainder funded from reserves.

It is proposed that the final decision to demolish Jacob's Well be delegated to the Strategic Director Corporate Services in consultation with the Leader and Portfolio Holder, following further review in due course.

6.4 Community Asset Transfers

6.4.1 The service has received 72 Community Asset Transfer (CAT) applications for 99 assets. Currently 57 CAT's are progressing for 94 assets. The potential to deliver services more efficiently to the community in the localities, through the Third Sector is significant and is supported by the Council, and is an on-going programme, and the potential reduction in occupational costs to the Council is significant.

6.5 Making the Council's investment portfolio work better

6.5.1 This report seeks approval to the Council's proposed Property Investment Strategy (Appendix 2) for acquiring and creating property assets for investment purposes to support the Council's financial pressures for the District. The Council's investment portfolio consists of approximately 603 assets, with a

² The Business Rates bill for Jacobs Well was £276k per year in 2015-16 , however as the Council also retains 49% of Business Rates as an income source, the net saving of £141k to the Council is the remaining 51% that gets paid over to central government (50%) and West Yorkshire Fire and Rescue Authority (1%).

capital value of £45 million, which generates approximately £2.8M income per annum.

- 6.5.2 In light of the current financial pressures imposed upon the Council there is a need to improve the quality and scale of the investment portfolio to assist and support the Council's revenue budget. Key to achieving this will be a pro-active approach to the strategic management of the Council's investment portfolio adopting the attitudes of a property company, driving efficiencies, ensuring every opportunity, whether it be physical or legal is exploited to maximise revenue and increase the quality and quantity of the portfolio.
- 6.5.3 The Council also needs to explore how it can make best use of its land and property portfolio to support delivery of the district priorities and to generate investment income to boost Council revenue. This may be through the acquisition of strategic investments in the district or entering into joint venture agreements to allow third parties to redevelop council properties to create an investment such as a new business park, or to acquire a strategic property which may enable regeneration to proceed and also create an investment to be retained by the Council.

7. OPTIONS

- 7.1 Note the progress of the Property Programme and approval of the funds for the schemes listed in section 5 of this report. The funding of Capital Expenditure for these schemes has been approved as part of the 2017/2018 budget setting process.
- 7.2 Approve the principle of the demolition of the Jacobs Well building at an estimated cost of £500k to be offset by the current rates payable of £278,000 which will also remove a dated 1970's buildings form the city centre landscape.
- 7.3 Approve the Property Investment Strategy and objectives for acquiring property assets for investment purposes contained with Appendix 2.

- 7.4 Reject the recommendations within the report, however this could have a negative impact upon the ability to achieve economic development and/or regeneration within the district, and/or the ability to increase income generation for the provision of services or a mixture of both.

8. FINANCIAL & RESOURCE APPRAISAL

Please refer to sections 4 and 5

9. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risk management is managed at a programme and project level. This is part of the programme governance and subject to regular review by the programme and projects.

10. LEGAL APPRAISAL

- 10.1 Legal issues emerging from the programme will be identified and procedures put in place to ensure that all the legal and statutory requirements are complied with.
- 10.2 Council assets are disposed of in accordance with the Council's approved Property Disposal Protocol. Disposal of Council property assets must comply with Section 123 of the Local Government Act 1972 which prevents the disposal of property assets at less than the best consideration reasonably obtainable without Ministerial consent, although such Ministerial consent is not required by virtue of the General Disposal Consent (England) 2003, provided the Council considers that the disposal will help it to secure the achievement of the promotion or improvement of the economic, social or environmental well-being of its area and so long as the undervalue does not exceed £2m.
- 10.3 If any of the Council property assets to be disposed of includes land that consists or forms part of an "open space", the Council is required prior to the disposal, to advertise a notice of its intention of the disposal in two consecutive weeks in a newspaper circulating in the area in which the land is situated and to consider any objections to the proposed disposal which may be made to them. There is no prescribed statutory objection period but in practice at least 14 days is usually allowed for objections. "Open Space" is defined by reference to Section 336 of the Town and Country Planning Act 1990 (as amended) and means any land "laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground". However, the grant or an assignment of a lease for a term of less than 7 years in duration is not caught by the requirements of Section 123 of the Local Government Act 1972 and may therefore be disposed of freely at an undervalue.

11. OTHER IMPLICATIONS

11.1 EQUALITY & DIVERSITY

The Property Programme aims to improve the access to and use of Council buildings and services for all.

In planning and implementing this programme attention has been paid to the requirements of the Public Equality Duty set out in Section 149 Equality Act 2010 (the Act). This requires public bodies such as the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

Where appropriate Equality Impact Assessments (EIA) have been undertaken to assess the likely or actual adverse impact of any of the proposed schemes of work on people sharing one or more of the protected characteristics set out in the Act (whether these individuals are to be found within the staff employed by the Council or public using the properties in question). This information will be used to eradicate or minimise any potential adverse impact of the proposals on members of one or more groups sharing one or more of the protected characteristics laid down by the Act, who are identified as being at risk through this process.

11.2 SUSTAINABILITY IMPLICATIONS

The increased use/reuse of existing buildings is the most sustainable option for creating an effective property portfolio.

Additionally the maximisation of staff in Britannia House in the city centre provides staff with an existing transport hub and is a more sustainable and accessible location which allows the increased use of public transport.

11.3 GREENHOUSE GAS EMISSIONS IMPACTS

It is an aim of the Strategy to reduce CO₂ emissions from the Council's buildings by at least 25%. This will be achieved by reducing the total amount of space required and ensuring that all new and retained buildings are both energy and water efficient. Ensuring the most efficient use of existing buildings in town centre locations has the potential to reduce greenhouse gases arising from commuter transport by improving proximity to public transport facilities.

The reduction in travel and working from home including the ability to work in a mobile way is reducing unnecessary travel and time. This is also contributing to a reduction of CO₂ emissions

11.4 COMMUNITY SAFETY IMPLICATIONS

Well maintained and accessible Council buildings will help in creating pride in localities and community wellbeing.

11.5 HUMAN RIGHTS ACT

Accessible buildings by all members of the community have formed part of the assessment of the suitability of existing buildings and the development of property strategies. The refurbishment and re-provision of buildings will have regard to Community needs and appropriate consultations will take place to ensure that we are aware these and wherever possible adopt good practice.

11.6 TRADE UNION

The Trade Unions will continue to be consulted about the implications of such proposals for employees where appropriate (particularly where staff are to be re-located as a result of the plans outlined in this report or other changes to working conditions are planned).

11.7 WARD IMPLICATIONS

Members are consulted on the sale of property in their wards. Where City Centre buildings, being accessed by the public are likely to be disposed of, all Members of Council will be consulted. In addition where buildings in significant District Centres, accessed by the public, are likely to be disposed of, then all Members of Council in Wards that form part of that parliamentary constituency will be consulted.

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

None

12. NOT FOR PUBLICATION DOCUMENTS

None

13. RECOMMENDATIONS

It is recommended that the Executive:

13.1 Note the progress of the Property Programme.

13.2 Note the approval of the release of £2.0m of funds to allow the Essential Works to the Council's estate as shown in Appendix 1.

13.3 Note the Future Direction of the Programme.

13.4 Approve £500k for the demolition of Jacobs Well to be funded from reserves

and business rates savings. The final decision to demolish to be delegated to the Strategic Director Corporate Services in consultation with the Leader and Portfolio Holder.

- 13.5 Approve the Investment Strategy as outlined in Section 6 and detailed in Appendix 2, and in particular:
 - 13.5.a Approve in principle, the proposal to make strategic investments in commercial property for either the purpose of economic development/regeneration within the District, or for the purpose of long term income generation to support the council's financial pressures , or a mixture of both in line with the property investment strategy.
 - 13.5.b That delegated authority be granted to the Strategic Director of Corporate Services in consultation with the Portfolio Holder and Leader to make investment acquisitions, on the basis that they are in line with the Investment Strategy.
- 13.6 That in order to build flexibility into the scheme, the Executive continue to grant the Strategic Director of Corporate Services, in consultation with the Portfolio Holder, powers to make alterations to the programme on the basis that the total spend is below the amount authorised and the work is in line with the objectives of the programme.

13. APPENDICES

Appendix 1 – Essential Works to the Council's Estate

Appendix 2 – Council's Investment Strategy

14. BACKGROUND DOCUMENTS

- Property Programme Progress Report – Corporate Overview and Scrutiny 1st December 2016
- Property Programme Progress and Investment Plan for 2015/2016 Executive Report 8th April 2015
- Property Programme Progress Report – Corporate Overview and Scrutiny 18th December 2014
- Property Programme Progress and Investment Plan for 2014/2015 Executive Report 8th April 2014
- Property Programme Progress and Investment Plan for 2013/2014 Executive Report 5 November 2013 (additional capital requirement for the Homelessness Service)
- Property Programme Progress Report and Investment Plan 2013/2014 Executive Report 7 May 2013
- Land and Property Disposal Policy including Community Asset Transfer Policy Executive Report 4 December 2012
- Changing our Council Property Enabler (formally b-works) progress report and investment plan for 2012/2013 Executive Report 16 March 2012
- b-works – Current progress and future investment requirement Executive Report 15 April 2011
- The Council's Capital Programme for 2010/2011 – 2014/2015 Executive Report 18 and 22 February 2011
- Estate Strategy First Phase Property Review Executive Report 11 February 2011

APPENDIX 1 ESSENTIAL WORKS PROGRAMME

ARN	Prop Name	Ward	Element	Estimate	Brief Description of Works
00455	Britannia House	City	Flat roof	£ 150,000.00	To replace the existing flat roof
00067	Keighley leisure Centre	Keighley Central	Fire	£ 36,000.00	New Alarm Panel
01067	Thompson Court	Bingley	Mech	£ 195,000.00	New boilers and reconfigure pipework.
01067	Thompson Court	Bingley	Electrical	£ 365,000.00	Rewire
00108	St Georges Hall	City	Mech	£ 250,000.00	Ventilation works
00035	Cliffe Castle	Keighley Central	Structural	£ 200,000.00	Façade Repairs
57768	Skyview	Keighley East	windows & Doors	£ 30,000.00	Replace windows doors and cladding
01690	Waste Transfer Station	Bowling & Barkerend	Safety	£ 85,000.00	Replace roller shutters
01012	Meadowlea	Wharfedale		£ 100,000.00	Cladding & Roofing
01712	Keighley Town Hall	Keighley Central	Electrical	£ 275,000.00	Rewire
00064	Ilkley Pool & Lido	Ilkley	Roof/Structural	£ 250,000.00	Replace corroded steel and roof
00064	Ilkley Pool & Lido	Ilkley	Mech	£ 40,000.00	Hot water storage vessel
50116	Mitre Court	Bowling & Barkerend	Fire	£ 25,000.00	New Alarm
				£ 2,001,000.00	

Reserve Schemes

02136	Bowling pool	Bowling	Mech	£ 145,000.00	
02136	Bowling pool	Bowling	Electrical	£ 240,000.00	
00455	Britannia House	City	Lifts	£ 250,000.00	To replace the passenger lift to the hallings...

APPENDIX 2

Subject: Bradford Council's Property Investment Strategy 2017/2018

Document Owner: Stuart McKinnon
Assistant Director, Estates & Property

Document Author: Ben Middleton
Estate Manager, Estates & Property

1. PURPOSE OF THIS DOCUMENT

- 1.1 The purpose of this report is to set out the Council's proposed Property Investment Strategy, its objectives and benefits for acquiring and creating strategic property assets for investment and regeneration purposes, to support the Council's financial pressures.

2. INTRODUCTION

- 2.1 It is proposed in this report that the Council takes a pro-active approach and invests further in commercial property. The Council currently holds a property investment portfolio valued at around £45 million, which generates a net income of £2.8 million per annum. The proposed investment could either be to support economic development or regeneration within the district, or for the purpose of income generation for the provision of services or a mixture of both.
- 2.2 This report considers the issues that should be taken into account when considering such a strategy and the general approach the Council should take in formulating the strategy.
- 2.3 It is recognised that further work may be required to complete the strategy and further approvals will be sought to the overall "direction of travel" in connection with this proposal.
- 2.4 The focus of this report is for investment in commercial property (offices, car parks, industrial, retail, etc.) as a manageable piece of work.

3. BACKGROUND

- 3.1 Bradford Council has for a number of years taken an enhanced strategic approach to the management and operation of property assets following the mobilisation of the Property Programme in 2009. To date this has concentrated mainly on the operational estate.
- 3.2 The Council already owns a substantial investment portfolio, currently valued at around £45 million, generating an income stream of circa £2.8 million. The portfolio includes properties such as the Airedale Shopping Centre in Keighley (managed by a head tenant), the Asda supermarket in Shipley, and also a number of smaller individual management intensive properties.
- 3.3 The Property Investment Strategy forms part of the overall strategic management of the Council's estate and concentrates specifically on the investment portfolio and property investment decisions.

The strategy relates to the acquisition of existing investments and creation of new developments for not only investment purposes but also to aid regeneration.



Adopting a Property Investment Strategy is a long term approach to help mitigate the gap in funding caused by the continuing reductions in Council budgets, to support Council revenues. Many other local authorities have recently adopted this approach, taking advantage of favourable borrowing interest rates from the government. 'Prudential Borrowing' interest rates or long term annuities from the government currently run between sub 1% and 2.45%, and with property investment yields generally ranging between 4.5% - 8%, there is therefore a margin which the local authority may benefit from.

- 3.4 The Strategy will provide additional revenue, the need for which is more prevalent than ever as the phasing out of Government grants over coming years is applied. In addition to the additional revenue generated, the assets will also increase in capital value in the medium to long term and be capable of re-sale in the future.

3.3 Investment in Property

- 3.3.1 It is beneficial for a local authority to hold strategic investments within a city or district as in the long term it will not only provide the Council with a positive revenue stream, and capital growth but allow the local authority to influence the future growth and development of the city or district. When assessing the potential benefits of a property acquisition, the authority needs to act like a pension fund/life insurance company, who seek long term safe investment propositions providing both rental and capital growth.
- 3.3.2 Consideration needs to be given to an investment's location, type of property, security and strength of covenant and yield, ie return on capital invested, and also by way of appreciation of its underlying potential for capital growth. Further detail on this is provided later within the report. Investment in property is normally a medium to long term investment. It is therefore important that any capital invested will not be required in the short or medium term.
- 3.3.3 In a low interest rate economy, there is a substantial benefit for a local authority to invest in property due to the yield differential, as highlighted earlier, it is possible to use the 'Prudential Borrowing' facility from the government with borrowing rates at sub 1% or borrow by way of an annuity which could be over a term of say 40 years at a fixed interest rate of 2.45%. Therefore if the investment acquired is yielding a return in excess of 5%, the local authority benefits over the length of the lease by the differential between borrowing costs and rental income, and at the end of the borrowing period the council retains 100% of the revenue and from then on has an asset to retain/sell/redevelop.
- 3.3.4 Investment in property and generating surplus revenues is one of the key financial outcomes to contribute to supporting the Council's finances over the next four years and the target approved at full Council in February 2017, is to deliver a net additional revenue stream of £250k over the next two financial years from investing in property, and it is envisaged this will grow further in succeeding years. It is envisaged that acquisitions will be from retail, industrial and commercial sectors.



3.4 Key considerations when acquiring property as an investment

The key components when the authority is considering acquiring an investment, is location, type/sector of property, security of income stream ie quality/strength of tenant covenant, yield (return on capital) and management of the property. These are looked at in detail below:

3.4.1 **Location** – location of the property is critical to ensure it is an attractive position, so that in the long term it optimises its ability to re-let/re-sell if capital is required, or is strategically located for re-development. The location of the property will ideally enable the Council to be able to undertake inspections and to deal with any management issues without the need to employ specialist agents.

3.4.2 **Covenant Strength** - the quality of the tenant and, more importantly, their ability to pay the rent on time and in full is essential. This is particularly important where the Council has borrowed against the investment, and minimum acceptable financial strength for any given tenant will be determined through a financial appraisal of company accounts and the use of appropriate methods of risk assessment and credit scoring.

It is however worth noting that the Council, as a public body, may not wish to invest in properties where the occupiers are generally seen to be undertaking business which is contrary to its corporate values.

3.4.3 **Lease length** - the unexpired length of the term of the lease is of key importance in ensuring that the landlord's revenue stream is secure and uninterrupted. The Council will take into consideration the risks associated with a tenant vacating and the potential to attract good quality replacements tenants at acceptable rental levels.

3.4.4 **Yield/Rate of return** – is the net rate of return from the property (e.g. through the annual rental income) Prudential Borrowing or acquiring annuities are currently at exceptionally low levels, however, if the cost of borrowing can be fixed over the length of the lease or longer, at substantially less than the property yield, it will generate over the length of the lease an annual revenue surplus to the authority. It is prudent to adopt a theoretical borrowing rate of 4.5%, to ensure that there is sufficient margin between cost of borrowing and income should interest rates rise in the future, and this can be reviewed on an ad hoc basis or special circumstances by way of a further report to Executive in the future. Please note the net yield is the return on capital having taken account of the full cost of acquisition, ie Stamp Duty, legal fees, external valuations and structural surveys.

Different types of investment will provide different levels of return, income and capital. Historic data shows that a 6% income return from property is achievable over the longer term and through a full economic cycle. The Council's current investment estate is attaining an average gross return of 7.8%.

Various factors will affect the level of income return a property investment strategy will deliver over time including;



- the general economic environment (driving rent growth or reductions)
- interest rates (low rates drive prices up and property yields down)
- investment demand (high liquidity drives prices up and property yields down)

3.4.5 **Risk** - return is one side of the coin; risk is the other. In general, the higher the sought level of return from an investment, the higher level of risk that it carries. The intention throughout this policy is to minimise the risk to the Council on any acquisition.

3.4.6 **Cost of management** – The Council currently has an in-house Estates team, which manages the investment estate, and it is proposed that they would manage any additional investments within the existing estates budget. Most modern leases are based upon Full Repairing and Insuring terms (FRI) ie where the tenant is responsible for maintaining the structure and fabric of the building and also insuring the building, so that the estates team role is solely to collect the rental, normally quarterly in advance, ensure that the tenant complies with the lease covenants, including keeping the building in a good state of repair and deal with any rent reviews at the appropriate time.

3.4.7 **Growth** – property investments have the potential for both revenue and capital growth. The Council will take into account that potential when assessing the strength of the investment opportunity. Property values can fall as well as rise and mechanisms to minimise revenue reductions should be identified. Monitoring and review of the portfolio and any anticipated trends, will actively manage and change composition over time. In respect of rental growth – most modern leases are for between 15 and 25 years in length and subject to regular upward only rent reviews and the normal rent review pattern is either reviewed on an every 3 or 5 year cycle, and it is envisaged that the Estates team will undertake the rent reviews.

With the Bank of England interest rates at such historically low levels, even with forecast increases to above 2% per annum, current returns from property investments provides a significant 'buffer' for any further increase and means that ultimately any return achieved above 2% will make a positive contribution.

3.4.8 **Sector** - information as to the sector of use of the property (e.g. office, retail, retail warehousing, industrial, and leisure) will assist in deciding on the risks associated with specific properties and the mix of sectors within the portfolio. As the portfolio grows it is healthy to have a spread across the sectors.



3.5 In summary, this proposed strategy for the Council acquiring property investment assets is to:

- 3.5.1 Acquire properties that provide long term safe revenue streams in accordance with corporate objectives
- 3.5.2 Maximise rental income and minimise management costs to ensure the best net return is generated whilst minimising risk to the Council.
- 3.5.3 Promote collaborative working with adjoining owners and Developers to maximise value.
- 3.5.4 To consider creating investments on council owned land.
- 3.5.4 Prioritise properties that yield optimal rental growth and stable income

4. THE CURRENT SITUATION

4.1 The Council's existing property assets, termed as the investment estate and considered to be "commercial property investments" are summarised below:

Use	Count	Count %	Income £	Income %	Yield %
Office	23	3.8%	158,633	5.6%	8.4
Industrial	60	10.0%	348,253	12.4%	7.8
Retail	88	14.6%	1,443,573	51.3%	8.3
Commercial Land	32	5.3%	148,287	5.3%	7.3
Agriculture	145	24.0%	174,912	6.2%	4.1
Leisure	60	10.0%	167,120	5.9%	8.0
Car Park	54	9.0%	125,590	4.5%	9.2
*Other	141	23.4%	248,084	8.8%	9.3
	603	100.0%	2,814,452	100.0%	

*Nurseries, Quarries etc.

It should be noted that these have been built up over many years. The agricultural estate in particular dates back to early 1900's.

4.2 Investments could be funded either from the Council's own resources or by taking advantage of its ability to borrow at relatively low rates of interest from the Public Works Loan Board (PWLB) compared to the return on property assets.

4.3 The Council needs to be in a position to assess investment opportunities in a systematic manner with the ability to respond quickly when a compelling opportunity arises to take advantage, particularly as commercial property investment opportunities often arise unexpectedly.



5. FINANCIAL & RESOURCE APPRAISAL

- 5.1 It is proposed that the Council implement a commercial property investment strategy either for the purpose of economic development or regeneration in the district or for the purpose of income generation for the provision of services or a mixture of both, a key issue for the Council to decide would be the value of the property portfolio and the expected target net yield.

The initial proposal is that a target for investment return would need to generate a net surplus over the next two years in the region of £250k.

- 5.2 The experience of other local authorities indicates an average yield on commercial property investments of between 5% - 7%.
- 5.3 As a result of such expenditure being classified as capital and the authority's cash surplus' being utilised to effectively finance the transaction, there will be an increase in the authority's Capital Financing Requirement (CFR) in the year(s) in which the transactions are incurred – and this will be managed through the annual Treasury Management Strategy updates to the Finance & Audit Committee.
- 5.4 All expenses directly attributable to any purchase, will be in accordance with accounting regulations, charged to the investment fund as part of the cost of acquisition, and will therefore be taken into account as part of the overall evaluation of the property acquisition.
- 5.5 Investment properties purchased through this strategy will need to be re-valued on a regular basis in accordance with the Code of Practice on Local Authority Accounting.

6.0 Other considerations

- 6.1 Decision making process – there maybe a need for the Council to be able to respond quickly in the event of a suitable property coming to market.
- 6.2 When an investment opportunity is identified, the Assistant Director Estates and Property will carry out the due diligence for a potential acquisition in consultation with the Strategic Director, Corporate and the City Solicitor, and will submit a report to the Project Appraisal Group (PAG) for consideration.

As such, an allowance will be made in the annual Council budget to allow for property investment acquisitions to be made, and it is proposed that any decision on acquisition is delegated to the Strategic Director of Corporate Services following consultation with the Leader and Portfolio Holder providing the investment meets the criteria within this report, and is supported as an acquisition by PAG.



- 6.3 Resources – The purchasing of investment properties will require additional officer resources (finance, legal and property) related not only to the purchase but also to their ongoing management. It is not envisaged that the Council would purchase more than a small number of properties and as such it is anticipated that no additional resources will be required although if e.g. a significant number of properties were to be purchased, or properties were purchased further afield, this could change.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 7.1 Investing in direct property has the second lowest risk (after bonds) as measured by volatility (standard deviation)
- 7.2 Risks are outlined in Section 3, Item 3.5.3 of this document.
- 7.3 Risk management will be managed within the Council's Property Programme as part of the programme and will be subject to regular review by the monthly Programme Board.

8. CONCLUSION

- 8.1 It is proposed that the Council invests in commercial property investments either for the purpose of economic development or regeneration within the district, or for the purpose of income generation for the provision of services, or a mixture of both and in doing so following the asset investment strategy as detailed in this report.
- 8.2 Other local authorities are purchasing commercial properties in support of these goals and it does appear there are opportunities to secure good quality commercial property at a level that can generate a worthwhile yield albeit also recognising the risks that are involved in such investments.

9. BACKGROUND DOCUMENTS

None.



Report of the Strategic Director, Health and Wellbeing to the meeting of Executive to be held on 4th April 2017

BT

Subject:

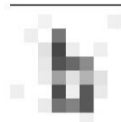
Home First – a new vision for wellbeing and adult social care in the Bradford District and a new operating model for the Department of Health & Wellbeing to deliver the aims set out in the new vision.

Summary statement:

This report sets out the rationale, key aims and ambitions for the new vision (Home First) for wellbeing in Bradford and the new operating model for the department of Health and Wellbeing.

The report also provides an overview of the development and consultation process, and requests the Executive to approve the approach set out in the documents, including the proposed implementation process.

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<p>Report Contacts:</p> <p>Imran Rathore, Transformation and Executive Support Manager</p> <p>Phone: (01274) 431730</p> <p>E-mail: imran.rathore@bradford.gov.uk</p>	<p>Overview & Scrutiny Area:</p> <p>Health and Social Care</p>



1. SUMMARY

- 1.1 This report sets out the rationale, key aims and ambitions for the new vision (Home First) for wellbeing and adult social care in Bradford and the new operating model for the department of Health and Wellbeing.
- 1.2 The report also provides an overview of the development and consultation process, and requests the Executive to approve the approach set out in the documents, including the proposed implementation process.
- 1.3 The draft vision (Home First) is centred around the belief that where possible, people in the Bradford District who are in receipt of health and social care services should be supported to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities in the wider District. Where people's needs cannot be met at home we will work with individuals, their carers and advocates to ensure the right type of support package is made available.
- 1.4 The associated draft operating model sets out the organisational policy, governance, decision making and commissioning arrangements that will support the delivery of our vision. This will be done through enabling people to have control over how they manage their health and social care needs, while also putting in place a greater focus on the use of personal and community assets and working in partnership with key partner agencies within the public, private and voluntary sector.

2. BACKGROUND

- 2.1 The context within which the Department of Health & Wellbeing delivers services is constantly evolving. There are significant changes in: demographics; customer needs and expectations; legislation; and financial pressures. These include:
 - [The Care Act \(2014\)](#) sets out a new framework of local authority duties in relation to:
 - the promotion of individual well-being,
 - provision for the prevention of needs for care and support,
 - provision of information and advice,
 - promotion of diversity and quality in service provision
 - assessment of eligible needs,
 - the arrangement and funding of social care,
 - promotion of greater integration with the NHS,
 - changes to the regulation of social care providers.
 - The government personalisation agenda – Shaping our Lives, Putting People First, Caring for our Future:
 - [The government's Spending Review and Autumn Statement \(2015\)](#) sets out that every part of the country must have a plan for integrated Health and Social Care in 2017, to be implemented by 2020.
 - The [money from central government to the Council has greatly reduced](#) and continues to do so over the life of this parliament, which is putting pressure on service delivery.
 - The Health and Wellbeing service which is now made up of Adult and Community Services, Public Health and Environmental Health has a total

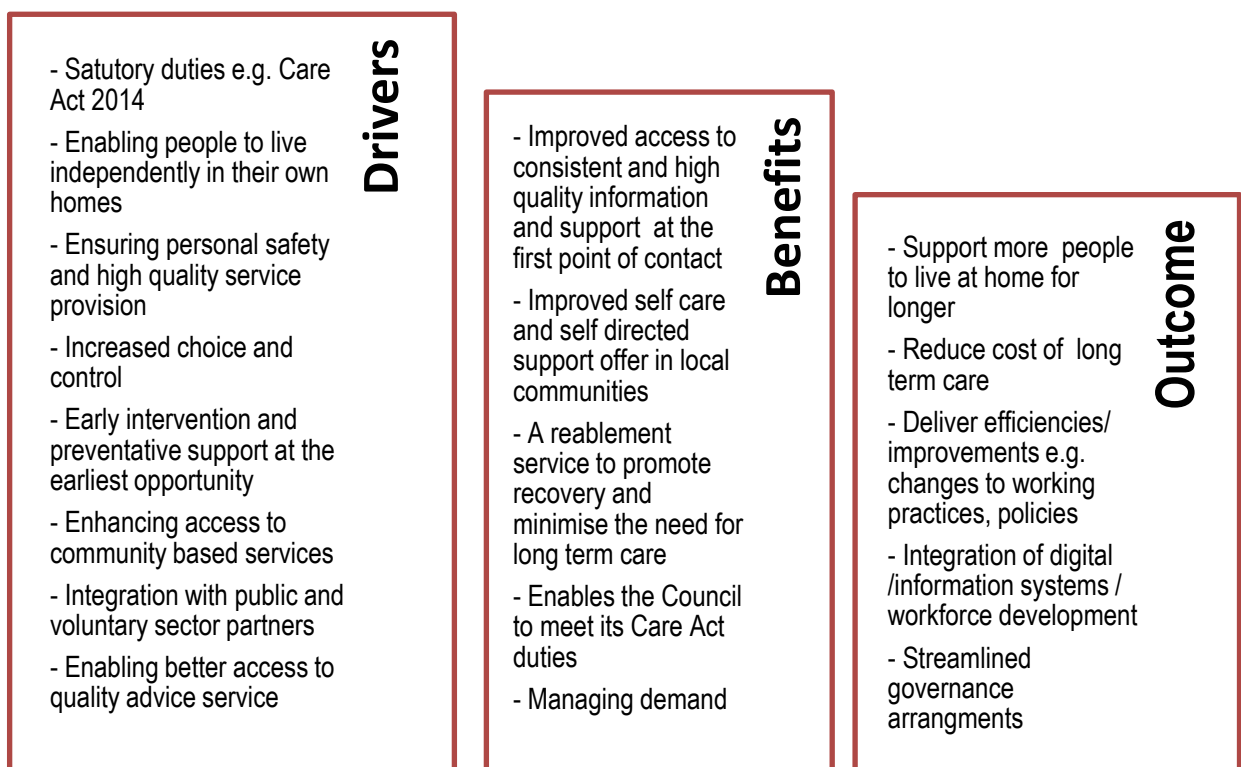
proposed savings target of £20.9m in 2017/18 and £11m in 2018/19

- The number of people who use adult and social care is expected to rise from 8,500 now to 8,843 in 2 years' time, which is a 2% increase on an annual basis. We expect that the demand will continue to keep rising by 2% each year until 2030. ([Projecting Older People Population Information \(POPPI\)](#) and [Projecting Adult Needs and Service Information \(PANSI\)](#)).*
- [ADASS annual budget survey \(2016\)](#) suggests that adult social care accounts for 35% of total council spending, while the Local Government Association (LGA) analysis shows that the proportion could rise to 40% by 2020.*

- 2.2 The nature of the issues outlined above requires an approach that ensures sustainable support to people, which maintains their independence, living within their own communities and improves their quality of life and general wellbeing. National best practice research also shows that a strength and community based approach can improve the quality of life for people who have health and social care needs, whilst reducing costs.

3. RATIONALE, PURPOSE AND APPROACH

- 3.1 In response to the issues outlined above, over the last few months, the Department of Health & Wellbeing has been reviewing how it provides support services to people in the Bradford District. One of the outcomes of this review has been the development of a new vision and operating model for Health and Wellbeing, which builds on the good work done within the department, our local experience and national good practice. The key drivers, benefits and outcomes of this work will include:



- 3.2 The new vision (Home First) and 'To be' operating model will guide and shape how we will work with our partners to deliver the high level outcomes set out in the Council's Corporate Plan 2016-20, for everyone in the district to have a long, healthy and full life.
- 3.3 The development process for both the draft vision (Home First) and 'To be' operating model has included working with partner organisations in NHS, community and voluntary sectors (VCS), service user groups, partnerships, networks and elected members. The draft vision and operating model incorporates feedback from these groups and are attached to this report as appendix 1 and 2.

3.2 VISION – HOME FIRST

- 3.2.1 The issues outlined above are reflected in our aim and ambitions for the wellbeing of Bradford District, and are set out in our vision (Home First) document, which is currently being developed. Our vision is centred on the belief that:

“where possible, people in the Bradford District who are in receipt of health and social care services should be supported to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities in the wider District”.

- 3.2.3 The delivery of our vision will rely heavily on a whole system approach that enables people to intervene early and delay or prevent the need for long term care, while supporting them to maintain their independence as long as possible. As such, the vision will guide the way we work with our partners across the Health and Adult Social Care spectrum to develop, shape and commission services.
- 3.2.4 As a result of our approach, it is likely that, in the future there will be fewer people receiving on going, longer term social care support – however this is in the context of the drive to support people to live independently.
- 3.2.5 The draft vision is attached to this report as Appendix one.

3.3 “TO BE” OPERATING MODEL

- 3.3.1 To support the delivery of our vision we are also reviewing our operating model to ensure that it enables us to work creatively and collaboratively with our partners within the public, private and voluntary sector.
- 3.3.2 The new 'To Be' operating model builds on our local experience and national good practice, and is based on a vision of shared responsibility between Council (including Public Sector), the community and the person. It recognises that the role of the Department of Health & Wellbeing is to work collaboratively with our NHS, Voluntary Sector and Private Sector Partners to align our resources to support people's independence and ability to be part of their communities for as long as possible.
- 3.3.3 By helping people to stay healthy and well, supporting them to regain their independence after illness or injury, and encouraging them to make greater use of

their own and community resources, the new operating model also aims to reduce demand for Public Sector resourced care and support.

3.3.4 The model proposes changes to how we do things e.g. processes, team and organisational culture and working practices. These include:

- *A greater focus on resources for front line support and time limited interventions to help people get back on their feet and in their own homes.*
- *Investing in good quality information and advice which will enable people to intervene early and delay or prevent the need for long term care.*
- *Strengthening our self-care and self-directed support offer in local communities through the development of multi-agency community hubs.*
- *Delivering a workforce development programme across all agencies to ensure they are fully equipped with the right skill set to support the delivery of our shared approach.*
- *Developing an integrated strategic commissioning approach that aligns resources and supports flexible delivery solutions.*
- *Improving the use of digital information platforms to develop and deploy support services that meet the needs of people and communities.*
- *Enhancing the use of assistive technologies that enables people to maintain their independence and enhance their quality of life.*

3.3.5 Appendix two provides further detail on the “To Be” operating model and includes a visual description of the key components.

4. DEVELOPMENT, CONSULTATION AND APPROVAL

4.1 We have taken an inclusive approach to the development of the new vision, operating model and associated delivery plans. The approach and principles behind the vision has been discussed with a range of stakeholder groups in draft form to help support its development and seek input on the overall approach and direction. Presentations have been given to the following groups, and feedback has been received:

- *Department of Health & Wellbeing staff roadshows – Nov to Dec 2016*
- *Strategic Disability Partnership, Older People’s Partnership, Learning Disability Joint Budget Consultation Workshop – 23.01.17*
- *Health & Social Care Overview and Scrutiny Committee – 26.01.2017*
- *Bradford Talking Media User Group – Jan to Feb 2017*
- *Integrated Change Board (ICB) – 17.02.17*
- *Health & Social Care Overview and Scrutiny Committee – 2nd March 2017*
- *Older People’s Partnership Board - 9th March 2017*

4.2 Further presentations and consultations are also planned with:

- *Health & Wellbeing Board – 28th March 2017*
- *Strategic Disability Partnership Board - 6th April 2017*

4.3 An easy read version of the Home First vision has also been produced and this been shared with partners and stakeholders in draft form. This will be formally published alongside the main document subject to executive approval.

- 4.4 In general the feedback received to date has been positive and supportive of the overall approach, whilst there is also a general recognition that services need to be structured in a different way and integrated with other partners to respond to the different challenges facing the District. For example, the vision and operating model was presented to the ICB who endorsed the approach and also agreed to support the implementation plans.

As recognised above, overall there was general acceptance of the overall approach and direction for Adult Social Care in terms of more personalised and effective services.

- 4.5 The feedback has been used to refine the vision and the operating model, and will also help inform our implementation plans and related success measures.

5. IMPLEMENTATION TIMESCALE

- 5.1 Subject to Executive's approval, work will begin on the implementation of the vision through the roll out of the new operating model. We envisage that it is likely to take 6 to 12 months starting from April 2017 to fully implement the core components. Appendix two includes detail of key delivery milestones.

6. FINANCIAL & RESOURCE APPRAISAL

- 6.1 Moving to a model based approach on early intervention and prevention through a greater focus on self-care, personal and community resources will play an essential role in the departments plans to reduce demand and costs. As such, the new operating model will contribute to achieving the pre-agreed savings allocated to the department by full Council for 2017/18, alongside the savings to be agreed by full Council in Feb for 2017/18 and 2018/19.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 7.1 The proposals are key to the Department of Health and Wellbeing in delivery of its responsibilities under the Care Act 2014 and to ensuring this is done within the allocated budget.
- 7.2 These proposals mitigate against potential budgetary and performance risk for the department.
- 7.3 Equality impact assessments have been carried out on the vision and operating model, and will continue to be updated to enable mitigation against any risks.

8. LEGAL APPRAISAL

- 8.1 When making decisions around service delivery, the Council must consider its statutory responsibilities including those under the Mental Capacity Act 2005, Care Act 2014, Human Rights Act 1998, its Public Sector Equality Duties and Consultation Duties. Consideration should be given to public consultation when considering

changes to policy or practice. In general terms, in relation to changes to policy or practice, the more significant the impact upon the public, the greater the need for public consultation. There will be a duty to consult when introducing a significant change that will adversely affect the public. The duty of public consultation can be an express statutory duty or a duty at common law as an aspect of fairness, proportionality or legitimate expectation. There is no express statutory duty to consult under the Care Act 2014. However, the related statutory guidance indicates consideration should be given to public consultation in specified circumstances. Statutory guidance should be followed unless there is a clear and sound reason not to. The statutory guidance relating to the Care Act 2014 specifies local authorities should ensure that active engagement and consultation with local people is built into the development and review of market shaping and commissioning strategies. Public consultations should be timely, involve all those affected or likely to be affected by the proposal, provide full and accessible information on the proposal and any alternatives, allow sufficient time for meaningful consideration and feedback and take account of the feedback when a final decision is made.

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

9.1.1 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;
- Relevant protected characteristics include age, disability, gender, sexual orientation, race, religion or belief.

The implementation of the new vision and operating model will place the individual at the centre of services and enable wider access to services that the person can direct according to their preferences. This will promote fairness and equality by ensuring that service access requirements for people with equality protected characteristics (e.g. age, disability, ethnicity etc.) are wherever possible met according to their personal choice.

9.1.2 An initial Equality Impact Assessment has been completed for the new vision and operating Model. The draft is attached to this report as appendix three. The EIA will be further refined and updated as we firm up the detailed implementation plans as a result of feedback from stakeholders.

9.2 SUSTAINABILITY IMPLICATIONS

9.2.1 The long term sustainability of the Council's ability to continue to provide support to people is under considerable pressure due to the increasing demand and the reduction in funding. This issue is not isolated to Bradford and is currently being discussed nationally by the Government and other influential bodies.

9.3.1 GREENHOUSE GAS EMISSIONS IMPACTS

9.3.1 None

9.4 COMMUNITY SAFETY IMPLICATIONS

9.4.1 None.

9.5 HUMAN RIGHTS ACT & TRADE UNION

9.5.1 The Human Rights Act 1998 makes it unlawful for any public body to act in a way which is incompatible with an individual's human rights. Where an individual's human rights are endangered, Local Authorities have a duty to balance those rights with the wider public interest and act lawfully and proportionately. For this report, the most relevant rights from the 16 covered in the Human Rights Act (1998)³ are:

- the right to respect for private and family life
- the right to peaceful enjoyment of your property (if this were interpreted broadly as enjoyment of one's home).
- the right to freedom from inhuman and degrading treatment.
- the right not to be discriminated against in respect of these rights and freedoms.

9.5.2. Staff have been involved in the development of both the vision and operating model from the outset of the process to help shape the approach and thinking. We will continue to involve them as we move into the implementation process. If any HR implications are identified as part of the implementation plans, then these will be managed in a formal manner in accordance to the agreed Council policy and employment legislation.

10. NOT FOR PUBLICATION DOCUMENTS

10.1 None.

11. RECOMMENDATIONS

11.1 That the Executive notes progress made towards the development of the vision (Home First) and the new 'To be' operating model for the Department of Health & Wellbeing.

11.2 That the Executive provides comment and feedback on the vision (Home First) and the new 'To be' operating model.

11.3 That the Executive approves the approach set out in the vision (Home First) and the new 'To be' operating model.

12. APPENDICES

Appendix one: Draft Home First vision

Appendix two: “To be” operating model

Appendix Three: Home First - Equality Impact Assessment

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Home First

Our vision for wellbeing



January 2017



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City of Bradford MDC

www.bradford.gov.uk

Foreword

Councillor Val Slater

Deputy Leader and
Health and Wellbeing
Portfolio Holder



As Deputy Leader & Health and Wellbeing Portfolio holder in Bradford Metropolitan District Council I am pleased to introduce “Home First – our vision for wellbeing” for Bradford District.

This document sets out our vision and ambitions for wellbeing in Bradford District, which are structured around the themes of Home, Health and Happiness. I firmly believe that by focussing our activity around these key themes we will be able to improve and enhance the support and care we provide to people and to deliver the commitments we set out in the District Plan 2016 -2020

We have called the vision – “Home First” because we believe that where possible people in the Bradford District who are in receipt of Adult & Social care support should be supported to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities across the wider District.

As such, the vision will guide the way we work with our partners in the public sector (including Health), the Voluntary and the Community Sector and Private sector to deliver a range of services that will support individuals to live as independently as possible, and recognise their rights and choices about what is right for them, and to ensure they are protected when necessary.

The delivery of our vision will require a collective effort from all stakeholders in the district and therefore I look forward to working with you all to positively reshape the way we support people in the District and make this vision into reality.

Councillor Val Slater



Bev Maybury

Strategic Director
Health and Wellbeing

I would like to welcome you all to ‘Home First’ which describes our vision for wellbeing in Bradford District. My team and I intend to use this document to share our thinking, consult and open up the discussion with people who use services, their families and carers and our wider partners about how we make the vision real. We know that there are things we can do better and I would welcome feedback on how we can work together to make positive changes.

Through investing in good quality information and advice which enables people to intervene early and delay or prevent the need for long term care alongside investment to strengthen our self-care and self-directed support offer in localities we believe that we can better support people to feel in control and make choices about how they want their support arranged around them to meet their outcomes. Having more choice and control is empowering. We should all be equal partners in making decisions that affect us. This leads to more of us being confident and independent and achieving our aspirations for a happier, healthier and more fulfilled life. Support and care have a vital role to play in ensuring everyone can enjoy the same human rights - dignity, equality of opportunity and access. When people feel happier, in control and safe they experience improved wellbeing and health outcomes.

I hope that you find the vision document accessible, clear and interesting. Please contact 01274 435400 or tweet us at [\[insert\]](#) to let us know what you think.

Bev Maybury

Our Department of Health and Wellbeing

The home first vision aims to set out our ambition for health and well being in Bradford and District. We have called the vision home first because we firmly believe that people who need help from social care in Bradford would want us to do as much as we can to make sure that they are supported to stay in their own homes. Being around family, friends and in your own home is the best place to feel happy, healthy and in control of your life.

The department's main purpose is to strengthen the connections between health and social care, with the aim to enhance the wellbeing of our residents and ensure greater independence and choice for individuals.

The department also has a leadership role in driving integration and transformation both within the Council and across the local healthcare system.

The department is made up of three service areas, which includes Public Health, Environmental Health and Adult Social Care.

- **Public Health:** The service focuses on what can make a difference to an individual's health, and then takes actions to promote healthy lifestyles, prevent disease, protect and improve general health, and improve healthcare services.
- **Environmental Health:** The service tackles and addresses many issues which are fundamental to good health and wellbeing. These include food safety, health and safety, air quality, noise and other nuisances, contaminated land, drainage and

private drinking water supplies. In addition they have a key role in communicable diseases control. Outcomes are achieved through preventative work, eg with planning and other partners, inspection, advice and enforcement and in response to customer complaints.

- **Adult Social Care:** The service helps adults with eligible social care needs find care and support so they can live as independently as possible in their own homes.



Our vision for wellbeing



Our ambition is for Bradford to be a place where:

- People's contribution to Bradford District is being recognised and valued.
- People are supported to live healthy, happy lives, where they are in control and able to make the best lifestyle choices for themselves and their families.
- We recognise and support the different and diverse communities that make up Bradford and District and offer support appropriately.
- Communities and places across Bradford District help people to live the healthiest and sustainable lives they can with access to clean air and a good range of housing options.
- We ensure access to information, advice and support in such a way that it enables people to help themselves.
- We empower people who choose to access support from services and empower staff involved in providing services to uphold people's rights to be in control and have their wishes, feelings and beliefs upheld.



CASE STUDY: Betty's story

Betty has been living on her own since her husband died. Her 2 sons live close by and both pop in once a week to check that she is OK. Betty's sons have been worried about her as her home care workers have reported to them that she is losing weight. Betty had a bad infection, which made her confused and led to a bad fall during the night. The home care workers found her 6 hours later and rang for an ambulance. When she was taken to hospital they found that she had broken her hip. Betty's sons really want her to move into a care home as they were really worried about the fall but Betty really wants to go home. Through discharge to an intermediate care bed Betty's social worker has had the time and opportunity to build up a relationship with Betty and better understand Betty's strength and that she is making an informed choice to go home. The

social worker arranged for a risk enablement meeting with Betty, her sons, the Occupational Therapist and other professionals to help Betty explain that she wishes to return home but needs some support around the risks. The social worker recommended that Betty has access to telecare equipment so that if she becomes confused and falls again her sons would be immediately notified and a mobile response worker would go out to help support Betty. Betty is supported by the Occupational Therapist to do a home from hospital visit. The Occupational Therapist also recommends that Betty has some equipment fitted in her bathroom. Betty's social worker arranges for a local community group worker to meet Betty from the taxi taking her home. The worker makes sure that she is settled, the heating is switched on and that she has a cup of tea. They arrange to come back each day that week and take her out every Monday and Wednesday to the local café to meet with a group of other ladies who are the same age as Betty.

CASE STUDY: Tariq's story

Tariq was born with a learning disability. He really likes his mum's cooking, but has over the years gained weight. The learning disability nurses have told his mum that he has diabetes. Tariq has just turned 18. He loves his mum but he wants to get out more, like other young people his age and make friends. Tariq's social worker from the Transitions Team spends time with him to find out what things are important to him in his life. The social worker finds out that Tariq likes the actors in films and TV drama. He has a top

20 of favourite actors and can tell his social worker all their best lines! Tariq's social worker makes contact with a voluntary organisation who have a regular social group which meets at a café in a local film Museum. The group have just started working with a production company that supports adults with a learning disability to produce plays and musicals. They help Tariq to learn how to become an actor and his mum is really proud to attend his first play. His mum tells you that he has started to lose weight. Tariq tells his social worker that he is planning to be a supporting actor in a television drama set in Bradford.

Our responsibility: A General Duty of Wellbeing (Section 1 of the Care Act)

The Care Act 2014 sets out a number of new rights for adults who choose to access support from services, carers and families from the centre of adult social care and new duties for City of Bradford Metropolitan District Council. These rights are underpinned by a general duty

on the Council to promote the wellbeing of all our citizens.

Our approach in delivering our duties under the Care Act will be centred around a rational and compassionate approach.

What will Home First mean?

We will work with people who choose to access support from services, their carers and family members and our communities to develop new systems which build on their strengths. Strengths based approaches involve:

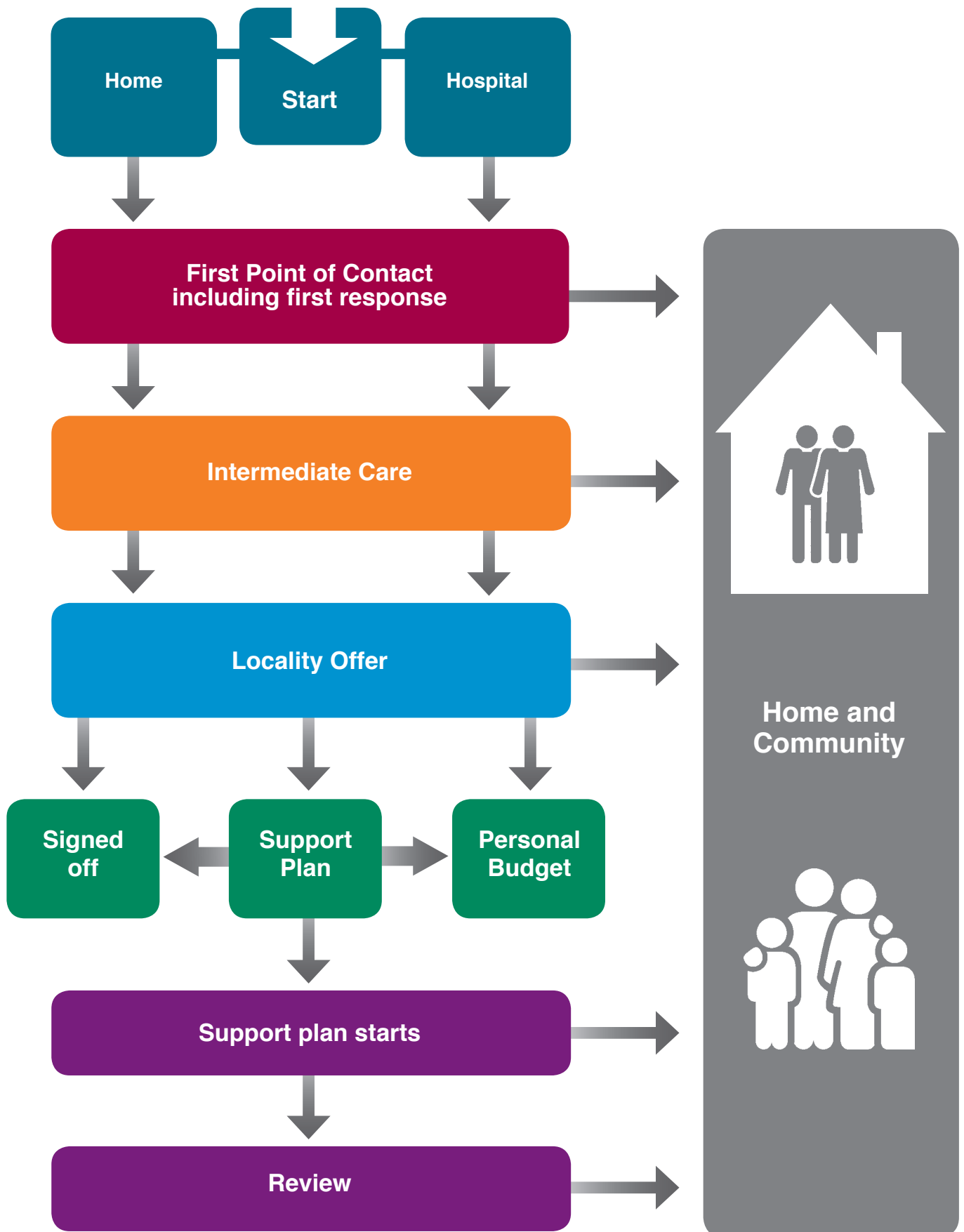
- Making information and advice easily accessible so that people can make informed decisions about their support needs
- Early intervention which builds on people's natural networks of support
- Ensuring that all practicable steps are taken to ensure the wishes, feelings and beliefs of people who have long term support needs from the services are communicated, understood and upheld.

We will do this by:

- Listening to people
- Improving the accessibility of our information about options
- Finding personalised solutions
- Being proactive to support for self-care which supports healthier lives

- Helping early to delay and prevent minor things developing into something major
- Strengthening and investing in our Social Workers and the culture of social work practice
- Transferring power away from traditional services to people, their families and communities
- Using technology
- Treating all people with dignity and respect
- Striving to get you home as quickly as possible – after being in hospital
- Establishing arrangements to uphold and enable people's right to take positive risks
- Ensuring that where a person is at risk of abuse that we put in place measures that ensure they remain in control
- Where a person requires the deprivation of liberty safeguards we take all practicable steps to ensure their rights are upheld.

The Social Care customer journey



CASE STUDY: Ian's story

Ian has lived in a care home in Wales since the age of 16. He has a physical disability and uses a wheelchair. Staff at the care home report that he has lost contact with his family in Bradford but appears bored in the home and that he is going out drinking in the town centre. They are worried that people are taking advantage of him and his money. Ian is known to enjoy buying and selling electronic goods. Ian doesn't want to speak to a social worker. He has had a yearly visit from a social worker to review his placement. He refuses to meet with the social worker when they visit. A new social worker spends time reading about Ian before making contact with him and notices that he likes electronics. The social worker

asks the care home to give Ian the social media contact for the social work team. Over a period of 3 months Ian gets to know the social worker through using social media. Ian agrees that the social worker can ring him to discuss his care arrangements. The call goes well and Ian suggests that the social worker uses facetime on their workphone to speak to him. He tells her that he is lonely and he misses his family. The social worker arranges for Ian to come to Bradford and spend a long weekend in a local care home with support from a Personal Assistant who supports him to visit his family and reconnect back to Bradford through visiting places he remembers from being a child. Ian decides he wants to stay in Bradford and would like to live independently using a Direct Payment to arrange support from a Personal Assistant.

Personal Budgets

In order to deliver our approach, we will use a personal budget process which will include the following steps:

1. Resource Allocation System (RAS)

An indicative personal budget is calculated to reflect the level of support required to meet the assessed eligible need.

2. Support Plan

A plan that identifies how people will spend the money allocated to them through their personal budget to get the life they want.

3. Approving the Support Plan

The Council will have to sign off the approved support plan before the personal budget is released.

4. Personal Budget

People will have four options for using their personal budget:

- a) **Direct Payment (DP)** – Money paid by the Council to an eligible person (or someone acting on their behalf) so that they may arrange their own care and support instead of receiving arranged services. Records of how the money is spent are audited regularly.

- b) **Individual Service Fund (ISF)** – Money given to a third party (fund holding provider) to hold on behalf of the person and used to pay for care and support services in line with the support plan.

- c) **Managed Care** – Services that are arranged by the Council; people who use them have less choice and control over how they are delivered.

- d) **Combination of the above**

A DP may be used to manage some of the care and support services arranged to meet a person's needs with the rest arranged through a managed ISF arrangement.



Healthy, Happy Lives

We recognise the delivery and greater emphasis on early intervention and prevention and promoting health and wellbeing. The transfer of public health to the Council in 2013 presented us with significant opportunities to enhance the Council's role in promoting the health, wellbeing and independence of people, and reducing avoidable differences in health in the Bradford District.

We want everyone in Bradford to have the opportunity to live as long as possible in good health. This includes creating an environment where people are supported to make healthy lifestyle choices, preventing ill health or disability, and intervening early, returning people to the lowest level of need. It also means enabling people to feel confident to make choices about

their health and care, recover quickly from setbacks, and promoting independence in people and communities in Bradford District. We will do this in a number of ways.

We will move beyond targeting single health issues and lifestyle choices to an approach that is more holistic, focused instead on wellness, addressing multiple health and lifestyle issues. Focusing on what individuals can do rather than what they cannot, we will recognise and value the strengths that people have. We will look to work with people in Bradford District to develop services (often called co-production). Recognising that for significant improvements in health, and a reduction in avoidable differences in health to be made, we need to work together with partners and citizens.



Every department in the Council has a contribution to make to support people to be healthy and happy. We know that the environment in which we live, our homes, education and employment, all affect our health, wellbeing and the lifestyle choices we make. This is why we will continue to work with our colleagues across the Council to ensure that health and wellbeing is everyone's business. We will ensure that opportunities to improve the health and wellbeing of citizens are considered in everything that the Council does.

Our approach to achieving the best health outcomes for our population will be a collaborative one. We have an important role in making sure our services achieve the best possible outcomes for people in Bradford District. This includes offering opportunities to upscale prevention and supported self care. As such we will work closely with partners across Bradford District, including the NHS, to make sure that health and care services are high quality services that best meet the needs of people in Bradford District, and also provide value for money.

Obesity

It is estimated over 265,000 people in Bradford are overweight or obese increasing people's risks of heart attacks, strokes, Type 2 Diabetes, mobility issues and even some cancers. In 2017 the Public Health Department will be driving forward work across the district to find new ways of to support and encourage the people of Bradford to maintain a healthy weight for themselves and their family. Our goal is to create a Bradford where we are using the whole system to work together to support people to change their behaviour towards a healthier lifestyle. From employers, to schools and public services we are bringing people and organisations together to find new and innovative ways to: make being healthy the easiest choice; ensure being active, whether walking to school, taking the stairs or participating in sports, is the part of normal and everyday life in Bradford and ensure residents are motivated to be healthier and live longer in good health.

Tobacco

Smoking is the main cause of preventable illness, disability and premature death and is the main reason for the gap in healthy life expectancy between the rich and the poor. Smoking can cause complications in pregnancy

and labour; the health risks for babies of mothers who smoke are substantial. People with longstanding mental health problems are around twice as likely to smoke, and their addiction is likely to be greater. Death rates amongst people with serious mental illness are much higher than in the general population, and smoking is one of the factors contributing to this outcome.

In Bradford District currently 20.9% of adults smoke though rates of smoking are falling nationally in Bradford District we have not seen the same level of reduction. Breathe 2025 is the vision and ambition for Bradford District to inspire the next generation to be smoke free. Our partnership working, providing the knowledge, skills and support, to embed smoke free interventions and actions into health, wellbeing and care is central to achieving this vision.

Public Health and the Early Years

Public Health has worked closely over the last few years with partners across Children's Services, CCGs, Providers and Voluntary and Community organisations to develop an Integrated Early Years Strategy (IEYS) for 0-7year olds. We commission health visiting services, oral health programmes and school nursing services and ensure these services are aligned to our IEYS approach. We know that identifying pregnant women and young children at risk early on is key to improving outcomes for children and improving their life chances and this is a priority for the district .

We work closely with our partners in the Better Start Bradford programme to ensure the research, evaluation and learning arising from this £50 million 10 year Big Lottery funded programme for young children is used to influence our district wide approach.

More recently Public Health have been working with Children's Services on the Early Intervention and Prevention Transformation programme for Children. We provide needs assessments, evidence and policy advice in this key area and are focused on how the district can continue to improve outcomes such as infant mortality, obesity, oral health and school readiness. We also focus on reducing inequalities by ensuring key services identify young children at risk at an early stage and provide evidence based approaches to support these families and their children.

Summary

Our vision is centred on the belief that:

“where possible, people in the Bradford District who are in receipt of health and social care services should be supported to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities in the wider District”.

The implementation of our vision will rely heavily on working with our partners, as such, the vision will guide the way we work with our partners across the Health and Adult Social Care spectrum to develop, shape and commission services. We are also reviewing our operating model to ensure that it enables us to work creatively and collaboratively with our partners

within the public, private and voluntary sector. The new “To Be” operating model proposes changes to how we do things e.g. processes, team and organisational culture and working practices. A copy of the operating model can be found here (attachment above).

We have taken an inclusive approach to the development of our vision, the approach and principles behind the vision has been discussed with a range of stakeholder groups in draft form to seek their input in the development process. We are committed to continue this dialogue to help shape our implementation plans and look forward to receiving your feedback via the contact details outlined in this document.



CASE STUDY: John's story

John celebrated his 45th birthday recently. Birthdays have always been difficult for John. It is a time when he can feel really alone. This year however things were different. John's social worker in the Community Mental Health Trust had formed a strong relationship with him over the last 2 years and knew that he found this time of year difficult. John's social worker arranged to meet with John in the community café at the Cellar Trust a few months earlier. He had found out that John used to be a

mechanic and he used to love working on cars. John went on the Stepping Stones course which helped him think about how to get back into work and stay well once he was in employment. He started a work placement with a local garage, working 2 days a week to begin in the week of his 45th birthday. When John's colleagues found out about his birthday, they arranged to get him a card which they had all signed. John is starting to feel that he can remain healthy and well in work and is beginning to regain his confidence that he is not alone.

Glossary

The Care Act 2014:

The Care Act is a law about care and support for adults in England. It gives clear and simple rules about what care and support people should be able to get as well as what councils have to do.

For further information on the Care Act please visit www.legislation.gov.uk/ukpga/2014/23/contents/enacted

Customer journey:

The experience a service user goes through at each stage from start to finish from being at home or in hospital and assessing the needs required through to the putting a plan together allowing the service user to live independently and further reviewing the support plan.

Early Intervention:

Early intervention means taking action as soon as possible to tackle problems before they become more difficult. Its purpose is to improve the life chances of people and benefit their families and immediate communities, and at the same time reduce long term costs.

Home First Model:

The home first vision aims to set out our ambition for health and well being in Bradford and District. We have called the vision home first because we firmly believe that people who need help from social care in Bradford would want us to do as much as we can to make sure that they are supported to stay in their own homes. Being around family, friends and in your own home is the best place to feel happy, healthy and in control of your life.

Personalisation:

Personalisation is a way to give everyone more choice and control over the support they get. Personalisation means

- that services are tailored to the needs of every individual, rather than delivered in a one-size-fits-all fashion.

- that families get better information about care and support
- that we spend more money on keeping people well, so there is less need for care, especially residential care
- that we encourage people to stay independent.

Individual Service Funds:

An Individual Service Fund (ISF) is a different way people can pay for the care they get at home. It means that people have choice and control over the support they need without having to take on the responsibility of managing the money.

Better Care Fund:

The Better Care Fund (BCF) was set up by the Government to help the NHS and Local Government (health and social care) work together better.

Accountable Care System:

This is where where groups of service providers from the public, private and voluntary sector work together to deliver support and care services. This will be more efficient, reduce costs and improve the quality of life and outcomes for patients.

Resilient

Resilient means being able to cope when things get difficult or go wrong. We hope to be able to support people to lead happy, fulfilled lives even when they have bad experiences or poor health.

Wellbeing

Wellbeing is not just the absence of disease or illness. It is a combination of physical, mental, emotional and social health factors. Wellbeing is linked to happiness and life satisfaction. In short, wellbeing could be described as how you feel about yourself and your life, being comfortable, healthy or happy.

Contacts and further information

For more information on our Home First Vision visit:

<https://Homefirst.Bradford.gov.uk>

Twitter:

Facebook:

Telephone: 01274 435400

Email: hwbvision@bradford.gov.uk

Alternatively you can write to:

Health & Wellbeing Department

5th Floor, Britannia House, Bradford, BD1 1HX

To protect the identities of service users and providers stock photographs have been used throughout this report.

The wording in this publication can be made available in other formats such as large print and Braille. Please call 01274 431989.

City of Bradford MDC

www.bradford.gov.uk

“To Be” Operating model

Department of Health & Wellbeing



Bev Maybury

Strategic Director – Health & Wellbeing

Version 0.5 –22 March 2017

1. Introduction

Our vision (Home First) for Wellbeing in Bradford is centred around the belief that where possible, people in the Bradford District who are in receipt of Health and Social Care Services should be supported to stay in their own home so they can continue to enjoy relationships with their family, friends and be active members of their local community whilst being able to participate in activities across the wider District.

To support the delivery of this vision we recognise that our policies, governance and decision making arrangements should be structured to enable us to work creatively and collaboratively with our partners within the Public, Private and Voluntary Sector.

The new “To Be” operating model has been designed to enable the department to deliver the aims and ambitions set out in our ‘Home First’ vision and is based on the principles of shared responsibility between Council (including public sector), the community and the person.

It recognises that the role of the Department of Health & Wellbeing is to work collaboratively with our partners to align our resources to support people’s independence and ability to be part of their communities for as long as possible.

We believe that by helping people to stay healthy and well, supporting them to regain their independence after illness or injury, encouraging them to make greater use of their own and community resources.

The new “To Be” operating model will also help to reduce demand for public sector resourced care and support.

2. Key components / principles

The “To Be” operating model builds on our local experience of delivering services and the good work undertaken within the department, while also incorporating national best practice. The key components of our operating model are visually described in the diagram overleaf, and are summarised below:

- A greater focus on early intervention and prevention by reshaping support to reach people earlier and being more accessible in local communities
- Strengthening our self-care and self-directed support offer in local communities through the development of multi-agency community hubs, which will enable us to better support people to feel in control and make choices about how they want their support arranged around them to meet their outcomes

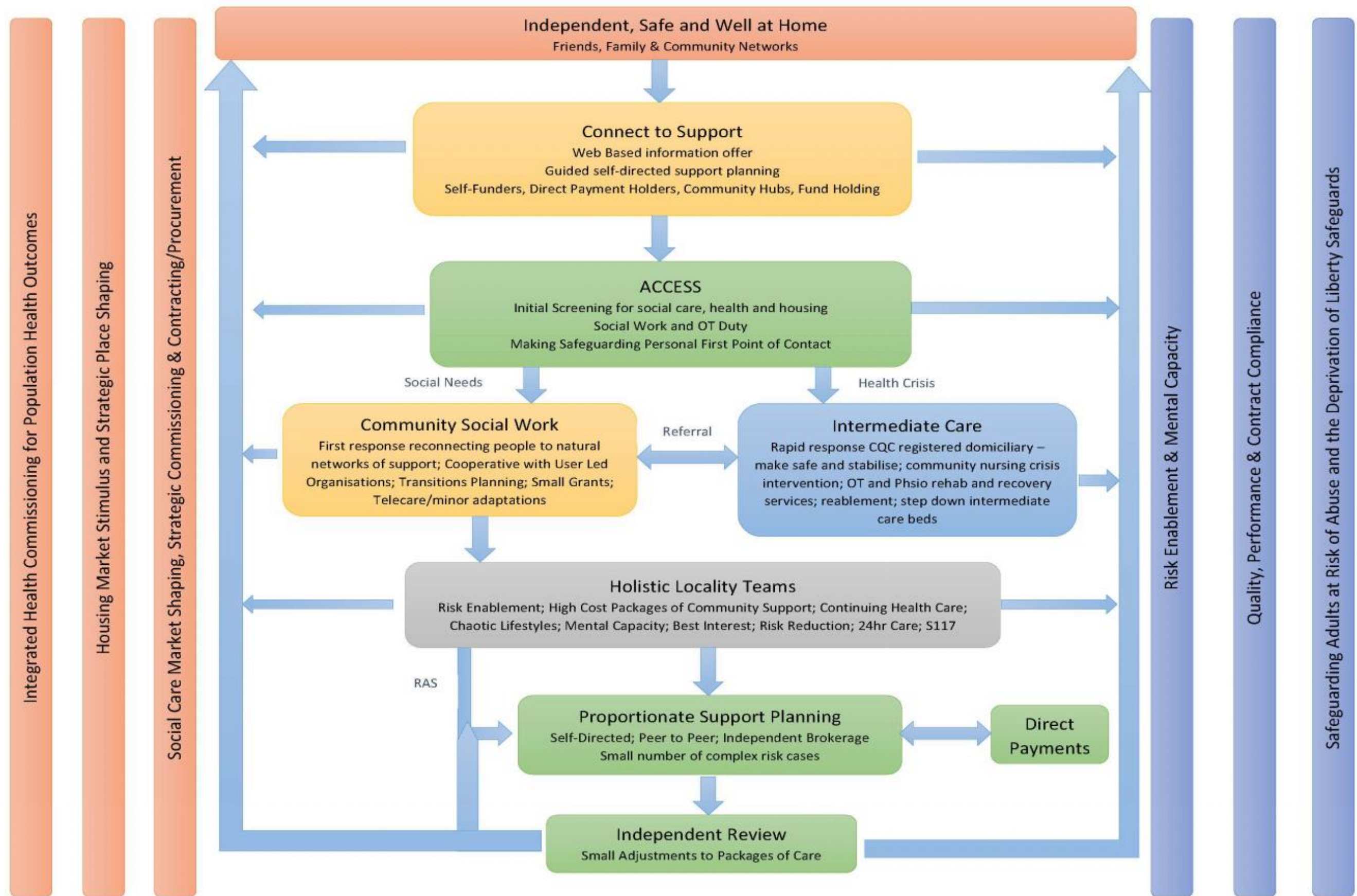
- By building capacity within communities, people will be able to access support within their own communities, while also reducing isolation and loneliness.
- A greater focus of resources for front line support and time limited interventions, such as reablement services to help people get back on their feet and in their own homes. This will also mean emphasising the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible
- Delivering a Workforce Development Programme across all agencies to ensure they are fully equipped with the right skills set to support the delivery of our shared approach e.g. ensuring that our front line staff are able to identify support requirements at an early stage (e.g. safeguarding) and also help people develop and maintain skills that will maximise their independence
- Implementing an Organisational Change Programme that is aligned to the Workforce Development Programme and focuses on affecting culture change, enabling transformation and streamlining bureaucracy, with an emphasis on enabling a bottom up approach e.g. people centric dialogue to identify what people, their families and carers want to tell us and working with them rather than doing to them
- Making best use of digital platforms and assistive technologies to support employees to be more effective, help people to maintain their independence and enhance their quality of life
- Investing in good quality information and advice which will enable people to intervene early and delay or prevent the need for long term care. This will ensure that we have a universal approach across all our contact points that sign posts people to the right information or support service to meet their needs. For example Connect to Support, website, social media and access team
- Developing an integrated strategic commissioning approach that aligns resources and supports flexible delivery solutions.

3. Delivery timeline

The table below provides a summary of key milestones for the implementation of the “To be” operating model:

Activity	Description	Timescale
Home Vision – raising awareness	Engagement with key stakeholders (staff, people receiving support and partners) on the revised offer set out in the new vision and key	April to July 2017

	implications.	
Safeguarding	Make safe and stabilise - Safeguarding / Mental Capacity Act, Deprivation of Liberty Safeguards (MCA DoLS)	June to March 2018
Information Technology and Digital Platforms	Strategic Review of Information Technology (IT) Systems and Digital Transformation Capacity in partnership with IT Service	April to August 2017
Personal budget	Implement Personal Budget Framework, which will include Direct Payments and Individual Service Funds (ISFs)	April to December 2017
Workforce development	Roll out of a Workforce Development Programme to ensure staff have the necessary skills to implement the vision	June to March 2018
Governance arrangement	Review management and governance arrangements across the department to improve decision making, accountability, financial, risk and performance management	April to Sept 2017
	Review and agree performance measures to keep track on delivery progress (building on ASCOF and Public Health)	May to December 2017
Integrated Commissioning framework	Review of Strategic Commissioning and Procurement Policies	May to March 2018
	Align and integrate commissioning arrangements between the Council and Health Partners e.g. CCGs	May to March 2018
Locality infrastructure	<p>Review and alignment of resources at a local level across Council Departments and Partner Services to enhance community resilience and capacity. E.g.</p> <ul style="list-style-type: none"> • establishing Community Hubs to coordinate local level early intervention and prevention activity, • commissioning of capacity building support, • alignment of ICT infrastructure to enable system connectivity 	June to March 2018
Information and advice	Review our information and advice arrangements to ensure we have a universal approach across all contact points that signs post people to the right information or support service to meet their needs – e.g. connect to support, council website, social media and front line access team)	May to December 2017



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Equality Impact Assessment Form Reference – Home First

Department	Health & Wellbeing	Version no	1.0
Assessed by		Date created	30.01.2017
Approved by		Date approved	
Updated by		Date updated	
Final approval	Bev Maybury	Date signed off	06.03.2017

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

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Home First – The vision to meet the wellbeing needs of Bradford District.

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

The document sets out our vision and ambitions for wellbeing across the Bradford District, which are structured around the themes of Home, Health and Happiness. We believe that by focussing our activity around these key themes we will be able to improve and enhance the support and care we provide to people and deliver the commitments we set out in the District Plan 2016 -2020

The delivery of our vision will result in an enhanced focus on (where possible) supporting people in Bradford who are in receipt of Health and Adult Social care support to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities across the wider District.

As part of this refreshed approach, we will be investing in good quality information and advice which will enable people to intervene early and delay or prevent the need for long term care. We will also, through investment and alignment across partners, strengthen our self-care and self-directed support offer in local communities, which will enable us to better support people to feel in control and

make choices about how they want their support arranged around them to meet their **personal** outcomes.

The implementation of **this** approach will also include a robust **workforce development programme** across all agencies to ensure that they are fully equipped with the right skills sets to support the delivery of a early intervention and prevention focussed approach. .

The principles set out in the vision will also guide the way we work with our partners in the public sector including Health, Voluntary, Community and Private sectors to join up services that will support individuals to live as independently as possible, recognise their rights and choices about what is right for them, and ensure they are protected when necessary.

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

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.

It will promote equality of opportunity and independence and enablement for Older People, people with Mental Health issues, Learning Disabilities and Physical Disabilities through:

- increased personalisation of packages of care for people, families and carers
- greater emphasis on enabling individuals to live as independently as possible
- greater use of technology to support people's independence and further development of specialist enablement
- more personalised solutions for individual's travel arrangements
- greater value for money derived from reducing and maximising contract values
- restructuring of the Health & Wellbeing Department (structure) to establish synergies and maximise the delivery of a prevent (early intervention) focussed delivery approach.

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.

See above

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

Older people, people with Mental Health, Learning Disabilities and Physical Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so impact on protected characteristics will be minimised.

Also, as part of our strategy to reduce residential and nursing places it is intended that more extra care schemes are developed, which will help to improve people's lives and reduce expenditure.

As the proposal is developed the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.

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
Age	H
Disability	H
Gender reassignment	L
Race	L
Religion/Belief	L
Pregnancy and maternity	L
Sexual Orientation	L
Sex	L
Marriage and civil partnership	L
Additional consideration:	
Low income/low wage	L

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

Our approach will seek to focus on people's strengths and enabling people to take properly understood, proportionate and positive risks in living their lives.

We will undertake individual assessments with people, which will be implemented in a compassionate manner to ensure safe and high quality care and support is provided to people in line with the duty set out under the Care Act (2014)¹.

We will also carry out extensive engagement with people, family members, carers and advocates to negotiate any change in support provision arising from the individual assessment process. Where the individual assessment process identifies a change in service provision we will work with the person's, family members, carers and advocates to introduce the change in a phased approach.

We will also work with our partners in Health and other support services to identify alternative funding streams or support provision and will sign post people, family members, carers and advocates to where this support can be accessed.

By offering other options for people in terms of housing and care support, people will have the opportunity to access appropriate services (that meet their individual assessed needs) and to be in a position to maintain their independence, quality of life and continue to have a positive contribution and be inclusive in their local community.

The approach set out above will ensure where possible people with particular characteristics are not disproportionately affected. We will further review the potential impact on protected characteristics as part of the development of the delivery programme.

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

N/A

Section 4: What evidence you have used?

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

Large proportions of the people who use our Services are older or have a physical disability or learning disability or have mental health related issues.

The latest statistics from Projecting Older People Population Information (POPPI) and Projecting Adult Needs and Service Information (PANSI) projects a 2% yearly

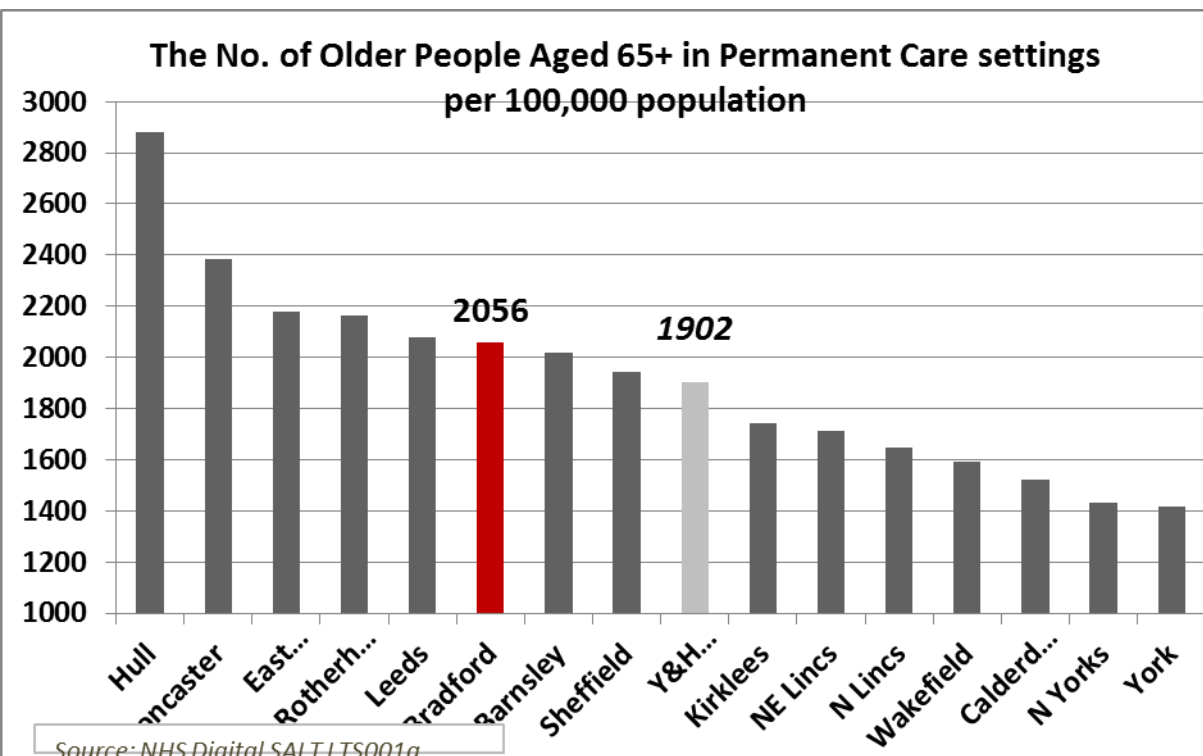
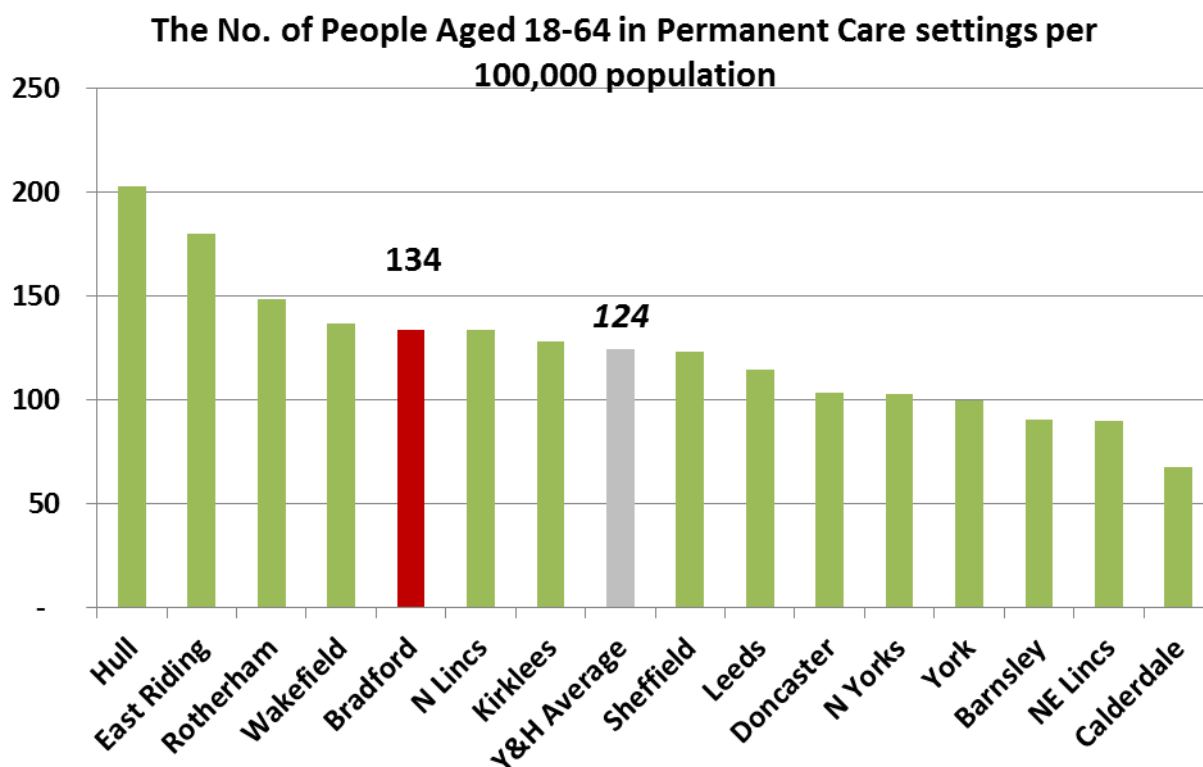
¹ The Care Act (2014) requires people to have individual assessments of their needs using national eligibility criteria. The Act also requires the Council to offer an independent advocate to support participation in the assessment.

increase in the number of service users up to 2030. This means that the demand on our services will continue to grow in the coming years due to demographic growth and changing service expectations and needs.

During 2016//17, the Council supported 6,206 people through Adult Social Services, the data below gives more information on this group.

Age		Ethnicity		
Age	No	Ethnic origin	No	%
<18	0	Asian / Asian British	579	9.3%
18-24	343	Black / African / Caribbean / Black British	63	1.0%
25-34	470	Mixed / Multiple	55	0.9%
35-44	416	Other Ethnic Group	759	12.2%
45-54	477	Unknown / Refused / Not Yet Obtained	553	8.9%
55-64	554	White	4,197	67.6%
65-74	672	Total	6,206	
75-84	1,267			
85+	2,007			
Total	6,206			
Primary support reasons				
Primary support reason	No			
Learning Disability Support	1,367			
Mental Health Support (inc Memory & Cognition)	792			
Physical Support	3,185			
Sensory Support	34			
Social Support (Inc Isolation & Substance Misuse & Vuln Adult)	32			
PSR Unknown	638			
Carer	158			
Vulnerable Adult (included in Social support)				
Awaiting Assessment (Not Recorded in SALT)				
Total	6,206			

Number of people aged care settings



4.2 Do you need further evidence?

The Implementation of the vision (planning and delivery) will include involvement of experts by experience including carers throughout the redesign and procurement process.

We will also continue to review our delivery performance through the monitoring of service delivery data and this will also inform the development of our implementation plans.

Section 5: Consultation Feedback

5.1 Results from any previous consultations prior to the proposal development.

N/A

5.2 The departmental feedback you provided on the previous consultation (as at 5.1).

n/a

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

To follow

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

To follow

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Report of the Strategic Director of Place to the meeting of Executive to be held on 4 April 2017

BU

Subject: Bradford's response to the Industrial Strategy green paper

Summary statement:

On 23 January 2017, the Government published 'Britain's Industrial Strategy'. The Green Paper sets out the Government's plans and strategy for increasing productivity and driving growth across the country. The paper identifies 10 pillars that will drive future growth, drawing together in one place a range of largely existing policies and related funding streams alongside some new commitments.

This report outlines the key features of the Green Paper, implications for Bradford and the proposed response by the Council and its partners to the paper that will be submitted by the consultation deadline of 17 April 2017. This response will help frame the district's forthcoming economic growth strategy.

Steve Hartley
Director of Place

Portfolio:

Regeneration, Planning and Transport

Report Contact: Kate McNicholas,
PPC Manager
Phone: (01274) 431761
E-mail: kate.mcnicholas@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration and economy



1. SUMMARY

- 1.1 On 23 January 2017, the Government published 'Britain's Industrial Strategy'. The Green Paper sets out the Government's plans and strategy for increasing productivity and driving growth across the country. The paper identifies 10 pillars that will drive future growth, drawing together in one place a range of largely existing policies and related funding streams alongside some new commitments.
- 1.2 This report outlines the key features of the Green Paper, implications for Bradford and the proposed response by the Council and its partners to the paper that will be submitted by the consultation deadline of 17 April 2017. This response will help frame the district's forthcoming economic growth strategy.

2. BACKGROUND

- 2.1 The Industrial Strategy Green Paper states:
- "The objective of our modern industrial strategy is to improve living standards and economic growth by increasing productivity and driving growth across the country"*
- 2.2 Three key challenges are identified in the paper:
1. Build on our strengths and extend excellence into the future
 2. Close the gap between the UK's most productive companies, industries, places and people and the rest
 3. Make the UK one of the most competitive places in the world to start or grow a business
- 2.3 The paper identifies 10 pillars that will drive future growth:
- two direct drivers of productivity improvement – science, research and innovation, and world-leading sectors
 - five enablers of growth – skills, infrastructure, business support, energy, and procurement
 - two geographical domains – international trade and investment, and driving growth across the country
 - finally one pillar looks at the institutional leadership of growth – both sector and place-based, and bringing these together.
- 2.4 The Government has identified 38 questions across the 10 pillars and has invited responses to the paper and the questions to be sent by 17 April 2017. The Council is working with partners including the Chamber of Commerce, University of Bradford, Producer City boards and Bradford Breakthrough to collate our response.
- 2.5 It has been agreed that a Bradford district response to the Industrial Strategy would be helpful, under the banner of the Producer City Board, to ensure business input.



- 2.6 Inputs into the development of a response include:
- Discussion with Chamber, University and WYCA colleagues 21 Feb 2017
 - Discussion at Bradford Breakthrough 24 Feb 2017
 - Producer City People and Innovation Board led workshop 16 March 2017
 - Discussion at Producer City Place Board 27 March 2017
 - Discussion at Chamber of Commerce Leadership Group 28 March 2017
 - Council officers are liaising with the Chamber of Commerce to gather information on key business priorities via contact with their membership.
- 2.7 Bradford has also worked with Leeds City Region Local Enterprise Partnership (LEP) and West Yorkshire Combined Authority to develop aligned responses. In particular Bradford would support the emphasis of the draft LEP responses in terms of an inclusive industrial strategy, a focus on a place based approach, and its health and social care sectoral focus.

Bradford is a member of Key Cities, which as a network are progressing some sector based work to help shape a response to the Industrial Strategy. Focusing on the relationship between key sectors and cities' capacity to target sophisticated support strategies, including in partnership with the University sector, the emphasis on both digital and healthcare sectors is particularly relevant to Bradford and will help shape the district's approach moving forward.

2.8 Key Industrial Strategy messages:

Investment associated with the Industrial Strategy needs to be at a scale that reflects both local and national growth ambitions. A rebalancing of the nation's economy requires a rebalancing of investment.

Investment in a Northern Powerhouse Rail stop in Bradford City Centre will release economic potential in Bradford and across the North.

The role of education is underplayed in the Industrial Strategy Green Paper. Investing in education in the North at a scale that reflects levels of investment in London is a better way to secure inclusive growth and social mobility than an emphasis on grammar schools. Bradford's Industrial Centres of Excellence are a model that merit further attention and investment.

The Industrial Strategy must be clear about the role of central Government in supporting people to get into work and progress within work as a driver of productivity that will support both businesses and people to prosper and progress. Addressing and decentralising the currently fragmented employment and skills system would go a long way to increasing productivity.

A strong place based approach to supporting productivity is critical to connecting the key components that drive productivity at a local level. Partners in Bradford and Leeds city region are committed to collaborating across key local institutions to knit together the pillars which might easily become silos, and connect economic policy with wider social goals.



2.8.1 Investment

Many of the initiatives within the 132-page paper are a recap of existing government programmes, initiatives and funding streams and we would argue that the Industrial Strategy will need to be backed up by greater levels of investment and devolution if it is to be effective.

As a nation we need to look at how we better support areas to transition from overdependence on industries that are declining. But fundamentally, it also means redressing the imbalance that has seen London receive nearly three times more government investment per head than Yorkshire and the Humber.

Investing in Research and Development (R&D) and innovation will increase productivity and create better quality employment opportunities. Nationally, the North receives less government R&D spend than London and the South East, and we would suggest that use of public resources could result in better economic and social outcomes if targeted more effectively in areas where there are greater opportunities for market growth.

In the context of infrastructure investment, Bradford Council forecasts a infrastructure funding gap of around £689 million (or around a 90% shortfall), between the cost of forecast infrastructure and anticipated income required to support the ambitions for growth in the District identified in the Local Plan to 2030. The Council intends to implement the Community Infrastructure Levy (CIL) in 2017. The CIL will help to meet the District's priorities by generating funding to provide infrastructure while being set at appropriate rates that will continue to attract investment, create jobs, and deliver new housing.

However, CIL will only fund a fraction of the infrastructure required to support growth in the District. The Council will continue to work with central Government and partners including the West Yorkshire Combined Authority to secure the funding required to meet the future infrastructure needs of the District to support housing and economic growth.

2.8.2 Infrastructure, transport and connectivity

Creaking railways and slow broadband is no way to compete in the 21st century. Bradford has welcomed the National Productivity Investment Fund, announced in Autumn Statement 2016, but even with this announcement Britain's public investment is still set to be lower than in the last Parliament.

The whole Northern economy is constrained by poor rail connectivity. HM Treasury analysis indicates that a re-balanced economy would be worth an additional £56 billion to the North of England. A recent Transport for the North (TfN) report suggests that improving rail and road links across the North could generate a £97bn increase in GVA and create 850,000 new jobs.

Building a Northern Powerhouse Rail (NPR) station in Bradford City Centre would be one of the most economically beneficial moves the Government could make.



Connecting Bradford to Northern Powerhouse Rail with a city centre station will transform the economic and cultural contribution of the city, amplifying the effectiveness of the Northern Powerhouse and accelerating the growth of the North's economy.

Northern Powerhouse Rail provides Bradford with a once in a life time opportunity to improve its rail connectivity and will allow the city to operate to its full potential, contributing to economic growth across the North of England, supporting the Government's objective to rebalance the UK economy away from London and the South East. Steer Davies Gleave in their recent report '*A strategic case for Investment in the Calder Valley line*' found that if Bradford was part of the NPR network then it would generate conventional benefits worth £1.3 billion.

East - West road connections are also critical to the movement of goods and services across the North, with the only current motorway connection being the M62 which has already reached capacity. There is a need for alternative strategic routes across the Pennines with a North trans-Pennine corridor having the potential to connect key businesses in North, parts of Bradford to Lancashire and the North West through an extension to the M65. TfN recognises this route's potential and is likely to undertake further feasibility work as part of their route strategies programme.

2.8.3 **Education and skills**

While the Industrial Strategy identifies some of the problems with the performance of the current education system, it does not go far in identifying an approach to address them.

The Institute for Public Policy Research found that secondary schools in the North receive on average £1,300 less per pupil than schools in London. While the announcement of the Northern Powerhouse Schools Strategy by the Government is welcome, the proposed investment of £70 million equates to just £44 per secondary school pupil in the North.

While the drivers for significant improvements in educational attainment by the most disadvantaged pupils in London in recent years are complex, it seems clear that the London Challenge initiative has been instrumental in raising achievement through a combination of investment in teacher recruitment, leadership and infrastructure targeted at the least performing schools. This should be repeated in Bradford and across the UK.

Bradford is pleased to have been awarded Education Opportunity Area status by Government. Locally, Bradford Pathways and Industrial Centres of Excellence are being pioneered with a wide variety of school (primary and secondary) and college settings, the University of Bradford, and employers. This broad-based partnership has started to create a district-wide system of career-focused pathways that integrate academic and technical education focusing on career-related themes. Bradford Pathways as a multidisciplinary integrated careers and technical curriculum is a strategy to meet the objectives of raising standards and ensuring students are prepared for successful lifelong careers. One major goal of integrated



career and technical education curriculum is to give students an opportunity to connect the content covered in various academic subject areas to authentic applications in the world of work.

Four Industrial Centres of Excellence have been created that connect academic and technical education with real-world experience within our priority economic sectors covering the fields of advanced manufacturing and engineering, the built environment, science and environmental technologies, and business and finance. A fifth Industrial Centre of Excellence will be launched providing career-focused health and social care pathways. Industrial Centres of Excellence sit at the intersection of employer demand and labour market supply. These industry partnerships will help inform every preparatory career step by developing curricula and learning programmes that equip young people with the competencies, credentials, and experiences necessary for success.

The Industrial Centres of Excellence address mismatches in labour supply and demand by creating real-time “feedback loops”, platforms for regular interaction with employers and educators. Through labour market information analyses that identify demand for particular occupations and skills, feedback loops will bring together educators and workforce service providers to ensure that curricula, equipment, and learning experiences remain current and aligned with employer demand. Currently, there are 13 schools, three colleges, the University of Bradford and over 300 business supporting 13 career-focused pathways within the four Industrial Centres of Excellence.

Bradford Pathways is part of a wider approach focused on building a culture of shared accountability and collaboration across Bradford district through our Education Covenant. Our Education Covenant is unique – a unified effort to maximise and leverage resources from the voluntary and community, higher education, business, and government sectors. Our ambition is a District where all children and young people enter early adulthood healthy, educated, and well-equipped to lead productive lives and careers. While our local teachers, schools, colleges, and University are keys to the success of our children and young people they cannot do it alone. The Education Covenant is committed to helping the District’s children succeed from cradle to career by coordinating, informing, and guiding the efforts of a diverse group of individuals and organisations all focused on helping Bradford’s young people fulfil their great potential.

We would suggest that in building a system of technical education, boosting science, technology engineering and maths (STEM) skills and raising skill levels in lagging areas, the Government could learn much from these approaches developed locally in Bradford. To support the realisation of our ambitions we require Government to provide significant additional capital and revenue investment on a parity basis with London to develop the infrastructure to raise standards and support career-focused pathways.

2.8.4 Inclusive Growth

Such investment, and knitting together the current fragmented set of employment and skills agencies, programmes, and providers to build a more coherent and



effective workforce development system will raise productivity by realising the potential of our most important asset – the skills, ingenuity and enterprise of our people.

Too many people are currently disadvantaged and unable to participate fully in the economy. Improving city economies requires greater efforts to address barriers to employment, wage levels and progression in the workplace for our most disadvantaged residents. Inclusion and inclusive growth needs to figure prominently in the Industrial Strategy if we are to create an economy that works for everyone. The Industrial Strategy must be clear about the role of central Government in supporting growth that allows businesses and people to prosper and progress, and sees this as two sides of the same coin in a drive to greater productivity.

A key focus must be developing inclusive labour markets through an employment and skills system that moves beyond simply moving people into any job as quickly as possible to one that delivers the skills that productive businesses need.

Devolution (see below) offers a real opportunity to develop locally appropriate solutions to reach those ‘harder-to-help’ unemployed and underemployed people in the light of failings in marketised, nationally commissioned employment support programmes. With the Work Programme, only 1 in 20 Employment Support Allowance (ESA) claimants find a sustained job.

Experience in Bradford has shown how locally led employment and skills initiatives such as Get Bradford Working can be more effective in getting the most disadvantaged people into sustained employment as well as supporting business to improve their workforce performance. This needs to be recognised and supported by national Government.

2.8.5 Developing sectors

In the context of a diverse economic base like that in Bradford district and the wider Leeds city region, nationally derived target sectors often miss the opportunities local areas offer to identify local strengths and growth potential and focus on building local supply chain linkages. The key is to prioritise policies that can unlock emerging and latent potential.

In part this means putting the emphasis on outcomes over mechanisms like sector deals, and encouraging linkages between established and emerging industrial sectors. This encourages value creation and income generation along UK based supply chains and fosters connectivity between sectors. There is business interest in Bradford around developing locally specific sectoral approaches, particularly around both the digital sector and health and social care.

Bradford’s Digital Health Enterprise Zone is seeding an entrepreneurial eco-system themed around the development challenge of the prevention and management of long-term conditions in an ageing society. By connecting the demands of people and service providers with potential supply by entrepreneurs, large company solution-aggregators, financiers, professional experts, academic researchers and



teachers and student learners and innovators in high-quality, well-equipped places, the University of Bradford is supporting innovation, and businesses to benefit from innovation.

The University of Bradford intends to create at least two more “themed innovation hubs” over the next 5 years, in partnership with Bradford Council and the Leeds city region Local Enterprise Partnership. These would broaden the Bradford / Leeds entrepreneurial ecosystem to great effect; there is a role for central Government in sharing the risk inherent in establishing new hubs due to the public benefit derived from such business-led innovation.

Focusing solely on key high value growth sectors will increase productivity. But it is also important to recognise that productivity growth does not always create significant numbers of new jobs. Meeting the UK’s productivity challenge means that we also need to focus on increasing productivity and wages in low pay sectors that employ large numbers of people such as retail, hospitality and the care sector, and this has to be reflected in the development of the UK’s Industrial Strategy.

Bradford district, with Leeds city region are looking to scope potential work around health technology. This could potentially complement the development of a care sector deal that would play to local assets and strengths and reflect the growth potential of the care sector.

2.8.6 Devolution and place based solutions

The UK productivity challenge lies in those areas outside London and the South East. 28% of the UK’s GVA is generated by London alone. Despite London’s strength and global position, the UK contains 9 of the 10 poorest areas in Northern Europe. Raising UK productivity means ensuring regional cities fulfil their economic potential. The new Industrial Strategy will need to explicitly address this through an understanding of the reasons for the relative decline of UK’s second and third tier cities and the role of devolution and developing customised place based industrial strategies that build on local strengths and opportunities.

Creating an economy that works for everyone requires a shift away from fragmented policy developed nationally to one where local leaders work together with national Government, businesses, public services and residents to design and implement services that respond to local need and provide the platform for economic growth, successful places and stronger communities.

We would encourage Government to better understand the importance of devolution in driving economic growth and prosperity. A strongly place based Industrial Strategy could channel the efforts of both national and city region leadership, achieve much greater local engagement and traction, and drive economic growth in a way that truly benefits all.

2.8.7 Location of government agencies

Civil services jobs are over concentrated in London and some major cities and there is a clear economic argument for relocating these jobs to regional towns and cities. The presence of relatively high skill and well paid jobs associated with government



offices can help create a stronger and more balanced local economy.

In Bradford's case, HMRC is implementing an initiative named *Building our Future* and have announced plans to consolidate their existing 170 offices across the UK into 13 regional centres. Leeds has been announced as the location for the Yorkshire regional centre that will accommodate up to 4,400 employees and will see the loss of HMRC jobs from Bradford Grimsby, Harrogate, Hull, Sheffield, Shipley and York. For Bradford this will result in the loss of 2,300 jobs that will have a significant negative impact on Bradford district including:

- An £110 million decrease in district GVA
- The loss of up to £10.5 million of district retail spend
- A loss of £1.2 million business rates receipts for the local authority
- Additional public spending costs of £2.5 million

While recognising the importance of delivering effective and affordable public services we would encourage the Government to factor in the wider costs and benefits of such decisions. What is good for HMRC as a service may not necessarily be the best solution for the country as a whole. We would argue that inclusive growth metrics need to be part of the evaluation process used by departments which are publically funded when making decisions about where to best locate operations.

We also recognise the significant role of the National Museum of Science and Media to the Bradford district, and would welcome commitments from Government to relocate further assets away from the South East in a way that utilises this existing infrastructure to best effect.

3. OTHER CONSIDERATIONS

- 3.1 The work undertaken on engaging around the Industrial Strategy will segue into the development of an economic growth strategy for the district, developed in the context of structural changes to the national economy, withdrawal from the European Union, austerity, devolution and changes to Local Authority funding.
- 3.2 This will be a district economic strategy owned by the Producer City Board, and reflecting the whole of the district. Its role is to focus, assure and position the district. The strategy will incorporate the work being progressed around inclusive growth.
- 3.3 The final format and content of the strategy will emerge via meaningful engagement and development, and rest on the evidence base created. However, it may be desirable to develop and approach based around economic **narrative**, key **opportunities** that the district offers and areas of **focus** for us and partners. It could be that in terms of areas of focus there is a spread between the critical "must do" issues like education / skills and connectivity, and a focus on test bed issues where we can develop and trial innovative approaches that build on the opportunities Bradford offers.



4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Government's Industrial strategy will be a key document that will underpin government investment programmes – ensuring Bradford makes connections and drives content will help create rationale for investment in transport, skills etc
- 4.2 Bradford and strategic partners including the Combined Authority already invests significantly in growth across sectors that match the identified themes in the proposed Industrial Strategy. A summary of capital and revenue budget commitments would cover Housing (£29.7m), Economic Development (£17.6m), Transport (£54.8m), Skills (£2.6m), and 'Resource Smart' projects (£2.9m). Regional capital and revenue infrastructure investment is included in the figures. Further investment would be expected to reflect the development of the district's forthcoming economic growth strategy as informed by the Industrial Strategy.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 No significant risks.
- 5.2 The role of local institutions is flagged as a key pillar of the Industrial Strategy. Joining up effectively across institutions at both a district and within West Yorkshire Combined Authority and Leeds city region Local Enterprise Partnership structures is recognised as critical to building relationships with Government and supporting effective economic growth.

6. LEGAL APPRAISAL

- 6.1 No legal implications at this point. More detailed legal appraisal may be needed to address issues as they arise.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

As above, the importance of flagging the potential of inclusive growth in supporting greater productivity in the district and nation is a core component of Bradford's proposed response.

7.2 SUSTAINABILITY IMPLICATIONS

No direct implications.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

No direct implications.



7.4 COMMUNITY SAFETY IMPLICATIONS

No direct implications.

7.5 HUMAN RIGHTS ACT

No direct implications.

7.6 TRADE UNION

No direct implications.

7.7 WARD IMPLICATIONS

The response to Government will reflect opportunities and issues critical to the economy of the whole of Bradford district.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 Option 1: Rely on partners' responses rather than respond directly.

9.2 Option 2: Respond to the Green Paper solely from a Council perspective.

9.3 Option 3: Provide a response based on the messages covered in this Executive report, which draws on input from key partners in the District and beyond. This option is recommended.

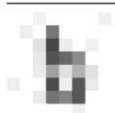
10. RECOMMENDATIONS

10.1 Support the key messages proposed for Bradford's response to the Industrial Strategy Green Paper, in advance of a formal submission by 17 April 2017.

10.2 Highlight key issues in the response to the Industrial Strategy that should frame the district's forthcoming economic growth strategy

11. APPENDICES

None



12. BACKGROUND DOCUMENTS

Industrial Strategy Green Paper:

https://beisgovuk.citizenspace.com/strategy/industrial-strategy/supporting_documents/buildingourindustrialstrategygreenpaper.pdf

Summary of ten pillars of the Industrial Strategy:

<https://compositesuk.co.uk/system/files/documents/industrial-strategy-10-pillars.pdf>

