



Department of Corporate Services

Members of Council

Committee Secretariat

Legal and Democratic Services
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Contact: Adrian Tumber
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Your Ref: AT/Council

Date: 15 February 2017

Dear Councillor

MEETING OF COUNCIL – THURSDAY, 23 FEBRUARY 2017

You are requested to attend the meeting of the Council to be held in the Council Chamber - City Hall, Bradford, City Hall, Bradford, on Thursday, 23 February 2017 at 4.00 pm

The agenda for the meeting is set out overleaf.

Yours sincerely

Parveen Akhtar
City Solicitor

Notes:

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



The Council's Fire Bell and Evacuation Procedure requires people to leave the building in an orderly fashion by the nearest exit, should the fire alarm sound. No one will be allowed to stay or return until the building has been checked.

Members are reminded that under the Members' Code of Conduct, they must register within 28 days any changes to their financial and other interests and notify the Monitoring Officer of any gift or hospitality received.

AGENDA

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

1 - 16

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

To receive disclosures of personal and prejudicial interests from 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) *In relation to Agenda Item 7A concerning the approval of the Council's Budget and setting the level of Council Tax and Business Rates for 2017/18 Members will be asked to approve the following recommendations contained in the report of the City Solicitor/Monitoring Officer (**Document "U"**) on the granting of dispensations to all Members who have certain Disclosable Pecuniary Interests as defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and as listed in the Appendix A to the report:*

That Council:

1. *Grants a dispensation to the Members of the Authority who have requested one, to enable them to participate in full in the decision to approve the budgets for 2017/18 and 2018/19 and to set the Council Tax and Business Rates for 2017/18 and 2018/19 .*
2. *Approves the dispensation for a period of 2 years until 23 February 2018.*



3. *Notes the Monitoring Officer's advice that personal interests that may give rise to a perception of a conflict of interest shall not prevent Members from speaking and voting at the Budget meetings.*
- (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 (as listed in Appendix B to the report). Any other interests may be disclosed prior to, or at, the meeting.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

2. MINUTES

Recommended –

That the minutes of the meeting held on 17 January 2017 be signed as a correct record (previously circulated).

(Adrian Tumber – 01274 432435)

3. APOLOGIES FOR ABSENCE

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

(To be circulated before the meeting).

5. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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



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

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

(Adrian Tumber - 01274 432435)

B. BUSINESS ITEMS

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

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

7. RECOMMENDATION FROM THE EXECUTIVE - BUDGET 2017/18 AND 2018/19

The Executive at its meeting on 21 February 2017 will make recommendations to Council on the Budget for 2017/18 and 2018/19.

The following reports are submitted:

7.1 **The Council's Revenue Estimates for 2017/18 and 2018/19** 17 - 38

The report of the Strategic Director Corporate Services provides details of the Council's Revenue Estimates for 2017/18 and 2018/19 (**Document "W"**). This report may require updating following the meeting of the Executive on 21 February 2017.

(Tom Caselton – 01274 434472)

7.2 **Allocation of the Schools' Budget 2017/18 Financial Year** 39 - 58

The report of the Strategic Director Corporate Services presents and seeks approval of the recommendations of the Schools Forum in allocating the Dedicated Schools Grant (DSG) for 2017/18 (**Executive Document "BH"**).

(Andrew Redding – 01274 432678)

7.3 **The Council's Capital Investment Plan for 2017/18-2020/21** 59 - 70

The report of the Strategic Director Corporate Services proposes the programme of capital expenditure for 2017/18 onwards (**Executive Document "BI"**). This report may require updating following the meeting of the Executive on 21 February 2017.

(Tom Caselton – 01274 434472)



- 7.4 Section 151 Officer's Assessment** 71 - 84
- This report of the Strategic Director Corporate Services sets out the S151 Officer's assessment of the risks related to the proposed budget for the financial year 2017/18 and the adequacy of the available mitigations in the context of the forecast reserves (**Document "X"**). The assessment may require updating following the Executive's recommendations to Council on the budget following the meeting of the Executive on 21 February 2017.
- (Stuart McKinnon-Evans – 01274 432800)
- 7.5 Consultation Feedback and Equality Assessments for the 2017/18 and 2018/19 Council Budget Proposals** 85 - 148
- The report of the Assistant Director, Office of the Chief Executive, appendices and addenda provide feedback from the public engagement and consultation programme and sets out a summary of the equality assessments carried out on the Executive's Budget proposals for 2017/18 and 2018/19 (**Executive Document "BA"**). There is particular reference to the Council's responsibilities under Equality legislation to enable the Council to have due regard to the Public Sector Equality Duty when considering the Executive's recommendations to Council on a budget for 2017/18 and 2018/19.
- (Dave Preston – 01274 431241)
- 7.6 Interim Trade Union Feedback on the Executive's Budget Proposals for the 2017/18 and 2018/19 Council Budget** 149 - 224
- The report of the Director of Human Resources, appendices and addenda provide interim feedback from the Council's Trade Unions on the Executive's budget proposals for the 2017/18 and 2018/19 Council budget (**Executive Document "BB"**).
- (Michelle Moverley – 01274 437883)
- 8. RECOMMENDATION FROM THE GOVERNANCE AND AUDIT COMMITTEE- APPOINTMENT PROCESS FOR THE COUNCIL'S EXTERNAL AUDITORS FOR 2018/19** 225 - 230
- On the 24 January 2017 the Governance and Audit Committee considered the report of the Strategic Director Corporate Services (Governance and Audit Committee Document "Z") giving the options available for the appointment of the Council's external auditor from the 1 April 2018. It was explained that there are three options that the Council could adopt and the report presented the Governance and Audit Committee with the advantages and disadvantages of each option and asked the Committee to make a recommendation to Council on the preferred option. In **Document "V"** it is,
- Recommended -**



- (1) The Council accepts Public Sector Audit Appointments' (PSAA) invitation to 'opt in' to the sector led option for the appointment of external auditors for five financial years commencing 1 April 2018.**
- (2) That the PSAA be requested to see if they could arrange a regional appointment if possible through their procurement.**

(Mark St Romaine – 01274 432888)

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



REPORT OF THE CITY SOLICITOR/ MONITORING OFFICER

APPLICATIONS FOR DISPENSATION

SECTION 33 OF THE LOCALISM ACT 2011

THE RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012

23 February 2017

1.0 Purpose of Report

1.1 To request the Council to grant a dispensation to all Members who have certain Disclosable Pecuniary Interests, as defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, in the decision to approve the budget and to set the level of Council Tax and Business Rates for 2017/18 and 2018/19 during the Budget Council meetings on 23 February 2017 and 22 February 2018.

2.0 Background

2.1 Under the Localism Act 2011 and the Members' Code of Conduct adopted by Bradford Council, a Member is required to consider whether he/she has a Disclosable Pecuniary Interest (DPI) in a matter to be considered at a formal meeting of the Authority. Dependent upon whether the DPI is included within their Register of Interests, Members are then required to disclose the interest to the meeting. In either case they may then not speak or vote on the matter concerned.

2.2 In the decision to approve the budget and to set the level of Council Tax and Business Rates for 2017/18 and 2018/19 there are a number of categories of interest which give rise to the need for a declaration of a DPI.

These include the following:

- Property Ownership/ Licences
- Employment or Business Interests
- Sponsorship/ Membership of Organisations
- Contracts

2.3 Guidance from the DCLG ("Openness and Transparency on personal interests – a guide for councillors", September 2013) states that any payment of, or liability to pay Council Tax does not create a Disclosable Pecuniary Interest. Accordingly members who pay or are liable to pay Council Tax do not require a dispensation to take part in the business of setting the Council Tax or precept or local arrangements for Council Tax support.

2.4 The DCLG guidance does not extend to similar issues arising with National Non-Domestic Rates, however, the same arguments would apply, namely that a payment of business rates, or a liability to pay business rates relating to

employment or business interests would not itself create a Disclosable Pecuniary Interest.

- 2.5. All councillors have completed their Registers of Interests as required by the Localism Act 2011 and, as such, councillors have declared Disclosable Pecuniary Interests. Those interests are a matter of public record and available for public inspection and on-line.

3.0 Issues

- 3.1 Section 31 (4) of the Localism Act 2011 states that where a Member is present at a meeting of an Authority and has a Disclosable Pecuniary Interest in any matter to be considered, they may not:

- participate, or participate further, in any discussion of the matter at the meeting, or
- participate in any vote, or further vote, taken on the matter at the meeting.

If a Member fails to comply with these requirements, they would potentially commit a criminal offence.

- 3.2 Section 33 of the Act provides that on written request the Authority may grant a dispensation relieving the Member from either or both of the above restrictions.

- 3.3 The Act allows the Council to grant a dispensation in the following circumstances for a specified period of time not exceeding 4 years.

- (i) The number of Members having DPs in a matter is so great a proportion of the Council that it would impede the transaction of the business;
- (ii) That, without the dispensation, the representation of different political groups on the Council would be so upset as to alter the outcome of any vote on the matter;
- (iii) That the Authority considers that the dispensation is in the interests of persons living in the Authority's area;
- (iv) That the Authority considers that it is otherwise appropriate to grant a dispensation.

In the circumstances it is considered that the requests for dispensation fall into all four categories set out above.

- 3.4 Due to the number of Councillors who have a relevant Disclosable Pecuniary Interest there is a real risk that without a dispensation, a significant number of Councillors would be required to declare an interest and as such be prevented from participating in the decision making process. The lack of the ability for a significant number of Councillors to participate could have the impact of either making the Council meeting inquorate or upsetting the political balance of the meeting at which the decision is to be made.

- 3.5 It is in the interests of the citizens of the Bradford District that they are represented by their democratically elected Councillors at the debate to approve the budget and to set the Council Tax. These are the most important decisions taken by Council and it is therefore imperative that constituents are not disenfranchised by the provisions of the Localism Act 2011 relating to Disclosable Pecuniary Interests.
- 3.6 The Council's Code of Conduct also requires that where a Member has another interest in a matter to be discussed which should be declared in the public interest, it should be declared at the meeting. In circumstances where the interest may give rise to a perception of a conflict of interest in the matter, the Member must consider whether continued participation in the matter would be reasonable.
- 3.7 On the same grounds as the case for dispensations in respect of DPIs, I advise that Members who have personal interests where there is or may be a conflict of interest should also not be prevented from speaking and voting at Budget Council owing to the number of Councillors likely to be affected.
- 3.8 Attached as an appendix is a schedule of Members DPIs (part A) and a schedule of personal interests (part B). Council is requested to grant dispensations under s33 of the Localism Act to permit Members to speak and vote at the Budget meetings. It is also recommended that the dispensations continue in force until February 2018 as the budget consideration spans two years.

4.0 Legal Implications

- 4.1 The Localism Act enables the Council to consider applications for dispensations in the accordance with the grounds referred to above. In order to grant a dispensation, the Council needs to be satisfied that on the information available, the application meets one or more of the criteria for dispensations set out above.

5.0 Conclusions

- 5.1 In the circumstances, the Monitoring Officer is satisfied that the criteria are met and considers it appropriate for the Council to grant a dispensation to those Members of Council who have requested such dispensations for a period of two years so as to enable all Members to participate in the decision to approve the Council budget and the setting of the Council Tax and Business Rates for 2017/18 and 2018/19.

6.0 Recommendation

That Council:

1. Grants a dispensation to the Members of the Authority who have requested one, to enable them to participate in full in the decision to approve the budgets for 2017/18 and 2018/19 and to set the Council Tax and Business Rates for 2017/18 and 2018/19 .
2. Approves the dispensation for a period of 2 years until 23 February 2018.

3. Notes the Monitoring Officer's advice that personal interests that may give rise to a perception of a conflict of interest shall not prevent Members from speaking and voting at the Budget meetings.

Parveen Akhtar
City Solicitor & Monitoring Officer

8 February 2017

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**BUDGET COUNCIL MEETING
23 FEBRUARY 2017**

Appendix "A"

List of Elected Members recommended to be granted dispensations under the Localism Act 2011 in relation to their declared Disclosable Pecuniary Interests relating to employment, sponsorship, contracts, land and licences for the purposes of speaking and voting at the Budget Council meeting on 23 February 2017.

EMPLOYMENT

<u>Labour</u>	<u>Con</u>	<u>Lib Dem</u>	<u>Green</u>	<u>Ind</u>	<u>The Ind</u>	<u>The QW Ind</u>
Amran	Brown		Hussain	Sajawal		
Berry						
Imran Hussain						
Lal						
Ross-Shaw						
Tait						
Thornton						

SPONSORSHIP

<u>Labour</u>	<u>Con</u>	<u>Lib Dem</u>	<u>Green</u>	<u>Ind</u>	<u>The Ind</u>	<u>The QW Ind</u>
Dodds	Davies	Fear	Love			
Engel	Gibbons	Griffiths				
Farley	Miller	Pollard				
Green	Pennington	Reid				
Imran Hussain	Poulsen	Stelling				
Tariq Hussain		Stubbs				
Iqbal		J Sunderland				
Jabar		R Sunderland				
Johnson						
Imran Khan						
Mullaney						
Pullen						
Ross-Shaw						
Sharp						
Malcolm Slater						
Swallow						
Tait						
Thornton						
Wainwright						

CONTRACTS

<u>Labour</u>	<u>Con</u>	<u>Lib Dem</u>	<u>Green</u>	<u>Ind</u>	<u>The Ind</u>	<u>The QW Ind</u>
Salam	Dale Smith				Naylor	
Shafiq						

**BUDGET COUNCIL MEETING
23 FEBRUARY 2017**

Appendix "A"

LAND

<u>Labour</u> Ross-Shaw Tait	<u>Con</u> Dale Smith	<u>Lib Dem</u> Riaz Ahmed	<u>Green</u>	<u>Ind</u> Morris	<u>The Ind</u>	<u>The QW Ind</u>
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LICENCES

<u>Labour</u> Bacon Hinchcliffe	<u>Con</u> Dale Smith Martin Smith	<u>Lib Dem</u> J Sunderland	<u>Green</u>	<u>Ind</u>	<u>The Ind</u>	<u>The QW Ind</u>
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CORPORATE TENANCIES

<u>Labour</u>	<u>Con</u>	<u>Lib Dem</u>	<u>Green</u>	<u>Ind</u>	<u>The Ind</u>	<u>The QW Ind</u>
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SECURITIES

<u>Labour</u>	<u>Con</u>	<u>Lib Dem</u>	<u>Green</u>	<u>Ind</u>	<u>The Ind</u>	<u>The QW Ind</u>
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Council (All Parties)

Budget Meeting
23 February 2017

Disclosures of Interest

Appendix "B"

The following members have disclosed a personal interest in the item on the agenda relating to the Budget 2016 – 17 and of the nature and description indicated by each category:

1. **Members with a spouse, partner or close relative in the employment of the Council**

Labour

Cllr Ahmed
Cllr Amran
Cllr Dodds
Cllr Greenwood
Cllr Imran Hussain
Cllr Iqbal
Cllr Imran Khan
Cllr Lal
Cllr Mullaney
Cllr Ross-Shaw
Cllr Shabbir
Cllr Shafiq
Cllr M Slater
Cllr V Slater
Cllr Swallow
Cllr Tait
Cllr A Thornton

Lib Dem

Cllr Ward

Green

Cllr Hussain
Cllr Love

The Independents

Cllr Hawkesworth

Independent

Cllr Khadim Hussain
Cllr Morris

Conservative

Cllr Brown
Cllr Ellis
Cllr Pennington
Cllr Riaz
Cllr Townend

2. **Members employed by or who have a spouse, partner or close relative employed by a voluntary organisation/public body funded by the Council.**

Labour

Cllr Imran Khan
Cllr Lal
Cllr Mullaney
Cllr Shabbir
Cllr Shaheen
Cllr Thirkill

Conservative

Cllr Brown

Green

Cllr Hussain

3. Members who occupied land or who had a spouse, partner, relative or were directors of companies or sat on the management committee of an organisation that occupies land under a lease or licence granted by the Council.

Labour

Cllr Hinchcliffe
Cllr Jamil
Cllr Imran Khan
Cllr Mullaney
Cllr Ross-Shaw

Lib Dem

Cllr Pollard
Cllr Reid
Cllr Stelling
Cllr J Sunderland
Cllr R Sunderland (Related to J Sunderland)

Conservative

Cllr Brown
Cllr Heseltine
Cllr D Smith
Cllr M Smith

Green

Cllr Hussain
Cllr Love
Cllr Warnes

4. Members of other public authorities.

Adoption Panel

Cllr Duffy (Lab)
Cllr Carmody (Con)

Airedale Drainage Commissioners

Cllr Ellis (Con)
Cllr Rickard MBE (Con)

Airedale Partnership

Cllr Ross-Shaw (Lab)
Cllr Cooke (Con)

Association for Public Service Excellence (APSE)

Cllr Berry (Lab)

Better Start Bradford

Cllr Sajawal (Ind)

Bingley Voluntary Action

Cllr Pennington (Con)

Bradford & Airedale Citizens Advice Bureau

Cllr Watson (Lab)
Cllr Barker (Con)

Bradford Deaf Community Association

Cllr Martin Smith (Con)

Christopher Tophams Apprenticing Foundation

Cllr Whiteley (Con)

Court of the University of Leeds

Cllr Jamil (Lab)

Drake and Tonson Foundation

Cllr Bacon (Lab)

Fostering Panel

Cllr Aneela Ahmed (Lab)

Cllr Sameena Akhtar (Lab)

Cllr Townend (Con)

Friends of Harold Park

Cllr Tait

Greenmoor Community Board – City and Great Horton Wards

Cllr Nazam (Lab)

Cllr Dodds (Lab)

Cllr Jabar (Lab)

Harehills Education Trust

Cllr Abid Hussain (Lab)

Cllr Malcolm Slater (Lab)

Cllr Brown (Con)

Haworth Exhibition Trust

Cllr Farley (Lab)

Cllr Poulsen (Con)

Ilkley Youth & Community Association and Childrens Centre

Cllr Gibbons (Con)

Joseph Nutter's Foundation

Cllr Lee (Lab)

Cllr Thirkill (Lab)

Cllr Gibbons (Con) (Member of the Management Board)

Leeds Bradford International Airport – Consultative Committee

Cllr Ross-Shaw (Lab)

Cllr Lal (Alternate) (Lab)

Leeds City Region Local Enterprise Partnership

Cllr Hinchcliffe (Lab)

Leeds City Region Employment and Skills Board

Cllr Hinchcliffe (Lab)

Leeds City Region Land and Assets Board

Cllr Hinchcliffe (Lab)

Management Group – Pupil Referral Unit

Cllr Farley (Lab)

Cllr Thirkill (Lab)

Cllr Pollard (Con)

Nell Bank Outdoor Education Centre

Cllr Ferriby (Lab)
Cllr Martin Smith (Con)
Cllr Poulsen (Con) (Trustee)
Cllr Hussain (Green)

NHS Foundation Trust

Cllr Nussrat Mohammed (Lab)
Cllr Gibbons (Con)

North Regional Association for Sensory Support (NRASS)

Cllr Wainwright (Lab)
Cllr Gibbons (Con)

Play Partnership

Cllr Swallow (Lab)

Roshni Ghar

Cllr Khadim Hussain (Ind)

Rural Action Yorkshire

Cllr Hawkesworth (The Ind)

Salt Foundation

Cllr Love (Green)

Sir Titus Salt Trust

Cllr Amran (Lab)
Cllr Hinchcliffe (Lab)
Cllr Thirkill (Lab)
Cllr Cooke (Con)
Cllr Heseltine (Con)
Cllr Hawarun Hussain (Green)
Cllr Love (Green)

Southern Pennine Rural Regeneration (Pennine Prospects)

Cllr Ellis (Alternate) (Con)
Cllr Hawkesworth (The Independents)

Standing Advisory Council on Religious Education (SACRE)

Cllr Nussrat Mohammed (Lab)
Cllr Swallow (Lab)
Cllr Davies (Con)

University of Bradford - Council

Cllr Khadim Hussain (Ind)

University of Bradford – Court

Cllr Berry (Lab)
Cllr Duffy (Lab)
Cllr Dale Smith (Con)
Cllr Whiteley (Con)
Cllr Jeanette Sunderland (Lib Dem)
Cllr Khadim Hussain (Ind)

West Yorkshire Fire and Rescue Authority

Cllr Dodds (Lab)
Cllr Peart (Lab)
Cllr Tait (Lab)
Cllr Pollard (Con)
Cllr Ahmed (Lib Dem)

West Yorkshire Police & Crime Panel

Cllr Tariq Hussain (Lab)
Cllr Pullen (Lab)
Cllr Mallinson (Con)

West Yorkshire Combined Authority

Cllr Hinchcliffe (Lab)
Cllr V Slater (Alt) (Lab)
Cllr Cooke (Alt) (Con)

West Yorkshire Combined Authority West Yorkshire & York Investment Committee

Cllr Hinchcliffe (Ch) (Lab)
Cllr Ross-Shaw (Lab)

West Yorkshire Combined Authority Overview & Scrutiny Committee

Cllr Mohammed (Lab)
Cllr Shaheen (Lab)
Cllr Ellis (Con)

West Yorkshire Combined Authority Transport Committee

Cllr Abid Hussain (Lab)
Cllr Hassan Khan (Lab)
Cllr Salam (Lab)
Cllr Poulsen (Con)

West Yorkshire Joint Services Committee

Cllr Duffy (Lab)
Cllr Hinchcliffe (Lab)
Cllr V Slater (Lab)
Cllr Imran Khan (Alt) (Lab)
Cllr Salam (Alt) (Lab)
Cllr Ellis (Alt) (Con)
Cllr Riaz (Con)

Yorkshire and Humber – Employers Association (Local Authorities)

Cllr Duffy (Lab)

Yorkshire Libraries and Information

Cllr Ferriby (Lab)

Yorkshire Purchasing Organisation Holding Company

Cllr Warburton (Lab)

Yorkshire Purchasing Organisation Management Company

Cllr Lal (Alt) (Lab)
Cll Warburton (Lab)
Cllr Ellis (Alt) (Con)
Cllr Whiteley (Con)

Yorkshire Regional Flood & Coastal Committee

Cllr Ellis (Con)
Cllr Farley (Sub Member) (Lab)

West Yorkshire Pension Fund Investment Advisory Panel

Cllr Thornton (Lab)
Cllr Miller (Con)

West Yorkshire Pension Fund Joint Advisory Group

Cllr Lal (Lab)
Cllr A Thornton (Lab)
Cllr Miller (Con)

The Pension Board

Cllr M Slater (Lab)

Parish Councillors.

Cllr Thirkill (Lab)

Cllr Naylor (The Independents)

Cllr Gibbons (Con)
Cllr Rickard MBE (Con)
Cllr D Smith (Con)

5. Members who sit on the management committee/ trustee of a Council voluntary organisation in receipt of Council Funding.

Labour

Cllr Berry
Cllr Ferriby
Cllr Imran Hussain
Cllr Ikram
Cllr Jamil
Cllr Imran Khan
Cllr Lal
Cllr Thirkill

Conservative

Cllr Davies
Cllr Heseltine
Cllr Mallinson
Cllr Poulsen
Cllr Riaz
Cllr D Smith
Cllr M Smith
Cllr Townend

Lib Dem

Cllr Ahmed
Cllr Pollard
Cllr G Reid
Cllr J Sunderland

Green

Cllr Hawarun Hussain
Cllr Warnes

Independent

Cllr Khadim Hussain
Cllr Sajawal

The Independents

Cllr Hawkesworth

The Queensbury Ward Independents

Cllr P Cromie

6. Members who are members of a Council funded organisation.

Labour

Cllr Imran Khan
Cllr Val Slater
Cllr Thirkill
Cllr Ross-Shaw

Lib Dem

Cllr Ahmed
Cllr Fear
Cllr Griffiths
Cllr Pollard
Cllr G Reid
Cllr Sunderland

Conservative

Cllr Brown
Cllr Gibbons
Cllr Rickard MBE
Cllr D Smith

The Independents

Cllr Hawkesworth

7. Members appointed by the Council to a public body with an interest in the Council's budget

Bradford College

Cllr Sameena Akhtar (Lab)
Cllr Azam (Lab)
Cllr D Smith (Con)

Cathedral Council

Cllr Hinchcliffe (Lab)

Community and Arts Umbrella

Cllr Warnes

Incommunities Ltd (HA Board)

Cllr Duffy (Lab)
Cllr Cooke (Con)

Keighley Business Improvement District Board

Cllr Ross-Shaw (Lab)

Saffron Dean Community Association

Cllr Dunbar (Lab)

Strategic Disability Partnership

Cllr Dale Smith (Con)

8. Members who are appointed to external bodies

Bradford City Challenge Limited

Cllr Johnson (Lab)

Bradford City Challenge Foundation Limited

Cllr Imran Khan (Lab)
Cllr Wainwright (Lab)

Bradford Teaching Hospital NHS Trust

Cllr Tariq Hussain (Lab)

Bradford Trident
Cllr Salam (Lab)
Cllr Hawarun Hussain (Green)
Cllr Sajawal (Ind)

Bradford Twin Towns Association
Cllr Lee (Lab)
Cllr D Smith (Con)

Canal Road Urban Village
Cllr Ross-Shaw (Lab)

Canterbury Active Partnership
Cllr Ikram (Lab)

City of Film
Cllr Ferriby (Lab)

Executive Board of Women's Aid
Cllr Ikram (Lab)

Friends of Bracken Hill Park
Cllr Tariq Hussain (Ch) (Lab)
Cllr Jabar (Lab)

Great Horton Partnership
Cllr Jabar (Lab)

Hainworth Wood Community Centre
Cllr Lee (Lab)
Cllr M Slater (Lab)

Keighley Association Women and Children's Centre (KAWACC)
Cllr Lee (Lab)

Long Lee Village Hall
Cllr Lee (Lab)
Cllr M Slater (Lab)

Marshfields Residents Association
Cllr Ikram (Lab)

Patrol Adjudication Joint Committee and BLASJC
Cllr Thirkill (Lab)

Ummid/Himmat Management Board
Cllr Jabar (Lab)

Unison Calderdale
Cllr Tariq Hussain (Lab)
Cllr Jabar (Lab)

9. Members who are school governors.

Labour

Cllr Dodds
Cllr Duffy
Cllr Farley
Cllr Ferriby
Cllr Greenwood
Cllr Jamil
Cllr Johnson
Cllr Lee
Cllr Peart
Cllr Pullen
Cllr Shafiq
Cllr V Slater
Cllr Swallow
Cllr Tait
Cllr Thirkill
Cllr A Thornton
Cllr Warburton
Cllr Watson

Conservative

Cllr Brown
Cllr Carmody
Cllr Davies
Cllr Pollard
Cllr D Smith

Cllr Riaz – Academy Governor for
Northern Education Trust

Lib Dem

Cllr Ward

Independent

Cllr Sajawal

10. Members entitled to receive an allowance paid by the Council

All members of the Council in attendance.

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Report of the Strategic Director Corporate Services to the meeting of Council to be held on 23 February 2017

Document W

Subject:

The Council's Revenue Estimates for 2017-18 and 2018-19

Summary statement:

The report provides Members with revised details of the Council's Revenue Estimates for 2017-18 and 2018-19 following the meeting of the Executive on 21 February 2017

Stuart McKinnon-Evans
Strategic Director Corporate Services

Portfolio: Leader of Council and Corporate

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Overview & Scrutiny Area:
Corporate



THE COUNCIL'S REVENUE ESTIMATES FOR 2017-18 and 2018-19

1.0 PURPOSE

1.1 This report proposes the estimates of net revenue expenditure be recommended for approval as the Council's balanced revenue budget for 2017/18 and proposes the recommendation for approval of budget savings proposals for 2018/19.

It also forecasts the revenue position for 2019/20 and 2020/21.

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

- the recommended Capital Investment Plan (Document BI)
- the allocation of the Schools Budget 2017/18 (Document BH).

1.3 This report is submitted to enable the Executive to make recommendations to Budget Council on the setting of the 2017/18 budget and the Council Tax for 2017/18, as required by Part 3C of the Council's Constitution.

2.0 PROPOSED REVENUE BUDGET 2017/18 and BUDGET SAVINGS PROPOSALS FOR 2018/19

2.1 The balanced 2017/18 revenue budget is predicated on total available general resources (Council Tax income, Business Rates income, general government grant and use of reserves) of £375.197m in 2017/18.

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

- The net effect of previous years' policy decisions, including decisions made by Budget Council in February 2016 in respect of 2017/18 which amounted to £24.263m. Appendices F(i) and F(ii) set out amendments to the February 2016 decisions with a net reduction in proposals of £1.063.5m in 2017/18 and falling to a cumulative net reduction of £623.5k by 2018/19.
- Provision for pay and price increases (an average of 1.0% applied to contract budgets in 2017/18 rising to 1.4% in later years, 2.0% to utilities and specific indexation applied to income budgets)
- The impact on the Council's funding arising from 2017/18 Local Government Settlement
- Council's decisions about changes to Council Tax, including a 3% increase for Adult Social Care, as enabled by the Local Government Settlement
- Additional expenditure to deal with recurrent Service pressures
- One-off and transitional investment in other services
- Public Health Grant reductions and estimates on other specific grants not yet announced
- Service and non Service savings
- Decision by West Yorkshire Combined Authority on the 2017/18 levy resulting in an amendment to saving proposal 4R2 with a reduction in 2017/18 of £484.1k but increased target saving in 2018/19 of £484.1k.

- 2.3 The summary position is shown at Appendix A, with further detail in Appendices B to G:
- On-going and non recurrent investments (Appendices B and C)
 - Previously agreed savings for which on-going budget will be removed and replaced with transitional funding (Appendix D)
 - Service and non service savings (Appendix E)
 - Schedule of amendments to previous budget decisions (Appendices F(i) and F(ii))
 - Use of reserves statement (Appendix G).

All these Appendices were produced to Executive at their meeting on 21 February 2017.

- 2.4 Since the publication of Executive Document BG – Council Revenue Estimates for 2017/18 and 2018/19 the West Yorkshire Fire and Rescue Authority has approved their precept for 2017/18 at 1.99%. This is no change to the provisional figure included in the Document BG.
- 2.5 Executive has recommended to Council following their consideration of the feedback received to date from the on-going consultation processes with the public, interested parties and stakeholders, staff and Trade Unions and consideration of equality issues on the Council's new Budget Proposals:
- a 2017/18 budget; and
 - budget savings proposals for 2018/19, requiring the Chief Executive, Strategic Directors and Directors to take necessary action during 2017/18 to ensure those savings are fully achievable for 2018/19.

Consultation has previously been carried out on the saving proposals approved by Council in February 2016 for 2017/18.

- 2.6 After taking into account the full year effect of the 2017/18 proposed budget, the projections for 2018/19 shows a balanced budget with additional indicative savings required for 2019/20 of £19.7m and a further £31.3m in 2020/21.
- 2.7 There is a projected use of £16.7m of reserves over the period 1 April 2017 to 31 March 2021. There are no current proposals to use unallocated reserves given the increasingly challenging nature of delivering budget proposals against a backdrop of rising demand and costs. The risks associated with this position and an assessment of the adequacy of reserves are discussed in the separate Strategic Director Corporate Services' Section 151 Officer's report (Document X).

3.0 COUNCIL TAX IMPLICATIONS

- 3.1 In setting the Council Tax for 2017/18, Council will have regard to the Council Tax base approved by the Executive on 10 January 2017. The Council will also wish to note the precepts of the parish and town councils, of the West Yorkshire Fire and Rescue Authority (WYFRA) and the Police and Crime Commissioner for West Yorkshire.

4.0 MATTERS RELATING TO 2017/18 FINANCIAL POSITION

- 4.1 The 2017/18 financial position is contingent upon the 2016/17 audited out-turn. The Council is therefore asked to give the Strategic Director Corporate Services authority to secure the best position for the Council in respect of 2017/18 in preparing the Final Accounts for 2016/17.

5.0 RISK MANAGEMENT

- 5.1 The uncertainties regarding the funding that will be available to the Council are considered within the Strategic Director Corporate Services' Section 151 Officer's Report (Document X).

6.0 LEGAL APPRAISAL

- 6.1 It is necessary to ensure that Council at their meeting on 23 February 2017 has comprehensive information when considering the recommendations made by Executive on the budget for 2017/18 and the budget savings proposals for 2018/19 at their meeting on 21 February 2017. It is a legal requirement that Members have regard to all relevant information. The information in this report and any updated information produced to Executive on 21 February 2017 following their consideration on 7 February 2017 of the feedback received to date from the on-going consultation processes and their consideration of equality issues is considered relevant in this context.

7.0 OTHER IMPLICATIONS

7.1 EQUAL RIGHTS

- 7.1.1 The equality implications of the new budget proposals were highlighted in the separate report presented to the meeting of Executive on 7 February 2017 (Document BA) together with the Addenda to that Report circulated to Executive on 7 February 2017 and on 21 February 2017. The equality implications of the 2017/18 proposals previously approved by Budget Council in February 2016 were fully considered by Council at that time.

7.2 SUSTAINABILITY IMPLICATIONS

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

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

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

7.4 COMMUNITY SAFETY IMPLICATIONS

- 7.4.1 Community safety implications of specific new budget proposals were highlighted in a separate report presented to the meeting of Executive on 7 February 2017 at paragraph 12.4 (Documents BA).

7.5 HUMAN RIGHTS ACT

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

7.6 TRADE UNION

7.6.1 The Interim Trade Union feedback on the Council's new budget proposals was detailed in a separate report presented to the meeting of Executive on 7 February 2017 (Document BB). The Trade Union feedback on the proposals previously approved by Budget Council in February 2016 was fully considered by Council at that time.

7.7 WARD IMPLICATIONS

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

7.8 NOT FOR PUBLICATION DOCUMENTS

7.8.1 None.

8.0 RECOMMENDATIONS

8.1 REVENUE ESTIMATES 2017/18

- (a) That the Base Revenue Forecast of £392.620m for 2017/18 as set out in this report "W" (Revenue Estimates) be approved.
- (b) That this report "W" and the consequent net investment of £20.120m in 2017/18 be approved.
- (c) That this report "W" and the service savings and additional income of £37.543m in 2017/18 be approved.
- (d) That it be noted that within the revenue budget there is a contribution of £16.835m from revenue reserves in 2017/18.
- (e) That this report "W" and the service savings proposals for 2018/19 be approved, requiring the Chief Executive, Strategic Directors and Directors to take necessary action during 2017/18 to ensure those savings are fully achievable for 2018/19.
- (f) That the comments of the Strategic Director Corporate Services set out in Council Document "W" on the robustness of the estimates and the adequacy of reserves taking account of the decisions made at 8.1(a) to (e) above be noted.

8.2 PROPOSED COUNCIL TAX 2017/18

8.2.1 That it be noted that the projected council tax base and expenditure forecasts outlined in this report together with the 2017/18 resources and the budget variations approved at 8.1(b) and 8.1(c) above produce a proposed Band D council tax of £1,257.86 for 2017-18. This includes a social care precept of 3.0% which is to be ring fenced for expenditure on adult social care.

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

8.3.1 That the first instalment date for payment of National Non-Domestic Rates and Council Tax shall be specified by the Strategic Director Corporate Services.

8.4 DELEGATION TO OFFICERS

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

8.5 PREPARATION OF ACCOUNTS

- (a) That in preparing the Final Accounts for 2016/17, the Strategic Director Corporate Services be empowered to take appropriate steps to secure the best advantage for the Council's financial position.
- (b) That the Strategic Director Corporate Services be empowered to deal with items which involve the transfer of net spending between the financial years 2016/17 and 2017/18 in a manner which secures the best advantage for the Council's financial position.
- (c) That the Strategic Director Corporate Services report any action taken in pursuance of 8.5(a) and 8.5 (b) above when reporting on the Final Accounts for 2016/17.

9.0 RECOMMENDATIONS TO COUNCIL

COUNCIL TAX REQUIREMENT 2017/18

- (a) That the council tax base figures for 2017/18 calculated by the Council at its meeting on 10th January 2017 in respect of the whole of the Council's area and individual parish and town council areas be noted.

- (b) That the only special items for 2017/18 under Section 35 of the Local Government Finance Act 1992 are local parish and town council precepts and no expenses are to be treated as special expenses under Section 35(1) (b) of that Act.
- (c) That the Council Tax Requirement, excluding parish and town council precepts, be calculated as follows:

Gross expenditure	£1,224,426,994
Income	£1,051,330,278
Council Tax requirement	£173,096,716
Council tax base	136,252
Basic amount of council tax	£1,270.42
Adjustment in respect of parish and town council precepts	£ 12.56
Basic amount excluding parish and town councils	£1,257.86

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

<u>Parish or Town Council Area</u>	<u>Local Precept</u> £	<u>Council Tax Base</u>	<u>Parish/Town Council Tax</u> £	<u>Whole Area Council Tax</u> £	<u>Basic Council Tax Amount</u> £
Addingham	58,688	1,679	34.95	1,257.86	1,292.81
Baildon	176,000	6,166	28.54	1,257.86	1,286.40
Bingley	135,340	8,480	15.96	1,257.86	1,273.82
Burley	142,920	2,976	48.02	1,257.86	1,305.88
Clayton	40,321	2,375	16.98	1,257.86	1,274.84
Cullingworth	18,873	1,104	17.10	1,257.86	1,274.96
Denholme	25,271	1,054	23.98	1,257.86	1,281.84
Harden	16,180	809	20.00	1,257.86	1,277.86
Haworth, Crossroads and Stanbury	44,941	2,221	20.23	1,257.86	1,278.09
Ilkley	262,325	7,009	37.43	1,257.86	1,295.29
Keighley	489,378	14,513	33.72	1,257.86	1,291.58
Menston	109,936	2,143	51.30	1,257.86	1,309.16
Oxenhope	23,635	1,016	23.26	1,257.86	1,281.12
Sandy Lane	15,480	860	18.00	1,257.86	1,275.86
Silsden	41,306	2,875	14.37	1,257.86	1,272.23
Steeton with Eastburn	46,585	1,553	30.00	1,257.86	1,287.86
Wilsden	47,997	1,723	27.86	1,257.86	1,285.72
Wrose	15,540	2,072	7.50	1,257.86	1,265.36
Total of all local precepts	1,710,716	60,628			

- (e) That the council tax amounts for dwellings in different valuation bands in respect of the Council's budget requirement, taking into account parish and town council precepts applicable to only part of the Council's area, be calculated as follows, which includes the 3% social care precept:

	Council Tax Amount for Each Valuation Band							
	<u>Band A</u> £	<u>Band B</u> £	<u>Band C</u> £	<u>Band D</u> £	<u>Band E</u> £	<u>Band F</u> £	<u>Band G</u> £	<u>Band H</u> £
All parts of the Council's area other than those below	838.57	978.34	1,118.10	1,257.86	1,537.38	1,816.91	2,096.43	2,515.72
The parish and town council areas of:								
Addingham	861.87	1,005.52	1,149.16	1,292.81	1,580.10	1,867.39	2,154.68	2,585.62
Baildon	857.60	1,000.53	1,143.47	1,286.40	1,572.27	1,858.13	2,144.00	2,572.80
Bingley	849.21	990.75	1,132.28	1,273.82	1,556.89	1,839.96	2,123.03	2,547.64
Burley	870.59	1,015.68	1,160.78	1,305.88	1,596.08	1,886.27	2,176.47	2,611.76
Clayton	849.89	991.54	1,133.19	1,274.84	1,558.14	1,841.44	2,124.73	2,549.68
Cullingworth	849.97	991.64	1,133.30	1,274.96	1,558.28	1,841.61	2,124.93	2,549.92
Denholme	854.56	996.99	1,139.41	1,281.84	1,566.69	1,851.55	2,136.40	2,563.68
Harden	851.91	993.89	1,135.88	1,277.86	1,561.83	1,845.80	2,129.77	2,555.72
Haworth, Crossroads and Stanbury	852.06	994.07	1,136.08	1,278.09	1,562.11	1,846.13	2,130.15	2,556.18
Ilkley	863.53	1,007.45	1,151.37	1,295.29	1,583.13	1,870.97	2,158.82	2,590.58
Keighley	861.05	1,004.56	1,148.07	1,291.58	1,578.60	1,865.62	2,152.63	2,583.16
Menston	872.77	1,018.24	1,163.70	1,309.16	1,600.08	1,891.01	2,181.93	2,618.32
Oxenhope	854.08	996.43	1,138.77	1,281.12	1,565.81	1,850.51	2,135.20	2,562.24
Sandy Lane	850.57	992.34	1,134.10	1,275.86	1,559.38	1,842.91	2,126.43	2,551.72
Silsden	848.15	989.51	1,130.87	1,272.23	1,554.95	1,837.67	2,120.38	2,544.46
Steeton with Eastburn	858.57	1,001.67	1,144.76	1,287.86	1,574.05	1,860.24	2,146.43	2,575.72
Wilsden	857.15	1,000.00	1,142.86	1,285.72	1,571.44	1,857.15	2,142.87	2,571.44
Wrose	843.57	984.17	1,124.76	1,265.36	1,546.55	1,827.74	2,108.93	2,530.72

- (f) That it be noted that for the year 2017/18 the Police Crime and Commissioner and West Yorkshire Fire and Rescue Authority (WYFRA) have issued the following precepts.

<u>Precept</u> <u>Amount</u> £	<u>Council Tax Amount for Each Valuation Band</u>							
	<u>Band A</u> £	<u>Band B</u> £	<u>Band C</u> £	<u>Band D</u> £	<u>Band E</u> £	<u>Band F</u> £	<u>Band G</u> £	<u>Band H</u> £
<u>West Yorkshire Fire and Rescue Authority</u>								
8,297,092	40.60	47.36	54.13	60.90	74.43	87.96	101.49	121.79
<u>Police and Crime Commissioner for West Yorkshire</u>								
20,567,239	100.63	117.40	134.18	150.95	184.49	218.04	251.58	301.90

- (g) That having calculated the aggregate in each case of the amounts at (e) and (f) above, the Council set the following amounts of council tax for 2017/18 in each of the categories of dwellings shown below which includes the 3% social care precept:

	<u>Band A</u> £	<u>Band B</u> £	<u>Band C</u> £	<u>Band D</u> £	<u>Band E</u> £	<u>Band F</u> £	<u>Band G</u> £	<u>Band H</u> £
All parts of the Council's area other than those below	979.80	1,143.10	1,306.41	1,469.71	1,796.30	2,122.91	2,449.50	2,939.41
The parish and town council areas of:								
Addingham	1,003.10	1,170.28	1,337.47	1,504.66	1,839.02	2,173.39	2,507.75	3,009.31
Baildon	998.83	1,165.29	1,331.78	1,498.25	1,831.19	2,164.13	2,497.07	2,996.49
Bingley	990.44	1,155.51	1,320.59	1,485.67	1,815.81	2,145.96	2,476.10	2,971.33
Burley	1,011.82	1,180.44	1,349.09	1,517.73	1,855.00	2,192.27	2,529.54	3,035.45
Clayton	991.12	1,156.30	1,321.50	1,486.69	1,817.06	2,147.44	2,477.80	2,973.37
Cullingworth	991.20	1,156.40	1,321.61	1,486.81	1,817.20	2,147.61	2,478.00	2,973.61
Denholme	995.79	1,161.75	1,327.72	1,493.69	1,825.61	2,157.55	2,489.47	2,987.37
Harden	993.14	1,158.65	1,324.19	1,489.71	1,820.75	2,151.80	2,482.84	2,979.41
Haworth, Crossroads and Stanbury	993.29	1,158.83	1,324.39	1,489.94	1,821.03	2,152.13	2,483.22	2,979.87
Ilkley	1,004.76	1,172.21	1,339.68	1,507.14	1,842.05	2,176.97	2,511.89	3,014.27
Keighley	1,002.28	1,169.32	1,336.38	1,503.43	1,837.52	2,171.62	2,505.70	3,006.85
Menston	1,014.00	1,183.00	1,352.01	1,521.01	1,859.00	2,197.01	2,535.00	3,042.01
Oxenhope	995.31	1,161.19	1,327.08	1,492.97	1,824.73	2,156.51	2,488.27	2,985.93
Sandy Lane	991.80	1,157.10	1,322.41	1,487.71	1,818.30	2,148.91	2,479.50	2,975.41
Silsden	989.38	1,154.27	1,319.18	1,484.08	1,813.87	2,143.67	2,473.45	2,968.15
Steeton with Eastburn	999.80	1,166.43	1,333.07	1,499.71	1,832.97	2,166.24	2,499.50	2,999.41
Wilsden	998.38	1,164.76	1,331.17	1,497.57	1,830.36	2,163.15	2,495.94	2,995.13
Wrose	984.80	1,148.93	1,313.07	1,477.21	1,805.47	2,133.74	2,462.00	2,954.41

- (h) That Council notes the movement in Band D equivalent charges for 2017/18 over 2016/17 as set out in the table below.

	Council Tax 2017-18	Council Tax 2016-17	Percentage change 2017-18 on 2016-17
	Band D Equivalent	Band D Equivalent	
Bradford Metropolitan District Council	1,257.86	1,198.08	4.99%
West Yorkshire Fire and Rescue Authority	60.90	59.71	1.99%
West Yorkshire Police Authority	150.95	145.95	3.43%
Local (Parish Council) Precepts:			
Addingham	34.95	27.25	28.3%
Baildon	28.54	27.18	5.0%
Bingley	15.96	15.35	4.0%
Burley	48.02	15.88	202.4%
Clayton	16.98	14.37	18.2%
Cullingworth	17.10	14.21	20.3%
Denholme	23.98	18.92	26.7%
Harden	20.00	15.00	33.3%
Haworth etc	20.23	20.02	1.0%
Ilkley	37.43	26.00	44.0%
Keighley	33.72	33.72	0.0%
Menston	51.30	27.00	90.0%
Oxenhope	23.26	17.25	34.8%
Sandy Lane	18.00	18.00	0.0%
Silsden	14.37	16.99	-15.4%
Steeton/ Eastburn	30.00	28.75	4.3%
Wilsden	27.86	24.13	15.5%
Wrose	7.50	7.50	0.0%

10.0 BACKGROUND DOCUMENTS

- 10.1 Proposed Financial Plan 2017/18 – 2020/21 - Executive Report 6 December 2016 (Doc AJ)
- 10.2 2017/18 and 2018/19 Budget Update and Financial Outlook to 2020/21– Executive Report 7 February 2017 (Doc AZ)
- 10.3 Consultation Feedback and Equality Assessments for the 2017/18 and 2018/19 Council Budget Proposals – Executive Report 7 February 2017 (Doc BA) and the addenda to that report circulated to Executive on 7 February 2017 and 21 February 2017
- 10.4 Interim Trade Union Feedback on the Council’s Budget Proposals for the 2017/18 and 2018/19 Council Budget - Executive Report 7 February 2017 (Doc BB) and the addendum to that report circulated to Executive on 21 February 2017
- 10.5 Strategic Director Corporate Services Section 151 Report – Council 23 February

2017 – (Doc X)

11.0 APPENDICES

- 11.1 Appendix A - Council Cumulative Budget 2017/18, 2018/19 and outlook to 2020/21
- 11.2 Appendix B - Recurring pressures and investment proposals
- 11.3 Appendix C - Non -recurring investment
- 11.4 Appendix D - Previously agreed savings for which on-going budget will be removed and replaced with transitional funding
- 11.5 Appendix E - New Draft Proposals Open for Consultation until 12 February 2017
- 11.6 Appendix F - Schedule of amendments to previous budget decisions
- 11.7 Appendix G – Use of Reserves statement

Appendix A- COUNCIL CUMULATIVE BUDGET 2017/18, 2018/19 and outlook to 2020/21

	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000
NET EXPENDITURE				
2016/17 Base Budget	378,045	378,045	378,045	378,045
Reversal of non recurring investment	(1,478)	(2,728)	(2,728)	(2,728)
Recurring pressures (Appendix B)	1,305	1,305	1,305	1,305
Sub total	377,872	376,622	376,622	376,622
FUNDING CHANGES	(2,149)	(2,091)	(4,934)	(3,769)
INFLATION	16,897	26,379	37,072	50,405
Base Net Expenditure Requirement	392,620	400,910	408,760	423,258
Demographic pressures in Adults	2,934	5,927	8,979	12,094
Adult social care costs funded by existing BCF	4,189	4,189	4,189	4,189
Children's demographic pressure	625	1,250	1,875	2,500
Apprenticeship levy	1,000	1,000	1,000	1,000
One off investment (Appendix C)	775	450	0	0
Transitional funding	(745)	(980)	(980)	(980)
Termination costs	8,842	4,500	4,500	4,500
Transformation fund	2,500	2,500	0	0
Public Health reduction in expenditure due to grant cut	(1,085)	(2,201)	(3,288)	(3,288)
2016/17 Budget decisions	(24,263)	(24,263)	(24,263)	(24,263)
Amended 2016/17 Budget decision (Appendix F)	1,063	623	623	623
New Budget proposals for consultation 2017/18 and 2018/19 (Appendix E)	(13,258)	(32,407)	(32,407)	(32,407)
Indicative savings required for 2019/20 and 2020/21 to achieve a balanced budget	0	0	(19,705)	(51,037)
Net Expenditure Requirement	375,197	361,498	349,283	336,189
RESOURCES				
Localised Business Rates	(63,477)	(64,747)	(66,042)	(67,363)
Council Tax Surplus 2016/17	(2,000)	0	0	0
Business Rates Deficit 2016/17	5,862	0	0	0
Top Up Business Rate Grant	(64,512)	(66,587)	(68,956)	(70,335)
Revenue Support Grant	(62,849)	(48,539)	(34,054)	0
Use of Reserves (Appendix G)	(16,835)	(697)	5,307	(4,500)
Council Tax	(171,386)	(180,928)	(185,538)	(193,991)
Total Resources	(375,197)	(361,498)	(349,283)	(336,189)
Budget shortfall	0	0	0	0
Memorandum				
Council Tax base	136,252	137,002	137,752	138,502
Council Tax Band D (proposed 4.99% increase†)	£1,258	£1,321	£1,347	£1,401

† includes 3.0% social care precept

Appendix B
Recurring pressures and investment proposals
(2017-18 impact is shown on an incremental basis)

Ref.	Description of proposal	2017-18 Impact £'000	2018-19 Impact £'000
	Better Health Better Lives		
CRP4.1	Investment for increase in costs of Looked After Children	700	0
	Total Better Health Better Lives	700	0
	Better Skills More Jobs and a Growing Economy		
ERP4.2	Provision for match funding for events and small contribution to events	105	0
	Total Better Skills More Jobs and a Growing Economy	105	0
	Safe Clean and Active Communities		
ERP4.1	Provision for anticipated loss of recycles income	500	0
	Total Safe Clean and Active Communities	500	0
	TOTAL	1,305	0

Appendix C

Non-recurring investment

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

Ref.	Description of Option	2017-18 Impact £'000	2018-19 impact £'000
	Safe Clean and Active Communities		
ENR4.1	Communities Additional waste haulage costs to be funded from Waste minimisation reserve – see Appendix F	259	(259)
ENR4.2	VCS Transformation and Support Fund – two year fund of £250k p.a. for costs associated with co-location, merger, cost base reduction or collaboration to secure alternative funding and commissions. Plus to set up a volunteer co-ordination service	250	0
	Total Safe Clean and Active Communities	509	(259)
	A Well Run Council		
LNR4.2	Temporary funding for mortuary services	66	(66)
LNR4.3	Two year temporary funding to support acceleration of community asset transfers	200	0
	Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities	266	(66)
	Total Non-recurring investment	775	(325)

Appendix D

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

(Figures quoted are cumulative)

Ref.	Service	Description	2017-18 £'000	2018-19 £'000
R34	City Centre Management	Withdraw from current City Centre Management provision and move to a new model over the next three years	72	0
R35	Cultural Strategic Support and Events	Create a Cultural Company outside the direct control of the Council over a period of three years and move to a new model of delivery for supporting cultural activities. This reduces reliance on Council funding over a three year period and enables additional funding streams to be accessed which are not available to council run organisations.	163	0
Total			235	0

Appendix E

New Draft Proposals Open for Consultation until 12 February 2017

REF	Proposal for Change	2017/18 £'000 Impact	2018/19 £'000 Impact
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Better Health Better Lives

4PH1	School Nursing and Health Visiting - service based efficiencies – primarily management, back office and vacancy control <i>Please note this proposals is split between Better Health, Better Lives and Great Start, Good Schools</i>	428.9	770.8
4PH2	Substance Misuse Service - combination of redesign, re-commissioning and ceasing recovery service, dual diagnosis service, supervised medication programme, inpatient detoxification services.	1,169.0	1,634.0
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	70.5	25.0
4PH4	Tobacco – combination of redesign, review and ceasing services	2.0	59.2
4PH5	Homestart, Worksafe, Injury Minimisation Programme - phase out of these services providing support for vulnerable parents and children age 0-5 years.	152.0	93.0
4PH6	Physical Activity, Food and Nutrition - cessation of grants to VCS organisations delivery range of activities including 'cook and eat', physical activity, food growing and breastfeeding support.	750.0	250.0
4PH7	Small Grants (VCS funding) - cessation of small grants delivering projects on sexual health, smoking cessation, cancer awareness, teenage pregnancy, and healthy lifestyles	101.0	0.0
4PH8	Warm Homes Healthy People – reduction in the short term winter activity based programme	25.0	40.0
4PH9	CCG Rebasing – to redesign services as part of an accountable care system, involving health, social care and other providers	0	499.0
4PH10	Public Health – reduction in staffing in line with redirecting investment profile towards reducing demand and maintaining health and wellbeing	300.0	350.0
4PH11	Environmental Health – management restructure	35.0	40.0
4E11	Sport and Physical Activity – investigate all methods of future operational service delivery	0.0	150.0
4A1	Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).	8,000.0	8,000.0
4C4	Child Protection management restructure – reduction in teams by four to ten with potential reduction in team managers plus review other overall budgets	240.0	240.0
4C5	Children's Social Care management restructure – review of management structure leading to proposed reduction of two service manager posts and one team manager	85.0	85.0
4C6	Early Help –review structures in early help for children and families commissioned from VCS, youth offending team, crime prevention, family centres, families first	80.0	120.0

Appendix E

New Draft Proposals Open for Consultation until 12 February 2017

REF	Proposal for Change	2017/18 £'000 Impact	2018/19 £'000 Impact
4C7	Looked After Team – review of staffing and non staffing budgets	19.0	19.0
4C8	Fostering and Adoption – review team manager structure with potential reduction of one team manager post	0	50.0
4C9	Disabled Children Team – to build on review already underway with CAMHS, review overall staffing and no staffing budget	250.0	34.0
4C10	Child Protection Review Team – vacancy management, use of software to reduce administrative requirements	0	24.0
4C11	Leaving Care – to review staffing and non staffing budgets to achieve a saving of 2% in yr 1 and a further 1% in yr 2	68.0	34.0
4C13	Drugs and Alcohol Team – review of the work of the team and all other services that support young people with alcohol and drug issues	50.0	50.0
	Reduction to Public Health Grant Cut met from proposals above	(1,085.0)	(1,116.0)
	Total - Better Health Better Lives	10,740.4	11,451.0

A Great Start and Good Schools for All Our Children

4C1	Education Services – From 2017 part of the Dedicated Schools Grant will be passed directly to schools. There will therefore be a reduction in Council spending but no reduction in base budget. The proposal is included here as there could be staffing implications.	0.0	0.0
4C2	Early Years - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be staffing implications.	0.0	0.0
4C12	Early Years and School Readiness –reduction in grants to small providers undertaking community based activity to help prepare children for school.	60.0	0.0
4PH1	School Nursing and Health Visiting – service based efficiencies – primarily management, back office and vacancy control <i>Please note this proposals is split between Better Health, Better Lives and Great Start, Good Schools</i>	398.1	619.2
	Total – A Great Start and Good Schools for All Our Children	458.1	619.2

Better Skills More Jobs and a Growing Economy

4E7	Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision.	0.0	50.0
4E8	Events and Festivals - review to develop a more sustainable and balanced events programme	0.0	150.0
4E9	Libraries - reduction in the number of libraries directly provided. Investigate potential for alternative delivery models	0.0	100.0
4E10	Theatres and Community Halls - Trust type models being investigated. Community halls to be transferred through Community Asset Transfer where	0.0	130.0

Appendix E

New Draft Proposals Open for Consultation until 12 February 2017

REF	Proposal for Change	2017/18 £'000 Impact	2018/19 £'000 Impact
	possible		
4E12	Ministry of Food - possible cessation of the service teaching people how to cook, eat and improve their long term health	0.0	96.0
4C3	Children's Services - staffing, restructure, reduction in the Connexions contract with longer term service brought back in to Council, investigate regional data centre, cessation of Employment Opportunities Fund (EOF).	150.0	150.0
4R1	Industrial Services Group (ISG) – reduce the staffing structure to suit the present workloads	0.0	43.3
4R2	West Yorkshire Combined Authority (WYCA) Transport Levy – proposed reduction in the levy	265.9	1,234.1
4R3	Commercialise Highway Delivery Unit (HDU) – to increase the range of services provided by the HDU through increasing involvement in existing capital works programmes and delivery of services which are externally funded	223.0	223.0
4R4	Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset	119.0	246.0
4R5	Planning, Transportation and Highways – increase in discretionary charges	45.0	44.1
4R6	Planning, Transportation and Highways - options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs and footpath and snicket maintenance	153.0	(6.4)
4R7	Planning, Transportation and Highways - reduction in Highways Services operational budgets associated with operational accommodation, transport gateway and subway maintenance	64.0	2.5
4R8	Planning, Transportation and Highways - increase fine income enforcement of contraventions by statutory undertakers of the Yorkshire Common Permit Scheme on highways	30.0	70.0
4R9	Planning, Transportation and Highways - reduce area committee support and stop processing/charge for all requests for service delivery for non casualty led projects	0.0	124.0
4R10	Education Capital Team – combination of vacancy control, reduction in facilities management and other charges	50.0	50.0
4R11	Planning, Transportation and Highways - introduction of limited lighting hours / switch off of street lighting on non-principal road network	50.0	60.0
4R12	School Catering and Cleaning – increased sales and price reviews	30.0	35.0
4R13	Economic Development Service – reduction in City Park sinking fund, matched funding for European Strategic Investment Fund programmes. Remove support for B-funded community funding information website	150.5	0.0
4R20	Regeneration – no longer accept new schools onto the Active School Travel programme with existing provision being phased out over the following years of this budget process	0.0	28.0
4R21	Regeneration – reduction in the funding for the Road Safety Team	0.0	62.5
	Total - Better Skills More Jobs and a Growing Economy	1,330.4	2,892.1

Appendix E

New Draft Proposals Open for Consultation until 12 February 2017

REF	Proposal for Change	2017/18 £'000 Impact	2018/19 £'000 Impact
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Decent Homes That People Can Afford to Live In

4R18	Homelessness Private Rented Sector Housing – delete vacant post	32.0	0.0
4R19	Housing Operations – increase income generation from agency fees	0.0	44.0
	Total - Decent homes that people can afford to live in	32.0	44.0

Safe Clean and Active Communities

4E1	Parks and Bereavement –management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	0.0	160.0
4E2	Waste Collection and Disposal Services - introduction of co-mingled recycling enabling more plastic recycling	50.0	807.0
4E3	Trade Waste – process improvements and revision of charging policy plus a move to a cashless payment system	50.0	0.0
4E4	Customer Services – redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services	0.0	50.0
4E5	Street Cleansing and Public Conveniences - reduction in number of ward based clean teams and mechanical sweepers; removal of funding for public conveniences (except City Park)	0.0	336.3
4E6	Pest Control – cessation of the pest control service	0.0	36.2
	Total - Safe Clean Active Communities	100.0	1,389.5

A Well Run Council, Using All Our Resources to Deliver Our Priorities

4F1	Financial Services – reduction in function reflecting reduced emphasis on retrospective reporting, more self service by budget managers and targeting staffing resources at highest risk, most complex issues	32.0	130.0
4F2	Insurance – reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining and internal insurance fund for self-insured risks and the cost of meeting claims	200.0	300.0
4F3	Revenues and Benefits – reduce significantly the amount of cash used by and within the organisation and reduce the cost of cash management functions through the increased digitalisation of customer payment options. Also consider if transactional functions across the Department will be more efficient and sustainable by bringing them together	0.0	160.0
4F4	West Yorkshire Joint Committees – cap contribution to Joint Committees at £1.1m which will require concerted action with other Councils	75.0	35.0
4S1	Information Technology Services – reduction in costs associated with device support, licences and infrastructure. Switching technology solutions where better value can be achieved and rationalising the number of existing IT applications to simplify the technology in use	0.0	500.0

Appendix E

New Draft Proposals Open for Consultation until 12 February 2017

REF	Proposal for Change	2017/18 £'000 Impact	2018/19 £'000 Impact
4H1	Human Resources – reduce HR transactional support, to reduce volume of service specific training	0.0	204.0
4H2	Terms and Conditions – removal of non contractual overtime payments and removal of essential car allowance lump sum payments	0.0	400.0
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	20.0	55.0
4X1	Office of the Chief Executive – restructure of the Office of the Chief Executive to improve coherence and integration of core corporate functions	0.0	479.0
4R14	Asset Management – make the best use of the Council's and public sector partners' estate working with the Voluntary and Community Sector Also seek to invest in non-operational property to generate surplus income	270.0	240.0
4R15	Facilities Management – operational cost reductions reflecting the continued contraction of the organisation	0.0	100.0
4R16	Facilities Management – reduction in the maintenance budget as the size of the operational estate shrinks	0.0	100.0
4R17	Facilities Management – reduction in the size of the estate together with energy efficiency measures	0.0	50.0
	Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities	597.0	2753.0
	Total – New Draft Proposals Open for Consultation until 12 February 2017	13,257.9	19,148.8

**Appendix F (i) – SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS
SUBJECT TO CONSULTATION UP TO 12 FEBRUARY 2017 (incremental basis)**

Ref	Description	2017-18 £'000	2018-19 £'000
Better Health Better Lives			
3A5	Staffing Efficiencies Replaced by	(2,000.0)	0
4A2	Demand management – further reductions in high cost packages, further reductions in Supported Living contracts/packages, various reductions in travel and fees Also see proposal 4A1 in Appendix E for more detail on the proposed actions in 2017/18	2,000.0	0
3C8	Reducing cost of high cost placements & reducing numbers of Looked After Children Replaced by	(1,630.0)	0
4C14	Reducing agency spend in Children's Social Care Services	1,025.0	36.0
4C15	Review of front door customer contact to Children's Social Care Services	0	46.0
4C16	Administrative Support restructure – rationalisation of the supervision and management structure	100.0	0
Net effect Better Health Better Lives		(505.0)	82.0
Safe Clean Active Communities			
3E25	Parking services income generation Replaced by	(319.0)	0
4E13	Remove Christmas parking concessions, amend tariffs in Little Germany and other car park changes.	222.0	108.0
Net effect Safe Clean Active Communities		(97.0)	108.0
Net amendments to previous budget decisions subject to consultation		(602.0)	190.0

**Appendix F (ii) - SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS
NOT SUBJECT TO CONSULTATION (incremental basis)**

Ref	Description	2017-18 £'000	2018-19 £'000
Better Health Better Lives			
3C7	Reducing the cost of high cost placements	(624.0)	0
3C9	Early Help staffing efficiencies Re-profiled to	(1,080.0)	0
3C7	Reducing the cost of high cost placements	500.0	250.0
3C9	Early Help staffing efficiencies	767.5	0
Better Skills, More Jobs and a Growing Economy			
3R15	Reinstate some areas of the highway network which were removed from the tier 1 precautionary gritting routes	(25.0)	0
Net amendments to previous budget decisions not subject to consultation		(461.5)	250.0
Total Net effect of Appendix F(i) and Appendix F(ii) – see Appendix A		(1,063.5)	440.0

Appendix G

Use of Reserves Statement

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Pre agreed use of reserves					
Transitional Reserve	(235)				(235)
Financial Services VAT Reserve	(120)	(120)	(103)		(343)
Total	(355)	(120)	(103)		(578)
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Proposed use of reserves					
Redundancy Costs	(8,842)			(4,500)	(13,342)
Transformation Costs	(2,500)	(2,500)			(5,000)
Additional Waste Haulage Costs	(259)				(259)
To close budget gap	(4,879)				(4,879)
Forecast replenishment of reserves		1,923	5,410		7,333
Total	(16,480)	(577)	5,410	(4,500)	(16,147)
Total pre agreed and proposed use of reserves per Appendix A	(16,835)	(697)	5,307	(4,500)	(16,725)

Proposed Redirection of Earmarked Reserves

	Redundancy £'000	Transformation £'000	To Close Gap £'000	Replenish Reserves £'000	Total £'000
Managed severance reserve	(4,093)				(4,093)
Repairs and renewals reserve	(3,449)	(1,511)	(2,853)		(7,813)
Waste collection and disposal reserve †			(2,285)		(2,285)
Transformation programme		(124)			(124)
Care Act reserve	(1,300)	(1,700)			(3,000)
Culture company		(100)			(100)
Art Fund		(12)			(12)
Customer services strategy reserve		(750)			(750)
Facilities Management service improvement reserve		(515)			(515)
Business support centre reserve		(72)			(72)
District elections reserve		(216)			(216)
2020/21 redundancy funded through surplus in 2019/20	(4,500)				(4,500)
Replenishment of reserves				7,333	7,333
Total	(13,342)	(5,000)	(5,138)	7,333	(16,147)

† Includes the Additional Waste Haulage costs of £259k

Report of the Director of Finance to the meeting of the Executive to be held on 21 February 2017 and Council to be held on 23 February 2017.

Document BH

Subject:

Allocation of the Schools Budget 2017/18 Financial Year

Summary statement:

The report seeks Executive approval of the recommendations of the Schools Forum in allocating the Dedicated Schools Grant (DSG) for 2017/18 and subsequent recommendation to Full Council.

Stuart McKinnon-Evans
Director of Finance

**Portfolio: Leader and Strategic
Regeneration**

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

Overview & Scrutiny Area: Corporate



1. SUMMARY

- 1.1 This report informs the Executive of the recommendations of the Schools Forum in allocating the Dedicated Schools Grant (DSG) for the 2017/18 financial year.
- 1.2 The Schools Budget is part of the overall budget proposal for the Council, which includes:
- the recommended Capital Investment Plan (Document BI)
 - the Revenue Estimates (Document BG)
- 1.3 This report is submitted to enable the Executive to make recommendations to Council on the setting of the budget and the Council Tax for 2017/18, as required by Article 4 of the Council's Constitution.

2. BACKGROUND

- 2.1 Under national Regulations, every local authority is required to operate a Schools Forum. The primary function of a Schools Forum is consultative; to recommend to the Council's Executive Committee how the funding, which the Government provides for schools and individual pupils (known as the Dedicated Schools Grant (DSG)), is managed. The Schools Forum also has some specific technical decision making powers.
- 2.2 The DSG in 2017/18 is calculated in three notional blocks: the Schools Block, based on October 2016 pupil census data; the Early Years Block, based on January 2017 and 2018 census data; and the High Needs Block, which is based on 2016/17 planned spending levels with some uplift for demographic growth.
- 2.3 In setting out the Schools Forum's recommendations in previous years for the allocation of the DSG, the changes that have been made in preparation for the implementation of a National Funding Formula for the DSG and for schools have been highlighted. The key changes have been:
- The number of Schools Block formulae factors has been reduced.
 - Budgets for High Needs providers must be calculated using the national 'Place-Plus' methodology.
 - A greater proportion of the DSG must be delegated to school budgets, with strict rules around how DSG monies can be centrally retained.
 - The Minimum Funding Guarantee (MFG) continues for primary and secondary schools, and special schools, at minus 1.5%.
- 2.4 National Funding Formula for the Schools and High Needs Blocks is set to be implemented by Government from April 2018. The Government published, on 14



December 2016, its 2nd stage of consultation on its proposals. The Schools Forum has made its recommendations on the 2017/18 DSG in this context. The Authority, with the Schools Forum, will formally respond to this consultation in due course.

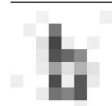
2.5 A separate consultation was conducted by Government earlier in 2016 on reform of the funding of early years. The details of the changes in the Early Years Block, beginning from April 2017, are now confirmed and are incorporated into the recommendations set out in this report.

2.6 The total estimated amount of DSG available for distribution in 2017/18 is £521.321m, which includes a forecasted value of under spend (one off carry forward) within the DSG up to 31 March 2017 of £5.874m. The final 2017/18 DSG allocation, and one off DSG carry forward, will be confirmed by July 2017. The recommended distribution of the estimated DSG is summarised in the table below:-

Description	Early Years £m	Schools £m	High Needs £m	One Off £m	Total £m
Estimated DSG available 2017/18	42.041	414.122	59.284	-	515.447
Estimated DSG B'fwd from 2016/17	-	-	-	5.874	5.874
Total DSG Funding 2017/18	42.041	414.122	59.284	5.874	521.321
Delegated to Schools / Providers	41.827	401.279	49.699	-	492.805
Non-Delegated Items	0.214	7.114	15.835	-	23.163
Allocation of One Off	-	-	-	1.639	1.639
Total Funding Allocated	42.041	408.393	65.534	1.639	517.607
Difference (reserve)	0.000	5.729	- 6.250	4.235	3.714

2.7 The National Funding Formula, as currently proposed, is neutral to us on a cash basis at the level of total DSG over the next 5 years. However, within this overall position:

- o National Funding Formula will not address the very significant cut in the real terms value of school funding. This is a national issue. The National Audit Office has calculated, in its report published in December, that on a national average basis the reduction in the real terms value of existing levels of education funding is 8.7% across 2016-2020. 8.7% is roughly a reduction in £44m in Bradford's DSG in real terms. The NAO's figure includes inflationary pressures on non-staffing spending, the apprenticeship levy, annual pay awards and salaries increases, teacher pension scheme costs and increases in national insurance contributions. In addition to these factors, locally, education budgets will be required to absorb increased employer contributions to non-teaching staffing pension costs (an increase in contributions from 14.2% to 17.5% at April 2017).
- o National Funding Formula cuts our funding for early years provision by a net £2.4m (-6.2%).



- o National Funding Formula reduces the on-going budgets of 89% of Bradford's primary and secondary schools and academies, albeit that the full scale of reduction is mitigated by a proposed mechanism which limits the reduction for any school to a maximum of 3%. (This 3% protection is just on the main schools block of the funding i.e. excludes early years and post 16 funding) 68% of our schools will be on the 3% floor. These reductions amplify the impact of the cut in the value of school funding in real terms. Our smaller schools are demonstrably more negatively affected.
 - o National Funding Formula does increase Bradford's High Needs Budget. However, under damping proposals, Bradford will not receive the full value of the increase that the National Formula would otherwise legitimately allocate (a full gain of £16m is damped to £8m) and also, under transitional protection, this £8m will take up to 5 years to be received. Under these terms, our High Needs Budget will be insufficient to meet increasing pupil need.
- 2.8 Members are asked to consider and approve the recommendations of the Schools Forum. Should Members wish to propose amendments then representation must be made back to the Schools Forum.

3. SCHOOLS FORUM RECOMMENDATIONS ON THE ALLOCATION OF THE SCHOOLS BUDGET IN 2017/18

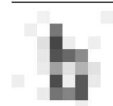
SCHOOLS BUDGET AVAILABLE IN 2017/18 (€000)

3.1 The Schools Block €414,122

This Block funds delegated budgets, support services and funds held centrally, for Primary and Secondary schools and academies (including free schools). The total is calculated on the number of pupils recorded in Primary & Secondary schools and academies in the October 2016 Census x £4,826 per pupil (this figure is set by the Education Funding Agency (the EFA)). There is no increase for inflationary cost pressures in the 2017/18 DSG settlement. The Schools Block however, includes £4m of growth for the additional 835 pupils recorded in schools and academies in the October 2016 Census. In preparation for the National Funding Formula, the existing values of the Schools and High Needs Blocks have been adjusted so that the previous 'notional' allocations now reflect 2016/17 spending by block. The DfE has also transferred the £1.4m Education Services Grant – Centrally Retained Duties – funding into the Schools Block for 2017/18.

Please note that the funding for the delegated budgets of academies and free schools is 'top sliced' from this Block so that these settings can be funded directly by the Education Funding Agency.

3.2 The High Needs Block (€'000) €59,284



This Block funds resources for pupils in mainstream schools with Special Educational Needs (Statements and Education Health and Care Plans), delegated budgets for Special Schools, Pupil Referral Units and resourced units. These budgets are calculated under the national 'Place-Plus' framework. All other DSG provision relating to high needs pupils, which is either delegated or centrally managed, is funded from this Block. This includes behaviour support, the Behaviour and Attendance Collaboratives (BACs), Early Years SEN support, Education in Hospital provision and the placement of Bradford children in out of authority and in non-maintained provisions. The value of funding in 2017/18 is based on our planned spending on high needs provision in 2016/17 with some uplift for demographic growth.

Please note that the funding for high needs places in Bradford-located academies and Post 16 settings is 'top sliced' from this Block so that these settings can be funded directly by the Education Funding Agency.

3.3 The Early Years Block **(£'000)**
£42,041

This Block funds delegated budgets, support services and other funds held centrally, relating to the provision of the free entitlement to nursery education for 2, 3 and 4 year olds in Nursery schools, Primary schools and academies with nursery classes and private, voluntary and independent settings. The total value of this Block is currently estimated and will be finalised on the number of children recorded in the January 2017 and January 2018 Censuses x £4,588 per FTE pupil aged 3 / 4 and £4,940 per FTE pupil aged 2. The January 2018 Census will record the uptake of the new extended 30 hours entitlement for eligible 3 and 4 years olds and our DSG will be funded on this basis. Estimated figures of £0.342m and £0.160m are included in this Block for the Early Years Pupil Premium and for the new Disability Access Fund. In addition, an estimated £1m is included for the DfE's Nursery School Supplement, which is a separate specific allocation to protect current levels of funding for maintained nursery schools.

As part of its recommendations, the Schools Forum proposes to establish the 'ring-fencing' of the Early Years Block going forward from April 2017, meaning that increases and decreases in both expenditure and income relating to the Early Years Block are to be contained within this block.

3.4 DSG Carry Forward from Previous Years **(£'000)**
£5,874

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



	(£'000)
Total Schools Budget Available in 2017/18	£521,321
4. ALLOCATION TO SCHOOL DELEGATED BUDGETS	(£000)
Total Allocated to School / Provider Delegated Budgets	£492,805
Broken down as follows:	
	(£'000)
4.1 Early Years Providers via Single Funding Formula	£41,827

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

- Nursery Schools 3 / 4 year old entitlement, incorporating the Nursery School Supplement £2.741m
- Nursery Classes in Primary Provisions 3 / 4 year old entitlement £14.417m
- PVI Providers 3 / 4 year old entitlement £10.289m
- Delivery of the extended 30 hours 3 / 4 year old entitlement from September 2017 (estimate of cost across all settings) £4.453m
- The free entitlement for the 40% most deprived 2 year olds £8.925m
- Early Years Pupil Premium £0.342m
- Disability Access Fund (new for 2017/18) £0.160m
- Contribution to the delegated Early Years Inclusion budget £0.300m
- Contingency for the cost of delegated allocations £0.200m

The Schools Forum recommends that the amendments that were set out in the Authority's consultation document, published in October 2016, are taken forward to be incorporated into our Early Years Single Funding Formula (EYSFF) used to calculate budget shares for settings delivering provision for 2 and 3 / 4 year olds in 2017/18. These amendments specifically respond to the Government's early years funding reform, which has placed further restrictions on how early years funding can be allocated e.g. in setting a maximum spend on additional supplements, including deprivation. A simple summary of Bradford's EYSFF, recommended for 2017/18, is attached at Appendix 3.

	(£'000)
4.2 Primary and Secondary Schools and Academies	£401,279
Primary £228.624m	
Secondary £172.655m	

The Forum has agreed to:

- Use the formulae outlined in Appendix 1 to calculate budget shares. The formulae have been agreed, following consultation with schools in the autumn.



We submitted the final version of the required Pro-forma on 19 January and this is subject to final validation by the EFA.

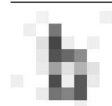
- Set formulae funding rates incorporating a transfer of £5.605m in total from the delegated Schools Block to the High Needs Block. £2.145m of this total comes from the transfer of headroom (unallocated monies) within the Schools Block. The remaining £3.460m comes from an explicit contribution of £1.823m; £33.25 per pupil (primary phase) and £1.637m; £52.73 per pupil (secondary phase).
- Continue the value of the DSG contribution to the Building Schools for the Future affordability gap, at £6.608m in 2017/18.
- Meet the cost (estimated) of expanding places in primary and secondary schools and academies through the DSG Growth Fund; a total planned budget of £1.790m, excluding items funded by one off monies.
- Delegate the sums released from changes to the DSG's Matched Contribution to School Improvement and Early Childhood Services to individual school budgets in support of the sector-led delivery model. These changes are further detailed in paragraph 5.1.

4.3 Special Schools and Special Academies **(£'000)**
£22,044

The national definition of a "High Needs" pupil is one whose education, incorporating all additional support, costs more than £10,000 per annum. The Government has introduced a national framework of "Place Plus" to allocate funding to schools and other settings. The "Place" element has been set nationally at £10,000 for both SEN and Alternative Provision settings. The "Plus" element is the top up funding above the "Place" funding and is based on an assessment of the additional need of an individual pupil. Local authorities are permitted to establish bands or ranges for this element of funding. The allocation of the High Needs Block for 2017/18 is recommended on the basis on Bradford's existing Place-Plus model with two significant structural amendments, which were set out in the autumn term consultation document; the amendment of the cash budget protection factor from 1.5% to 3% of the previous year's allocation, and the establishment of a small setting factor for resourced provisions. This uniform banding model, and the values of 'Plus' funding attached to each range, are outlined in Appendix 2. The funding values are reduced by 1.50% on those in 2016/17.

4.4 Pupil Referral Units (PRUs) **(£'000)**
£6,449

The PRUs are funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2. The Schools Forum has recommended, in its measures to balance the overall DSG budget in 2017/18, to adjust the formulaic funding of placements of pupils without SEN Statements or Education Health and Care Plans (EHCPs) in alternative provisions, so that a greater proportion of the cost of these placements is met by mainstream schools from September 2017, recognising current double funding. The initial adjustment for the period September 2017 to March 2018 is relatively small (£0.1m) but is begun in anticipation of a larger adjustment in 2018/19.



4.5 Behaviour Centres (Primary) **(£'000)**
£834

The Primary Behaviour Centres are funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2. The adjustment described in paragraph 4.4 above relating to the funding of placements of pupils without Statements or EHCPs also applies to this sector. The amendments, described in paragraph 4.3, of the cash budget protection factor from 1.5% to 3% of the previous year's allocation, and the establishment of a small setting factor for resourced provisions, are also applicable here.

4.6 Resourced Provisions **(£'000)**
£6,100

All Resourced Provisions attached to mainstream schools and academies; Designated Specialist Provisions (DSPs) and Additional Resourced Centres (ARCs), in 2017/18 are funded via the Place-Plus framework explained above and via the Plus funding rates shown in Appendix 2. The amendments, described in paragraph 4.3, of the cash budget protection factor from 1.5% to 3% of the previous year's allocation, and the establishment of a small setting factor for resourced provisions, are also applicable here. Please note that ARC provision is centrally managed, with places funded in schools.

4.7 SEN Statements in Mainstream Schools and Academies **(£'000)**
£4,668

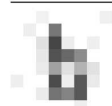
The funding is delegated to mainstream schools and academies for pupils with Statements of Special Educational Needs and Education Health and Care Plans. This cost incorporates the SEN Funding Floor (the factor that ensures a minimum level of funding for SEND provision in schools and academies). The Schools Forum has recommended, in its measures to balance the overall DSG budget in 2017/18, that the variable values of the SEN Funding Floor are reduced by 1.5% and the lump sum values reduced by 25% on 2016/17.

4.8 Post 16 Further Education Providers **(£'000)**
£3,964

The cost of Post 16 High Needs provision was partly transferred into the DSG at August 2013. The remaining place-element for Further Education providers has been transferred into the DSG at April 2017. For the 'Plus' element, Further Education providers are funded for the vast majority of students at 60% of the Ranges Model value (shown in Appendix 2) for the primary need of the student. The exceptions are students with the primary need of sensory impairment (Hearing / Visual), where funding is calculated on an actual cost basis.

4.9 Early Years Children's Centre Plus **(£'000)**
£300

Early Years Children's Centre Plus provision is funded via the Place-Plus



framework explained above. The Schools Forum has established the principle that the total £1.06m earmarked DSG budget for Early Years SEND in 2017/18 can be allocated flexibly across the different early years provisions (including portage – out of school - support services) to respond to the distribution of demand. The £300,000 planned budget here is the value of the £1.06m that is initially estimated will be delegated to settings in 2017/18, with the remaining element being centrally managed.

4.10 Early Years Inclusion (EYIP) **(£'000)**
£300

Within the 2017/18 DSG allocations it is recommended that a total budget of £600,000 is available for funding additional support for children with additional educational needs accessing the 2, 3 and 4 year old free entitlements. £300,000 of this budget is funded by the Early Years Block (see paragraph 4.1) with the remaining £300,000 coming from the existing High Needs Block EYIP fund. How this budget is to be fully deployed is to be further considered by the Schools Forum, but it will build on the already established Early Years Inclusion Panel framework.

4.11 Education in Hospital and Tracks Provision **(£'000)**
£837

Education in Hospital and Tracks provision is funded on the agreed planned number of places, with the Finance Regulations requiring that the funding per place in 2017/18 is not lower than the value in 2016/17.

4.12 Planned Budget for Additional High Needs Places **(£'000)**
£4,203

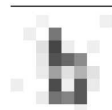
The Schools Forum has recommended that a total sum of £4.203m is established within the 2017/18 DSG High Needs Block to finance the creation of additional places in high needs provisions in Bradford for pupils with SEND and SEMH. This recommendation is based in the detailed discussions that have taken place across the last 18 months about the distribution and sufficiency of high needs places in Bradford. £4.203m will finance a 1st tranche of 120 SEND and 20 SEMH places for a full year plus a 2nd tranche of 120 SEND and 20 SEMH places for the period September 2017 to March 2018.

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

Total Allocated to non-delegated Budgets **£23,163**

Broken down as follows:

In preparation for National Funding Formula, the School and Early Years Finance (England) Regulations 2012 altered the treatment of non-delegated items and contingencies. The Regulations now require a greater proportion of the DSG to be delegated to school budgets and also require that the Forum makes



recommendations for individual items that are permitted and some on a phase basis.

5.1 Early Years and Schools Block non-delegated budgets **(£'000)**
£7,328

A total of £7.328m is recommended to be held within the Early Years and Schools Blocks, to fund centrally managed items, 'de-delegated' items and contingency funds in 2017/18. These are funds that support historic commitments, centrally managed services that schools access, budget 'insurance' schemes and enable specific additional resources to be allocated to schools in year e.g. to support the cost of capacity expansion.

The Forum has agreed the following key recommendations that change the position from that of the 2016/17 financial year. These recommendations respond to the review work that has taken place, including the development and establishment of the sector-led school improvement model, to:

- Make more substantial provision for the revenue formula funding cost of places capacity growth in the secondary phase from September 2017, with a budget of £680,000 increased from £300,000.
- Continue the DSG's contribution to school improvement and Early Childhood services at a reduced value of £0.458m for the period 1 April to 31 August 2017 and then to fully cease the DSG's contribution at 31 August 2017, with sums released to Primary, Secondary and Early Years delegated budgets. In this, the Schools Forum has ratified the recommendation that was accepted by Council in February 2016, but with a recommended further £24,121 reduction in the 2017/18 budget (as one of the measures for balancing the 2017/18 DSG budget).
- Passport to the Local Authority's budget 95% of the Education Services Grant Centrally Retained Duties that has been transferred into the DSG Schools Block, at £1.331m in 2017/18, in support of the statutory duties delivered by the Local Authority on behalf of all state funded schools and academies. This incorporates a 5% reduction recommended as one of the measures for the balancing of the 2017/18 DSG.
- Cease de-delegation from the maintained secondary phase for licences subscription (Fischer Family Trust), the school maternity / paternity 'insurance' fund (from 1 July 2017), school staff public duties and suspensions fund and the exceptional circumstances / schools in financial difficulties fund.
- Establish a new de-delegated fund from the maintained primary phase, with an initial value of £150,000, to be available to meet the cost of deficit balances of primary schools that convert to academy status under sponsored arrangements during 2017/18.

5.2 High Needs Block non delegated budgets **(£'000)**
£15,835

A total of £15.835m is to be held within the High Needs Block, to continue existing centrally managed statutory support provisions, out of authority and independent provision and other provision costs. This total incorporates:



- A £0.900m increase in the planned budget for placements in non-maintained and independent settings
- A £0.481m reduction across centrally managed budgets from the application of a 5% reduction, which is one of the measures recommended to balance the 2017/18 DSG budget.
- The cessation of the additional specialist equipment budget for special schools (£0.037m), which again is one of the DSG balancing measures.

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

Total allocated on a one off basis in 2017/18 £1,639

The £1.639m is made up of the following allocations:

- £0.268m allocated back into Schools Block delegated formula funding as required by Regulations.
- £0.324m for the financing of the final amount for the agreed post-opening diseconomies of scale budget for Bradford Forster Academy.
- £0.253m carried over from the initial £0.600m used to finance additional placements in alternative provisions (managed by the BACs). This will be spent in 2017/18 on additional provision.
- £0.500m estimated for the cost in 2017/18 of the financial support for Beckfoot Upper Heaton Academy via the agreed model.
- £0.294m balance from the Joint Improvement Investment Fund, which will be allocated by the Bradford Education Improvement Commissioning Board in 2017/18.

7. AMOUNTS NOT ALLOCATED IN 2017/18 (€000)

Total amount not allocated in 2017/18 £3,714

The Schools Forum has agreed to earmark £0.52m of one off monies to be available to balance the 2017/18 DSG budget should further savings not be found during 2017/18 against planned estimated expenditure. The assumption that this £0.52m is used for this purpose leaves a remaining value of £3.714m of DSG unallocated in 2017/18.

The Forum has agreed to hold an amount of the one off monies available both to support specific expenditures committed after March 2018 and to ensure that the Schools Budget remains resilient.

The £3.714m is made up of the following sums:

- £1.438m to support meeting the cost of the agreed financial support model for Beckfoot Upper Heaton Academy after 31 March 2018.
- £0.650m for the deficit of a school converting to academy status.



- £0.500m earmarked to be allocated via the Early Years Single Funding Formula in 2018/19 to protect early years providers for one year against the full value of the reduction in funding rates resulting from the Government's early years national reform.
- £1.126m DSG resilience reserve, available to be used to support unexpected additional costs but also to finance items that are currently under negotiation. This sum is effectively the remaining unallocated balance within the DSG.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

9. LEGAL APPRAISAL

Local Authorities are required to calculate budgets for all maintained schools using a funding formula. The School and Early Years Finance (England) Regulations 2017 require the Local Authority to decide the formula it will use for the financial year 2017-2018 . The Schools Forum has some decision making powers in relation to school budget functions. The role of the Local Authority is to make proposals to the Forum on those matters which the Forum can decide and to consult the Forum annually in connection with various schools budget function. Where the Schools Forum and the Local Authority are in disagreement about proposals made by the Authority the Secretary of State for Education will adjudicate.

10. OTHER IMPLICATIONS

There are no direct implications resulting from this report.

11.1 EQUALITY & DIVERSITY

There are no direct implications resulting from this report.

11.2 SUSTAINABILITY IMPLICATIONS

There are no direct implications resulting from this report.

11.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct implications resulting from this report.

11.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct implications resulting from this report.



11.5 HUMAN RIGHTS ACT

There are no direct implications resulting from this report.

11.6 TRADE UNION

There are no direct implications resulting from this report.

11.7 WARD IMPLICATIONS

There are no direct implications resulting from this report.

12. NOT FOR PUBLICATION DOCUMENTS

None

13. OPTIONS

Please see the recommendations below.

14. RECOMMENDATIONS

14.1 It is recommended that the Executive asks Council to:

- a) Approve the total amount of £521.321m to be appropriated in respect of all schools covered by the Bradford Scheme for the Local Management of Schools, so as to establish the Individual Schools Budget for 2017/18.**
- b) Accept and approve the proposals from the Schools Forum for the allocation of the 2017/18 DSG as set out in this report.**

11. APPENDICES

- Appendix 1 – Local Authority Funding Reform Pro-Forma 2017/18
- Appendix 2 – High Needs Provision: Proposed Fund Categories, Bands & Amounts 2017/18
- Appendix 3 – Early Years Single Funding Formula 2017/18

12. BACKGROUND DOCUMENTS

None



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Local Authority Funding Reform Proforma 2017/18 (Form the Schools Forum on 18 January 2017)

LA Name:

Bradford

 LA Number:

380

Pupil Led Factors

Reception uplift		Yes	Pupil Units			105.00					
Description		Amount per pupil		Pupil Units		Sub Total	Total	Proportion of total pre MFG funding (%)	Notional SEN (%)		
1) Basic Entitlement Age Weighted Pupil Unit (AWPU)	Primary (Years R-6)	£2,796.67		55,091.00		£154,071,466	£281,684,810	38.66%	7.51%		
	Key Stage 3 (Years 7-9)	£4,019.66		19,119.00		£76,851,867			19.28%	6.28%	
	Key Stage 4 (Years 10-11)	£4,256.79		11,924.83		£50,761,476			12.74%	6.28%	
Description		Primary amount per pupil	Secondary amount per pupil	Eligible proportion of primary NOR	Eligible proportion of secondary NOR	Sub Total	Total	Proportion of total pre MFG funding (%)	Primary Notional SEN (%)	Secondary Notional SEN (%)	
2) Deprivation	FSM6 % Primary	£1,023.09		17,264.73		£17,663,317	£61,545,562	15.44%	23.08%		
	FSM6 % Secondary		£927.71		11,865.15	£11,007,471			10.16%		
	IDACI Band F	£324.96	£426.54	7,322.70	4,281.25	£4,205,716			22.45%	19.18%	
	IDACI Band E	£406.20	£533.18	9,289.73	5,513.57	£6,713,196			22.45%	19.18%	
	IDACI Band D	£487.44	£639.81	7,701.81	4,421.19	£6,582,898			22.45%	19.18%	
	IDACI Band C	£568.68	£746.45	3,643.95	2,018.83	£3,579,195			22.45%	19.18%	
	IDACI Band B	£731.16	£959.72	7,177.24	3,833.37	£8,926,666			22.45%	19.18%	
	IDACI Band A	£893.64	£1,172.99	1,902.32	995.00	£2,867,104			22.45%	19.18%	
Description		Primary amount per pupil	Secondary amount per pupil	Eligible proportion of primary NOR	Eligible proportion of secondary NOR	Sub Total	Total	Proportion of total pre MFG funding (%)	Primary Notional SEN (%)	Secondary Notional SEN (%)	
3) Looked After Children (LAC)	LAC X March 16	£0.00		494.36		£0	£4,140,207	0.00%	0.00%		
4) English as an Additional Language (EAL)	EAL 3 Primary	£197.99		12,195.93		£2,414,714		0.90%	0.00%		
	EAL 3 Secondary		£1,192.48		983.27	£1,172,528		0.00%		0.00%	
5) Mobility	Pupils starting school outside of normal entry dates	£1,608.19	£1,915.87	332.05	9.90	£552,965	0.14%	0.00%	0.00%		
Description		Weighting	Amount per pupil	Percentage of eligible pupils	Eligible proportion of primary and secondary NOR respectively	Sub Total	Total	Proportion of total pre MFG funding (%)	Primary Notional SEN (%)	Secondary Notional SEN (%)	
6) Prior attainment	Low Attainment % new EFSP	47.86%	£241.31	19.64%	10,801.37	£2,606,472	£6,894,759	1.73%	100.00%		
	Low Attainment % old FSP 73			19.64%							
	Secondary low attainment (year 7)	48.02%	£494.40	26.42%	8,673.67	£4,288,287				100.00%	
	Secondary low attainment (years 8 to 11)			28.36%							

Other Factors

Factor	Lump Sum per Primary School (£)	Lump Sum per Secondary School (£)	Lump Sum per Middle School (£)	Lump Sum per All-through School (£)	Total (£)	Proportion of total pre MFG funding (%)	Notional SEN (%)		
7) Lump Sum	£175,000.00	£175,000.00			£33,250,000	8.34%	0.00%	0.00%	
8) Sparsity factor	£0.00	£0.00	£0.00	£0.00	£0	0.00%	0.00%	0.00%	
Please provide alternative distance and pupil number thresholds for the sparsity factor below. Please leave blank if you want to use the default thresholds. Also specify whether you want to use a tapered lump sum for one or both of the phases.									
Primary distance threshold (miles)		Primary pupil number average year group threshold		Fixed or tapered sparsity primary lump sum?		Fixed			
Secondary distance threshold (miles)		Secondary pupil number average year group threshold		Fixed or tapered sparsity secondary lump sum?		Fixed			
Middle schools distance threshold (miles)		Middle school pupil number average year group threshold		Fixed or tapered sparsity middle school lump sum?		Fixed			
All-through schools distance threshold (miles)		All-through pupil number average year group threshold		Fixed or tapered sparsity all-through lump sum?		Fixed			
9) Fringe Payments					£0	0.00%			
10) Split Sites					£378,758	0.10%	0.00%		
11) Rates					£4,722,846	1.19%	0.00%		
12) PFI funding					£5,895,360	1.48%	0.00%		
13) Exceptional circumstances (can only be used with prior agreement of EFA)									
Circumstance					Total (£)	Proportion of total pre MFG funding (%)	Notional SEN (%)		
Additional lump sum for schools amalgamated during FY16-17					£0	0.00%	0.00%	0.00%	
Additional sparsity lump sum for small schools					£0	0.00%	0.00%		
Exceptional Circumstance3					£0	0.00%	0.00%		
Exceptional Circumstance4					£0	0.00%	0.00%		
Exceptional Circumstance5					£0	0.00%	0.00%		
Exceptional Circumstance6					£0	0.00%	0.00%		
Total Funding for Schools Block Formula (excluding MFG Funding Total) (£)					£398,512,302	100.00%	£38,594,864		
14) Minimum Funding Guarantee (MFG is set at -1.5%)					£6,197,758				
Apply capping and scaling factors? (gains may be capped above a specific ceiling and/or scaled)					Yes				
Capping Factor (%)	0.00%	Scaling Factor (%)	100.00%						
Total deduction if capping and scaling factors are applied					-£624,335				
					Total (£)				Proportion of Total funding(%)
MFG Net Total Funding (MFG + deduction from capping and scaling)					£5,573,423				1.38%
High Needs threshold (only fill in if, exceptionally, a high needs threshold different from £6,000 has been approved)									
Additional funding from the high needs budget					£331,811.93				
Growth fund (if applicable)					£2,614,161.15				
Falling rolls fund (if applicable)					£0.00				
Total Funding For Schools Block Formula					£404,027,154				
% Distributed through Basic Entitlement					70.68%				
% Pupil Led Funding					88.90%				
Primary: Secondary Ratio					1 :	1.34			
Total funding for schools block formula contains funding from outside of the 2017-18 Schools Block allocation?					No				

HIGH NEEDS PROVISION: PROPOSED FUNDING CATEGORIES, BANDS & AMOUNTS 2017/18

	Range 1	Range 2	Range 3	Range 4				Range 5	Range 6	Range 7
	Delegated Place Funding			Band A (16.5-21.5 hours)	Band B (22-27 hours)	Band C (27.5-34.5 hours)	Band D (35+ hours)			
PRIMARY NEED			£0	£966	£3,045	£4,667	£7,270	£10,599	£14,122	£23,205
Additional "Plus" Funding										
Mainstream Autism & SLCN						SLCN	ASD		ASD+	ASD++
Mainstream MLD/SLD/PMLD			MLD		MLD+	SLD	PMLD	SLD+	PMLD+	PMLD++
Mainstream PD							PD		PD+	PD++
Mainstream HI/VI						HI/VI		HI+/VI+		
Mainstream BESD							BESD		BESD+	BESD++

Points

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

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

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Early Years Single Funding Formula (EYSFF) Pro-forma 2017/18

	Description	Unit Value (£)			Unit Applied	Number of Units (estimated)			Total Spend
		PVI	Nursery School	Primary Nursery Class	Unit Type	PVI	Nursery School	Primary Nursery Class	
1a. EYSFF (three and four year olds) Base Rate(s) per hour, per provider type	All settings - Base Rate (<i>units are estimated at this stage</i>)	£4.62	£5.70	£4.13	PerHour	2,434,891	414,954	3,615,488	£28,740,838
2a. Supplements: Deprivation (<i>Average rate per hour</i>)	Deprivation Variable 1 - using 3 year average IMD scores to calculate funding for all providers	£0.79	£0.79	£0.79	PerHour	734,973	192,132	1,488,522	£2,095,521
	Deprivation Variable 2 - using 3 year average IMD scores to calculate additional funding for providers with above average IMD scores	£0.20	£0.20	£0.20	PerHour	859,871	311,835	2,194,413	£664,990
2b. Supplements: Sustainability	Nursery Schools Sustainability Top-Up: this funding tops up the school to a minimum level of funding based on that school's specific circumstances, taking into account premises, rates, insurance, base allocations, mainstreamed grants		Variable		Top Up	0	7	0	£375,803
3. Two year old Base Rate(s) per hour, per provider type	All settings (<i>units are estimated at this stage</i>)	£5.20	£5.20	£5.20	PerHour	1,716,346			£8,924,998

Please note deprivation rates are subject to change once January 2017 postcode data is available to calculate updated IMD scores

Number of units (estimated) include an estimate of 30 hours delivery from September 2017

2017/18 Summary - Recommended Total Hourly Funding Rates by Sector

	2017/18 Recommended	2016/17 Actual	Cash Difference	% Difference
2 Year Offer - Universal Base Rate	£5.20	£4.83	£0.37	7.7%
3 & 4 Year Old Setting Base – Nursery Schools	£5.70	£5.70	£0.00	0.0%
3 & 4 Year Old Setting Base – Nursery Classes	£4.13	£4.13	£0.00	0.0%
3 & 4 Year Old Setting Base – PVI Providers	£4.62	£4.62	£0.00	0.0%
3 & 4 Year Old Mean Deprivation & SEN Rate	£0.43	£0.68	-£0.25	-37.4%
3 & 4 Year Old Nursery Schools Sustainability	£1.06	£1.07	-£0.01	-0.9%
Looked After Children Additional Funding	£0.00	£1.75	-£1.75	
Early Years Pupil Premium	£0.53	£0.53	£0.00	0.0%
3 & 4 Year Old Total - Nursery Schools	£7.70	£7.56	£0.13	1.8%
3 & 4 Year Old Total - Nursery Classes	£4.57	£4.89	-£0.31	-6.4%
3 & 4 Year Old Total - PVI	£4.93	£5.13	-£0.21	-4.0%
3 & 4 Year Old Total - All Settings	£4.91	£5.16	-£0.25	-4.9%

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Report of the Director of Corporate Services to the meeting of Executive to be held on 21 February 2017 and Council to be held on 23 February 2017

Subject:

Document: BI

The Council's Capital Investment Plan for 2017-18 onwards

Summary statement:

This report proposes the programme of capital expenditure for 2017-18 onwards

Stuart McKinnon-Evans
Strategic Director Corporate Services

Portfolio:

Leader of the Council

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

Overview & Scrutiny Area:

Corporate

Phone: (01274) 434472
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1. SUMMARY

- 1.1 The report provides the proposed capital expenditure plans to 2020/21. The Capital Investment Plan is part of the overall budget proposal for the Council which includes:
- The Council's Revenue Estimates for 2017-18 (Document BG)
 - Allocation of the Schools Budget 2017-18 Financial Year (Document BH)
- 1.2 This report is submitted to enable the Executive to make recommendations to Budget Council on the setting of the budget and the Council Tax for 2017-18 as required by Article 4 and Part 3C of the Council's Constitution.

2. BACKGROUND

- 2.1 The proposed Capital Investment Plan (CIP) for 2017-21 provides for capital expenditure of £342m. Capital expenditure is forecast as per Table 1 below:

Table 1: Profile of capital expenditure

Financial year	£m
2017-18	124
2018-19	155
2019-20	44
2020-21	19
Total	342

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

- 2.2 In recent years the Council was notified in the Local Government Finance Settlement that all capital allocations across the Spending Review would be made by capital grant and that there would be no allocations by means of supported borrowing.
- 2.3 Given the contraction in the Council's revenue resources over the past few years the Council adopted a strategy of bringing down the capital financing costs broadly in line with the reduction in those revenue resources by not committing to new capital investment activity unless it is fully funded or an invest to save scheme with a short pay back period.
- 2.4 In 2015 the Council repaid £53 million of maturing loans without needing to replace that debt. This is in addition to the £25 million repaid in the previous year. The repayment of maturing loans has resulted in a reduction in cash balances. In 2016 the Council took out £26 million in order to ensure cash balances did not fall too low when a similar amount of loans are due to mature in March 2017. The new loans are at a significantly lower rate than the maturing loans. The Council will continue to monitor its cash balances to determine whether it will need to replace loans due to mature in 2017-18 in order to maintain adequate working capital.

- 2.5 Four proposed new capital bids were outlined in the published budget proposals. In addition the Council is considering bidding for grant funding towards a District Heating Scheme that if successful would require match funding. These are included in the last section of the Proposed CIP shown in Appendix 2. In addition there may be a requirement to incur capital expenditure that is not foreseen and a contingency of £2m p.a. is included within the Capital Investment Plan.
- 2.6 Table 2 below shows the revised capital financing expenditure in the revenue budget for the next four years and the proposed movement in budget. This reflects the impact of the savings achieved from decision made in previous years and those arising from last year's change in the MRP policy outlined in 3.2 below, as well as the effect of additional capital investment decisions since February 2016 and the effect of the revised spend profiles.

Table 2: Revised Capital Financing Costs

	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000
Corporate Budget	37,819	37,819	37,819	37,819
Budget vired from service to fund Prudential Borrowing	4,897	5,241	6,395	7,370
Total Budget	42,716	43,060	44,214	45,189

- 2.7 As part of the local government settlement the Government announced greater flexibility for councils in how they make use of capital receipts. Councils were previously only allowed to spend such money on further capital projects or repay debt. But now capital receipts can be used to fund the revenue costs of transformation projects which are designed to generate ongoing revenue savings in the delivery of public services and /or to transform service delivery in a way that reduces costs or demand for services in the future.
- 2.8 There are no plans to use this flexibility in the 2017/18 financial year. However, given the size and scale of the transformation programme, it is possible that the Council may seek approval from the Secretary of State to use capital receipts in this flexible manner in future.

3. OTHER CONSIDERATIONS

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

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

- 3.2 The Council is required to state as part of its budget process the policy for determining its MRP. The policy was changed last year generating savings in the

current and future years. There are no proposed changes to the policy adopted last year. The method for calculating the MRP on each category of debt is outlined below:

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

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The CIP as proposed remains balanced to forecast capital resources up to and including 2020/21. Projects beyond that period will require the identification of resources such as capital receipts from the sale of Council owned assets, additional and specific funding or prudential borrowing. The latter would have revenue budget implications.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The uncertainties regarding the funding that will be available to the Council; and the control of the capital programme are considered within the Strategic Director Corporate Services' Section 151 Budget Report.

5.2 The inclusion of contingencies as detailed in paragraph 2.6 above means that there is some scope for additional unforeseen and unfunded capital expenditure that may arise.

5.3 The existing governance arrangements for controlling the capital programme remain appropriate.

6. LEGAL APPRAISAL

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

7. OTHER IMPLICATIONS

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

8. NOT FOR PUBLICATION DOCUMENTS

8.1 None.

9. RECOMMENDATIONS

9.1 The Executive requests Council to approve that:

- a) The Capital Investment Plan as set out at Appendix 2 is adopted. Commitments against reserve schemes and contingencies can only be made after a business case has been assessed by the Project Appraisal Group and approved by Executive.
- b) The Chief Executive, Strategic Directors and Directors enter into commitments on capital schemes within the Capital Investment Plan subject to approval of business cases by Executive up to the approved amounts each year except that, where it is indicated that schemes are funded or partly funded from specific resources such as capital grants or contributions, revenue or capital receipts, the approved amount will be subject to the securing of those resources and be adjusted to reflect the amounts actually received.
- c) Where necessary, the payments arising under the Capital Investment Plan are met from loans.
- d) In order to provide the flexibility necessary to manage effectively the Capital Investment Plan, the Chief Executive, Strategic Directors and Directors be specifically empowered to advance or defer approved schemes subject to consultation with the Strategic Director Corporate Services and the availability of resources.
- e) Additional capital schemes shall only commence where the scheme is wholly funded from specific resources on the approval of the Strategic Director Corporate services in accordance with Financial Regulations.

9.2 The Borrowing Limits and Prudential Indicators as set out in Appendix 1 are adopted by the Council.

9.3 The Minimum Revenue Provision (MRP) policy as set out in paragraph 3.2 of this report is approved and adopted by the Council.

10. APPENDICES

- Appendix 1 – Borrowing Limits and Prudential Indicators
- Appendix 2 – Proposed Capital Investment Plan for 2017/18 to 2020/21

11. BACKGROUND DOCUMENTS

- Proposed Financial Plan 2017/18 - 2020/21 – Executive Report 6 December 2016 (DocAJ)
- 2017/18 and 2018/19 Budget Update and Financial Outlook to 2020/21- Executive Report 7 February 2017 (Doc AZ)
- The Council's Revenue Estimates for 2017/18 and 2018/19 – Executive Report 21 February 2017 (Doc BG)
- Strategic Director Corporate services Section 151 Report – Executive 21 February 2017 (Doc BJ)

Appendix 1

BORROWING LIMITS AND PRUDENTIAL INDICATORS

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

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

2015/16	Actual	£70m
2016/17	Estimate	£80m
2017/18	Estimate	£124m
2018/19	Estimate	£155m
2019/20	Estimate	£44m

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

2015/16	Actual	£666m
2016/17	Estimate	£653m
2017/18	Estimate	£675m
2018/19	Estimate	£707m
2019/20	Estimate	£720m

(c) In the medium term external borrowing will only be for capital purposes and will not (except in the short term) exceed the capital financing requirement in 2017/18, 2018/19, and 2019/20 as determined in (b) above.

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

2015/16	Actual	16.0%
2016/17	Estimate	15.5%
2017/18	Estimate	16.2%
2018/19	Estimate	16.5%
2019/20	Estimate	16.7%

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

2017/18	Estimate	£0.00
2018/19	Estimate	£0.00
2019/20	Estimate	£0.00

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

(f) The actual external debt of the authority at 31 March 2016 was £336 million in external borrowing and £218 million in Other Long Term Liabilities (including PFI and other finance leases) and the authorised limit for external debt in future years will be:

Financial Year	Borrowing £m	Other Long Term Liabilities £m
2016/17	440	240
2017/18	440	240
2018/19	440	240

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

Financial Year	Borrowing £m	Other Long Term Liabilities £m
2016/17	400	220
2017/18	400	220
2018/19	400	220

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

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

(j) The upper limit for fixed interest rate exposure in 2017/18, 2018/19 and 2019/20 will be +175% of net outstanding principal sums.

(k) The upper limit for variable interest rate exposure in 2017/18, 2018/19 and 2019/20 will be +20% of net outstanding principal sums.

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

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

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

Appendix 2: Proposed Capital Investment Plan

Scheme No	Scheme Description	Sources of funding	Budget 2017-18 £'000	Budget 2018-19 £'000	Budget 2019-20 £'000	Budget 2020-21 £'000	Total £'000
Adult & Community Services							
CS0237	Great Places to Grow Old	SG,C,PB	11,756	3,914	1,313	0	16,983
CS0239	Community Capacity Grant	SG	3,593	0	0	0	3,593
Total - Adult & Community Services			15,349	3,914	1,313	0	20,576
Children's' Services							
CS0278	Targeted Basic Needs	SG	47	0	0	0	47
CS0286	Outdoor Learning Centres	SG	30	0	0	0	30
CS0240	Capital Maintenance Grant	SG	4,538	0	0	0	4,538
CS0244	Primary Schools Expansion Prog	SG	16,392	16,906	0	0	33,298
CS0244	Silsden School	C,SG	1,900	5,000	1,045	0	7,945
CS0313	School Capital Loans	SG	550	0	0	0	550
CS0322	Horton Park Prim Open Spaces	SG	14	0	0	0	14
Total – Children's Services			23,471	21,906	1,045	0	46,422
Environment & Sports							
CS0060	Replacement of Vehicles		3,000	3,000	3,000	3,000	12,000
CS0063	Waste Infrastructure & Recycling	SG	797	267	0	0	1,064
CS0340	St George's Hall	C,SG	3,568	0	0	0	3,568
CS0129	Scholemoor Project	SG	83	0	0	0	83
CS0229	Cliffe Castle Restoration	C,SG	605	479	0	0	1,084
CS0284	Sport Facilities Invest Prog (SFIP)	C	7,000	15,000	4,580	0	26,580
CS0107	Markets	C	50	50	707	0	807
CS0327	Oastler Market Redevelop	C, PB	100	2,159	0	0	2,259
CS042	Westgate Carpark	C	125	0	1,115	0	1,240
Total - Environment & Sports			15,328	20,955	9,402	3,000	48,685

Scheme No	Scheme Description	Sources of funding	Budget 2017-18 £'000	Budget 2018-19 £'000	Budget 2019-20 £'000	Budget 2020-21 £'000	Total £'000
Regen - Estates & Property Services							
CS0333	Argos Chambers / Britannia Hse	C	723	0	0	0	723
CS0050	Carbon Management	C	1,620	0	0	0	1,620
Total - Regen – Estates & Property Services			2,343	0	0	0	2,343
Regen - Economy & Development Services							
CS0136	Disabled Housing Facilities Grant	C,SG	4,273	2,471	2,471	2,471	11,686
CS0137	Development of Equity Loans	C	1,500	1,466	2,300	0	5,266
CS0144	Empty Private Sector Homes Strat	SG	1,021	243	0	0	1,264
CS0225	Afford Housing Prog 11-15	C,SG, PB	240	0	0	0	240
CS0308	Afford Housing Prog 15 -18	C,SG,PB	18,468	2,258	0	0	20,726
CS0250	Goitside	C	205	0	0	0	205
CS0134	Computerisation of Records	SG	10	0	0	0	10
CS0280	Temp Housing Clergy House	C,SG,PB	50	0	0	0	50
CS0335	Bfd Cyrenians 255- 257 Mnghm Ln	SG	30	0	0	0	30
CS0084	City Park	C	205	0	0	0	205
CS0085	City Centre Growth Zone	C,SG	1,300	4,400	0	0	5,700
CS0086	LEGI	SG	51	0	0	0	51
CS0189	Buck Lane	C	111	0	0	0	111
CS0228	Canal Road	C	200	0	0	0	200
CS0241	Re-use of Fmr College Builds Kghly	C	306	0	0	0	306
CS0266	Superconnected Cities	C	882	0	0	0	882
CS0291	Tyrils	C	1,000	3,715	0	0	4,715
CS0265	LCR Revolving Econ Invest Fund		1,956	0	0	0	1,956
CS0285	Strategic Development Fund		1,167	0	0	0	1,167
CS0345	Develop Land at Crag Rd, Shply		1,441	0	0	0	1,441
Total - Regen - Economy & Development Serv			34,416	14,553	4,771	2,471	56,211
Regen - Planning, Transport & Highways							
CS0178	Ilkley Moor	SG	18	0	0	0	18
CS1000	Countances Way - Bridge grant	SG	30	0	0	0	30
CS0071	Highways S106 Projects	SG	556	0	0	0	556
CS0252	Measures to Support Hubs	SG	45	0	0	0	45

Scheme No	Scheme Description	Sources of funding	Budget 2017-18 £'000	Budget 2018-19 £'000	Budget 2019-20 £'000	Budget 2020-21 £'000	Total £'000
Regen - Planning, Transport & Highways (continued)							
CS0293	West Yorks & York Transport Fund		2,966	38,314	0	0	41,280
CS0306	Strategic Transp Infrastr Priorit		1,810	5,500	0	0	7,310
CS0319	Challenge Fund	SG	750	0	0	0	750
CS0350	Street Lighting Invest to Save		1,650	0	0	0	1,650
CS0353	Strat land purch Hard Ings Kghly		950	0	0	0	950
CS0355	Strat land purc Harrogate Rd/New Line Jct		3,500	0	0	0	3,500
Total - Regen - Planning, Transport & Highways			12,275	43,814	0	0	56,089
Reserve Schemes & Contingencies							
CS0277	General Contingency	C	2,000	2,000	2,000	2,000	8,000
	Wyke Manor Ph2 Sports Dev	C	0	493	0	0	493
	Essential Maintenance Prov	C	2,000	2,000	2,000	2,000	8,000
	Bfd City Ctre Townscape Herit	SG	2,750	0	0	0	2,750
	Keighley One Public Sector Est	C, PB	3,000	10,000	5,000	0	18,000
	Depot Strategy		0	3,000	0	0	3,000
	Bereavement Strategy	C	0	8,500	8,500	0	17,000
	<i>New Schemes</i> Strategic Property Acquisition	PB	10,000	10,000	10,000	10,000	40,000
	School Catering CPU Refurb	C	1,000	0	0	0	1,000
	Customer Services Strategy	C	250	0	0	0	250
Canal Road Land Assembly	C	0	450	0	0	450	
District Heating Scheme	SG,C	0	13,000	0	0	13,000	
Total - Reserve Schemes & Contingencies			21,000	49,443	27,500	14,000	111,943
TOTAL - All Services			124,182	154,585	44,031	19,471	342,269

Key to Sources of Funding

SG – Specific grants and contributions

C – Corporate resources (capital receipts, renewal reserve and borrowing)

PB – Service funded prudential borrowing

DRF – Direct revenue funding

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Report of the Strategic Director - Corporate Services to the meeting of Council to be held on 23 February 2017

Document X

Subject:

S151 Officer's assessment of the robustness of the proposed budget estimates for 2017/18, and of the adequacy of forecast financial reserves

Summary statement:

This report assesses the risks related to the proposed budget for the financial year 2017/18, and the adequacy of the available mitigations, in the context of the forecast reserves.

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

Stuart McKinnon-Evans
Strategic Director – Corporate
Services

**Portfolio: Leader of Council and
Corporate**

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Overview & Scrutiny Area: N/A

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1. SUMMARY

This report assesses the risks associated with the proposed budget for 2017/18, and the adequacy of the available mitigations. The assessment is made in the context of the proposed use of reserves and the outlook to 2020/21.

The Council is setting the budget for 2017/18, and making decisions about savings for 2018/19 which will require management action during 2017/18. A Council Plan has been agreed for 2017/18-2020/21, and through this budgeting process, an indicative financial plan to 2020/21 has been produced, which is balanced and sets a clear direction for the next 4 years' financial management.

Last year, I concluded that unallocated reserves in the range of £12-15m would be adequate, pending agreement of a new round of cost reductions. The new reductions are being proposed through this budget, and my conclusion about the level of unallocated reserves required remains the same. Indeed, the proposed budget anticipates unallocated reserves to be in that range for the next 4 years.

Based on my current risk assessment, in my view, subject to the Council successfully implementing the planned level of net cost reduction over the next four years, the balance sheet will be sufficiently resilient to deal with residual uncertainties in the environment.

The report concludes that the estimates are sufficiently robust for the Council to set the budget for 2017/18.

2. BACKGROUND

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

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

This report comments on the revenue and capital estimates in the proposed budget. My assessment is informed by extensive personal involvement in the development of the proposed budget.

3. OPTIONS

This report does not set out alternative options. Legislation requires Council to have regard to this report and my assessment when setting the budget.

4. FINANCIAL & RESOURCE APPRAISAL

The financial appraisal underpinning my assessment is set out in the separate reports to this Executive on planned revenue and capital spending.

My assessment is as follows:

- the principal financial imperative for the Council is to reduce its recurrent cost base, in order to remain a credible and viable organisation. The detailed budget being proposed is balanced in 2017/18 and 2018/19, with the indicative budget also balanced through to 2020/21. The Council is setting a clear path for financial sustainability, which means the key task now becomes converting the plan into reality
- The forecast outturn for 2016/17 is for a balanced position in aggregate terms. However, the budgets for adult services and children's specialist services remain under pressure. (Their projected overspend of c £6m is being financed by underspends in other services.) The baseline budget for those services has been uplifted by £3.5m to reflect the anticipated demand caused by demographic growth. The baseline has otherwise not been adjusted to reflect the 2016/17 actual result, in line with the well-established principle that the baseline is adjusted only by the specific budget changes proposed by Executive. This approach does increase the degree of financial pressure on those services, as they need to rein in their overspends in addition to implementing new changes. The task is particularly demanding for adult services
- The Government has confirmed its clear intention to reduce Revenue Support Grant (RSG) to zero by 2020/21. The Council has accepted the Government's four year funding deal, submitting its proposed budget as its "efficiency plan". The four year deal gives a degree of certainty about how RSG will decline
- Reforms of the Business Rate system are being consulted on, including the mechanism which compensates for the differences between needs and resources across the country. While reform is not expected to be implemented before 2020, it brings some uncertainty towards the end of the 4 year period
- As Revenue Support Grant drops out, taxation income from Council Tax and Business Rates become more important. The financial plan assumes modest growth in both sources. Based on recent experience, Business Rate income is far less certain, and even though prudent assumptions have been made, the estimate of expected collectible tax is volatile
- Continuing developments in the integration of health and social care, and the impact of NHS Sustainability and Transformation Plans, may bring consequences not factored into the medium term shape of the Council. For now, this assessment is based on the existing role and form of local authorities, and the assumption that new models of care would be funded from existing resources
- The scale of the changes required to deliver cost reductions means a complex programme of change with typically 6-9 month lead times. Recent experience has

shown that even longer horizons are required fully to implement changes affecting many stakeholders. The programme of change to be implemented will include decisions agreed by Budget Council in 2016, with a wide range of individual changes of varying magnitude, risk and timescales. As a result, several layers of change need to be managed, with projects of varying maturity. This stretches the capacity of the organisation to deliver current operations and introduce reform at the same time

- The 2 year detailed plan plus 2 year indicative spending plan sets a clear financial path for recurrent revenue spending. The budget also includes non-recurrent spending, to fund restructuring costs and to allow investment to support change and transformation. This will help mitigate risks of a lack of capacity and capability to deliver the level of planned change
- The proposed budget has been developed with the Executive members, and reflects extensive engagement from Portfolio Holders, and management teams, which started in early summer 2016. The approach taken was outcome led: every area of activity was tested against the extent to which it supported the Council's priority outcomes, and the extent to which activity being undertaken will be effective in delivering those outcomes. The proposed budget therefore reflects a comprehensive stocktake of all expenditure and income
- Extensive public and internal consultation has allowed the new proposals to be tested, refined, and their impacts better understood. The level of consultation is in keeping with that seen in previous years, which has enabled the Council to deliver change within manageable tolerances. In some cases, the proposals will need further development to turn them into fully-worked up implementation plans in keeping with the Council's adopted project management standards
- The range of proposals to reduce net costs is wide, and distributed across the Council, which in itself diversifies the risk. In many cases the proposed changes are independent and mutually exclusive at an operational level. However, the multiple impact of discrete changes on individuals and single organisations, is not always apparent
- The proposed changes in Health and Wellbeing are complex and multi-faceted. The ambition is to reduce over time the need for higher cost services by promoting the Home First Model including the need to work with NHS partners to develop new models of integrated health and social care. Experience to date suggests that these models are not yet assured sources of cost reduction, so the Council will need to be disciplined in the delivery of savings from its own budgets. The Health and Wellbeing budget includes £2.9m growth each year for demographic-led demand increases, a redirection of public health grant away from clinical interventions to social care, increases in the social care precept of 3/3/0%, plus non-recurrent additional Adult Social Care Support Grant from central government of £2.3m. Despite these welcome additional funds in the short term, the totality of factors affecting spending and funding still require net cost reductions in adult social care.
- The proposed allocation of the Dedicated Schools Grant (DSG) has been the

subject of extensive and detailed development, scrutiny and ratification by the Schools Forum and its working groups. In 2017/18 schools will be managing tighter budgets - a consequence of the gap between total funding and inflation-driven cost pressures. Moreover, individual schools will be variously adjusting to the anticipated effect of the National Funding Formula being introduced in April 2018. The impact on the local authority's functions of changes in the DSG and the related Educated Services Grant (ESG) has been anticipated in the proposed budget. In some circumstances, the Council is exposed to potential residual risks of academy conversions. These are unknown and uncertain, and have not been specifically provided for in the financial plan

- Adjustments to the base estimates to reflect changes in prices have been revised to reflect latest inflation data as it relates to the Council's cost base and supply chain. The impact of potential greater inflationary pressures in the economy on the medium term outlook will need to be managed
- Past experience suggests there will be a residual risk that activity will not be delivered to planned timescales. Where this occurs, mechanisms are available to carry forward funds between years. Based on previous years experience, there is a risk that around £0-2m of non-recurrent revenue may carry forward. This is an acceptable financial risk except where delays means failure to deliver timely savings – these need to be managed on a case by case basis
- For 2017/18, all savings proposals are allocated to a responsible Director. There are no unallocated reductions
- Slippage of the Capital Investment Plan can be managed without risk to affordability
- Contingencies in the base revenue budget have been set at a level consistent with experience in 2016/17.

I confirm therefore that the estimates are sufficiently robust for the purpose of calculating the budgetary requirement.

Reserves

The Council's financial strategy over the last 5 years has been to maintain the strength of the balance sheet to provide resilience in a turbulent environment, whilst reducing the recurrent net cost base. The Council adopted and has adhered to a policy on the use of reserves which has served it well.

The balance sheet includes

- Unallocated Corporate Reserves
- reserves set aside for designated purposes and for specific liabilities and risks.

The 2016/17 budget used c £6m of Unallocated Corporate Reserves, leaving a balance of £14m.

In setting the proposed four year plan, a total of c £16m previously designated reserves

are being redirected to fund redundancy and transformation costs, and to balance the annual revenue budgets over 4 years. Looking at 2016/17 specifically, nearly £17m reserves are being utilised, of which £12m will be used to finance specific non-recurrent spending and £5m to balance the aggregate revenue position. In later years, some of the redesignated reserves can be replenished. The planned annual movements are detailed in Appendix G of Document W.

This approach means that Unallocated Corporate Reserves remain at £14m, over the 4 year period providing additional contingency against unfunded risks.

The financial challenge remains very tough. In my view, there still remains an unreconciled tension between resources, citizen expectations, and the statutory framework which may at least inhibit, if not prevent, the Council from curtailing or stopping entirely services. This applies particularly to services provided to individuals of all ages who, because of their personal circumstances, qualify for personal services. We also see this in the responses to the consultation on the budget, including continuing dialogue and negotiation about budget decisions that were made 2 years ago and are still being implemented.

In this context, the projected Unallocated Corporate Reserves for 2018/19 and beyond remain adequate **only if**

- the significant residual risks to the delivery of the proposed savings from previous and new decisions can be managed
- the indicative spending plans for 2019/20-2020/21 are developed, agreed and implemented
- The amount of contingency in the annual base budget remains adequate to deal with the volatility of in-year financial performance (and we will know that only at the end of 2017/18)
- Potential liabilities are manageable within the balance sheet's provisions and reserves
- Local sources of taxation and other income turn out as planned (with a particular concern about the volatility of the Business Rate base).

A residual unallocated reserve of £14m represents 3.9 % of the affordable projected net revenue spend of c £360m in 2018/19 in what will remain a highly turbulent environment, given the continuing difficult outlook for public finances. Aiming for Unallocated Corporate Reserves in the range of £12-15m would, in my view, retain the resilience of the Council's position.

I therefore conclude that:

- the reserves are adequate for the 2017/18 proposed budget
- the Council has a clear reserves plan for the medium term
- the key to financial resilience now lies firmly in successfully implementing plans.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

In reaching this conclusion I have modelled the potential financial impact of the risks identified in Appendix 1 to this paper. Using a quantitative method combining the likelihood and impact of adverse events occurring, I estimate that the level of risk that

needs to be managed is in the order of £14m to avoid further calls on the Unallocated Corporate reserves. This risk analysis will be used to inform management action during the year.

The existing and proposed governance mechanisms to manage the budget are examined as part of my risk assessment.

6. LEGAL APPRAISAL

This assessment is made in accordance with the requirements of the Local Government Acts 1972 and 2003. The Council's Constitution provides that each year, before the budget is determined the Strategic Director - Corporate Services will produce a report for the Executive showing ongoing commitments and a forecast of the total resources available to the Council to enable the Executive to determine any financial strategy guidelines.

7. OTHER IMPLICATIONS

The Equality and Diversity issues arising from the new budget proposals are analysed in the reports accompanying the budget documentation presented to Executive on 7 February and 21 February 2017, plus addenda presented at the meeting. The Interim Trade Union feedback on the budget proposals is documented and reported in a similar way. The Trade Union feedback and the feedback from the public engagement and consultation programme on the proposals previously approved by Budget Council in February 2016 was fully considered by Council at that time.

8. RECOMMENDATIONS

That Members have regard to this report in setting the budget, and in particular note my conclusions that:

- the estimates presented to Council are sufficiently robust for the purpose of calculating the budgetary requirement
- the reserves are adequate for the 2017/18 proposed budget, and will be drawn on in accordance with proposed plan and reserves policy, recognising that estimates will be subject to review as part of the rolling planning cycle
- the projected corporate reserves to 2020/21 would, on current estimates, be adequate, subject to the implementation of the rest of the proposed financial plan.

9. APPENDICES

9.1 Appendix 1: Risk-Based Assessment of Potential Events

10. BACKGROUND DOCUMENTS

- Proposed Financial Plan 2017/18 – 2020/21 – Executive report 6 December 2016 (Document AJ)

- 2017/18 and 2018/19 Budget Update and Financial Outlook to 2020/21 – Executive report 7 February 2017 (Document AZ)
- Consultation Feedback and Equality Assessments for 2017/18 and 2018/19 Council Budget proposals – Executive report 7 February 2017 (Document BA)
- Interim Trade Union Feedback on the Council's budget proposals for 2017/18 and 2018/19 Council budget – Executive report 7 February 2017 (Document BB)
- The Council's Revenue Estimates 2017/18 and 2018/19 – Executive report 21 February 2017 (Document BG)
- Allocation of the Schools Budget 2017/18 Financial Year – Executive Report 21 February 2017 (Document BH)
- Council's Capital Investment Plan 2017/18 to 2020/21 – Executive report 21 February 2017 (Document BI)

Risk-Based Assessment of Potential Events Affecting the Proposed 2017/18 Budget and Beyond

The table outlines: the risk event that could occur and cause the plan to vary; the mitigations that are in place; and an assessment of the potential quantified impact of the individual risk materialising, together with the additional mitigating factors.

Risk Event	Description and Mitigation in Place	Residual Risk Rating (Likelihood/Impact) and Contingency
		Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m
Taxation streams are unstable	Collection rates and bad debt provision have been revised in the light of actual experience of the Council Tax Reduction scheme, Business Rates performance continues to be more volatile than Council Tax, with the outcome of appeals significantly reducing the tax yield. In year losses and gains can be handled through the Collection Fund, while variances can be dealt with in future years plans	High/Medium Contingency provided through adjustment of plans for subsequent years.
Other income streams unstable	The 2016/17 forecast outturn suggests non-tax income streams have been less volatile than in previous years. NHS funding streams may be at risk in the wake of current financial control difficulties. Past performance suggests that unplanned income may materialise, offsetting generally the risks against the aggregate net revenue budget. The Council is becoming more successful a securing competitive grants. Proposals to increase income for adults services are currently subject to legal challenge.	Low/Low Contingency provided through in-year budget control. Continuous dialogue with NHS partners over funding flows More active bidding for external funds Close monitoring of trading
Member support for the budget diminishes	The Executive and individual Portfolio Holders, have been involved at a very detailed level in the development of the proposals. The financial plan reflects the Council Plan which has also had significant member input.	Low/Low Contingency provided through adjustment of plans for subsequent years

Risk Event	Description and Mitigation in Place	Residual Risk Rating (Likelihood/Impact) and Contingency
		Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m
Plans for implementation of changes are not robust	Each savings proposal is required to be accompanied by a project plan setting out the implementation path. The impact of the plans has been tested in consultation. The degree of risk in each individual proposed change varies, and requires continuous project management. The proposals in Adult Services require changes in staff attitudes to assessing and meeting needs, client behaviour, and supply side response. In Children's Services, the changes are wide-reaching and comprehensive, and external resource has already been procured to assist. Implementation requires dedicated project management resource (which has been funded in the budget). Lessons learned from the last two years suggest that not having fully worked up plans at the beginning of the year hampers delivery- this risk is not yet fully mitigated at the time of this assessment	Medium/Low Mitigation provided through continuous improvement of plans.
Planning is insufficiently flexible to respond to unexpected events	Governance arrangements allow Directors, under delegated authorities, and in consultation with Portfolio Holders, to flex plans during the year. If necessary, recourse can be had to the Executive to approve changes within the overall agreed budget envelope	Low/Low
Implementation of change is poorly controlled, or compromised by insufficient internal capacity	From 2011/12 to 2016/17, the Council has managed to implement savings of around £210m. Looking at performance in 2016/17, 87% of specific savings plans are forecast to convert into actual savings on time (compared with 86% in 2015/16). Given the cumulative impact of the savings since 2010, it will be increasingly hard to find mitigating savings. The degree of risk varies across Departments. The standard "7 Keys" programme and project management method, which has been adopted across Departments, will continue. There is a risk that the multiple impact of discrete changes on individuals or single organisations is not apparent until implementation, with unintended consequences that may need addressing.	Medium/Medium Compensating action to reduce net costs Non-recurrent funds are available to pay for change management, to reduce the risk of insufficient capacity Contingency in base budget.

Risk Event	Description and Mitigation in Place	Residual Risk Rating (Likelihood/Impact) and Contingency
		Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m
Risks to timely implementation of changes to packages of care in adults and children services	The programme of change for Adult Services continues to be risk-laden in view of: the interconnectedness of the changes; the number and range of stakeholders to be consulted and managed; the statutory framework; the close links between local decisions and nationally-sponsored policy and thinking on new models of health and social care; the financial challenges faced by businesses in the social sector; and recent actual experience of managing change. The package of proposals to reform entitlements to and methods of transporting children with high needs to and from school has not yet yielded the intended financial benefits. The proposals from Children's Services will require a significant project management effort, with a package of reforms that include a fundamental rethink about care arrangements for children with needs for specialist services; the rapid move to school-led improvement; and new ways of working with schools to deliver some special educational needs services. These risks will be monitored through project management.	High/High Use of dedicated programme management resource Continued collaboration with NHS and other partners Learning from developments in other local authorities Adoption of higher risk appetite in the assessment of individual cases Use of external support/expertise
Uncertainties over the integration of health and social care, including delays in developing new models of care to support changes to service delivery	The future of adult social care is heavily influenced by national policy on integration. Work to develop "accountable care systems" could run slower than is necessary to inform/support local changes, with potential adverse financial and client impacts. Governance mechanisms including Health and Wellbeing Board and supporting bodies are in place, allowing shared planning with NHS partners, and joint participation in nationally led initiatives. Negotiations continue over the distribution of the Better Care Fund. Financial pressures in the NHS could trigger higher degrees of organisational change, which divert leadership attention away from job of managing client demand which lies at the heart of the adult services changes required to deliver the budget.	High/Medium The Council may have to make unilateral changes if the pace of change is too slow

Risk Event	Description and Mitigation in Place	Residual Risk Rating (Likelihood/Impact) and Contingency
		Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m
Changes related to staff cannot be implemented to plan	Consultation with Trade Unions commenced on 28 November 2016, and has continued since. Implementation will focus on avoiding compulsory redundancy. The voluntary redundancy framework has proved to be effective, though there is a need to ensure that the skill base of the workforce is maintained. The total number of staff that could be at risk from this proposed budget is 118 FTE for 2017/18, and 108 for 2018/19 (in addition to 191 FTE for 2017/18 arising from decisions of 2016 Budget Council). Staff related changes account for c 5.9m, or 16% of total budget changes in 2017/18.	Low/Low Compensating action to reduce net costs Vacancy Management Contingency provided in base budget
Changes related to external suppliers cannot be implemented to plan	The new budget proposals foresee a reduction to spending with external suppliers of £28.2m or 77% of total budget changes in 2017/18. Past experience suggests that through individual contract negotiation budgets can be managed through a combination of volume and price; and increasingly through re-commissioning for revised levels of service. Suppliers of adult social care continue to show signs of financial stress, including from the anticipated impact of the National Living Wage. Additional funding for Adult Services will be available from the extra 3% increase in Council Tax	Low/Medium Compensating action to reduce net costs Additional 3% Council Tax rise to support adult social care costs Contingency provided in base budget
Changes related to income generation cannot be implemented to plan	The proposed budget assumes aggregate income from non-taxation sources rises by c 0.5% annually as a result of inflation. Targeted increases in income in 2017/18 are £2.6m or 7% of total budget changes in 2017/18. The revised policy for social care charges is subject to an extended consultation period, resulting in delays in implementation.	Low/Low Compensating action to reduce net costs Contingency provided in base budget
Customer/ citizen behaviour is inconsistent with plan	Some budgets require significant degrees of change in behaviour and expectations on the part of service users and their representatives; and continuing consultation processes may pose risks to implementation. Experience to date says the most sensitive areas are in Adult Services; in Children's specialist services, and in local everyday services such as parking, public conveniences, and	Medium/Medium Compensating action to reduce net costs Contingency provided in base budget

Risk Event	Description and Mitigation in Place	Residual Risk Rating (Likelihood/Impact) and Contingency
		Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m
	community amenities.	
External stakeholder groups resist and delay change	Experience over the last 5 years suggests that where change affects groups who have the capacity to organise challenge to the implementation of agreed budget decision, the result can be delay, which inhibits the timely delivery of savings	Medium/Low Stakeholder management as part of implementation Contingency planning
Demographic changes place unplanned burden on resources	The proposed budget has been increased to account for £2.9m of demographic growth in Adult Services, and £0.6m from Looked After Children. The Schools budgets (funded by the DSG) reflect the latest pupil census. It is expected that demographic growth and changes in the composition of the population will continue to lead to service pressures, which may need to be factored into future plans.	Low/Low Contingency provided through adjustment of plans for subsequent years
Insufficient inflation allowance is provided in the plan	Expenditure budgets have been selectively inflated at indices appropriate for the relevant commodities, ranging from 0.5% to 2.0%. Where appropriate, budget managers will need to absorb unfunded inflation through reducing consumption of goods and services. Pay budgets have been inflated to reflect nationally agreed pay awards. The impact of potential greater inflationary pressures in the economy on the medium term outlook will need to be managed	Low/Low Compensating action to reduce net costs
Capital investment is poorly controlled	The level of contingency in the capital plans is in line with historically consistent levels. Some individual projects have yet to reach full business case stage, so their cost will need to be monitored. Recent experience suggests that capital projects take longer to implement than implied by the financial plan; but the revenue budget implications tend to be favourable.	Low/Low Contingency provided through adjustment of plans for subsequent years
Sources of funds for capital investment do not materialise	The capital investment plan is partly funded from capital receipts (c £3m per year). If they do not materialise, the plan (or individual projects within in which are dependent on receipts) will need to be reviewed.	Low/Low Contingency provided through adjustment of plans for subsequent years

Risk Event	Description and Mitigation in Place	Residual Risk Rating (Likelihood/Impact) and Contingency
		Likelihood: Low <20% <Medium < 50%< High<70% Impact: Low <£2m< Medium < £3m < High < £5m
The baseline budget is structurally compromised	The proposed budget is set using the 2016/17 baseline as amended for specific changes. The 2016/17 outturn shows a combination of overspend pressures and compensating underspends. Not all these variances have been adjusted for in the 2017/18 budget, in order to maintain financial discipline.	Medium/Medium Directors can use their delegated budgets flexibly
Changes in school funding and in school structures created unforeseen and unfunded liabilities	Three factors could lead to financial stress in schools, which, under some circumstances, could create liabilities for the Council's budget: the increasing gap between funding and inflation-driven costs; the impact of the National Funding Formula on individual schools; conversions to academies. No additional provision has been made in the budget for these risks	Medium/Medium Support for/intervention in individual schools On-going dialogue with Regional Schools Commissioner Engagement with Bradford Schools Forum
Internal governance arrangements are not fit for purpose	Constitutional arrangements, internal delegations, and the financial control environment are in place and, from audit testing, are effective. The Schools Forum and the supporting mechanisms are likewise effective at enabling a mature discussion about the use of local authority and DSG funds to support schools and pupils. Governance arrangements for health and social care are also well established. New internal governance to support change management will reduce the risk of departmental silo mentality.	Low/low
Governance arrangements with external parties are not fit for purpose	Governance arrangements at District level have been re-tuned during 2016. Reforms continue in the education governance landscape. The Health and Wellbeing Board and supporting arrangements are in place, though the pace of development is often overtaken by national NHS developments. At regional level, Combined Authority governance is bedded in, though further changes may evolve in the wake of the fluid devolution agenda. These factors do not increase financial risk as much as absorb leadership and management attention.	Low/Low



Report of the Assistant Director, Office of the Chief Executive to the meeting of Executive to be held on 7 February 2017.

BA

Subject:

Consultation feedback and equality assessments for the 2017-18 and 2018-19 Council budget proposals.

Summary statement:

On 6 December 2016 the Executive approved new budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions. This report and appendices provide feedback from the public engagement and consultation programme and sets out a summary of the equality assessments carried out on the Executive’s Budget proposals for 2017-18 and 2018-19. There is particular reference to the Council’s responsibilities under equality legislation to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2017-18 and 2018-19.

Alison Milner Assistant Director: Office of the Chief Executive	Portfolio: Corporate
Report Contact: Dave Preston, Policy Programmes & Change Manager Phone: (01274) 431241 E-mail: david.preston@bradford.gov.uk Kathryn Jones, Strategy & Engagement Officer Phone: (01274) 433664 E-mail: k.jones@bradford.gov.uk	Overview & Scrutiny Area: Corporate

SUMMARY

- 1.1 On 6 December 2016 the Executive approved new budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions. This report and appendices provide feedback from the public engagement and consultation programme and sets out a summary of the equality assessments carried out on the Executive's Budget proposals for 2017-18 and 2018-19. There is particular reference to the Council's responsibilities under equality legislation, to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2017-18 and 2018-19

BACKGROUND

2. Best Value and the Equality Act

- 2.1 Statutory guidance on Best Value introduced in September 2011 and reaffirmed in March 2015 reminds local authorities that they are under a duty to consult service users and potential service users, local voluntary and community organisations, and small businesses. This duty applies at all stages of the commissioning cycle, including whenever authorities are considering the decommissioning of services.
- 2.2 There should also be opportunities for organisations, service users and the wider community to put forward options on how to reshape the service or project. Local authorities should assist this engagement by making available all appropriate information in line with the Government's transparency agenda.
- 2.3 The Equality Act 2010 protects people from unlawful discrimination on the basis of 'protected characteristics'. The Equality Act 2010 defines protected characteristics as:- age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation.
- 2.4 The 2010 Act also introduced a specific Public Sector Equality Duty which requires local authorities, in the exercise of their functions, including when making decisions, to have *due regard* to the need to:
- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - foster good relations between people who share a protected characteristic and people who do not share it.
- 2.5 In discharging this duty, local authorities not only need to understand how different people will be affected by their activities, proposals and decisions, they also need to demonstrate that they have given due regard by publishing information that shows they have consciously discharged their responsibilities as part of the decision-making process.

- 2.6 In January 2013 the Equality and Human Rights Commission (EHRC) published Technical Guidance on the Public Sector Equality Duty to assist the bodies that are subject to the duty, to understand the duty and meet their responsibilities. This notes that a public body will only be able to comply with the general equality duty in relation to a decision, if the ultimate decision maker:
- understands the body's obligations under the general equality duty.
 - has sufficient information.
 - demonstrably takes this information fully into account throughout the decision-making process.
- 2.7 The EHRC emphasises the importance of ensuring that the duty is complied with before a decision is taken, while options are being developed and appraised, as well as at the time of the actual decision. The duty cannot be used retrospectively to justify a decision.

OTHER CONSIDERATIONS

3. Supporting the 2017-18 and 2018-19 Budget Setting Process

- 3.1 The public engagement and consultation programme in relation to the budget proposals for 2017-18 and 2018-19 was agreed by the Executive at its meeting on 6 December 2016. At the meeting the Executive reaffirmed its commitment to a public engagement and consultation programme designed to meet the legislative duties and to fulfil the following objectives:
- support the 2017-18 and 2018-19 budget setting process in as fair and as transparent a way as possible.
 - ensure that the Council meets its specific duties under equality legislation, in particular that the potential impact of the proposals on groups or individuals who share protected characteristics are considered, assessed and consulted upon as required. This would also be extended to those include on low income/low wage.
 - ensure that Trade Unions and staff are consulted with appropriately and in a timely manner.
 - meet Best Value Statutory Guidance regarding the way local authorities should work with Voluntary and Community Sector (VCS) organisations and small businesses when facing difficult funding decisions.
 - comply with the principles on consulting and engaging with the VCS contained in Bradford District Partnership's Compact.
 - ensure the Council complies with all other legal duties to consult.
- 3.2 While the Council is not required under statute to produce or publish equality impact assessment (EIA) forms specifically, a local decision has previously been taken to continue to use EIA forms. Equality impacts are considered by officers and elected members as part of the development of the budget proposals, with assessments recorded through an EIA form. The forms can then assist members of the public and other interested parties to view potential equality impacts. This will show where a disproportionate impact has been identified, or where an impact affects a number of people or particularly vulnerable groups. Mitigations will have also been considered, and where these have been possible, they have also been captured on the EIA form.

- 3.3 Case law has confirmed that in order to fulfil the duty under S149 of the Equality Act 2010, Elected Members need to have considered equality impacts and given due regard to the three aims of the equality duty as part of their decision making processes.
- 3.4 EIA forms outlining identified equality impacts on the new budget proposals agreed by the Executive at their meeting on 6 December 2016 have been available on the Council's web site since that time. <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2017-18/>
- 3.5 Following a review and assessment of the consultation feedback EIA forms will be updated then published at the same time as the papers for the Executive meeting on 21 February 2017. Senior Officers and Portfolio Holders will continue to give due regard to the equality impacts identified in the EIA forms throughout the budget setting and longer term implementation process.

4. Cumulative Equality Impacts on the 2017-18 and 2018-19 Budget Proposals

- 4.1 An analysis of the equality assessments was undertaken to identify any cumulative impacts and/or high levels of impact across all the proposals agreed at the Executive meeting on 6 December 2016. This analysis was shared with Executive members at the time. Detail of the analysis is described below, alongside the summary presented at Appendix 1.
- 4.2 A review of all equality impact assessments demonstrates that some proposals are more likely to impact on some people than others; and that certain protected characteristic groups will also be impacted more greatly than others. The equality assessments will continue to be reviewed as the proposals are consulted upon, potentially changed, agreed and then implemented.
- 4.3 Individual proposals affecting a number of protected characteristic groups include the following.
- A Prepared and Skilled Workforce (4C3)
 - WYCA Transport Levy Reduction (4R2)
 - Drainage, Pavements, Footpaths (4R6)
 - Gateways, Subway, Signing, Lining, Winter Gritting (4R7)
 - Public Health - Services for Children 0-19 (4PH1)
 - Sexual Health (4PH3)
 - Homestart (4PH5 part a)
 - Injury Minimisation Programme (4PH5 part b)
 - Worksafe (4PH5 part c)
 - Physical Activity, Food and Nutrition (4PH6)
 - Warm Homes Healthy People (4PH8)
- 4.4 The protected characteristic of age is very high for both young people and older people. This is seen primarily through Public Health and Adults and Community Services (Better Health, Better Lives) proposals which will have a high impact on a smaller number of people, and Better Skills, Jobs, Economy which will affect a large number of people. 25 of the 31 proposals show impacts.

Likewise for disability, there are fewer proposals showing high impact, but still 24 showing impact across all proposals, with the areas of most concern being public realm management, adults demand management reductions and Public Health's funding of warm homes and injury minimisation programmes.

- 4.5 It is also acknowledged that any early intervention funding reductions across public health proposals might have a further knock on effect on some protected characteristic groups who may then have a greater dependency on health and social care services.
- 4.6 Again across all proposals 25 show impacts on people with low income and low wage. Most high impacts will be felt through the range of Public Health proposals in Better Health, Better Lives.
- 4.7 Another protected characteristic being affected by a larger number of proposals, 19 in total, is race through a possible cessation of provision of early intervention measures from Public Health and potential additional costs of burials.
- 4.8 Pregnancy/maternity also features with proposals supporting the health and wellbeing of mothers of young children (e.g. Homestart and sexual health). Public realm proposals also impact with maintenance of highways (pregnant women, mothers with pushchairs) and also the reduction in public conveniences.
- 4.9 Other protected characteristic groups have lesser impacts than those highlighted above, but are still likely to feel the affects of some of the proposals. For example, the Better Health, Better Lives proposal around sexual health will impact on sexual orientation. An element of the substance misuse proposal will also impact on the sexual orientation protected characteristic. Alongside pregnancy and maternity, women (sex) will also be impacted by proposals by potentially less sexual health support and Homestart support.
- 4.10 Two proposals currently show no impacts (4PH2b Provision of Inpatient detoxification for Substance Misusers and 4PH4 Tobacco). This is due to information not yet being available on the particular individuals that are likely to be affected (i.e. who they are, and therefore their protected characteristics). However the individuals to be affected are likely to be vulnerable people, meaning an assessment was felt to be appropriate. If these proposals are confirmed, more detail will be sought as the proposal is implemented.

5. Consultation Process

- 5.1 The consultation programme for the budget proposals for 2017-18 and 2018-19 is part of an open, on going conversation between the Council and citizens, VCS, businesses, Council employees and trade unions about the future of local services.
- 5.2 The documentation shared for the consultation programme covers three areas of savings which include:
 - Savings consulted upon during 2015-16 and agreed by Full Council on 25 February 2016. These are provided for information and context and are not part of this consultation process.

- Savings consulted upon during 2015-16 and agreed by Full Council on 25 February 2016 but that have since been amended. These proposals are open for consultation.
 - New proposals open for consultation until 12 February 2017.
- 5.3 The consultation programme opened with the publication of the report the 'Executive Budget and Council Tax Proposals 2017-18 and 2018-19' on 30 November 2016 which the Executive approved for consultation on 6 December 2016.
- 5.4 The consultation and engagement programme has included the following activities:
- Open public consultation via the website and via a freepost address.
 - Regular posts promoting the consultation through the Council's corporate social media accounts (several each week) and Stay Connected e-mail newsletters for residents.
 - Meetings with community of interest groups centred on the protected characteristics as set out in the Equality Act and also with low income groups. These were undertaken with disability groups, older people groups, EU migrants, the Advice Network, Gypsies and Travellers, Equity Partnership, COEMO run event for local Black Minority Ethnic Groups, Adult Service User Involvement Group and refugee and asylum seekers.
 - Direct promotion of the consultation to groups not wishing to attend dedicated sessions including the Women's Forum, Race and Ethnicity group, Carers Network and Looked After Children.
 - Meetings with the Bradford District Partnership's Strategic Delivery Partnerships.
 - Dedicated consultation session with the Voluntary and Community Sector through the Bradford District Assembly.
 - Meetings with the business community - Bradford Breakthrough, Keighley Business Improvement District Board, Airedale Partnership Board, People and Innovation Board, Place Board.
 - Direct communications with Members of Parliament, Parish and Town Councils and the district's Citizens Panel.
 - Service specific consultations including consultation events at six community halls across the district (with invitations sent directly to groups using the halls).
- 5.5 Engagement and consultation is an on going process and there will be further specific consultation with service users and other interested parties on specific proposals as appropriate following the approval of the budget for 2017-18 and 2018-19 at the Council meeting on 23 February 2017.

6. Consultation Feedback - Level of Responses

- 6.1 This report provides information on feedback received at the date of publication of this report on 30 January 2017. Any feedback received after this date and before the consultation closes on 12 February 2017 will be provided as an addendum to the Executive meeting on 7 February 2017 or its later meeting on 21 February 2017.

- 6.2 As of 25 January 2017 the Council has received comments from 501 people or groups through the online questionnaire. This produced comments on 536 different budget proposals for 2017/18 and 2018/19. A further 123 comments are made that are not specific to particular proposals for the next two years. The number of overall comments is similar to past consultations on the Council's budget.
- 6.3 A further 72 postal questionnaires were received, and 12 representations through emails or letters.
- 6.4 Monitoring of the corporate social media accounts and Stay Connected newsletters on the budget consultation has, to date, shown 27 opinions from residents which have been passed on to be included in the overall consultation feedback and over 1,000 click-throughs to the online consultation pages. Overall activity on the corporate social media accounts around the consultation was far greater than that in terms of reach and posts shared, and not all responses represented feedback on the overall budget proposals or an individual proposal.
- 6.5 It is worth noting that even though the volume of responses is reported, this does not necessarily suggest that greater attention is given to those with a greater number of responses. It does not allow for those people who are less able to advocate for themselves and does not reflect on the Council's statutory duties around particular areas of service provision.
- 6.6 However the proposals generating most comments were:
- Theatres and Community Halls (4E10) with most comments focusing on community halls - 161
 - Parks and Bereavement (4E1) with most comments on bowling greens - 127
 - Street Cleansing and Public Conveniences (4E5) with most comments on the public conveniences - 90
 - Physical Activity, Food and Nutrition (4PH6) with most comments focusing on the breastfeeding programme in Keighley - 63
 - Council Tax - 31
 - Adults, Overall Demand Management Strategy (4A1) - 29
 - Ministry of Food (4E12) - 22
 - Small Grants (VCS funding) (4PH7) - 19
- 6.7 Other proposals that are generating between five to ten comments are Libraries (4E9), Waste Collection Disposal Service (4E2), Highways maintenance (4R6), A Prepared and Skilled Workforce (4C3), Remodel of Visitor Information and Frontline Service (4E7), and Homestart/ Worksafe/ Injury Minimisation (4PH5). A further 11 proposals received between one and five comments.
- 6.8 Levels of attendance at Community of Interest meetings has varied according to the style of the session, from business meetings to dedicated events. As of 25 January 2017 we have engaged with 129 individual people through disability groups, older people groups, EU migrants, Gypsies and Travellers, Adult Service User Involvement Group, the Advice Network and Refugee and Asylum Seekers. Further sessions are yet to be held with the Equity Partnership and a COEMO run event for local Black Minority Ethnic Groups. Feedback received to date has been integrated into this report with outstanding feedback to follow later in further reports on the consultation.

6.9 Service specific consultations have generated further input. The consultation on public halls has led to engagement with 270 people through six events.

6.10 Two petitions have also been received in relation to the proposed budget proposal Theatres and Community Halls (4E10).

- Ian Clough Hall - this was referred to Executive from Council on 17 January 2017 lodging their objection to the proposal for Bradford Council to no longer take responsibility for Ian Clough Hall, Baildon. Accompanying information stated concern that the activities and events run from the hall would no longer be available to local communities, and that it would be too great a burden for the Town Council to take on with its current maintenance issues. It was felt that more action could have been taken to make the hall more marketable and increase its revenue potential. There were 535 signatures presented.
- Silsden Town Hall - this was received prior to the Executive meeting on 7 February 2017, from Friends of Silsden Town Hall and Silsden residents, requesting that Silsden Town Hall be removed from the list of Public Halls recommended for Community Asset Transfer. They state that the cost of the hall is almost cost neutral and that it should be included with Kings Hall, Ilkley for central costing. They also state that it is a newly refurbished, iconic building, paid for by the sale of two other community buildings and is the only secular building in the town. They wish to work with the Council to explore funding opportunities to keep the hall under the same management structure as at present. There were 1311 signatures presented.

7. Consultation - Specific Feedback on Proposals

7.1 The following provides some of the headline comments made on both specific budget proposals for the next two years and also other areas of Bradford Council's work and consequent spending that are subject to review over the next four years. These comments have come through the online/postal questionnaire, social media, emails, letters and community of interest events and meetings.

7.2 Listed below are some of the feedback headlines on some of the budget proposals identified for the next two years (2017-18 and 2018-19). Further detail is presented in Appendix 2.

- Community Halls (4E10) - There is concern that the halls serve as community hubs; if closed the activities run and supported from there will have nowhere to be delivered. The halls provide a focal point for the communities and have received much support from local people in recent years.
- Parks and Bereavement (4E1) - the withdrawal of support for bowling greens was felt to be inappropriate due to the value they provide to communities and the technical nature of the maintenance work needed.
- Public Conveniences (4E5) - There is concern over possible closures; seen as a necessary service for many; supports tourism and local economy.
- Physical Activity, Food and Nutrition (4PH6) - The breastfeeding programme run from Keighley is felt to be a vital service that should be prioritised as a preventative activity.

- Adults Overall Demand Management Strategy (4A1) - It is felt that support is still needed for disabled people and carers and that prevention and support services should be prioritised. Currently, supported living is available but it should have a greater focus on encouraging people to become independent. The focus on Homes First was supported so long as people are in appropriate homes they can maintain themselves.
- Ministry of Food (4E12) - A preventative service that supports a lot of people with more than just food and nutrition advice.
- Small Grants (VCS funding) (4PH7) - There is much support for the Healthy Lifestyles projects run through commissions to the VCS. It provides a vital service in a deprived part of the district, serving to prevent longer term health problems.

7.3 There were also a number of general comments relating to the budget but not linked to a specific proposal. It was felt that council tax should not be raised, as people were not getting value for money and people could not afford the additional costs. However others thought increases were necessary especially to support social care services. There were some suggestions that vulnerable people should continue to be supported while the cuts should be focused on people more able to look after themselves. This was in opposition to those who suggested that there should be less spending on social care. There was a feeling that education and schools should be improved and that there be a greater focus on community safety and reducing crime. There were also concerns over housing and homelessness with a greater focus on funding needed on these two areas. It was felt that housing standards need to improve and more opportunities be given to those who become homeless.

7.4 Running a more efficient Council - in response to the Council's priority 'A Well Run Council' it was suggested that council staff and senior managers in particular should take a reduction in their salaries rather than cut services. Administration costs should also be reduced including running fewer formal committees. It was also suggested that the number of Councillors should also be reduced and Government funding also needs to be better utilised and accessed. It was felt that the government also needs challenging to make sure that the funds they provide are of value locally and that commissions could also be more effectively managed.

7.5 Concern was also raised at the reduced support for vulnerable people across the district from the reduction in Council services. Services need to remain accessible especially for those who do not read or write. There are also general concerns that with the withdrawal of some services, community buildings where those activities take place will also be at risk of closure (over and above Council run community and town halls) - e.g. Café West, Keighley Healthy Living Centre. Further suggestions were to identify short term resources to help outlying areas of the district to increase community capacity to help cope with the funding reductions. It was also felt that consistency in funding for community services was necessary as projects are not efficient if the funding comes and goes.

7.6 Consultation has also taken place with the Voluntary and Community Sector with a dedicated engagement session taking place on 18 January 2017. More feedback will be presented at a later date in the consultation period. To date the following highlights some of the headline contributions from the sector;

- Many of the Public Health cuts do not take account of the drive towards developing an early help response and family approach.
- Prevention is key to cutting costs for other organisations such as Clinical Commissioning Groups and Children's Social Care Fund.
- Support for volunteers is vital to support preventative activities.
- Engaging further with the VCS at an early stage of service re-design would help to ensure that reductions in funding and changes in focus impact as little as possible on local people.
- There is concern about the reliance on community activity to take over services that the Council has delivered, but it appears some of the decisions will reduce the capacity for communities to do this.
- The proposals seem to suggest that there will be increased competition for donations and charitable income by the creation of new trusts.
- There is concern over the impact of cuts on other initiatives and organisations.

7.7 Consultation has also taken place with the businesses sector through attendance at various business meetings across the district. The feedback to date includes the following:

- Suggestion that some of the Council's rationalisation, such as with property, should have taken place sooner. There was support for co-location opportunities especially within the public sector.
- Suggestion that the cuts that are likely to get the highest profile should not be pursued as it takes the emphasis off the true impact of austerity with both communities and the media.
- There was interest in whether a future directly elected mayor would change the Council's economic position.
- Businesses were keen to see continued support for a baseline level of service for things like cleansing, street lighting, CCTV, policing - i.e. the physical visible services that serve town centres. However there was acknowledgement of the financial situation and suggestion that projects such as Keighley Business Improvement District was a positive step which would continue to get support.

8. Feedback on services not subject to consultation

8.1 Some comments in the consultation were made on Council services which are not currently identified as budget proposals and about which decisions have already been made. This included comments on the district's swimming pools (10 comments received), with a suggestion that Bingley and Queensbury pools should not be closed or taken into community ownership even if new facilities are opened elsewhere in the district. There was concern that children would have no local facility where they could learn to swim. Disabled people and their carers use these facilities. Some people thought existing pools need more investment and modernisation, not closure and facilities such as pools should not be centralised as public transport is not efficient enough to support the travel needed at evenings and weekends.

8.2 Further comments were also made in relation to the decision to move to alternate weekly bin collections with concerns over fly tipping and environmental problems raised.

9. FINANCIAL & RESOURCE APPRAISAL

- 9.1 The financial impact of decisions arising from the consultation will be considered at the Executive meeting on 7 February 2017 and will be evaluated and incorporated into the final budget proposals from Executive to Council on 23 February 2017.

10. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 10.1 Equality assessments have been carried out on the initial proposals and will continue to be updated alongside any mitigation.

11. LEGAL APPRAISAL

- 11.1 S149 of the Equality Act 2010 (the Public Sector Equality Duty) provides as follows :

- (1) A public authority must, in the exercise of its functions have due regard to the need to;
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- (2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to;
 - a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- (3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- (4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to;
 - a) tackle prejudice, and
 - b) promote understanding.
- (5) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

- 11.2 The Council must ensure that it has sufficient information to enable it to identify whether a proposal, if implemented, would disproportionately affect particular groups with relevant protected characteristics and if so whether any such adverse impact can be avoided or mitigated.
- 11.3 The courts have established a number of principles which the Council should take into account in making decisions:
- the duty means that the potential impact of a decision on people with different protected characteristics must always be taken into account as a mandatory relevant consideration
 - where large numbers of vulnerable people, many of whom share a protected characteristic, are affected, consideration of the matters set out in the duty must be very high
 - even if the number of people affected by a particular decision may be small, the seriousness or the extent of discrimination may be great. The weight given to the aims of the duty is not necessarily less when the number of people affected is small.
- 11.4 There is also a duty on all Best Value authorities to consult when making changes to services or ending service provision.
- 11.5 In addition to these specific legal duties, the Council has put out its proposals for public consultation and accordingly must have regard to the responses before making budget decisions.
- 11.6 In summary it is necessary to ensure that Executive have comprehensive information when considering the recommendations to make to Council on a budget for 2017-18 and 18-19. Case law has confirmed that, in order to fulfil the duty under S149 Equality Act 2010, Elected Members need to read in full the EIA forms and consultation feedback as it is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information in this report including appendices and to the equality assessments.
<https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2017-18/>

12. OTHER IMPLICATIONS

12.1 EQUALITY & DIVERSITY

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

12.2 SUSTAINABILITY IMPLICATIONS

None

12.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

12.4 COMMUNITY SAFETY IMPLICATIONS

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

12.5 HUMAN RIGHTS ACT

None

12.6 TRADE UNION

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

12.7 WARD IMPLICATIONS

At this stage the proposals suggest district wide impact and are not specific to particular wards. As implementation plans are developed for the delivery of any budget decisions following 23 February 2017, the detail of which wards will be affected will become apparent.

13. NOT FOR PUBLICATION DOCUMENTS

None

14. RECOMMENDATIONS

- 14.1 That in accordance with Section 149 of the Equality Act 2010, the Executive has regard to the information contained in this report, appendices and equality assessments when considering the recommendations to make to the Council on a budget for 2017-18 and 2018-19 on 23 February 2017.

15. APPENDICES

Appendix 1 - Equality Impacts for budget proposals (2017/18 and 2018/19) as agreed on 6 December 2016

Appendix 2 - Consultation feedback - service and equalities

16. BACKGROUND DOCUMENTS

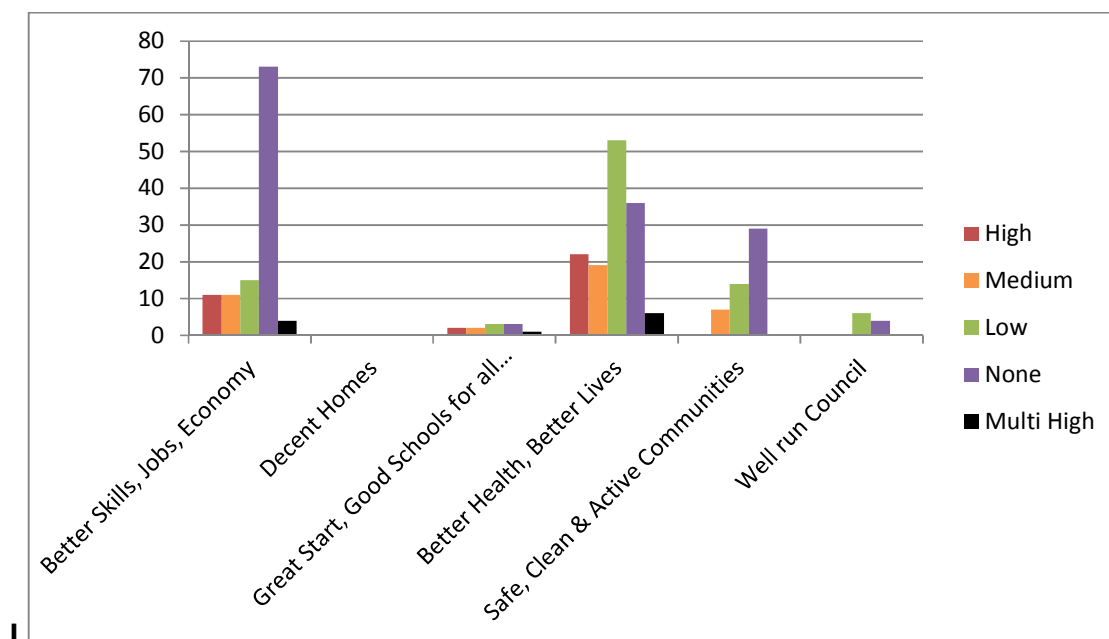
Report to Executive on 6 December 2016: Proposed Financial Plan 2017/18-2020/21
<https://bradford.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=6329&Ver=4>
– document AJ with accompanying appendices

Equality Impact Assessments (for budget proposals 2017/18 and 2018/19)
<https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2017-18/>

Appendix 1 - Equality Impacts for budget proposals (2017/18 and 2018/19), as agreed on 6 December 2016

1. Level of impact by outcome (priority)

Theme	High	Medium	Low	None	Multi High
Better Skills, Jobs, Economy	11	11	15	73	4
Decent Homes	No impacts identified				
Great Start, Good Schools for all Children	2	2	3	3	1
Better Health, Better Lives	22	19	53	36	6
Safe, Clean & Active Communities	0	7	14	29	0
Well run Council	0	0	6	4	0



2. Proposals with multiple high impacts

Theme	EIA Ref	EIA Heading	Age	Disability	Race	Pregnancy & Maternity	Sexual Orientation	Sex	Low income/low wage
Better Skills, Jobs, Economy	4C3	A prepared and skilled workforce	H	H	H	H			H
	4R2	WYCA Transport Levy reduction – Percentage annual reduction	H	H					
	4R6	Drainage, pavements, footpaths	H	H					
	4R7	Accommodation, gateways, subway, signing, lining, winter gritting	H	H					
Great Start, Good Schools for all Children	4PH1	Public Health - Services to Children 0-19	H						H
Better Health, Better Lives	4PH3	Sexual Health	H			H	H	H	
	4PH5 Pt a	Homestart	H		H	H		H	H
	4PH5 Pt b	Injury Minimisation Programme (IMPs)	H		H				H
	4PH5 Pt c	Worksafe	H	H	H				H
	4PH6	Physical Activity, Food and Nutrition (Health Improvement)			H				H
	4PH8	Warm Homes Healthy People (WHHP)	H	H				H	H

3. Total level of impacts across each protected characteristic group

Protected Characteristic	Impact Levels			
	High	Medium	Low	TOTAL
Age	10	5	10	25
Disability	6	9	9	24
Gender reassignment	0	2	9	11
Race	5	3	11	19
Religion/belief	0	5	9	14
Pregnancy/Maternity	3	5	9	17
Sexual Orientation	1	1	8	10
Sexual Orientation	3	4	7	14
Marriage & Civil Partnership	0	0	6	6
Low Income/Low Wage	7	5	13	25

Appendix 2 – Consultation feedback – service and equalities

Feedback from consultation contributors by proposal or budget area

(Where proposals have received no comment through the consultation, these have not been included in the table below.)

Ref	Budget Proposal or budget area:	Equality Assessment	Mitigation	Feedback on service and equality impacts	Outcome
		As published in December 2016			
4PH2	Substance Misuse Service - combination of redesign, re-commissioning and ceasing recovery service, dual diagnosis service, supervised medication programme, inpatient detoxification services.	Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics.	Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in non-substance misuse specific services making it easier for all sections of society to access them.	It was felt that reductions in this service would have a detrimental effect on health services and affect people's lives. It was suggested further conversation with CCGs was needed.	Better health, better lives
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception.	Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this. The financial implications of this reduction in budget will be applied across the whole of the contract and therefore will impact upon all potential users of the services.	The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer. Bradford residents would still be able to access SHRS (oral contraceptives and STI screening) within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all.	These programmes help to reduce teenage pregnancy. Without this service there will be increased issues around unsafe sex, depression and issues for young mothers.	Better health, better lives
4PH5	Public Health - Homestart, Worksafe, Injury	Impact assessments have identified that this range of	Some activities may be mainstreamed into the wider	It was felt important for vulnerable children to hear safety messages	Better health, better lives

	<p>Minimisation Programme - phase out of these services providing support for vulnerable parents and children age 0-5 years.</p>	<p>proposals could have impacts on a wide range of service users across the range of protected characteristics particularly age, disability, race and low income families. There will be impact on key public health outcomes which are likely to widen inequalities in some of our vulnerable groups as these services are delivered across the areas that have already been identified as a strategic priority within the District's Health Inequalities Action Plan.</p>	<p>transformation plan for children and young people and families in the District going forward but there will be some that will not be mitigated against. In order to manage any negative affects we will use a phased approach so that we can identify any potential risks in the first year. Some risk may be mitigated with funding from other areas within the District through Better Start and Big lottery in Keighley so the negative consequences are not as high as would be expected if the service was completely decommissioned.</p>	<p>from people of authority, beyond parents and teachers, which the Worksafe programme provides. It provides a valuable service to the young people of Holme Wood. The project helps children understand key safety issues around gas, electricity, fires, dogs and railway lines. It also ensures children can safely get to school independently.</p>	
4PH6	<p>Physical Activity, Food and Nutrition - cessation of grants to VCS organisations delivery range of activities including 'cook and eat', physical activity, food growing and breastfeeding support.</p>	<p>Services are currently commissioned from a variety of BME organisations and groups based in low income areas to ensure positive outcomes for all parts of the community. The race equality impact is judged to be high, because of the high BME take up of VCS services.</p>	<p>The Health Improvement Team will support providers/organisations and service users proactively with advice and sign-posting as opportunities are identified.</p>	<p>The principle concern raised is the consequent ceasing of the breast feeding service run from Keighley Healthy Living. It is a preventative service, allowing children a good start in life, through encouraging and supporting longer periods of breast feeding. It helps prevent health problems (obesity, osteoporosis, gastrointestinal, respiratory, cancers). It will lead to a loss of hospital visits support. It was felt that even if all other services were ceased from KHL, that the breastfeeding service should continue even if hosted elsewhere.</p> <p>It was suggested that if every woman breastfed for 4 months it would save the NHS £40m a year. There was separate concern over the loss of health support for young people through cessation/reduction of these budgets.</p> <p>Commissions need to be modernised and outcomes related.</p>	<p>Better health, better lives</p>

				<p>As a lot of these commissions are run by the VCS, it was suggested that this brought in great value for money through their engagement of volunteers. More people take up new activities as a consequence and trust is built at a community level. There was a suggestion that reductions could be made through discussions but that the cessation of the funding would not be the answer - a streamlined service with a small number of trained peers across the district would work.</p> <p>There was concern that reductions of funding in this area would have a detrimental affect on the Roma communities. LACO as one of the few organisations working with this community would welcome a dialogue about future shared support of Roma people.</p> <p>It is felt that not enough notice has been given to commissioned organisations, who had been planning ahead, but who will now not receive funding. They bring much additional benefit to the district with volunteer time, extensive community networks and links, and millions of pounds of third party revenue.</p> <p>Several comments were also received in support to health services run in the Windhill area.</p>	
4PH7	Small Grants (VCS funding) - cessation of small grants delivering projects on sexual health, smoking cessation, cancer awareness, teenage pregnancy, and healthy lifestyles.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	<p>There was concern about removal of the suite of small grants to tackle obesity, heart disease and cancer in the wards where residents experience the poorest health. A reduction not a cessation to the funding was suggested, with a whole systems approach.</p>	Better health, better lives

				<p>There has been particular concern about the closure of the Healthy Lifestyle programme. It is a popular 'open-door' service which if lost will impact on the health of the district. It focuses on preventative work and trains numerous volunteers, helping people look after themselves and make positive health choices. This includes supporting people with mental health problems such as depression and loneliness. Support for carers is also an important aspect of their work. It was suggested that more measurable ways of evidencing progress needed to be adopted.</p>	
4A1	<p>Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).</p>	<p>Older people and people with Mental Health & Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level. As part of the 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 across all groups. As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.</p>	<p>Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a protective characteristic. 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 assessed needs and be in a position to maintain their independence and to continue to have a positive contribution and be inclusive in their local community. This will ensure where possible people with particular characteristics are not</p>	<p>Concern over the future of dementia care and that the elderly needed more support. There was a suggestion that more money should be sought from the government in the same way that the North Yorkshire authority did. It was also suggested that a focus on reducing waiting times between referral and support was needed. More money going to support the increasing numbers of elderly people was felt to be important, with more help with home care.</p> <p>The suggestion of closure of any care homes causes concern, especially those supporting people with dementia.</p> <p>More dynamic and creative support is needed e.g. supporting someone to become more independent by helping them learn to cook. To begin with they will need more support but less as time goes on. People need to be in homes they can maintain themselves and have</p>	<p>Better health, better lives</p>

			disproportionately affected. We will further review the potential impact on protected characteristics as part of the development of the delivery programme.	the additional support to remain independent as long as possible. Concern over reductions in social care will lead to more bed blockages in hospitals.	
4C5	Service Wide - Further management savings - a review is undertaken of the management structure within children's social care	n/a	n/a	Greater efficiencies should be found.	
4C6	Early Help - Management restructure - review structures in early help for children and families commissioned from VCS, youth offending team, crime prevention, family centres, families first.	This service works with a higher percentage of children and families from disadvantaged households and any reduction in service may result in a disproportionate affect on low income groups needing this support.	The review will ensure that resource is most effectively targeted at areas of need, with careful mapping of service needs and outcomes. This process will be done alongside the VCS to ensure that impact is mitigated where possible. Where possible, resources will be reduced in back office and management functions.	It was felt that investment in pre-school children was vital for the future.	Better health, better lives
4C12	Early Years school - removal of transitional funding readiness - reduction in grants to small providers undertaking community based activity to help prepare children for school.	Equality assessment carried out indicates that this proposal is unlikely to have any detrimental impact and so there is no disproportionate impact on any group that shared protected characteristics.	n/a	Focus should be on supporting children not administration costs.	Great start, good schools
4E7.	Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision.	The potential closure of VICs could have a disproportionate impact on older customers unable to access information electronically.	Alternative options are being explored including seasonal visitor information centres in destinations such as Saltaire, Haworth and Ilkley with support from local groups.	It was felt that visitor information centres work well due to their personalised approach to the service. Resources including VICs should also not just be focused on Bradford city centre, but support given to outlying areas too. There was also concern over the impact on tourism and consequent economic benefits from any loss of VICs.	Better skills, more good jobs and a growing economy
4E8.	Events and Festivals - review to develop a more	Equality assessment carried out indicated that	n/a	Some feel that greater cuts should be implemented, others feel more	Better skills, more good

	sustainable and balanced events programme. Direct funding to	this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics		support should remain with arts programmes. Support for continued funding to arts project was also received, with the view that they contribute economically and culturally to communities. It promotes tourism and attracts new businesses and provides employment opportunities. Some felt that private enterprises should be responsible for events.	jobs and a growing economy
4E9.	Libraries - reduction in the number of libraries directly provided. Investigate potential for alternative delivery models.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	It was felt that volunteers would need an intensive training programme should libraries move into community ownership. There was also support for libraries being part of community hubs to focus community resources to a single location. There was concern that areas of deprivation would not have the community capacity to run a local library. The libraries facilities, such as computers and photocopiers as well as books, are a vital resource. Where libraries already reside in community halls there is further concern as the Community Halls are under review as well.	Better skills, more good jobs and a growing economy
4E10.	Theatres and Community Halls - Trust type models being investigated. Community halls to be transferred through Community Asset Transfer where possible.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	Closure of the community halls would not just take away a facility but also stop all the activities that take place in them from happening. The halls are used by a very diverse range groups which are fundamental to local communities. Local charities are also supported through fundraising activities that take place in these halls. There was concern that recent investment to halls would prove a waste of money, as would volunteer time in raising some of the funds. It	Better skills, more good jobs and a growing economy

				<p>is felt that community halls can be the only secular community meeting point. Not all areas have enough volunteers or expertise to take on the running of halls. With expanding populations, more community facilities are needed not less.</p> <p>There were also suggestions of ensuring there was one community supported building/hub in each area that housed all essential services. To make them profitable, space for businesses and residential dwellings could be included. They need to be run in a more commercial way.</p> <p>It was suggested that professional support with fund raising from the Council would help communities maximise the use of the halls.</p>	
4E12.	Ministry of Food - possible cessation of the service teaching people how to cook, eat and improve their long term health.	Whilst the Ministry of Food is a discretionary service provided by the Council, its closure will by definition have a disproportionate effect upon those people who share a protected characteristic. Those attracted to the services provided by the Ministry of Food tend to be those from disadvantaged communities where behaviour change is required to reduce obesity through education and teaching cooking skills.	The Health Improvement Team will support providers/organisations proactively with advice and sign-posting as opportunities are identified.	<p>The Ministry of Food does more than just provide food and nutrition advice. It is a service in itself that provides necessary skills to people saving them from accessing health services in the future. The centre is used to support vulnerable people, tailored to their individual needs and getting them involved in community life e.g. people with Asperger syndrome, disadvantaged people.</p> <p>There was a suggestion that this service wasn't being used to its full potential and could be paid for by schools.</p>	Better skills, more good jobs and a growing economy
4C3	Children's Services - a prepared and Skilled Workforce - staffing, restructure, reduction in the Connexions contract	This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected	To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide	There are many concerns over the loss of work provided by the Connexions service. Face to face support is vital. It provides advice and support on careers, training,	Better skills, more good jobs and a growing economy

	with longer term service brought back in to Council, investigate regional data centre, cessation of Employment Opportunities Fund (EOF).	characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults.	a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working Page 52 with other front line staff working with young people will also be explored. It is not feasible to fully mitigate the impact of the proposals given proposed funding levels.	housing, drugs, alcohol, domestic violence, social care referrals. The help is received by people with a range of issues including mental health, behaviour, attendance, families. It was suggested that funding for young people could be centralised through Connexions, picking up services provided through housing support and families first. There is a lack of support for both prevention and resolution of young people's problems. Concern over loss of funding for the EOF and the likely impact on increased young people not in employment or training.	
4R4	Regeneration Services - Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset	n/a	n/a	There are already too many street lights not working, it was suggested this would get worse with further funding cuts. It was suggested a PFI agreement (as happens in Leeds) could reduce costs.	Better skills, more good jobs and a growing economy
4R6	Options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs and footpath and snicket maintenance	Whilst the cost of the works delivered through the local area maintenance budgets may be relatively small, the impact of non-action could have a disproportionate impact on the lives of the districts citizens. Some footpaths and snickets are currently impassable due to lack of maintenance which is a consequence of the current reduced budget allocation.	As the scope of the impact arising from this proposal could be wide ranging and dependent upon the nature of any specific maintenance requirements, it is not possible to propose measures to fully mitigate or eliminate the disproportionate impacts. However, the nature of the prioritisation framework (which is still to be developed), which would be used to assess the priority for action of any requests, could incorporate appropriate consideration of the characteristic of the person needing action (e.g. include age and/or disability criteria).	Concern that reduced maintenance would lead to reduced footfall in city and town centres which would have a knock on to businesses being successful (and therefore business rates paid). There was a suggestion that highways maintenance would cause issues and be at odds with the active travel programmes. Poorer access will also have a detrimental impact on people with disabilities.	Better skills, more good jobs and a growing economy
4R7	Reduction in Highways	Failure to undertake any	Any loss of a subway/underpass	The existing and proposed	Better skills,

	<p>Services operational budgets associated with operational accommodation, transport gateway and subway maintenance.</p>	<p>maintenance of gateways and subways will very rapidly lead to these assets deteriorating and potentially becoming impassable. Winter maintenance operations would be significantly impacted by the reduction in DLO operational bases meaning longer times being necessary to grit the routes in the district, Page 57 potentially meaning that areas in the north of the district may be untreated in periods of inclement weather. This could therefore impact on some of the protected characteristics</p>	<p>facility could be offset through the introduction of a crossing. Research has shown that these types of crossing are more attractive to pedestrian users than subways as they are generally perceived as reducing the fear of attack/crime for pedestrian users. However, such facilities on major corridors are problematic as they need to cross six lanes of traffic and therefore their design can lead to increased delays for general traffic and increased frustration for drivers. The impact of the closure of the depot at Stocksbridge and the consequent impact on winter maintenance operations will need to be carefully considered within the context of winter gritting routes and treatment programmes. Consideration of more pro-active treatment regimes for areas in the north of the district will need to be developed in order to ensure that problems associated with reactive maintenance are mitigated.</p>	<p>reductions in gritting is causing problems especially in the Keighley area.</p>	<p>more good jobs and a growing economy</p>
4R11	<p>Introduction of limited lighting hours / switch off of street lighting on non-principal road network</p>	<p>Introduction of this proposal in additional areas of the district will have a disproportionately negative impact on some protected characteristics. Fear of crime amongst the elderly will increase where back streets and residential roads are unlit during the early hours of the morning and it is from this characteristic group that the greatest impact is anticipated. Similarly fear of crime on unlit streets could adversely impact the protected characteristic groups of disability, race,</p>	<p>The Council has developed a set of criteria which are used to select streets where limited lighting hours are introduced. These criteria assess road safety statistics, criminal activity records, infrastructure condition and involve consultation with the local community on any proposals being prepared. Any streets which are considered appropriate to be included in the programme of limited lighting operation will be fully appraised using this model before a decision is taken on whether or not to implement the limited lighting hours infrastructure is taken. Those streets with high criminal activity and/or poor road safety records will</p>	<p>Reduction in street lighting could encourage anti social behaviour and crime.</p>	<p>Better skills, more good jobs and a growing economy</p>

		religion/belief and sex who may all experience increased levels of concern about the proposal.	not be included in the project beyond their initial assessment. To avoid any undue distress to local residents only those streets which “pass” the desktop assessment will be consulted upon with the local community.		
4E1	Parks and Bereavement – parks, recreation grounds and woodlands offered as community asset transfer; management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary. Given that cremation charges are currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious and faith communities that favour burial. The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of the burial charge in terms of comparator values of neighbouring Councils.	The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services. The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services. Page 66 It is intended to introduce a reduced rate for the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement.	There was concern that reduced funding for parks would not support people with and likely to have mental health issues. Most comments reflected on how effective bowling clubs, and the greens, were at providing exercise and reduction in isolation for older people - though they are used by people of all ages. It was felt that each club managing its own maintenance would not be a wise use of money, as all would need their equipment. Some were happy to have charges increased to ensure the maintenance remained with the Council. Other comments suggested that greens could be reduced to one per park, and others suggested that only the most popular greens be kept. Further suggestions were that fees and costs should be increased on other services to allow some bowling greens to maintain support e.g. library charges, no free buses, higher leisure centre charges. More discussions with representatives of the greens was encouraged to help reach a mutually agreeable solution.	Safe clean and active communities
4E2	Waste Collection and Disposal Services -	The proposal is likely to have no or a low impact on	It is recognised that the elderly and disabled could be impacted upon	It was felt more investment was needed in tackling fly tipping. More	Safe clean and active

	introduction of co-mingled recycling enabling more plastic recycling.	everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection could result in the residual waste bin being heavier to move around.	by a heavier bin where there are mobility or accessibility issues. The Council already provides assisted bin lifts for residents in such circumstances. If this service is required, residents can call the Council Contact Centre and a home visit will be arranged to see how the Council can help.	fines are needed to help the enforcement of people dropping litter and fly tipping.	communities
4E4	Environment and Sport - Customer Services - redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services.	The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology. Those with a preference or requirement to deal with a person may feel anxious and vulnerable. The majority of current face-to-face customer service and an increasing proportion of telephony work is with low wage/low income groups, including people with disabilities, and older people although there has been a significant increase in enquiries from customers from Eastern Europe who have language barriers. Customer service teams carry out some home visits to customers who are unable to access	To mitigate the potentially disproportionate impact the Council remains committed to the Five Principles of Producing Better Information for Disabled People, and will also continue to make sure the Council website is accessible. Greater self service access will provide the majority of citizens with a more efficient service; thereby freeing up the limited resources to focus on those who need the additional support. By minimising avoidable face-to-face and telephone contact with the council, officer time can be better directed to those customers who require it.	It was felt that digital access is not suitable for many gypsy and travellers.	

		<p>Council services in other ways. However, in the context of the number of enquiries handled by the Council each year, the relative numbers of people adversely impacted by the proposed change is small.</p>			
4E5	<p>Street Cleansing and Public Conveniences - reduction in number of ward based clean teams and mechanical sweepers; removal of funding for public conveniences.</p>	<p>The proposal has the potential to have a low impact on predominantly inner city highly densely populated areas. The people who live in these areas are in the main white people on low incomes and communities from BME backgrounds. In terms of closure of the toilets there is likely to be a disproportionate impact on older people, pregnant women, parents requiring access to baby changing facilities, young Page 69 children, transgender community, disabled people, particularly those with complex needs, and people who, because of their physical condition, may need to visit the toilet more regularly.</p>	<p>Increased waste awareness and anti litter/education campaigns in affected areas and the new robust enforcement model for targeting those people that drop litter, will mitigate the impact the street cleansing proposals. In the case of public toilets work will take place to ascertain whether Parish/Town Councils, community or other voluntary groups could take over the running of those blocks proposed for closure. Consideration will also be given to whether local businesses, cafes, restaurants etc. would allow people to use their facilities.</p>	<p>The focus has been on public conveniences (PC's), with only a few comments on actual street cleansing. In all cases it is felt that PC's should not be closed as they provide a valuable facility for local people and encourage tourism.</p> <p>There is concern that closure will lead to people being isolated in their own homes, and knock on environmental concerns.</p> <p>There was a suggestion that more PC's could ask for donations. Pubs and cafes could also provide clear signage welcoming people to use their facilities.</p> <p>An alternative was to put in place a bylaw requiring that all shops and cafes allow the public to use their facilities - this apparently happens in Florence, Italy. Closure would affect a lot of people including older people, disabled people and children.</p> <p>There was also concern about cleansing (alongside kerb side collections including recycling), and that a universal service is not appropriate as needs vary greatly across the district. Others were concerned about future driving conditions if the environment was affected. It was suggested that more community work was needed</p>	<p>Safe clean and active communities</p>

				to raise awareness of littering and fly tipping.	
4E6	Cessation of the Pest Control Service - cease providing the 'paid for' service.	This proposal could have an adverse impact on people on low incomes as it removes the facility to pay for treatments in instalments although the equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	The most common request for treatment is to deal with rats and mice and there is at least one company in Bradford which is able to provide the service cheaper than the Council.	Concern that this wouldn't be appropriate.	Safe clean and active communities
4H2	Human Resources - Terms & Conditions - Removal of non contractual overtime payments and removal of essential car allowance lump sum payments.	n/a	n/a	Concern that staff will have to use their own cars instead of pool cars/public transport.	A well run council
4X1	Office of the Chief Executive Restructure - service influences, negotiates, communicates and collaborates with communities and partners to deliver the district's priorities.	Until the detailed restructure proposals are drafted it's not possible to be specific about impacts on equalities characteristics within our communities. However it is expected that would be some low level impacts across a number of groups.	<p>Communication and collaboration with voluntary, public and private sector partners at local and regional level will need to increase and less formal, more responsive and dynamic partnership structures / reporting will need to be developed.</p> <p>Clear prioritisation, and the concept of the Council being the lead facilitator and negotiator rather than the lead provider of resources, will be necessary in developing the capacity to capitalise on a considerable partnership asset base for the benefit of Bradford District.</p> <p>The absolute necessity to develop the Council's partners' and communities' skills and confidence in being fully part of Team Bradford,</p>	Concern over unnecessary expense in this area following major cuts already made.	A well run council

			<p>finding innovative approaches to service provision together, would have to be the overarching priority for the new, integrated corporate function.</p> <p>To operate effectively within the context of rapidly diminishing resources for the 'local state' only focused, high priority work would be undertaken, working closely with Members, officers, partners and communities.</p>		
<i>Not proposal specific</i>	Raise in Council Tax	n/a	n/a	<p>Most comments reflect that people don't want an increase in council tax. People felt they cannot afford increases in council tax, especially as wages/incomes are not increasing as well. It is felt that the social care 'levy' be spent on social care, but that this is unlikely to be a long term solution. Other comments suggested that more should be done to collect unpaid council tax.</p>	A well run council

Addendum to the Report of the Assistant Director, Office of the Chief Executive to the meeting of the Executive to be held on 7 February 2017 (Document 'BA')

Subject:

Consultation feedback and equality assessments for the 2017-18 and 2018-19 Council budget proposals - report addendum.

1. Summary

- 1.1 The report (Document BA) of the Assistant Director, Office of the Chief Executive was published on 30 January 2017 to be presented to the Executive at the meeting to be held on 7 February 2017. The report includes information from the public engagement and consultation programme in relation to the budget proposals for the 2017-18 and 18-19 budget. The report gives details of information as follows:
- the public consultation and engagement sessions to the end of 30 January 2017.
 - the written comments both postal and via the website to the end of 30 January 2017
- 1.2 The public consultation and engagement programme continues until 12 February 2017 meaning that there is an on going requirement to provide details of further information and comments received. This addendum provides an update on feedback received through the budget consultation programme from 31 January 2017 to 2 February 2017.
- 1.3 Further updates of the public consultation and engagement programme will be published and presented to the Executive meeting scheduled for 21 February 2017.

2. Updates to the levels of feedback received through the consultation

- 2.1 As of 2 February 2017 the Council has received comments from 686 people or groups through the online questionnaire. This produced comments on 739 different budget proposals for 2017/18 and 2018/19. A total of 131 comments have also been made that are not specific to particular proposals for the next two years. The number of overall comments is similar to past consultations on the Council's budget.

In addition, a total of 129 postal questionnaires have been received and 30 representations have been made through emails or letters.

Monitoring of the corporate social media accounts and Stay Connected newsletters on the budget consultation has, to date, shown 36 opinions from residents which have been passed on to be included in the overall consultation feedback and over 1,100 click-throughs to the online consultation pages.

2.2 The proposals generating most comments are;

- Theatres and Community Halls (4E10) with most comments focusing on community halls - 239
- Parks and Bereavement (4E1) with most comments on bowling greens - 218
- Physical Activity, Food and Nutrition (4PH6) with most comments focusing on the breastfeeding programme in Keighley and some on the healthy lifestyle services run in the Windhill area - 119
- Street Cleansing and Public Conveniences (4E5) with most comments on the public conveniences - 98
- Council Tax - 34
- Adults, Overall Demand Management Strategy (4A1) - 32
- Small Grants (VCS funding) (4PH7) - 24
- Ministry of Food (4E12) - 22

Other proposals that are generating between 10 and 15 comments are Homestart/ Worksafe/ Injury Minimisation (4PH5), Libraries (4E9), a Prepared and Skilled Workforce (4C3), Remodel of Visitor Information and Frontline Service (4E7), Highways maintenance (4R6), and Substance Misuse Service (4PH2). A further 19 proposals received between one and nine comments.

2.3 The levels of attendance at Community of Interest meetings has varied according to the style of the session, from business meetings to dedicated events. Through these meetings we have engaged with 172 individual people through disability groups, older people groups, low income groups, EU migrants, Gypsies and Travellers, Adult Service User Involvement Group, Refugee and Asylum Seekers and a Consortia of Ethnic Minority Organisations (COEMO) run event for local Black Minority Ethnic groups.

2.4 The Silsden Town Hall petition has received a further 530 signatures in addition to the 1311 already presented - this now totals 1841.

3.0 Updates to the feedback received on the budget proposals

3.1 Further engagement has taken place with the business sector, including supporting Boards of Producer City. Members of the People & Innovation Board were surprised by the scale of the reductions needing to be made so recognised and appreciated the challenges that the Council was facing. Members of the Place Board were also interested in the budget proposals, with some concerned about the closure of public conveniences, but accepted

the Council's wish for them to be taken into community ownership. The Trust model was also felt to be a good option. A suggestion was also made that stickers be placed on bins to explain the costs of landfill versus the income from recycling - this might encourage more people to recycle.

3.2 Further feedback from the Voluntary and Community Sector has now been received following the engagement session with it on 18 January 2017. This additional feedback is listed below (note that this is additional to that already presented in the published budget consultation feedback report for Executive on 7 February 2017).

- Support for volunteers is vital to support preventative activities, and with continued reductions in funding many volunteers will be lost.
- There was concern over Community Asset Transfer, with the liabilities of taking on buildings and the associated maintenance issues. Volunteers will not necessarily have the specialist knowledge to effectively manage buildings the services run from them.
- It was felt that care services must be personalised to the needs of the individual. They should be given choice about what is a priority for them. The level of care from services across the district varies greatly and needs more consistency.
- It was suggested that mental health issues will increase with the current budget proposals.
- Community transport is a vital service and a big issue for the elderly and vulnerable.
- It was felt that VCS organisations had received too little notice of funding ceasing, leaving them without enough time to plan for the future.
- It was felt that obesity was still an important area to invest in as a preventive intervention.
- Reducing tier 1 prevention services will only increase the needs and consequent costs further up the system.
- The Bradford Compact needs respecting and adhering to more closely.
- It was felt that more discussions are needed between the Council and the VCS, but with tailored individual conversations.

4.0 Feedback on services not subject to consultation

Some comments in the consultation were made on Council services which are not currently identified as budget proposals and about which decisions have already been made. This included comments on the district's swimming pools (14 comments now received), changing to alternate weekly bin collections (3), and Holme View Care Home closure (1).

Appendix 1 – Consultation feedback – service and equalities

Feedback from consultation contributors by proposal or budget area – additional comments since publication of 7 February 2017 Executive report have been highlighted in **bold** below.

(Where proposals have received no comment through the consultation, these have not been included in the table below.)

Ref	Budget Proposal or budget area:	Equality Assessment	Mitigation	Feedback on service and equality impacts	Outcome
		As published in December 2016			
4PH2	Substance Misuse Service - combination of redesign, re-commissioning and ceasing recovery service, dual diagnosis service, supervised medication programme, inpatient detoxification services.	Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics.	Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in non-substance misuse specific services making it easier for all sections of society to access them.	It was felt that reductions in this service would have a detrimental effect on health services and affect people's lives. It was suggested further conversation with CCGs was needed. The proposals to transfer care to the already stretched services delivered by Bradford District Care FT may mean longer waits for care and treatment.	Better health, better lives
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception.	Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this.	The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer. Bradford residents would still be able to access SHRS (oral contraceptives and STI screening)	These programmes help to reduce teenage pregnancy. Without this service there will be increased issues around unsafe sex, depression and issues for young mothers. It was also felt that this could lead to a rise in unplanned pregnancies and increases in sexually transmitted infection, which would	Better health, better lives

		The financial implications of this reduction in budget will be applied across the whole of the contract and therefore will impact upon all potential users of the services.	within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all.	have wider implications on the health of the young people and their children.	
4PH4	Public Health – Tobacco – reduction in services to reduce smoking prevalence in young people, and a stop smoking service for adults.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	It was suggested that people who continue to smoke, or take up smoking will live shorter lives and have more incidence of ill health throughout their lives, creating additional demand in primary and secondary care. There could be a detrimental effect on the health and wellbeing of women of childbearing age and therefore lead to children suffering from exposure to smoking in pregnancy. These children could have long term health and social care needs.	
4PH5	Public Health - Homestart, Worksafe, Injury Minimisation Programme - phase out of these services providing support for vulnerable parents and children age 0-5 years.	Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics particularly age, disability, race and low income families. There will be impact on key public health outcomes which are likely to widen inequalities in some of our vulnerable groups as these services are delivered across the areas that have already been	Some activities may be mainstreamed into the wider transformation plan for children and young people and families in the District going forward but there will be some that will not be mitigated against. In order to manage any negative affects we will use a phased approach so that we can identify any potential risks in the first year. Some risk may be mitigated with funding from other areas within the District through Better Start and Big lottery in Keighley so the negative consequences are not as high as would be expected if the service was	It was felt important for vulnerable children to hear safety messages from people of authority, beyond parents and teachers, which the Worksafe programme provides. It provides a valuable service to the young people of Holme Wood. The project helps children understand key safety issues around gas, electricity, fires, dogs and railway lines. It also ensures children can safely get to school independently. There was concern for the cessation of funding to Home-Start. The programme supports	Better health, better lives

		<p>identified as a strategic priority within the District's Health Inequalities Action Plan.</p>	<p>completely decommissioned.</p>	<p>vulnerable children and adults, encourages self-care and support to access to health and wellbeing services. It trains volunteer who are then able to go on to further education, training or employment. They support families to help their children reach their full potential and promote community relations, bringing people together from different backgrounds. Support is also provided to low income families, helping people maintain their homes, access housing support and find homes that appropriately meet their needs.</p>	
4PH6	<p>Physical Activity, Food and Nutrition - cessation of grants to VCS organisations delivery range of activities including 'cook and eat', physical activity, food growing and breastfeeding support.</p>	<p>Services are currently commissioned from a variety of BME organisations and groups based in low income areas to ensure positive outcomes for all parts of the community. The race equality impact is judged to be high, because of the high BME take up of VCS services.</p>	<p>The Health Improvement Team will support providers/organisations and service users proactively with advice and sign-posting as opportunities are identified.</p>	<p>The principle concern raised is the consequent ceasing of the breast feeding service run from Keighley Healthy Living. It is a preventative service, allowing children a good start in life, through encouraging and supporting longer periods of breast feeding. It helps prevent health problems (obesity, osteoporosis, gastrointestinal, respiratory, cancers). It will lead to a loss of hospital visits support. It was felt that even if all other services were ceased from KHL, that the breastfeeding service should continue even if hosted elsewhere. It was suggested that if every woman breastfed for 4 months it would save the NHS £40m a year. There was separate concern over the loss of health support for young people through cessation/reduction</p>	<p>Better health, better lives</p>

		<p>of these budgets. Commissions need to be modernised and outcomes related. As a lot of these commissions are run by the VCS, it was suggested that this brought in great value for money through their engagement of volunteers. More people take up new activities as a consequence and trust is built at a community level. There was a suggestion that reductions could be made through discussions but that the cessation of the funding would not be the answer - a streamlined service with a small number of trained peers across the district would work.</p> <p>There was concern that reductions of funding in this area would have a detrimental affect on the Roma communities. LACO as one of the few organisations working with this community would welcome a dialogue about future shared support of Roma people.</p> <p>It is felt that not enough notice has been given to commissioned organisations, who had been planning ahead, but who will now not receive funding. They bring much additional benefit to the district with volunteer time, extensive community networks and links, and millions of pounds of third party revenue. Several comments were also received in support of health services run in the Windhill area.</p> <p>It was felt that there is the potential for increased morbidity</p>	
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4PH7	Small Grants (VCS funding) - cessation of small grants delivering projects on sexual health, smoking cessation, cancer awareness, teenage pregnancy, and healthy lifestyles.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	<p>in these vulnerable groups.</p> <p>There was concern about removal of the suite of small grants to tackle obesity, heart disease and cancer in the wards where residents experience the poorest health. A reduction not a cessation to the funding was suggested, with a whole systems approach.</p> <p>There has been particular concern about the closure of the Healthy Lifestyle programme. It is a popular 'open-door' service which if lost will impact on the health of the district. It focuses on preventative work and trains numerous volunteers, helping people look after themselves and make positive health choices. This includes supporting people with mental health problems such as depression and loneliness. Support for carers is also an important aspect of their work. It was suggested that more measurable ways of evidencing progress needed to be adopted.</p>	Better health, better lives
4PH8	Public Health - Warm Homes Healthy People Programme - short-term, winter activity based programme which supports those most in need of Winter Warmth services.	Currently the proposal offers support to a range of vulnerable householders, many of whom share particular protected characteristics. Removing the programme's main funding reduces the breadth of service offered and may disadvantage some people.	The current budget includes £30,000 received from City and District's CCG's Resilience fund. This may continue to be available beyond the time when funding via Health and Wellbeing ends. Should the CCG contribution continue it would not be able to support a WHHP programme the size it is now; tighter more specific client targeting would be required. In 2016/17 support to develop a	This service keeps people from becoming dependent on statutory services so is preventative.	Better health, better lives

			<p>new approach to funding was granted to the partners, this has allowed the creation of a crowd funding website which plans to raise £25k this year. It is planned to build on this in 2017/18 with the hope that core services such as fuel poverty and food poverty work streams can be maintained. Additionally there are existing partners such as Ground Works/ Family Action and others who fund raise for services independently and join in the programme each winter. It is hoped this can be continued.</p>		
4A1	<p>Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).</p>	<p>Older people and people with Mental Health & Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level. As part of the 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 across all groups. As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on</p>	<p>Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a protective characteristic. 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 assessed needs and be in a position to maintain their independence and to continue to have a positive</p>	<p>Concern over the future of dementia care and that the elderly needed more support. There was a suggestion that more money should be sought from the government in the same way that the North Yorkshire authority did. It was also suggested that a focus on reducing waiting times between referral and support was needed. More money going to support the increasing numbers of elderly people was felt to be important, with more help with home care.</p> <p>The suggestion of closure of any care homes causes concern, especially those supporting people with dementia.</p> <p>More dynamic and creative support is needed e.g. supporting someone to become more independent by</p>	<p>Better health, better lives</p>

<p>protected characteristics are minimised.</p>	<p>contribution and be inclusive in their local community. This 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.</p>	<p>helping them learn to cook. To begin with they will need more support but less as time goes on. People need to be in homes they can maintain themselves and have the additional support to remain independent as long as possible.</p> <p>Concern over reductions in social care will lead to more bed blockages in hospitals.</p> <p>The idea of supported living is to enable people to become more independent, but it was felt that this doesn't happen; many places just offer care and don't encourage independence. Digital solutions increase the possibilities of isolation and loneliness.</p> <p>To deliver such a scheme will require greater provision of domiciliary care - at a time when the new Living Wage is causing a number of providers to close. These closures are contributing to the delays in care packages being made available, so there is already a vicious circle of contributing factors that are likely to be exacerbated by trying to keep more people safely in their own homes. The early assessment of needs will require greater input from community health and social care staff who are already stretched.</p>	
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4C5	Service Wide - Further management savings - a review is undertaken of the management structure within children's social care	n/a	n/a	Greater efficiencies should be found.	
4C6	Early Help - Management restructure - review structures in early help for children and families commissioned from VCS, youth offending team, crime prevention, family centres, families first.	This service works with a higher percentage of children and families from disadvantaged households and any reduction in service may result in a disproportionate affect on low income groups needing this support.	The review will ensure that resource is most effectively targeted at areas of need, with careful mapping of service needs and outcomes. This process will be done alongside the VCS to ensure that impact is mitigated where possible. Where possible, resources will be reduced in back office and management functions.	It was felt that investment in pre-school children was vital for the future.	Better health, better lives
4C9	Disabled Children Team - Build on the review already underway with CAMHS to ensure a service that meets the needs of children moving forward and is delivered within a reduced budget	This service works with disabled children who have are a group with a protected characteristic. Reduction in this service impacts on this specific group of young people.	A review of the CAMHS service with a financial appraisal will ensure that through achieving better value for money, direct service reductions are minimised. The review will ensure that resource is most effectively targeted at areas of need, with careful mapping of service needs and outcomes. Where possible resources will be reduced in back office and management functions. This change impacts on disabled children, but reductions are in place across the full service and have not targeted this group disproportionately.	It was felt to be really important to invest in preventative services and ones that maintain peoples mental well being. This proposal could increase the need for hospital admissions for this group.	Better health, better lives
4C13	Drugs and Alcohol Team - a review of the work of the team and all of the other services that support young people with alcohol and drug issues	n/a	n/a	Will potentially have a detrimental effect on the health and wellbeing of women of childbearing age and therefore lead to children who are suffering the sequelae of exposure to drugs and alcohol in pregnancy. These children will have long term	Better health, better lives

				health and social care needs	
4C12	Early Years school - removal of transitional funding readiness - reduction in grants to small providers undertaking community based activity to help prepare children for school.	Equality assessment carried out indicates that this proposal is unlikely to have any detrimental impact and so there is no disproportionate impact on any group that shared protected characteristics.	n/a	Focus should be on supporting children not administration costs.	Great start, good schools
4PH1	Public Health Services for Children 0-19 - reduce the overall Public Health budget for 0-19 years, covering Health Visiting, Family Nurse Partnership, School Nursing and Oral Health.	Any reduction in Public Health investment carries with it a risk that the children and young people will experience deterioration in health and wellbeing within the district. The reduction in service will impact on quality and access as all training and resources will be withdrawn and providers will not access up to date training which could impact on partnership working both externally and internally, which in return will result in lack of awareness amongst their clients groups which are mainly the protected groups such as mothers/parents, babies and early year's children services.	Using a phased approach will help to plan and prepare any risks which can then be managed through the transformation process for a more integrated model for children and young people and the service will continue to provide statutory services.	It was felt that funding reductions could lead to late detection of issues which could lead to long term health conditions which would require primary and / or secondary health care intervention throughout an individual's lifetime.	Great start, good schools
4E7.	Remodel of Visitor Information & frontline service - reduce the number and/or size of	The potential closure of VICs could have a disproportionate impact on older customers unable to	Alternative options are being explored including seasonal visitor information centres in destinations such as Saltaire, Haworth and Ilkley	It was felt that visitor information centres work well due to their personalised approach to the service. Resources including VICs should	Better skills, more good jobs and a growing

	Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision.	access information electronically.	with support from local groups.	also not just be focused on Bradford city centre, but support given to outlying areas too. There was also concern over the impact on tourism and consequent economic benefits from any loss of VICs.	economy
4E8.	Events and Festivals - review to develop a more sustainable and balanced events programme. Direct funding to	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	Some feel that greater cuts should be implemented, others feel more support should remain with arts programmes. Support for continued funding to arts project was also received, with the view that they contribute economically and culturally to communities. It promotes tourism and attracts new businesses and provides employment opportunities. Some felt that private enterprises should be responsible for events.	Better skills, more good jobs and a growing economy
4E9.	Libraries - reduction in the number of libraries directly provided. Investigate potential for alternative delivery models.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	It was felt that volunteers would need an intensive training programme should libraries move into community ownership. There was also support for libraries being part of community hubs to focus community resources to a single location. There was concern that areas of deprivation would not have the community capacity to run a local library. The libraries facilities, such as computers and photocopiers as well as books, are a vital resource. Where libraries already reside in community halls there is further concern as the Community Halls are under review as well.	Better skills, more good jobs and a growing economy

				<p>It was felt that stopping funding for libraries, would have negative affect when added to the financial pressures schools face, and the finances of individuals who are affected by Universal Credit.</p>	
4E10.	<p>Theatres and Community Halls - Trust type models being investigated. Community halls to be transferred through Community Asset Transfer where possible.</p>	<p>Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics</p>	n/a	<p>Closure of the community halls would not just take away a facility but also stop all the activities that take place in them from happening. The halls are used by a very diverse range groups which are fundamental to local communities. Local charities are also supported through fundraising activities that take place in these halls.</p> <p>There was concern that recent investment to halls would prove a waste of money, as would volunteer time in raising some of the funds. It is felt that community halls can be the only secular community meeting point. Not all areas have enough volunteers or expertise to take on the running of halls. With expanding populations, more community facilities are needed not less.</p> <p>There were also suggestions of ensuring there was one community supported building/hub in each area that housed all essential services. To make them profitable, space for businesses and residential dwellings could be included. They need to be run in a more commercial way.</p> <p>It was suggested that professional support with fund raising from the</p>	<p>Better skills, more good jobs and a growing economy</p>

				Council would help communities maximise the use of the halls.	
4E12.	Ministry of Food - possible cessation of the service teaching people how to cook, eat and improve their long term health.	Whilst the Ministry of Food is a discretionary service provided by the Council, its closure will by definition have a disproportionate effect upon those people who share a protected characteristic. Those attracted to the services provided by the Ministry of Food tend to be those from disadvantaged communities where behaviour change is required to reduce obesity through education and teaching cooking skills.	The Health Improvement Team will support providers/organisations proactively with advice and sign-posting as opportunities are identified.	The Ministry of Food does more than just provide food and nutrition advice. It is a service in itself that provides necessary skills to people saving them from accessing health services in the future. The centre is used to support vulnerable people, tailored to their individual needs and getting them involved in community life e.g. people with Asperger syndrome, disadvantaged people. There was a suggestion that this service wasn't being used to its full potential and could be paid for by schools. Concern about the cumulative effect with the Public Health cuts when obesity is big problem.	Better skills, more good jobs and a growing economy
4C3	Children's Services - a prepared and Skilled Workforce - staffing, restructure, reduction in the Connexions contract with longer term service brought back in to Council, investigate regional data centre, cessation of Employment Opportunities Fund (EOF).	This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults.	To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working Page 52 with other front line staff working with young people will also be explored. It is not feasible to fully mitigate the impact of the proposals given proposed funding levels.	There are many concerns over the loss of work provided by the Connexions service. Face to face support is vital. It provides advice and support on careers, training, housing, drugs, alcohol, domestic violence, social care referrals. The help is received by people with a range of issues including mental health, behaviour, attendance, families. It was suggested that funding for young people could be centralised through Connexions, picking up services provided through housing support and families first. There is a lack of support for both	Better skills, more good jobs and a growing economy

				<p>prevention and resolution of young people's problems.</p> <p>Concern over loss of funding for the EOF and the likely impact on increased young people not in employment or training.</p> <p>It was felt that this is a big area that affects disabled people who benefit from these programmes. Disabled people are much more likely to be out of work and need support to break down barriers to having fulfilling lives (whether in paid employment or as volunteers).</p> <p>The apprenticeship levy precludes many disabled people from accessing it (entry level is a level 2 qualification). Opportunities for internships would be welcome as an alternative.</p> <p>A request was made that they would like a commitment from the Council to work with engagement partnerships on any replacement services being designed. This would ensure they are fit for purpose and are inclusive for as many disabled people as possible. This should include people with learning disabilities and people with autistic spectrum conditions.</p>	
4R1	Regeneration Services - Industrial Services Group Operational Savings - Industrial Services Group (ISG) is a trading service	n/a	n/a	Disabled People in Bradford value the Industrial Services Group.	Better skills, more good jobs and a growing economy

	currently running at a cost to the Council. The proposal is to reduce the staffing structure to suit the present workloads starting with bringing the service back into line with the base budget.				
4R4	Regeneration Services - Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset	n/a	n/a	There are already too many street lights not working, it was suggested this would get worse with further funding cuts. It was suggested a PFI agreement (as happens in Leeds) could reduce costs.	Better skills, more good jobs and a growing economy
4R5	Regeneration Services - Increase charges within Planning, Transportation and Highways Services – to include charge for café licences, minimum charge for events on the highway, pre-application planning advice, charge for dealing with high hedge complaints, charge for the street naming and numbering services	The introduction of fees and charges in relation to dealing with high hedge complaints may lead to disproportionate impacts on the low paid sectors of the community and senior citizens. Currently, receipt and investigation of complaints in relation to high hedges are processed by the Council on a free of charge basis. Introduction of a minimum charge for co-ordination and marshalling of events on the highway could adversely affect those community interest groups/areas of protected characteristics who wish to arrange an event on the highway. The impact of this proposal may lead to a number of events no	Discounts for various types of organisations in relation to charges for events on the highway could be introduced to help minimise the impact of this aspect of the proposal. It should be noted that this proposal will not affect the holding of a street party which will remain free of charge as per national guidance. The mechanism for charging for dealing with high hedge complaints may similarly introduce a discount for members of the community over a certain age making a complaint.	There was the suggestion that charges for high hedge complaints should come with a concession for those on low incomes, not a concession for older people. The example was given that a younger disabled person may be living on benefits and hardly ever leave their home – their next door neighbour’s hedge may block their view of the outside world – but they have to pay whilst the person over 70 with a private retirement pension and large savings up the street gets it for free. This wasn’t felt to be fair or equitable.	Better skills, more good jobs and a growing economy

		longer taking place along traditional routes given the costs associated with the administration and approval of traffic management.			
4R6	Options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs and footpath and snicket maintenance	Whilst the cost of the works delivered through the local area maintenance budgets may be relatively small, the impact of non-action could have a disproportionate impact on the lives of the districts citizens. Some footpaths and snickets are currently impassable due to lack of maintenance which is a consequence of the current reduced budget allocation.	As the scope of the impact arising from this proposal could be wide ranging and dependent upon the nature of any specific maintenance requirements, it is not possible to propose measures to fully mitigate or eliminate the disproportionate impacts. However, the nature of the prioritisation framework (which is still to be developed), which would be used to assess the priority for action of any requests, could incorporate appropriate consideration of the characteristic of the person needing action (e.g. include age and/or disability criteria).	Concern that reduced maintenance would lead to reduced footfall in city and town centres which would have a knock on to businesses being successful (and therefore business rates paid). There was a suggestion that highways maintenance would cause issues and be at odds with the active travel programmes. Poorer access will also have a detrimental impact on people with disabilities and older people. It was felt that this needs to be thought of in a wider sense – poor pavements and snickets reduce people’s ability to get out and about safely and their independence means greater reliance on services both from a dependence point of view but also regarding falls and cost to the Health and Social Care services.	Better skills, more good jobs and a growing economy
4R7	Reduction in Highways Services operational budgets associated with operational accommodation, transport gateway and subway maintenance.	Failure to undertake any maintenance of gateways and subways will very rapidly lead to these assets deteriorating and potentially becoming impassable. Winter maintenance operations would be significantly impacted by the reduction in DLO operational bases meaning longer times	Any loss of a subway/underpass facility could be offset through the introduction of a crossing. Research has shown that these types of crossing are more attractive to pedestrian users than subways as they are generally perceived as reducing the fear of attack/crime for pedestrian users. However, such facilities on major corridors are problematic as they need to cross six	The existing and proposed reductions in gritting is causing problems especially in the Keighley area. It was felt that prioritising the maintenance of one area over another seemed inequitable – reduced gritting will prevent support staff / home care/ district nurses/ GPs etc from safely getting to their clients.	Better skills, more good jobs and a growing economy

		<p>being necessary to grit the routes in the district, Page 57 potentially meaning that areas in the north of the district may be untreated in periods of inclement weather. This could therefore impact on some of the protected characteristics</p>	<p>lanes of traffic and therefore their design can lead to increased delays for general traffic and increased frustration for drivers. The impact of the closure of the depot at Stocksbridge and the consequent impact on winter maintenance operations will need to be carefully considered within the context of winter gritting routes and treatment programmes. Consideration of more pro-active treatment regimes for areas in the north of the district will need to be developed in order to ensure that problems associated with reactive maintenance are mitigated.</p>		
<p>4R11</p>	<p>Introduction of limited lighting hours / switch off of street lighting on non-principal road network</p>	<p>Introduction of this proposal in additional areas of the district will have a disproportionately negative impact on some protected characteristics. Fear of crime amongst the elderly will increase where back streets and residential roads are unlit during the early hours of the morning and it is from this characteristic group that the greatest impact is anticipated. Similarly fear of crime on unlit streets could adversely impact the protected characteristic groups of disability, race, religion/belief and sex who may all experience increased levels of concern about the proposal.</p>	<p>The Council has developed a set of criteria which are used to select streets where limited lighting hours are introduced. These criteria assess road safety statistics, criminal activity records, infrastructure condition and involve consultation with the local community on any proposals being prepared. Any streets which are considered appropriate to be included in the programme of limited lighting operation will be fully appraised using this model before a decision is taken on whether or not to implement the limited lighting hours infrastructure is taken. Those streets with high criminal activity and/or poor road safety records will not be included in the project beyond their initial assessment. To avoid any undue distress to local residents only those streets which “pass” the desktop assessment will be</p>	<p>Reduction in street lighting could encourage anti social behaviour and crime.</p>	<p>Better skills, more good jobs and a growing economy</p>

			consulted upon with the local community.		
4R13	Businesses starting-up, growing and investing - Economic Development Service – reduce city park maintenance fund, reduce European Strategic Investment Fund match funding and remove support for the Bfunded web site.	Equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	n/a	It was suggested that in the long term transferring Bfunded would have an impact on low income groups – this is due to them being supported by activities run by the VCS who use Bfunded to bring in funding to the district.	Better skills, more good jobs and a growing economy
4R20	Sustrans promotes young people travelling to school actively and/or sustainably - initially to no longer accept new schools onto the programme with existing schools provision being phased out over the following years of this budget proposal.	The nature of the Active School Travel programme is such that its cessation would effectively adversely affect the young children and adolescents which the programme targets through removal of the opportunities afforded under the programme to embed health lifestyle choices. Similarly, as children with a sedentary lifestyle are predominantly found in areas of deprivation and low incomes, the cessation of this programme would likewise have an impact on this protected characteristic.	Working with schools it may be possible to introduce aspects of the programme into the school curriculum, however given the demands on pupil contact time created by the national curriculum this may not be a significant mitigation proposition.	There will be a cumulative impact on young people from this proposal and the proposals to reduce road safety training (4R21), and Homestart/injury minimisation programme/work safe (4PH5).	Better skills, more good jobs and a growing economy
4R18	Housing - Homelessness Private Rented Housing Development Officer - Delete the vacant post of private rented housing	n/a	n/a	There was an understanding that this has been replaced by 4 new posts to develop and improve the private rented offer. However there were still concerns that they are	Decent homes, that people can afford to live in

	development officer			<p>generic type posts and the emphasis on the homeless will be lost.</p> <p>Concern was also expressed that rents for properties on the privately rented list are too expensive - hence people live in properties not on the list that are in poor condition affecting their health and well being</p>	
4E1	<p>Parks and Bereavement – parks, recreation grounds and woodlands offered as community asset transfer; management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.</p>	<p>With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary. Given that cremation charges are currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious and faith communities that favour burial. The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of</p>	<p>The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services. The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services. Page 66 It is intended to introduce a reduced rate for the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement.</p>	<p>There was concern that reduced funding for parks would not support people with and likely to have mental health issues.</p> <p>Most comments reflected on how effective bowling clubs, and the greens, were at providing exercise and reduction in isolation for older people - though they are used by people of all ages. It was felt that each club managing its own maintenance would not be a wise use of money, as all would need their equipment. Some were happy to have charges increased to ensure the maintenance remained with the Council.</p> <p>Other comments suggested that greens could be reduced to one per park, and others suggested that only the most popular greens be kept.</p> <p>Further suggestions were that fees and costs should be increased on other services to allow some bowling greens to maintain support e.g. library charges, no free buses, higher</p>	<p>Safe clean and active communities</p>

		the burial charge in terms of comparator values of neighbouring Councils.		leisure centre charges. More discussions with representatives of the greens was encouraged to help reach a mutually agreeable solution.	
4E2	Waste Collection and Disposal Services - introduction of co-mingled recycling enabling more plastic recycling.	The proposal is likely to have no or a low impact on everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection could result in the residual waste bin being heavier to move around.	It is recognised that the elderly and disabled could be impacted upon by a heavier bin where there are mobility or accessibility issues. The Council already provides assisted bin lifts for residents in such circumstances. If this service is required, residents can call the Council Contact Centre and a home visit will be arranged to see how the Council can help.	It was felt more investment was needed in tackling fly tipping. More fines are needed to help the enforcement of people dropping litter and fly tipping. Assisted bin collections tend to vary around the district. Some people are given black bin bags which cannot be put out due to vermin, and have to kept inside houses. It was felt that more information needs to be shared about income created through recycling and how it is spent.	Safe clean and active communities
4E4	Environment and Sport - Customer Services - redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services.	The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology. Those with a preference or requirement to deal with a person may feel anxious and	To mitigate the potentially disproportionate impact the Council remains committed to the Five Principles of Producing Better Information for Disabled People, and will also continue to make sure the Council website is accessible. Greater self service access will provide the majority of citizens with a more efficient service; thereby freeing up the limited resources to focus on those who need the additional support. By minimising avoidable face-to-face and telephone contact with the council, officer time can be better directed to those customers who require it.	It was felt that digital access is not suitable for many gypsy and travellers, and those needing translating services also find digital access a barrier. It is difficult for many disabled people, older people and those on low incomes to travel because of mobility or cost, so it was suggested that more contact points are needed, not just in city centres. Other community hubs such as libraries should be used.	

		<p>vulnerable. The majority of current face-to-face customer service and an increasing proportion of telephony work is with low wage/low income groups, including people with disabilities, and older people although there has been a significant increase in enquiries from customers from Eastern Europe who have language barriers. Customer service teams carry out some home visits to customers who are unable to access Council services in other ways. However, in the context of the number of enquiries handled by the Council each year, the relative numbers of people adversely impacted by the proposed change is small.</p>			
4E5	<p>Street Cleansing and Public Conveniences - reduction in number of ward based clean teams and mechanical sweepers; removal of funding for public conveniences.</p>	<p>The proposal has the potential to have a low impact on predominantly inner city highly densely populated areas. The people who live in these areas are in the main white people on low incomes and communities from BME backgrounds. In terms of closure of the toilets there is likely to be a disproportionate impact on older people, pregnant women, parents requiring</p>	<p>Increased waste awareness and anti litter/education campaigns in affected areas and the new robust enforcement model for targeting those people that drop litter, will mitigate the impact the street cleansing proposals. In the case of public toilets work will take place to ascertain whether Parish/Town Councils, community or other voluntary groups could take over the running of those blocks proposed for closure. Consideration will also be given to whether local businesses, cafes, restaurants etc. would allow</p>	<p>The focus has been on public conveniences (PC's), with only a few comments on actual street cleansing. In all cases it is felt that PC's should not be closed as they provide a valuable facility for local people and encourage tourism. There is concern that closure will lead to people being isolated in their own homes, and knock on environmental concerns. There was a suggestion that more PC's could ask for donations. Pubs and cafes could also provide clear signage welcoming people to use</p>	<p>Safe clean and active communities</p>

		access to baby changing facilities, young Page 69 children, transgender community, disabled people, particularly those with complex needs, and people who, because of their physical condition, may need to visit the toilet more regularly.	people to use their facilities.	their facilities. An alternative was to put in place a bylaw requiring that all shops and cafes allow the public to use their facilities - this apparently happens in Florence, Italy. Closure would affect a lot of people including older people, disabled people and children. There was also concern about cleansing (alongside kerb side collections including recycling), and that a universal service is not appropriate as needs vary greatly across the district. Others were concerned about future driving conditions if the environment was affected. It was suggested that more community work was needed to raise awareness of littering and fly tipping.	
4E6	Cessation of the Pest Control Service - cease providing the 'paid for' service.	This proposal could have an adverse impact on people on low incomes as it removes the facility to pay for treatments in instalments although the equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone, and so there is no disproportionate impact on any group who share protected characteristics	The most common request for treatment is to deal with rats and mice and there is at least one company in Bradford which is able to provide the service cheaper than the Council.	Concern that this wouldn't be appropriate.	Safe clean and active communities
4F3	Revenues and Benefits - Rationalisation of the cash management function - Reduce the amount of cash used by and within the	n/a	n/a	Concern that access to petty cash to pay expenses etc will become a thing of the past with expenses being paid through BACS. This will result in some people not being able to take part and will	A well run council

	organisation and reduce the cost of cash management functions through the increased digitalisation of customer payment options.			mean only wealthy people can have a say.	
4H2	Human Resources - Terms & Conditions - Removal of non contractual overtime payments and removal of essential car allowance lump sum payments.	n/a	n/a	Concern that staff will have to use their own cars instead of pool cars/public transport.	A well run council
4X1	Office of the Chief Executive Restructure - service influences, negotiates, communicates and collaborates with communities and partners to deliver the district's priorities.	Until the detailed restructure proposals are drafted it's not possible to be specific about impacts on equalities characteristics within our communities. However it is expected that would be some low level impacts across a number of groups.	<p>Communication and collaboration with voluntary, public and private sector partners at local and regional level will need to increase and less formal, more responsive and dynamic partnership structures / reporting will need to be developed.</p> <p>Clear prioritisation, and the concept of the Council being the lead facilitator and negotiator rather than the lead provider of resources, will be necessary in developing the capacity to capitalise on a considerable partnership asset base for the benefit of Bradford District.</p> <p>The absolute necessity to develop the Council's partners' and communities' skills and confidence in being fully part of Team Bradford, finding innovative approaches to service provision together, would have to be the overarching priority for the new, integrated corporate function.</p>	<p>Concern over unnecessary expense in this area following major cuts already made.</p> <p>There was concern that this may reduce or stop partnership support. The support must not be diluted and the re-structure should recognise the risk of the skills gap that any reduction to partnership working would create.</p> <p>It was felt that partnership and communities of interest work is vital in scrutinising, acting in a critical friend role, consultation, engagement, co-production, integrated working as well as getting information.</p>	A well run council

			To operate effectively within the context of rapidly diminishing resources for the 'local state' only focused, high priority work would be undertaken, working closely with Members, officers, partners and communities.		
<i>Not proposal specific</i>	Raise in Council Tax	n/a	n/a	Most comments reflect that people don't want an increase in council tax. People felt they cannot afford increases in council tax, especially as wages/incomes are not increasing as well. It is felt that the social care 'levy' be spent on social care, but that this is unlikely to be a long term solution. Other comments suggested that more should be done to collect unpaid council tax.	A well run council

Second Addendum to the Report of the Assistant Director, Office of the Chief Executive to the meeting of the Executive to be held on 21 February 2017 (Document 'BA')

Subject:

Consultation feedback and equality assessments for the 2017-18 and 2018-19 Council budget proposals - report addendum (Document 'BA')

1. Summary

1.1 The report (Document BA) of the Assistant Director, Office of the Chief Executive was published on 30 January 2017 and was presented to the Executive at its meeting on 7 February 2017. The report includes information from the public engagement and consultation programme in relation to the budget proposals for the 2017-18 and 2018-19 budget. The report gives details of information as follows:

- the public consultation and engagement sessions to the end of 30 January 2017,
- the written comments both postal and via the website to the end of 30 January 2017

1.2 The public consultation and engagement programme continued until 12 February 2017 meaning that there was an on-going requirement to provide details of further information and comments received. The first addendum to the report was presented to the Executive on 7 February 2017 and published the same day, and provided an update on feedback received through the budget consultation programme from 31 January 2017 to 2 February 2017.

1.3 This is the second and final addendum to the report presented on 7 February 2017 and contains an update on feedback received since 2 February 2017 through to the closure of the budget consultation programme on 12 February 2017.

2. Participation

2.1 There have been no further dedicated consultation sessions with community of interest groups since the first addendum was published on 7 February 2017.

2.2 In total, since the beginning of the consultation, the Council has received comments from 916 people or groups through the online questionnaire, an increase of 230 since 2 February 2017. In total this produced comments on 1009 different budget proposals for 2017/18 and 2018/19, an increase of 270 since 2 February 2017. A total of 188 comments have also been made that are not specific to particular proposals for the next two years, an increase of 57 since the 2 February 2017 report.

In addition, a total of 239 postal questionnaires have been received (an increase of 100 since the last report) and 47 representations have been made through emails or letters (an increase of 17).

- 2.3 The additional written responses have included submissions from all three local Clinical Commissioning Groups (CCG's) (Airedale, Wharfedale and Craven, Bradford City and Bradford Districts), the Bradford District Care NHS Foundation Trust, Bradford Chamber of Commerce, and Bradford Safeguarding Adults Board.
- 2.4 The written responses relating to the proposals have been reported back to the departments. The Strategic Director (SD) or other appropriate Chief Officer (CO) has responsibility for ensuring that the proposals for their department or service area are reviewed and that the proposals, along with the relevant Equality Impact Assessment (EIA) are updated as appropriate. A revised version of the EIA's, version 3, will be published on 16 February 2017 in advance of the Executive meeting on 21 February 2017 as Elected Members need to have regard to all the information contained in them when considering their recommendations to Council on the budget for 2017-18 and the budget savings proposals for 2017-18 onwards.

3. Equality Assessments

- 3.1 The updated equality impact assessments now include a response from the relevant Council service to the feedback received. Having received the feedback, further consideration has been given to what impacts there might be on protected characteristic and low income/low wage groups both on which groups will be impacted, and the levels of those impacts. The detail of any changes can be found on the individual EIA's as published on 16 February 2017. However an update is provided below on the consequent changes to the cumulative impacts.
- 3.2 The EIA for the proposal Regeneration - Sustrans (4R20), shows high impact across more than one protected characteristic (age and low income/low wage).
- 3.3 The protected characteristic of age remains very high for both young people and older people. This is seen primarily through the Public Health and Adults and Community Services (Better Health, Better Lives) proposals which will have a high impact on a smaller number of people, and Better Skills, Jobs, Economy which will affect a large number of people. 32 of the 39 proposals show impacts. Likewise for disability, there are fewer proposals showing high impact, but still 30 showing impact across all proposals, with the areas of most concern being public realm management, adults demand management reductions and Public Health's funding of warm homes and injury minimisation programmes.
- 3.4 Again across all proposals, 32 show impacts on people with low income and low wage. Most high impacts occur through the range of Public Health proposals in Better Health, Better Lives. Another protected characteristic being affected by a larger number of proposals, 24 in total, is race through a possible cessation of provision of early intervention measures from Public Health and potential additional costs of burials. Pregnancy/maternity also has a large number of impacts, 22 in total and although most of these are low impact, it does establish that once the proposals are looked at together, one group can be affected more than might first be apparent.

3.5 The table below highlights the impacts of all the proposals on the protected characteristic groups.

Protected Characteristic	Impact Levels			
	High	Medium	Low	TOTAL
Age	11	10	11	32
Disability	6	12	12	30
Gender reassignment	0	2	11	13
Race	5	4	15	24
Religion/belief	0	6	11	17
Pregnancy/Maternity	3	7	12	22
Sexual Orientation	1	1	9	11
Sexual Orientation	3	6	9	18
Marriage & Civil Partnership	0	0	7	7
Low Income/Low Wage	8	9	15	32

3.6 All equality impact assessments with service responses included where appropriate, can be accessed on the Council's website at <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2017-18>, and should be read in full by Elected Members.

4 Additional Consultation Feedback Received

4.1 Since the start of the consultation, the proposals generating most comments are;

- Theatres and Community Halls (4E10) with most comments focusing on community halls - 368
- Parks and Bereavement (4E1) with most comments on bowling greens - 290
- Physical Activity, Food and Nutrition (4PH6) with most comments focusing on the breastfeeding programme in Keighley and some on the healthy lifestyle services run in the Windhill area - 145
- Street Cleansing and Public Conveniences (4E5) with most comments on the public conveniences - 146
- Homestart/ Worksafe/ Injury Minimisation (4PH5) with comments about the Homestart and Worksafe projects - 75
- Adults, Overall Demand Management Strategy (4A1) - 46
- Council Tax - 39
- Small Grants (VCS funding) (4PH7) - 27
- Ministry of Food (4E12) - 24
- Remodel of Visitor Information and Frontline Service (4E7) - 22

4.2 Other proposals that are generating between 10 and 15 comments are Libraries (4E9), a Prepared and Skilled Workforce (4C3) and Substance Misuse Service (4PH2). A further 25 proposals received between one and nine comments.

- 4.3 As outlined above from 2 to 12 February 2017 there has been a significant increase in concerns raised in respect of the proposal Public Health - Homestart, Worksafe and Injury Minimisation Programme (4PH5) particularly in relation to programmes run by Homestart Bradford. Though the numbers of representations has increased the issues in essence remain the same as those previously reported. The exception being additional comments about the areas that are covered by Worksafe including educating young people about the dangers of gas leaks, electrical safety, power lines and substations.
- 4.4 Further suggestions have also been received in relation to Physical Activity, Food and Nutrition (4PH6), proposing that the Council consider a short extension of funding for a period of time to enable organisations running projects to secure alternative funding to enable the work to continue.
- 4.5 Further general comments have also been received around the funding of provider organisations, such as those in the Voluntary and Community Sector (VCS). A suggestion has been made that the Council in its commissioning approach should make greater use of grant giving to support the VCS in leveraging in additional funding to the District. It is suggested that the Needle Exchange Service (Substance Misuse 4PH2) should be looked at for clinical effectiveness in reducing long term illnesses that are far more expensive to manage. Some programmes funded through the Sexual Health (4PH3) proposal provide valuable education for young people to reduce risk and harm; ceasing the programmes could be more costly to public services in the longer term.
- 4.6 From 2 to 12 February 2017 there has also been a significant increase in the number of written responses to the proposal Theatres and Community Halls (4E10) and the need to keep these open as they are seen as the key hub in those communities.

Concerns about the possible closure of the buildings if the Council does not retain control of them is the predominant theme of the comments, although it is clear from the representations that any possible transfers or changes to the buildings management could be determined by such factors as the current physical condition of the buildings (some being in good repair, others not) and also the current usage of the buildings and the financial viability of them a separate entities.

- 4.7 All three local Clinical Commissioning Groups (CCG's), (Airedale, Wharfedale and Craven, Bradford City and Bradford Districts) have submitted a detailed response highlighting their concerns particularly for proposals included within Adult and Community Services, Public Health and Children's Services.

The letters confirm the CCG's agree with the general direction of travel towards prevention, the development of community resilience and reducing the dependency on statutory services and the CCG's commitment to continue working with the Council on the shared strategic aim of keeping people well and in their own homes where possible. However some the proposals do, in their view, pose an element of risk in achieving this in that some of the proposals to de-commission some public health services for example, would routinely be seen by the CCG's as preventative work.

The CCG's have also confirmed their commitment to work with the Council to further strengthen integrated commissioning arrangements across health and social care to achieve a total joint health and social care budget through the expansion of the Better Care Fund.

In welcoming the development of the Council's demand management strategy for adult social care, the CCG's have raised the need to ensure that other parts of the system are not de-stabilised as a result e.g. the ability to develop a high quality nursing and care home market. They would also welcome the opportunity to discuss and understand in more detail, the possible consequences of not only the changes to the Adult Services proposals, but also the possible outcomes for young people and families of the Children's Services proposals aside from the clear impacts on health visiting and school nursing, and the wider impact on other community services.

- 4.8 A detailed submission from the Bradford District Care NHS Foundation Trust (BDCFT) has been received as part of the consultation feedback on the last day of the consultation. The submission raises concerns that in its view, BDCFT were not engaged soon enough in discussions as the proposals were developed. The submission confirms that whilst the Trust wishes to support the Council to re-design services and reduce costs, reasonable lead in times are vital to effect change and move to new models of working. It does however recognise the work that is now taking place with Children's Services to establish integrated service planning across Health Visiting, Children's Centres and Social Workers, although it raises concerns that this will be too late to support the proposals in these areas in 2017-18.

The submission identifies the cumulative cash reductions on Public Health contracts with BDCFT and the potential implications for service users as well as identifying the need to mitigate associated risks.

The submission specifically notes the proposals relating to Health Visiting, School Nursing and Family Nurse Partnerships (FNP) and suggests that School Nursing services should not be included due to the current caseloads in that service area and that therefore, savings are more likely to be targeted at Health Visiting or FNP services.

It also suggests that the proposals relating to Substance Misuse Services will seriously de-stabilise the residual dual diagnosis provision and mean that dedicated provision is likely to become unsustainable. This would impact on some aspects of prescribing for the most complex patients and will reduce the level and quality of advice and support to the whole sector.

In terms of the Social Care proposals, it comments on the consequences if Social Work numbers within the Integrated Community Mental Health teams are reduced and the current problems for Community Nursing Teams, particularly in Keighley, as a consequence of social care cuts and other sector pressures which it says would only increase the pressure on already over stretched health care co-ordinators with a likely wider whole system impact.

- 4.9 Bradford Safeguarding Adults Board (SAB) submission has focussed on budget proposals which they believe could have an adverse impact on the District's capacity to safeguard adults. The feedback confirms its acceptance of the emphasis given to the continuing personalisation of services and people being given as much control of their lives as possible but expresses a view that the Adult Social Care proposals currently lack detail and it hopes therefore, that as the plans are further developed, the approach to safeguarding adults with care and support needs, is addressed more explicitly.

The Board also notes the Councils proposal to apply the social care precept but would expect to see clear evidence that this has been fully applied to the social care budget and whilst it recognises there are many opportunities with the approach the Council is adopting, it also warns that the scale of change required, should not be underestimated.

- 4.10 The submission from the Bradford Chamber of Commerce focusses on the need for the Council to create an environment for businesses to grow, invest and relocate as the reliance on business rates increases and therefore, cutting back on any services aimed at supporting business growth and investment, should be reconsidered.

The Chamber supports the work being undertaken by the Council in highlighting the effect of the Government cuts and the injustice and impact it is likely to have on the District and it is pleased to see that 'Better Skills, more good jobs and a growing economy' is a priority outcome.

However, it is concerned about the potential impact on visitor numbers of the proposals for Visitor Information Centres (4E7) and Events and Festivals (4E8). These could have an effect on the local businesses and the wider economy which it has asked to be reconsidered, as well as the proposals for West Yorkshire Combined Authority Transport Levy (4R2) and the proposed increased charges in Planning, Transport and Highways (4R5) which it believes may stifle development in the District.

The Chamber is particularly concerned about the proposal relating to the Economic Development Service (4R13) and the reduction in European Strategic Investment Fund match funding and suggests that any support currently provided to create a stronger and flourishing business environment is essential for economic growth in Bradford to continue, and that therefore this proposal should also be reconsidered.

- 4.11 Previous reports have mentioned two petitions having been received as part of the consultation in relation to the proposal Theatres and Community Halls (4E10). One related to Ian Clough Hall in Baildon and one from Friends of Silsden Town Hall. Since the last report was published the Silsden Town Hall petition has received a further 713 signatures in addition to the 1841 already presented - this now totals 2554.

A further petition has now been received linked to the same proposal from Denholme Town Council in relation to Denholme Mechanics Institute. The petition refers to the building being a key local facility highly valued by the community of the village which underpins the sense of community in Denholme and plays a core part of the heritage of Denholme itself. It also refers to the high turnout of local people at a meeting about the future of the centre and the number of signatures on the petition as highlighting the strength of feeling with regard to the threatened closure of the building.

The petition, containing 915 signatures, refers to research which references a perceived lack of community facilities and amenities in the village, in particular for young people and older residents, a lack of community spirit and isolation for some residents. The Mechanics institute featured prominently in the research in responses, clearly being seen by local people as a key venue in the village to accommodate both services and leisure opportunities.

In addition, a further petition has been received about the proposal Parks and Bereavement (4E1) from Baildon Crown Green Bowling Club asking for the proposal to withdraw maintenance from Bradford and District Bowling Clubs to be reconsidered. The petition contains 28 signatures.

4.12 In summary it is necessary to ensure that the Executive have comprehensive information when considering the recommendations to make to Council on the budget for 2017-18 and the budget savings proposals for 2017-18 onwards. It is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information in this addendum and in the equality impact assessments with updated equality evidence and the relevant Council department responses. The equality impact assessments can be found at: <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2017-18/>

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Report of the Director of Human Resources to the meeting of Executive to be held on 07 February 2017

BB

Subject:

Interim Trade Union feedback on the Council's budget proposals for the 2017/18 and 2018/19 Council budget.

Summary statement:

This report and appendices provide interim feedback from the Council's Trade Unions on the Council's budget proposals for the 2017/18 and 2018/19 Council Budget for consideration by Executive.

Sue Dunkley
HR Director

Portfolio Holder: Leader of Council

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Overview & Scrutiny Area:

Corporate



1. SUMMARY

This report and appendices provide interim feedback from the Council's Trade Unions on the Council's budget proposals for the 2017/18 and 2018/19 Council budget for consideration by Executive.

2. BACKGROUND

- 2.1 On 23 November 2015 the Council issued a letter under Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 ("TULRCA") notifying the Trade Unions about the potential impact on the workforce because of the need to achieve additional savings in the financial year 2016/17 and 2017/18 from those approved by Budget Council in February 2015. This potential impact also included staffing reduction proposals for 2017/18. This commenced a period of consultation under TULRCA. Consultation on these proposals is ongoing.
- 2.2 On 28 November 2016 the Council issued a further letter under Section 188 TULRCA notifying the Trade unions about the potential impact on the workforce in 2017/18 and 2018/19 because of the need to achieve additional savings in those years. The issuing of the Section 188 letter on 28 November 2016 commenced a statutory minimum 45 day consultation period with the Council's Trade Unions which includes consultation about ways of avoiding dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of the dismissals. This includes considering feedback received from the Trade Unions and any alternative proposals they may have to try and minimise the impact of the proposed budget reductions on the workforce. Consultation with the Trade Unions will continue beyond the minimum 45 day period where necessary particularly focusing on the impact of any proposed budget reductions on the workforce with a view to seeking ways to avoid and/or reduce the potential number of job losses and minimise any adverse impact in terms of job losses.
- 2.3 Consultation has been taking place with the relevant Trade Unions since 28 November 2016 on the proposals, in order for final proposals to be prepared for Budget Council on 23 February 2017.
- 2.4 The Trade Unions were notified of the following key issues within the S188 letter on 28 November 2016:
 - The Report of the Director of Finance to the meeting of the Executive on the 6 December 2016 provided the financial plan for the Council for the financial years 2017/18 to 2020/21.
 - The Council estimates that the total number of employees within the Council that are potentially at risk of redundancy as a consequence of the proposals detailed in the letter dated 28 November 2016 is 118 Full Time Equivalents (FTE's) in 2017/18 and 107 FTE's in 2018/19.
 - These proposed reductions of 118 Full Time Equivalents (FTE's) in 2017/18 and 107 FTE's in 2018/19 are in addition to those proposals currently subject to separate consultation processes under Section 188 TULRCA 1992 which commenced on 23 November 2015 relating to the proposed 139 FTE reductions for 2017/18.

- That the Council will look at every aspect of its operation to make the savings. In relation to employees, if savings can be suggested which mean that there will be fewer or no redundancies then the Council will carefully consider such possibilities.
- That the Council will continue to examine the current terms and conditions of employment to see if savings can be made there, but regrettably it does look likely that dismissals by reason of redundancy may have to be made. Where possible these will be considered on a voluntary basis.

3. THE PROCESS

- 3.1** Following the issuing of the S188 letter on 28 November 2016 consultation has taken place with the Council's Trade Unions.
- 3.2** An initial corporate consultation was held with the following Trade Unions on the Council's proposals through the S188 process: UNISON, GMB, UNITE, UCATT, NUT, NASUWT, ATL, NAHT, ASCL, ASPECT / PROSPECT / NAYCEO, AEP, VOICE, BECTU, COMMUNITY, RCN, RCM, BMA, Society of Radiographers and Society of Physiotherapists.
- 3.3** Consultation is on-going at departmental level with Unison, GMB, UNITE and UCATT.
- 3.4** Consultation has also taken place with Teachers/ Education Trade Unions at Corporate and Departmental level. Other Trade Unions have been consulted on a Departmental basis where appropriate.
- 3.5** Trade Union consultation meeting on the potential workforce implications of the budget proposals took place at a corporate level on 8 December 2016 and 19 January 2017. A further Corporate Trade Union consultation meeting is scheduled to take place on 16 February 2017. Any issues raised at those meetings will be brought into the Executive meetings as an addendum. Consultation will continue up to the Full Council meeting on 23 February 2017 and subsequently in relation to any impacts on the workforce following budget decisions being made.
- 3.6** Departmental Trade Union consultation meetings have taken place to discuss the proposals in more detail, and feedback from these meetings are recorded in the appendices.
- 3.7** The feedback and the management responses given in this report are interim and consultation with the Trade Unions continues.

The Council is currently consulting with the Trade Unions on:

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

3.8 In terms of consultation:

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

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

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

4. KEY ISSUES ARISING FROM THE TRADE UNION FEEDBACK ON THE COUNCIL'S BUDGET PROPOSALS FOR 2017/18 and 2018/19

4.1 Feedback on the Departmental Budget Proposals

The Trade Unions' feedback received to date in relation to the Council's budget proposals for 2017/18 and 2018/19 together with management's responses to that feedback is outlined in the attached documents on a departmental basis (Appendices 1-8).

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

4.2 At the Corporate Consultation meeting on 19 January 2017, the following was shared:

- No issues were raised with regards to the process. Trade Unions commented on the whole, that the process seems to be going smoothly.
- The Trade Unions asked for a further review of honorariums.
- A check that consultation issues re: travel assistance were being managed across departments affected.

- The Trade Unions gave a joint statement that they will not negotiate on any changes to terms and conditions.
- Management agreed to raise these issues with CMT to ensure that these are addressed as appropriate.
- Management noted the Trade Union position with regards to Terms and Conditions.

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1** The Director of Finance's reports to the Executive meetings on 06 December 2016 and 07 February 2017 set out the background to the Council's financial position and the need for expenditure reductions.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

7. LEGAL APPRAISAL

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

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

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

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

A Corporate Staffing Equality Impact Assessment (EQIA) has been undertaken on the Council's Budget proposals. This will be tabled with the Trade Unions. Feedback from the Trade Unions on the Equality Impact Assessment will be taken and will be fed into future feedback addendums. Departmental EIA's on proposals with all workforce implications are consulted on in departmental consultation meetings. All EQIA's with regards to Workforce implications will be subject to review as proposals are developed and amended as a consequence of continuing consultation.

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

Consultation with the Trade Unions on the Council's Budget proposals for 2017/18 and 2018/19 is ongoing.

All issues raised by Trade Unions at the Corporate Consultation meeting on 19 January 2017 are reflected in 4.2 above.

The following statement has been provided by Unison and GMB:

"UNISON & GMB, the two largest unions remain opposed to the Government austerity programme and are extremely concerned about the impact that the cuts, which the Government are forcing on Bradford Council, will have on the residents and workers who provide these vital public services.

UNISON & GMB will continue to work constructively with the Council to safeguard as many jobs and services as possible and whilst this will lead to disagreement on some points we have welcomed the Council's commitment to early dialogue and consultation, which we believe is the best way of mitigating the impact of the budgetary cuts that are being proposed"

At the time of writing this report, we have not received a statement from Unite. Anything that is received will be added to the Addendum.

8.7 WARD IMPLICATIONS

None

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

That Executive considers and has regard to the interim feedback received from the Council's Trade Unions in relation to the budget proposals when considering its recommendations to Council on the Council's budget for the financial years 2017/18 and 2018/19.

11. APPENDICES

Appendix 1	HR
Appendix 2	Children's Services
Appendix 3	City Solicitor
Appendix 4	Chief Executive's Office
Appendix 5	Environment and Sport
Appendix 6	Finance
Appendix 7	Regeneration
Appendix 7(a)	Estates & Property
Appendix 8	Health & Wellbeing

12. BACKGROUND DOCUMENTS

- Section 188 TULCRA 1992 Letter to Trade Unions - 28 November 2016.
- Director of Finance's Budget Update Report for Executive – 06 December 2016

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Department of Human Resources

APPENDIX 1

Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees						Management Information/Response	
								Current		Likely FTE Reductions		Vacs.	VR Req.		TU Feedback
								FTE's	Head count	2017/18	2018/19				
4H1	Human Resources	Restructure: The proposal is to reduce transactional HR support, to reduce volume of service specific training, to return non-HR activities such as Coroners Office, Finance and Mail distribution and Archive to more appropriate corporate service functions.	£4.6m	0	204	204	4%	162.00	180	0	7	5		1. Plenty of time to look at workforce planning. (Unite) 2. Good to communicate no cuts 2017/18 to staff to alleviate concerns. (Unite)	1. Agree. 2. Staff will be updated.
TOTAL				0	204	204		162.00	180	0	7	5			

Page 157

Cross Cutting Consultation

Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees						Management Information/Response	
								Current		Likely FTE Reductions		Vacs.	VR Req.		TU Feedback
								FTE's	Head count	2017/18	2018/19				
4H2	Human Resources	Terms & Conditions: Removal of non contractual overtime payments & removal of essential car user allowance lump sum payments.	£1.65m	0	400,000	400,000	24%	0.00	0	0	0	0	0	1. End HR+ contract (Unite). 2. Further removal of ECU could impact further on recruitment difficulties in Adults (Unison). 3. Amend wording of proposal to 'exclude manual staff' (all).	1. HR+ contract runs to Aug 2018. 2. Comment noted 3. Predominantly aimed at senior/principal officers but all feedback will be considered.
				0	400,000	400,000		0.00	0	0	0	0	0		

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Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees				Vacs.	VR Req.	TU Feedback	Management Information/Response
								Current		Likely FTE Reductions					
								FTE's	Head count	2017/18	2018/19				
4C1	Education Services	<p>Education Services; The service within scope relate to services in Education, Employment and Skills including School Improvement, Behaviour Support, Diversity & Cohesion, Educational Psychologists, School Governance, SEN Core for statutory duties and TU facility time. Funding is provided through Dedicated Schools Grant (DSG), Education Support Grant (ESG) & High Needs Funding.</p> <p>A significant proportion of the funding for these services is provided through the DSG including high proportions of funding for the School Improvement team (including Governors & data Team) £1.3m, Behaviour & Attendance £426,000, Fischer Family Trust school licenses £33,500, Trade Union Facility Time £415,800, EEMA £94,000.</p> <p>From 2017 part of the DSG element will be removed from the Council and passed directly to schools with what remains to be removed in March 2018.</p> <p>The total amount of DSG funding used to pay for the current services is £2.4m. This is therefore the sum which is at risk for the current services provided. Future decisions by the Bradford Schools Forum, as well as the Governments prescriptions about how funding can and will be used, will affect the scale of the risk.</p> <p>While the resources will stay in the wider education system - and therefore be available to support the Council's wider ambitions for children - the shift from Council to schools will impact on the services the Council provides and the staff who provide them. High Needs funding may be affected by proposed changes to the National Funding formula for schools.</p> <p>Plans are being formulated whereby a more targeted service will be provided for areas such as school improvement. However, the majority of available funding will be utilised to tackle the education safeguarding agenda.</p>	£3.8m	0	0	0	0%	232.00	274	25	10	28	27	<p>Corporate Level 1 - 7.12.16</p> <p>No Questions from staff side</p> <p>Children's Level 2 - 14.12.16</p> <p>ATL asked if the individual budgets could be broken down within this proposal, i.e. figures/budgets for school improvement, etc. It would be helpful to see how many staff are affected from each team.</p> <p>ATL asked if costings has been done for that.</p> <p>ATL raised insurance policies for maternity absence – is that something academies could buy back.</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Management indicated that further assessment needed to be undertaken in relation to vacancy figures & FTE's.</p> <p>Children's Level 2 - 14.12.16</p> <p>Management will provide the breakdown – JK to action. There will be a health warning as all this will need to be looked at within the rules of the DSG and if teams are funded from the DSG may need to look at some creative options. There will be opportunities for traded services, e.g. school improvement as some MATs require same external validation and we are being approached to do this.</p> <p>Management advised they were looking at this.</p> <p>Management would need to check that out.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														<p>NASUWT had met with the SEND Team and understood a group of Headteachers had met to review the Team to see what was needed moving forward. Who are these schools and what will their input be before this is reported back to Schools Forum on the 11 January.</p> <p>NASUWT noted staff concerns that conversations are being had without them.</p> <p>NUT asked why TU facility time was included when there is a successful buy back service. What are the implications.</p> <p>NUT noted that maternity and paternity insurance in part of that pot but is not in the proposal.</p> <p>NUT asked what the implications were.</p> <p>NUT noted that hopefully most will chose to buy back.</p> <p><u>Children's Level 2 - 22.12.16</u></p> <p>UNISON asked if the breakdown of budgets requested by ATL at the meeting on 14 December was available.</p> <p>UNISON asked if there had been an announcement about the education grant.</p> <p><u>Children's Level 2 - 12.01.17</u></p> <p>UNISON asked how many teams would be affected by the reduction of the DSG.</p> <p>NAHT noted there were 6 options; 3 which were feasible and 3 which were not. Would it be the case that Schools Forum will make a recommendation and the Council will either agree or not.</p>	<p>Management advised they were looking at two aspects; school access and teaching services and what this will look like moving forward. In the papers to Schools Forum the teaching services paper sought to seek broad views from Headteachers who had a DSP, ARC, in their schools etc. and as a result we will put forward options on what services could look like but this will be tied in with what the funding element will look like. We are looking at other LA's in the North West but it will be the end of January before we are able to have conversations re the methodology and bring proposals to staff side.</p> <p>Management confirmed staff would be part of the process.</p> <p>Management advised this was part of the de-delegated aspect of DSG and within that there are certain aspects which academies take a slice of the funding and TU facility time is in the de-delegated pot of the DSG.</p> <p>Management thought this would be because it would be a straight buy back and does not involve personnel.</p> <p>Management advised this was not clear yet. The pot will become smaller as academies take their slice of the funds.</p> <p><u>Children's Level 2 - 22.12.16</u></p> <p>Management advised this would be available early in the new year.</p> <p>Management advised that this had been announced today and staff were looking at the implications. In broad terms it was not great news but not as bad as was anticipated. Will be discussed at Schools Forum on 11 January.</p> <p>Management advised it was not known yet. Schools Forum met on 11 January and will meet again on 18 January where proposals will be put forward. These will then give an indication of travel.</p> <p>Management confirmed this. As soon as the recommendations had been worked through this would be brought back to Level 2.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4C2	Education Services	<p>Early Years: (proposal relates to reductions in grant funding & not Council base budgets)The services within scope of this budget reduction relates to Early Years services in Education, Employment and Skills. Outcomes for children have been improving for early years in recent years with the highest results so far being achieved in 2016. Funding is provided through DSG, ESG & High needs funding.</p> <p>A significant proportion of the funding for these services is provided through the DSG including a large proportion for the funding for the Play Team (£220,000), Family Information service (£234,000), Pre school Language Development (£44,600) Early Years Team (£155,400).</p> <p>The DSG element of early years is removed in part from the Council in March 2017 and the remaining in March 2018. This is without any other funding cuts amounts to a budget decrease of £654,000 by March 2018.</p> <p>The Council will have to work with others to review all its early years provision. Plans are being formulated to develop a coherent & targeted suite of early years services including early help, family centres & early years services including children's centres.</p>	£9.4m	0	0	0	0%	122.00	153	10	10	8	7	<p>Corporate Level 1 - 7.12.16</p> <p>No Questions from staff side</p> <p>Children's Level 2 - 12.01.17</p> <p>UNISON also had the same question as above about teams affected by the DSG.</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Management indicated that further assessment needed to be undertaken in relation to vacancy figures & FTE's.</p> <p>Management noted this and advised this would link in with work with Children's Centres and Early Years services.</p>
4C3	Childrens/Regen	<p>A Prepared & Skilled Workforce: This and other savings proposals set out below will see an overall reduction of £2.3 million on 2016-17 budget (including reserve funding) in Education Employment and Skills. Furthermore, there will be a £1.2million reduction in projected income for Skills for Work during the period by 2018 as the Work and Work Choice Programme ends from April 2017 that will have to be factored into the savings required.</p> <p>Key elements of the proposals are:</p> <ul style="list-style-type: none"> • To restructure Skills for Work and reduce staff in line with a reduction in income with the finishing of the government's Work and Work Choice programmes from April 2017. • To reduce the Connexions Contract by £150,000 per annum in 2017-18 and 2018-19. • At the end of the current Connexion Contract in August 2019 re-design the activity and bring the service in-house at a reduced cost. • Explore the feasibility of establishing a regional young person tracking data centre with other West Yorkshire local authorities to make savings. • To make Skills House funded from base budget from April 2020 • Cease funding the Employment Opportunity Fund (EOF) from April 2017. 	£2.0m	150,000	150,000	300,000	15%	96.00	122	13.5	12.75	5	0	<p>Corporate Level 1 - 7.12.16</p> <p>Unite - Getting people into work is a key priority of the Council so how does this proposal support the plan, especially as Bradford has a growing young population?</p> <p>ATL - In terms of Connexions staff - they arent Council staff - is there a proposal to transfer in?</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Management confirmed Bradford has a good track record of getting people into work & the service is intending to source European funding in light of Council cuts.</p> <p>Management confirmed that this is a real challenge as investment in this area has been very successful previously. However, as the government is moving away from this so the role is changing to one of influencing & trying to ensure other providers do what they should. Funding for Skills House & the Industrial Centre for Excellence will continue.</p> <p>Management were not planning this, but the contract could be looked at with a view to bringing in-house.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4C4	Social Care - Child Protection Teams	<p>Child Protection Management Restructure: This activity area includes the work of the fourteen teams who work in front line Child Protection in the District, the specialist services management team, and the interpreting budget for children in the care system. The proposal is to undertake a review in year 1 to align the Child Protection teams with a revised approach to delivering early help to children and families that includes a range of services to be delivered at a locality level. Currently there are fourteen team leaders in the child protection teams. The proposal is that the number of teams is reduced by four to ten, potentially resulting in a reduction in the number of team managers. This process will be started in year 1 but full savings will not be realised until year 2 due to the requirements for review and consultation.</p> <p>In addition the proposal is to review the overall staffing & non staffing budgets and identify further saving in years 1 and 2 of 2% in each year.</p>	£7.0m	240,000	240,000	480,000	7%	32.00	32	2	2	1	0	<p>Corporate Level - 7.12.16</p> <p>No questions from staff side</p> <p>Children's Level 2 - 14.12.16</p> <p>UNISON noted the reduction in teams from 14 to 10. Has this moved further on.</p> <p>UNISON asked if there were any vacancies.</p> <p>UNISON asked how the ration of Managers to Social Workers compared across the region.</p> <p>UNISON noted there had been 2 adverts for an IRO and for a Manager in Fostering and Adoption and asked if it was appropriate to be advertising those posts.</p> <p>UNISON noted there was an agency Team Manager in the Duty Team – are there any other agency Team Managers.</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Children's Level 2 - 14.12.16</p> <p>Management advised this was progressing but would ensure this was safe and appropriate before finalising. There will be no reductions in frontline Social Workers but Team Manager reductions, meaning bigger teams. Work is currently being done on checking numbers and best ratios, including looking at Advanced Practitioners providing support. Once this has been done we will be in position to look at how this will be implemented. Will be a reduction of 4 managers; 2 this year and 2 next year.</p> <p>Management noted there were none but there had been VR requests.</p> <p>Management advised some workload comparators had been done across the region but not ratios of Managers to Social Workers but looking at models.</p> <p>Management advised the Adoption and Fostering post had been an acting arrangements for some time and with the adoption service transferring out we need to ensure management arrangements are in place as this is the team that will be taking forward SGO's – this is an internal advert. There is a need to make sure we have IRO's too so it is appropriate that the adverts continue.</p> <p>Management advised there was an agency Service Manager but no Team Managers. The Chair highlighted the need to get the balance right between managers knowing their children and still running the business as this is such a high risk service.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														<p><u>Children's Level 2 - 22.12.16</u></p> <p>UNISON appreciated there were ongoing discussions but would like more detail on the ratio of managers to cases. Would like evidence and figures on acceptable number of cases to manage to ensure there is a safe level for client group and staff.</p> <p>UNISON noted that the potential reduction of service managers given that one service manager is leaving.</p> <p>UNISON highlighted the increase in referrals and asked how this would be balanced.</p> <p><u>Children's Social Care Level 3 - 05.01.17</u></p> <p>UNISON expressed concerns about reducing the number of Social Workers in Contact.</p> <p><u>Children's Level 2 - 12.01.17</u></p> <p>UNISON noted the number of CIN cases had reduced since June. It would be useful to have the CIN numbers.</p> <p>UNISON raised Families First and payment by results. One observation is that if a case is closed and then after, for example, 3 months it is re-opened the team won't take the case as they would not get paid.</p> <p>UNISON asked if these would all be Families First referrals.</p> <p>UNISON asked about the Early Help clusters following notification of the innovation funds and where this was up to.</p>	<p><u>Children's Level 2 - 22.12.16</u></p> <p>Management agreed there were variations due to a number of factors and there needed to be a fair process. More detailed information will be available once the review is complete.</p> <p>Management advised this would be part of the discussions as there was a need to ensure there was a safe service.</p> <p>Management advised a review was being undertaken across Early Years and Early Help looking at 0-25 years. This would look at referrals as well as issues such as getting into education.</p> <p><u>Children's Social Care Level 3 - 05.01.17</u></p> <p>Management confirmed that they were not looking to reduce any Social Workers. Management confirmed that the above was only a proposal at this stage and that Management would be looking further into all the practicalities around this.</p> <p>Management advised that the numbers were as follows:</p> <ul style="list-style-type: none"> • LAC – 932 • CP – 554 • CIN – 1,120. <p>Management advised that Families First does need to do the work to maximise their income but if a family is not eligible for a service from Families First it doesn't mean they won't get a service under the new Early Help model. SW's will take referred families. Workers will bring their entire caseload with them initially and will then move into localities.</p> <p>Management advised that it doesn't need a Families First worker to access income through the Families First payments. It is about a lead practitioner working with a family to improve outcomes.</p> <p>Management advised they had met with DfE today and agreed to start funding from March 2017. Initially there will be 3 projects; 2 commissioning (fostering and residential services) and 1 around No Wrong Door. Need to recruit staff for the last project so starting funding in March to allow for recruitment.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														UNISON asked if there would be evaluation of the programme.	Management advised the innovation funding had an element of 10% set aside by Government for evaluation. The early intervention should reduce costs in, e.g. health and court costs, so would need to have analysis of this to help with any future bids. A team from the University will also be evaluating how the work translates from North Yorkshire to Bradford given the different demographics.
4C5	Social Care - Management savings	Further Management Savings: Across Children's Social Care, the role of team managers is to oversee cases and support social workers to put in place good plans for children. They are responsible for an outcome area within specialist services. This proposal is that a review is undertaken of the management structure within children's social care, reducing it by two service manager posts and one team manager in addition to team manager reductions identified in other service areas.	£57.0m	85,000	85,000	170,000	0.30%	96.00	96	2	1	1	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side	<u>Corporate Level 1 - 7.12.16</u>
4C6	Social Care - Early Help	Review Management Structure & commissioned Services; Within the scope of this activity is early help for children and families commissioned from the VCS, Youth Offending Team, crime prevention and the family centres, families first and other early help services offered through children's centres, and for disabled children and young people. The targeted early help portfolio includes a range of statutory, early intervention and prevention services. These seek to help vulnerable families to help themselves, become more resilient and take action early in the life of a problem for children of all ages. Funding comes from a number of sources including the council, Youth Justice Board and Troubled Families Programme. This proposal is to undertake a review of the management structure resulting in the reduction of 1 Team Manager, and a review of the external commissioning budget to achieve a reduction of 15% in year 2. In addition there will an overall review of the service to achieve a 1% budget reduction.	£4.7m	80,000	120,000	200,000	4%	189.00	213	1	0	6	2	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side <u>Children's Level 2 - 14.12.16</u> UNISON asked if this programme would still be in place.	<u>Corporate Level 1 - 7.12.16</u> Management advised that it would. The DfE were here 2 weeks ago to do a health check and the programme will continue to 2020 but the funding is reliant on us finding families otherwise we won't receive the attachment fee and we will only draw down the payment by results fee if we do the work.
4C7	Social Care - Looked After Children	Looked After Team: Within the scope of this activity is the Looked After Children's team, young peoples advocacy and the Children in Care Council This proposal is to undertake a review of overall staffing & non staffing budget and save 1% each year from within the service	£1.9m	19,000	19,000	38,000	2%	34.80	41	0	0	0	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side	<u>Corporate Level 1 - 7.12.16</u>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														<p>Children's Level 2 - 14.12.16</p> <p>UNISON asked how the target to reduce the number of LAC was being met.</p>	<p>Children's Level 2 - 14.12.16</p> <p>Management advised that the number of LAC was currently at 924 and under the Journey to Excellence we hoped to reduce by 75 over 2 years (from 2016-2018) as some of those LAC are in expensive placements. This proposal is not around reducing posts but about how we make efficiencies, such as using vacancy management and not agency staff which has reduced the budget by 1%.</p>
4C8	Social Care - Fostering and Adoption	<p>Fostering & Adoption Management Restructure:</p> <p>Within the scope of this activity is the staffing of fostering service; buildings; marketing; fostering fees; foster care assessments and panels; family and friends carer assessments and allowances; fostering fees and allowances; crisis and carer support costs.</p> <p>The change proposed is to review the team manager structure of the service to remove one post in year 2 making a saving of £50,000. This will be achieved through a review of workload and rationalising the current four teams into three.</p>	£17.9m	0	50,000	50,000	0%	10.00	11	0	1	1	2	<p>Corporate Level 1 - 7.12.16</p> <p>No questions from staff side</p>	<p>Corporate Level 1 - 7.12.16</p>
4C9	Social Care - CCHDT	<p>Disabled Children Team; Within the scope of this activity is the Children's Complex Health and Disabilities team staffing, placement support, inclusion intensive support, Children and Adolescent Mental Health Service (CAMHS), under 18 drugs and alcohol, short breaks, family intervention, trusted adult, shared care and contract carers.</p> <p>The Children with Disabilities Service is made up of two elements.</p> <ul style="list-style-type: none"> • 3 Residential Units; Clockhouse, Wedgewood and Valley View • 3 Statutory Social Work Teams. <p>This proposal is to build on the review already underway with CAMHS to ensure a service that meets the needs of children moving forward and is delivered within a reduced budget saving £250,000. In addition the proposal is to review the overall staffing & non staffing budget and save £34,000 in Year 2.</p>	£5.2m	250,000	34,000	284,000	5%	22.00	24	1	0	1.5	0	<p>Corporate Level 1 - 7.12.16</p> <p>No questions from staff side</p> <p>Children's Social Care Level 3 - 05.01.17</p> <p>UNISON requested further information in relation to this.</p> <p>UNISON asked how many people are currently employed within the CAMHS set up?</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Children's Social Care Level 3 - 05.01.17</p> <p>Management confirmed that we commission CAMHS to provide some services or consultancy to support our work with children with mental health needs. We are looking to reduce the £250,000 that we contribute to this.</p> <p>Management agreed to check with Head of Service (Through Care & Resources) to get confirmation of figures.</p>

Page 165

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														<p>Children's Level 2 - 12.01.17</p> <p>UNISON asked about CAMHS and Disability Teams – how many SW's are working in CAMHS and whether they took referrals.</p> <p>UNISON noted that Theresa May had spoken about mental health, the lack of support in schools and of undertaking a review. Would it be better to wait for that review before considering this proposal.</p> <p>UNISON noted that CAMHS were looking to restructure – do we know what's happened with this.</p> <p>UNISON asked if staff knew they would be returning.</p>	<p>Management advised there were 3 SW's. They provide a consultancy service to other SW's, not direct work with families.</p> <p>Management advised this proposal was in place following a local review. Following the speech it was likely that there would be some Government funding coming forward but waiting for that would be risky.</p> <p>Management will seek an update and report back. It would be easy to absorb SW's back into mainstream SW posts and this would reduce agency spend.</p> <p>Management confirmed they did.</p>
4C10	Performance Partnership, Commissioning	Child Protection Review Team: The services in scope are the Independent Reviewing Officer and Child Protection Chairs, and the LADO (Local Authority Statutory Officer). These services are all statutory. This proposal is to undertake a review of all staffing & non staffing budgets and achieve a saving of 2% of budget in Year 2. Areas that will be looked at include vacancy management and use of software to reduce administrative requirements. The review will prioritise non staff spending for reduction but there may be a requirement for staff reductions.	£1.2m	0	24,000	24,000	2%	40.00	46	0	0	6	1	<p>Corporate Level 1 - 7.12.16</p> <p>No questions from staff side</p>	Corporate Level 1 - 7.12.16
4C11	Social Care- Leaving Care Service	Leaving Care: Within the scope of this activity is the staffing of the service, university support, Southwark judgement costs, semi independent placements and stepping stone support. This proposal is to review overall staffing & non staffing budgets to achieve a saving of 2% in Year 1 & a further 1% in Year 2. Areas that will be looked at include vacancy management, improved procurement arrangements on items bought for young people, a review of agreements with providers of purchased services and closer monitoring of grants paid to young people to ensure that this is in line with the agreed policy. The review will prioritise non staff spending for reduction but there may be a requirement for staff reductions.	£3.5m	68,000	34,000	102,000	3%	89.00	143	0	0	0	1	<p>Corporate Level 1 - 7.12.16</p> <p>No questions from staff side</p>	Corporate Level 1 - 7.12.16
4C12	Education Employment & Skills	Early Years School Readiness: This project funds a range of small VCS providers to undertake community based activity to help prepare children for school. The budget proposal is to review this funding opportunity from 2017-18 and to make a reduction in the grants offered, ensuring that projects funded in the future meet the criteria of ensuring school readiness in line with the Council priority.	£0.4m	60,000	0	60,000	15%	122.00	153	0	0	4	0	<p>Corporate Level 1 - 7.12.16</p> <p>No questions from staff side</p>	Corporate Level 1 - 7.12.16

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4C13	Social Care - Drug and Alcohol Team	Drug & Alcohol Team: The Alcohol and Drugs Team is a specialist service tasked to address substance misuse as it affects children, young people and young adults who are parents. This proposal includes a review of the work of the team and all of the other services that support young people with alcohol and drug issues to achieve a saving of £50,000 in year 1 and a further £50,000 in year 2.	£0.3m	50,000	50,000	100,000	29%	15.00	8	2	0	1	2	<p>Corporate Level 1 - 7.12.16</p> <p>Unite - It would be good if management can put some communications out to staff to say what is being done in terms of workforce planning.</p> <p>Unite - We expect the use of agency staff to stop. Spending on agency staff should be nil</p> <p>Children's Level 2 - 12.01.17</p> <p>UNISON asked for more detail on the saving of £50k; how many people were in the team and how many are Management expecting to be in the team.</p> <p>UNISON asked if the team were aware of the reductions.</p> <p>UNISON asked the reason for stopping the FDAC assessments.</p>	<p>Corporate Level 1- 7.12.16</p> <p>Management confirmed that this proposal will possibly affect 1 or 2 FTEs, therefore the figure of 8 quoted in this proposal needs to be reviewed.</p> <p>Management noted.</p> <p>Management confirmed there has been a reduction in Social Care on agency spend.</p> <p>Management advised there were 8 in the team and proposing a reduction of 1 to 2 staff. The team do FDAC assessments but other work too which will be reviewed and the priority will be statutory work.</p> <p>Management advised staff had been briefed. The courts had also been advised that we were not planning to fund FDAC assessments after April 2017, which is a joint decision with colleagues across the region.</p> <p>Management advised this was for a financial reason.</p>
Total				1,102,827	806,000	1,908,827		1789.40	1,797	59.5	36.75	62.5	40		

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Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees					TU Feedback	Management Information/Response	
								Current		Likely FTE Reductions		Vacs.			VR Req.
								FTE's	Head count	2017/18	2018/19				
4L1	Legal & Democratic Services	<p>To reflect the reduced size & scope of the Council, reductions to Civic, Legal & Committee Services, including overview & Scrutiny are proposed. It is not possible to describe the precise changes until the Council decides what it requires from these services in the future.</p> <p>The Civic profile of the Council is proposed to diminish, including no longer having a Deputy Lord Mayor. As the Council reduces in size & scope, there will be an impact on the number & frequency of committee meetings, including Overview & Scrutiny. As reductions are agreed some reductions in staff will need to be considered.</p>	£5.7m	20,000	55,000	75,000	1%	100.00	115	0	1.5	6.5	4	<p>Corporate Level 1 - 7.12.16 UNITE – Is it possible to bring some work back into Legal and resource it rather than spending externally? There were no further questions</p>	<p>Corporate Level 1 - 7.12.16/4L1 – For the year 2017/18 it is hoped that the £20k saving can be achieved through voluntary means. Looking to increase income from WYTF which would be sustainable. Discussions are taking place about committee structures so changes in decision making could result in decreased work streams so possibly a 1.5FTE reduction in the democratic area. Trying to decrease external spend and increase income. PA – Across WY £2m is spent externally. No control over WY but starting discussions and some control in Bradford.</p>
														<p>Level II - 14.12.16 No comments/questions at present.</p>	<p>Level II - 14.12.16 2017/18 Savings proposed to be achieved by a VR application. Difficult for management to say how the £55k 18/19 savings would be achieved at this point and may depend on how the service develops over the next 12 to 18 months. Management will try to achieve the savings by generating additional income.</p>
														<p>Level II - 20.12.16 At TU request this meeting was cancelled.</p>	<p>Level II - 20.12.16 At TU request this meeting was cancelled.</p>
														<p>Level II - 12.01.17</p>	<p>Level II - 12.01.17</p>
		TOTAL	£5.7m	20,000	55,000	75,000		100.00	115	0	1.5	6.5	4		

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Ref	Service	Proposal Definition	Net Budget	Saving	2016-17	2017-18	2018-19	Total	%	Employees				VR Req.	TU Feedback	Management Information/Response
										Current		Likely FTE Reductions				
										FTE's	Head count	2017/18	2018/19			
4X1	Office of the Chief Exec	Restructure - In February 2016, the Council agreed a saving of £541,000 in 2017 -18 from a "review & restructure of the Chief Executive's Office, Public Affairs & Communications (PAC) & Policy, Programmes & Change (PPC)". Further cuts of £479,000 are proposed for 2018 -19. This proposal suggests a radical restructure of the Office of the Chief Executive to improve the coherence and integration of core corporate functions, so they can support & improve the Council's leadership of the District. The Authority will need to continue to change in order to have the agility, skills & capacity to influence, negotiate, communicate & collaborate with communities and partners to deliver the districts priorities.	£3.6m	0	479	479	13%	87	98	11.5	0	3	0	16.12.16 Feedback Unite noted the new AD post's remit included 'strategic commissioning' and asked what that entailed.	Management advised it is around 3 areas: 1. Agreeing priorities and what arrangements are needed to deliver them. 2. Aligning resources to deliver them. 3. Helping to develop markets locally – building in the capacity to make every Bradford £1 work for Bradford.	
														16.12.16 Unite asked if there were any staff working on this area.	Management advised that there were no staff resources in Office of the Chief Executive currently. There may be some staff as part of a £5m transformation fund, which is a budget proposal. Unison advised that Adults were looking at some of that budget and Management said the Transformation Fund would support cross-cutting projects.	
														16.12.16 Unite asked when Management would start looking at this work.	Management advised that some work had started in other Services but not yet in OCX. There is a report going to CMT next week on Governance Arrangements.	
														16.12.16 Unite asked if the posts would be on the structure post restructure	Management answered that they may not be.	
														16.12.16 Unite asked who would be eligible to apply and HR advised that this may be challenged by colleagues across the Council. Management asked if the Unions had a view on this. Unison and GMB said they should be offered across the Council. Unite said they should be offered to the OCX only.	Management advised that the posts would be internal, and possibly only to the OCX.	
														16.12.16 Management asked if the TU's had any other matters to raise/ discuss.	No issues to raise.	
														16.12.16 Unite asked if Management have a staff profile	Management advised they have asked for one.	

												16.12.16 There was a discussion about having just one restructure and Management asked the Unions for feedback	There was general consensus that one restructure was preferable to two restructures, given the timescales. Unite advised that they did not want people at risk of redundancy which Management understood. The detail needs to be worked up and the structure needs longevity.
												16.12.16 Unite asked if there were any areas which would not be affected by the restructure	Management advised that they could not say that anybody's job was safe.
												<p>21.12.16 Job Profiles Management had received comments from Unite and asked if Unison and GMB had any comments on the Job Profiles for the 'Head of Marketing and Communications' and the 'Head of Policy, Performance and Change' posts tabled at the last meeting. Unite's comments are:</p> <ol style="list-style-type: none"> 1. Concerned that a new layer of management is being created when higher layer was reduced. 2. Savings through the reduction of the AD post, that could have been used to safeguard posts in OCX, will be used and possible to fund career advancement for staff elsewhere in the Council – when staff in OCX most likely will face Compulsory Redundancy when the new structure is implemented. 3. New AD has 6 direct reports – this is less than other ADs – although Policy, Programme and Change is a new area for the AD in Bradford, the note from CX on appointment outlined the new AD's capability and experience in this area. 4. Creating the two posts will demote all staff underneath –currently staff from both areas in the service report directly to the AD – concerned there could be negative implications for staff going into a restructure. 5. The issue of these posts should be dealt with as part of the substantive restructure and not pre-empt it. The restructure should be undertaken as a whole and not piecemeal. <p>Unite's position is that these interim posts should not be created.</p>	<p>21.12.16 Management confirmed that this was the case – the temporary posts were needed to assist the AD operationally and give staff the opportunity to use their skills and knowledge to gain experience.</p> <p>Management will discuss the number of funded vacant posts within PPC with HR tomorrow.. This information will be shared with the Trade Unions when available.</p> <p>Unison and GMB confirmed that they would want the two posts to be advertised internally within the Council not just the Office of the Chief Executive</p>
												Unite's position is that these interim posts should not be created.	
												If the interim posts are created, Unite's position is that they should only be open to applications from staff across OCX.	

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Department of Environment & Sport															
Ref	Service	Proposal Definition	Budget				Reduction %	Employees				Vacs.	VR Req.	TU Feedback	Management Information/Response
			Net Budget	Saving				Current		Likely FTE Reductions					
			2016-17	2017-18	2018-19	Total		FTE's	Head count	2017/18	2018/19				
4E1	Sport & Culture	<p>Parks and Bereavement - Parks, Recreation Grounds and Woodlands are to be offered as community asset transfer initiatives (Estimated at £30,000). Tree work and wood management services will rationalise the management structure and reduce work to trees and woodlands (Estimated at £50,000 and affecting 2 members of staff). In relation to sports pitches and bowling greens the Council will withdraw from the direct management and maintenance of sport pitches and bowling greens and explore the potential of increasing charges (Estimated at £20,000). The Council will use the consultation period to discuss with the groups affected, the options available. The proposals would result in the reduction of seasonal worker posts by one FTE.</p> <p>Bereavement Service - Raise prices 3% above inflation in financial year 2018/19 (Estimated at £60,000)</p>	£2.35m	0	160,000	160,000	7%	74.00	74	0	3	0	1	<p>Corporate Level 1 - 7.12.16</p> <p>No questions from staff side</p>	<p>Corporate Level 1 - 7.12.16</p>
														<p>15 December 2017 PB added to the information provided, saying that there were no savings identified in 2017-18; the savings in 2018-19 would be achieved from the downsizing of the Trees and Woodlands management team. This may result in 2 FTE members of staff being affected.</p>	
														<p>22 December 2017 Unite queried the figures shown as being affected by the budget proposals and asked for a breakdown of the savings target.</p>	<p>22 December 2017 SH said that this information would be reviewed and provided.</p>
														<p>22 December 2017 Unite asked about progress on the consultants report into Trust status for some areas of Sport and Culture.</p>	<p>22 December 2017 SH said that a draft is imminent.</p>
														<p>5 January 2017 Unite thanked management for the breakdown of the savings target and asked that these also be related to the numbers of staff affected.</p>	<p>5 January 2017 SH said he would ask PB to provide this information. Note: now included on spread sheet.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E2	Waste & Transport Services	<p>Waste Collection & Disposal Services -</p> <p>Budget Proposals have already been approved for the introduction of Alternate weekly collection (AWC) of residual waste, which will also see the introduction of fully co-mingled recycling via a Mechanical Recycling Facility which has been installed at Bowling Back Lane Household Waste & Recycling Centre. This will enable residents to recycle more types of plastics and therefore further reduce waste into the residual bin which will support residents with this change to AWC and encourage greater recycling. Introduction of AWC has projected a saving of £1.5m over years 17/18 and 18/19 with £1m being part year saving in 17/18. The Year 2 savings (18/19) will include the remaining full year effect of Year 1 planned reduction in rounds (£500k) and a further reduction in 3 rounds (£360k). There will also be a further rationalisation of spare resources and management within waste services (£157k). All of these savings are offset by £190k of additional cost for disposal due to property growth and anticipated reduction in recycling income from revised contracts which nets the proposed saving for 18/19 at £807k. The £50k shown for 17/18 in this table is a recurring fuel saving from round efficiencies.</p> <p>The Council is currently part way through a procurement process to award a contract for the disposal of its residual waste following the approval of the "Municipal Waste Minimisation & Management Strategy" by Executive in January 2015. The procurement of new waste treatment arrangements are due to be finalised by October 2017.</p>	£21.6m	50,000	807,000	857,000	4%	181.00	181	0	12	23	24	<p>Corporate Level 1 - 7.12.16</p> <p>Unite - Where is the £50k saving coming from on 2017/18?</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Management confirmed that there is a rolling programme of review & increase in recycling.</p>
	Page 176														<p>15 December 2017</p> <p>JM confirmed that the savings identified for 2017-18 have already been identified from savings in fuel costs, and that the savings for 2018-19 would be achieved from savings through implementation of AWC. Management will use the information gained from the Wyke trial to look at ways of reducing rounds and making savings.</p>
														<p>15 December 2017</p> <p>GMB raised concerns about the way in which savings could be achieved in the recycling rounds as refuse wagons need to be emptied much more frequently than on domestic collection rounds. The possibility of further job losses were also a concern, and management were asked whether management structures would be looked at.</p>	<p>15 December 2017</p> <p>JM said that there may be further reduction in rounds which would lead to further reductions in staff numbers. Management will be looking at the operational management structures of the service as the rounds are reduced in numbers and staff numbers are reduced.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														22 December 2017 Unite asked where the £50,000 saving has been identified.	22 December 2017 SH confirmed the minute of 15 December, 2016 was correct and that the information given at Level 1 on 7 December should be recorded differently. The saving will come from reduced fuel usage.
															5 January 2017 Amendments made to the affected staff figures.
4E3	Waste & Transport Services	Trade Waste - The Council operates a Trade Waste Collection Service to local businesses. It currently has approx 3000 customers collecting 19,500 tonnes of residual waste and 800 tonnes of recycling. Process improvements have been identified which will release cashable savings from a revision of the existing charging policy, a move to cashless payment systems etc. In addition, the service actively seeks out new businesses to generate additional revenue. Our customers are predominantly small to medium sized businesses which in the future could be supported by the domestic waste collection service. This would then reduce trade waste service costs and make the service more competitive.	£0.5m	50,000	0	50,000	9%	23.00	23	0	0	0	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side	<u>Corporate Level 1 - 7.12.16</u>
															15 December 2017 JM said that the savings in trade waste will be achieved through increased income and efficiencies.
														15 December 2017 GMB raised a concern about increases in the working day which would reduce allowances for breakdowns. They were also concerned that increased workloads may lead to crews 'cutting corners' in terms of health and safety.	15 December 2017 JM said that if unions or staff members had any concerns about health and safety issues, they must be raised with management.
4E4	Neighbourhoods & Customer Services	Customer Services - A continuation of the Customer Services Strategy seeking to redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services. Automation will be used to take requests for services where appropriate.	£3.1m	0	50,000	50,000	2%	50.90	52	0	2	11	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side	<u>Corporate Level 1 - 7.12.16</u>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
															<p>15 December 2017 ID said that customer services are continuing to look at channel shift and reducing face-to-face contact. It was anticipated that the identified savings in 2018-19 would be achieved through staff leaving the service. Changes to the way the service operates for provision of Universal Credit and risk based verification of documents for Housing Benefit are like to reduce the need for face-to-face contacts.</p>
														<p>15 December 2017 GMB raised concerns about whether cutting the service to the bare minimum would lead to privatisation of the service.</p>	<p>15 December 2017 Management noted these concerns.</p>
4E5	Neighbourhoods & Customer Services	<p>Street Cleansing & Public Conveniences - There are currently 25 Ward based clean teams and 17 mechanical sweepers. This proposal would see a reduction of one ward based clean team (Driver and team of 3), the loss of 2 Mechanical Sweeper drivers and vehicles and the removal of funding for public toilets (except City Park). The service would continue to employ any new starters working to a standard 30 hour working week, mitigating the impact through increased use of technology (routing and investment in Smart Bins). Potential income from a City and Town Centre environmental enforcement contract may generate Fixed Penalty Notice income to offset the loss of one or more members of staff.</p>	£4.5m	0	336,300	336,300	7%	142.36	136	10.17	0	0	0	<p>Corporate Level 1 - 7.12.16</p> <p>Unite - Is 30 hours a standard working week now? If so the Council will need to review overtime payments.</p> <p>Unite - New starters on 30 hours hasn't been agreed & Unite will take issue if this is implemented.</p> <p>Unite - There are many different proposals in one here. More information is needed on which bit applies to each part.</p>	<p>Corporate Level 1 - 7.12.16</p> <p>Management confirmed that 37 hours remain full time standard working week. Management advised that the wording in this proposal requires alteration to avoid further confusion in respect of working hours.</p> <p>Management noted Unite's concern.</p> <p>Management confirmed that information is available & will be discussed at Level 2.</p>
															<p>15 December 2017 ID said that this will be a difficult saving to achieve and will risk a reduction of cleanliness levels across the District. Consultation is on going and will inform budget decisions taken by Council in February 2017.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														<p>15 December 2017 GMB raised concern about the use of routing programmes which mean that areas are swept/cleaned because they were on the route for the day rather than because they needed doing. They were concerned that the service would become a fire fighting service, not a planned service. They also felt that current legislationshould be enforced which requires business owners to be responsible for clearing their own frontages of litter.</p>	<p>15 December 2017 Management understood these concerns and said that it was a question of education and enforcement and working with residents to engender a pride in their own area which would help to mitigate some of the effects of these budget proposals.</p>
Page 179														<p>15 December 2017 Unite said that theyw ould not tolerate the continue use of 30 hour contracts, stating that it would not achieve the aims of the Council Plan for a clean and safe district. They were concerned that employees on old contracts of 39.5 hours would be pushed out to allow the introduction of further 30 hour contracts.</p>	<p>15 December 2017 Management said that they are not discussing reducing the working hours of employees on 39.5 hour contracts. SH said that these budget proposals, if confirmed, would be difficult to achieve and that management would work with staff to mitigate the effects.</p>
														<p>22 December 2017 Unite asked for information about where the savings were anticipated to come from and asked if manaement had taken into account the increase in the overtime budget which will be required as a result of implementing the Dirvers' Hours Policy.</p>	<p>22 December 2017 Management agreed to expand on the information provided.</p>
														<p>22 December 2017 Unite asked if smart bins had been purchased through capital and why they were located near ordinary bins which still require emptying frequently; an example of North Parade was given.</p>	<p>22 December 2017 Management said that the bins had been purchased through the Bins revenue budget and agreed that more work still needs to be done in Bradford regarding location of the new and old bins.</p>
														<p>22 December 2017 Unite queried the new enforcement powers given to Wardens as reported in the T&A.</p>	<p>22 December 2017 Management agreed to look into this report which they were unaware of.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														5 January 2017 Unite queried how this proposal would affect the Flood Plan and whether a reduction in road sweeping the impact on drains and gullies had been taken into account in terms of proactive maintenance.	5 January 2017 JM said that the Hot Spot Gully group had been reformed and will target areas where flooding may be possible.
4E6	Neighbourhoods & Customer Services	Cessation of the Pest Control Service - The Council will stop providing a Pest Control Service. The provision of a pest control treatment service is not a statutory service and it is currently running at a loss. Due to the availability within the private sector for a similar product at a similar cost, it is proposed to stop delivery of this service. The Council's prices for pest control treatments are similar to the private sector. Therefore the financial impact on residents would be minimal.	£0.036m	0	36,200	36,200	100%	4.00	4	0	4	1	0	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 - 7.12.16
															15 December 2017 ID said that this proposal had been put forward because the service makes a loss and there are private companies who provide the same services at a similar price. It was hoped that the effects of this saving would be mitigated by vacancies in the Warden Service which Pest Control officers may be interested in.
														15 December 2017 The unions asked why the service wasn't making a profit when private companies do and asked whether changes could be made which would reduce overheads and increase income.	15 December 2017 Management said they would be happy to receive alternative proposals for running the service. Discussions to be held at Level 3.
														22 December 2017 GMB said that they believed that one member would be requesting VR rather than consider a move to a Warden post.	22 December 2017 Management noted this information.
														5 January 2017 GMB said that they believed the information on numbers of affected staff/VR requests was incorrect.	5 January 2017 ID said he would confirm the position.
														12 January 2017 GMB asked whether management had clarified the position with regards to VR requests from Pest Control Officers.	12 January 2017 Post meeting note: ID confirmed that there have been no VR request from Pest Control Officers at this time.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E7	Sport & Culture	Remodel of Visitor information and Frontline service - There is a tourism and visitor economy review that is currently taking place and this will reduce the number and /or size of Visitor Information Centres available across the district. The service will move to a more digital base promoting the district to target audiences, with the potential for VIC information points as a co-located provision in buildings which are available and financially sustainable.	£0.3m	0	50,000	50,000	16%	14.00	18	0	0	6	0	Corporate Level 1 - 7.12.16 Unite - Are you considering re-locating?	Corporate Level 1 - 7.12.16 Management will be considering all options.
															15 December 2017 PB said that there would be no staff reductions in the next two budget years. The remodeling of the service would result in savings in future years.
4E8	Sport & Culture	Events and Festivals - There will be a review of the programme and an investment approach in future years in order to develop a more sustainable and balanced events programme between community, regional and national events, increased income streams and greater emphasis on partnership events across the key providers in the City, benefitting the wider economy that supports the event and visitor economy. This budget also supports Grants to voluntary arts and culture bodies and the City of Film work. Direct funding to this initiative will be removed through a more commercial approach to the work and there will be a review of the funding to external arts and cultural organisations. We will seek to ensure that we minimise the impact of the Districts ability to leverage external arts & cultural funding.	£0.8m	0	150,000	150,000	18%	3	3	0	0	0	0	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 - 7.12.16
															15 December 2017 PB proposes that the programme of events, the team supporting them and grants made be reviewed. Ways of funding the City of Film would be investigated to take it into a more commercial operation which would generate an income stream.
														15 December 2017 Unite said that mangement could not offset savings targets by reducing income levels in other service areas.	15 December 2017 Management confirmed that this is not the intention.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														22 December 2017 Unite reiterated their concern that increasing income generation for the City of Film would impact on FM budgets.	22 December 2017 Management confirmed that their proposals are not intended to impact on FM budgets.
4E9	Sport & Culture	Libraries - There are currently 30 libraries and in the future there will be a reduction in the number of libraries directly provided. The service will investigate the potential for the libraries to be included in an alternative delivery model which could include a "not for profit" trust model.	£3.0m	0	100,000	100,000	3%	61.87	103	0	5	3.15	0	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 - 7.12.16
															15 December 2017 PB said that management will continue lookingn at alternative delivery models and ocnfirmed that the savings proposed for 2018-19 could be 5 FTE members of staff.
														15 December 2017 The Unions expressed concerns about the misuse of assets by Not for Profit organisations and whether assets are generating an income. They were also concerned about representation for staff transferred to a Not for Profit organisation.	15 December 2017 Management noted this position and agreed that staff representation issues should be raised at Level 1.
4E10	Sport & Culture	Theatres and Community Halls - Currently there is a feasibility study looking at the potential for a trust type model to be adopted in the Theatre and Halls Service. No decision has yet been made pending the outcome of this study. In regard to community halls it is proposed that they will be transferred as part of a community asset transfer and if this is not successful they will then be reviewed and may form part of future proposals.	£0.4m	0	130,000	130,000	32%	45.00	45	0	2	4	0	Corporate Level 1 - 7.12.16 Unison - Consideration needs to be given regarding the impacts on FM staff.	Corporate Level 1 - 7.12.16 Management noted Unisons concerns.
															15 December 2017 PB confirmed that management are looking at alternative ways of providing these facilities such as through Trusts and CATs. The savings proposed for 2018-19 could affect 2 FTE members of staff.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E11	Sport & Culture	Sports & Physical Activity Service - Swimming pools, sports centres, swimming development, sports development and outdoor adventurous activities form the basis of this service. A number of changes are proposed. In the first instance the Service will investigate, through an options appraisal, all methods of future operational service delivery and this will include the potential for a 'not for profit' trust model to be established as part of the potential savings required in 2018-19.	£2.3m	0	150,000	150,000	6%	137.00	139	0	3	0	0	Corporate Level 1 - 7.12.16 Unite - with respect to 4E9/10/11 - Need a better understanding of "not for profit". Not a Council service but is a strategic service. Unite - Would staff TUPE transfer?	Corporate Level 1 - 7.12.16 Management confirmed we wouldn't be the employer, but we need to ensure that it happens correctly. Management would need to look at the detail as part of the consultation. Previously it has been problematic around pension & admitted body status issues.
Page 183															15 December 2017 PB confirmed that there are no savings for 2017-18 and that the 2018-19 proposal could potentially affect 3 FTE members of staff if a Not for Profit organisation is established.
4E12	Sport & Culture	Ministry of Food - The MOF teaches people how to cook & eat & to improve their long term health & wellbeing and is a practical hands-on community based cooking programme that teaches people of all ages how to cook from scratch. The service will no longer be able to offer cookery groups for parents with students & young adults, young families, disabled people, VCS organisations, community groups and the general public. In addition, the service will no longer be able to offer an outreach service across the district which includes cookery demonstrations, presentations & general information around health & wellbeing by teaching cooking skills.	£0.1m	0	96,000	96,000	100%	1.43	2	0	2	0	0	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 - 7.12.16
															15 December 2017 PB said that the single funder of this facility (Public Health) will withdraw funding in 2018-19 which would impact on the position of 2 FTE members of staff.
														15 December 2017 Unite said that this proposal goes against the Council Plan in terms of a healthy district and asked whether another Council service could take on the provision.	15 December 2017 SH said that he would raise this issue with colleagues in Public Health and FM.
														22 December 2017 Unite asked for an update on this proposal.	22 December 2017 SH said that he had raised this issue with colleagues in Public Health and that they had undertaken to discuss with FM.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
		TOTAL	£38.986m	£100,000	£2,065.500	£2,165.500		737.56	780	12.17	29.5	50.15	3		

Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees					VR Req.	TU Feedback	Management Information/Response
								Current		Likely FTE Reductions		Vacs.			
								FTE's	Head count	2017/18	2018/19				
4F1	Financial Services	Restructure - The size of the Financial Services function will continue to gradually reduce, reflecting reduced emphasis on retrospective reporting, more self-service by budget managers, and targeting staffing resources at highest risk, most complex issues. We will also consider if transactional functions across the Department will be more efficient and sustainable if we bring them together. This will be achieved through further restructuring.	£2.8m	32,000	130,000	162,000	6%	54	58	2	3	3	0	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 -7.12.16 - Management response:
Page 185														Department of Finance Consultation Meeting 12.12.16 The schedule shows 3 vacancies in Financial Services – will these be carried forward into 2018/19 (UNISON)	Department of Finance Consultation Meeting 12.12.16 - Management Response With the existing vacancies, Management are part way there in making the savings and it is estimated that the service will still need to achieve around £80-£90K in savings.
														Have any VR requests been received in Financial Services (UNITE)	There has been one expression of interest since this document was produced last week.
														Are there any agency or casual staff being deployed in Financial Services (UNITE)	There are no agency or casual staff in the service.
														In terms of reorganising the service – will it be a realignment of duties or a full restructure with changes to job descriptions etc. (UNITE)	It will be a realignment of the teams – due to recent departures some areas of the Council are not being looked after by a full complement of Finance staff therefore Management will look to address this and re-balance the teams. This will need to be in place before the start of 17/18 at the latest.
														How does the top management structure affect Financial Services? Are Financial Services and commissioning and Procurement merging into one service? Will the new post of Assistant Director of Finance and procurement sit within that new service? What are the timescales for this? What appointments have been made? When will the others be made? (UNISON)	The top management restructure wont affect the composition of Financial Services or any of the other functions in the department. The HR, Legal, Democratic, Estates and Property Services will be brought together with the Department of Finance and will become the Corporate Services Department. A new post has been created – AD Finance and Procurement. This post will sit on the structure above the Financial Services and Commissioning and Procurement Services – it is not proposed to combine the two services into one function. In terms of timescales – recruitment to the post of AD Finance and Procurement has not commenced yet. The whole process is likely to take at least 3 to 4 months, maybe longer, but this will depend on the recruitment process. No appointment has been made as yet to the SD Corporate Services post.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														How much is the saving in 2018-19 that is not covered by existing vacancies and/or VR requests? What would happen if an existing Financial Services Manager gained promotion to the new Assistant Director of Finance and procurement? (UNISON)	As mentioned earlier, with the existing vacancies we are not quite there for 2018-19, however should the recent VR request be approved, it will go some way to meeting the savings required. In terms of the new AD position, if an internal candidate is promoted it will create a vacancy on the structure.
														Have all discussions on last year's proposals been completed? (UNITE)	Yes.
														The spread sheet shows £2.8m net budget – is that after the £70k saving from last year has been taken off? (UNISON)	The net budget is £2.8m before any savings in 2017-18, including those already agreed.
4F2	Financial Services	Manage Insurance risks & Claims - The proposal is to reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining an internal insurance fund for self-insured risks, and the cost of meeting claims	£6.0m	200,000	300,000	500,000	8%	0	0	0	0	0	0	Corporate Level 1 - 7.12.16 No questions from staff side Department of Finance Consultation Meeting 12.12.16 You mentioned the possibility of selling insurance to schools – how would this work? (UNISON) What does the Council's insurance cover? Does it cover ex-gratia payments for example? (UNISON)	Corporate Level 1 -7.12.16 - Management response: Department of Finance Consultation Meeting 12.12.16 - Mgmt Response The Council would make a small margin on the insurance we sell to schools rather than having a renegotiated premium. The policy covers any risk which is insurable e.g. trips and falls, safeguarding issues etc.
4F3	Revs & Bens	Rationalisation of Cash Management - Reduce significantly the amount of cash used by and within the organisation and reduce the cost of the cash management functions through the increased digitalisation of customer payment options. We will also consider if transactional functions across the Department of Finance will be more efficient and sustainable by bringing them together.	£0.3m	0	160,000	160,000	49%	25	27	0	4	21	5	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 -7.12.16 - Management response:
														Department of Finance Consultation Meeting 12.12.16 There is mention of looking at other transactional functions across the Department of Finance to see whether they would be more efficient and sustainable by being brought together – does this include staff in Commissioning and Procurement (UNITE)	Department of Finance Consultation Meeting 12.12.16 - Management Response Yes, possibly.
														The schedule states that there are 21 vacancies in the Cash Management function and 27 FTEs – is that correct? (UNISON)	No, there are 21 vacancies across the whole of the Revenues, Benefits and Payroll service.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
														Are there any agency and casual staff being deployed in the service? (UNISON)	There are no agency staff. Some casual staff are being used (1 or 2 people on average).
														It is possible that Universal Credit may come into operation during 18/19 – how will this affect the service? (UNISON)	We can't pre-empt how it will affect the service until we know what the proposals are. We also don't know how much the DWP grant will reduce by – however it is unlikely that we will lose any staff when Universal Credit come in due to the turnover we have.
														When will the DWP grant be finalised? Are you expecting any surprises? (UNITE) Isn't there a set formula for the DWP grant? (UNITE)	The grant is usually confirmed in early January. However, the DWP are facing reductions which will be passed on to the Council. The formula changes every year so it is very difficult to predict what will happen. For the past 2 years Bradford has suffered disproportionately due to the tweaks made in the grant conditions
Page 187														There are 5 VR requests listed on the spread sheet - do these include historic ones? (UNISON)	The process for agreeing VRs changed last year and as part of this management wrote to everyone who had expressed an interest in VR. The staff concerned were told whether their request had been successful or not. For those staff whose application was turned down, they were told that they would have to re-apply again, so the 5 VR requests listed are new requests
														<u>Level 3 Revs & Bens - 15.12.16</u> No questions from Tus	<u>Level 3 Revs & Bens - 15.12.16</u> Management advised that proposals were still being finalised and Management will be developing proposals for this in the coming months and will probably be a combination of streamlining, reducing cash and possibly working with other departments to see where there are synergies. Management also reported on the expectation of improvements in collection levels which accompanied the decision not to reduce budgets in these teams
4F4	Financial Services	Contribution to WY Joint Committees - West Yorkshire Joint Services is a shared services organisation led by a Joint Committee from the five District Councils. It carries out specialist collective functions. The proposal is to cap Bradford's contribution to joint committees at £1.1m, which will require concerted action with the other Councils.	£1.2m	75,000	35,000	110,000	9%	0	0	0	0	0	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side <u>Department of Finance Consultation Meeting - 12.12.16</u> Why does this proposal sit in Financial Services? Is this not a corporate matter?	<u>Corporate Level 1 -7.12.16 - Management response:</u> <u>Department of Finance Consultation Meeting 12.12.16 - Mgmt Response</u> Yes, it is a corporate matter but it has been put into Financial Services because the budget for this is controlled by the Director of Finance.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4S1	ICT	<p>Information Technology Services - This proposal has 2 components:</p> <p>1) Re-sizing of IT Services to reflect the broader organisational changes affecting the Council. The assumption is that there will be a significant reduction in the number of Council supported desktop/laptop devices over time. This will enable IT Services to reduce costs associated with device support, licenses and infrastructure.</p> <p>2) Fit for purpose IT application architecture – This component will involve switching technology solutions where better value can be achieved, and rationalising the number of existing IT applications to simplify the technology in use.</p>	£12.5m	0	500,000	500,000	4%	146	150	0	2	5	9	<p>Corporate Level 1 - 7.12.16</p> <p>Unison - proposal on spreadsheet indicates reduction of 5, but SME referred to 2?</p> <p>Unite - Vacancies indicate 34 - is this correct?</p> <p>Unite - There are fewer staff now requesting VR - Unite would as that the use of agency workers is to cease.</p>	<p>Corporate Level 1 -7.12.16 - Management response:</p> <p>Management confirmed the intention to move towards a slightly smaller function, with a reduction of approx. 2FTEs and more cost effective software should save £0.5m.</p> <p>Management to review & update.</p> <p>Management to review & update. Some temporary vacancies exist currently due to workspace project.</p> <p>Management noted their request.</p>
														<p>Department of Finance Consultation Meeting - 12.12.16</p> <p>The spread sheet lists 34 vacancies – is that correct? (UNITE)</p>	<p>Department of Finance Consultation Meeting - 12.12.16 - Management response</p> <p>As part of the workspace project, Management had to put in some extra resource to ensure faster roll out. This meant putting placeholders in SAP. Therefore these are not active vacancies and out of the total placeholders put in we are only using 6 or 7 people in desktop, roll out and analyst work. The true vacancy figure is 5 - 2 posts are out to recruitment and 3 are on hold pending VR requests and whether they are accepted or not.</p>
														The service has 9 VR requests – will these be honoured? (UNITE)	We are awaiting figures from WYPF. VR requests are now subject to a 2 year business case for costs and Management are minded to accept those which meet the 2 year cost criteria and where service needs allow it to happen. Each request is assessed on a case by case basis.
		TOTAL	£22.8m	307,000	1,125,000	1,432,000		532	575	2	12	77	14		

Ref	Service	Proposal Definition	Net Budget				Reduction	Employees		Likely FTE Reductions		Vacs.	VR Req.	TU Feedback	Management Information/Response
			2016-17	2017-18	2018-19	Total		Current		2017/18	2018/19				
			£					FTE's	Head count						
4R2	Planning Transportation & Highways	WYCA Transport Levy reduction. This proposal relates to the £24m contribution from Bradford paid to West Yorkshire Metro for transport operations. The contribution is raised as a levy, based on population size, across all 5 West Yorkshire Councils. Bradford's contribution includes a £1.4.m Transport Fund for investment in transport infrastructure projects. West Yorkshire Local Authority colleagues have requested that the WYCA consider a minimum 3% reduction (£750,000 for Bradford) in the 2016/17 levy and then a further percentage reduction per year to achieve a £750,000 saving each year.	£24.0m	750,000	750,000	1,500,000	6%	0.00	0	0	0	0	0	Corporate - Level 1 - 07.12.16 No questions from TU's	Corporate Level 1 - 07.12.16 - Management response: Seeking a 3% reduction in contributions. Nil impact on staff
4R2	Continued Level II													Level II 12 Dec 16 Noted. Level II 19 Dec 16 No questions raised from UNISON or GMB Level II 9 Jan 17 No comment Level II 24 Jan 17 No comment	Level II 12 Dec 16 Management - No further comment Level II 19 Dec 16 Management - No further comment Level II 9 Jan 17 No comment Level II 24 Jan 17 No comment
4R3	Planning Transportation & Highways	Commercialise Highway Delivery Unit (HDU): This Proposal is to increase the range of services provided by the Council's Highway Delivery Unit through increasing involvement in existing capital works programmes (other than highway maintenance) and delivery of services which are externally funded (e.g. installation of residential dropped crossings or services under the New Roads & Street Works Act).	£2.4m	223,000	223,000	446,000	18%	0.00	0	0	0	0	0	Corporate Level 1 - 07.12.16 No questions from TU's	Corporate - Level 1 - 07.12.16 - Management Response: Services will be reduced without impacting on staffing levels.

Page 189

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R3	Continued Level II													<u>Level II 12 Dec 16</u> No questions from TU's <u>Level II 19 Dec 16</u> No questions from TU's <u>Level II 9 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment	<u>Level II 12 Dec 16</u> Management - No Further comment <u>Level II 19 Dec 16</u> No further comment from Management <u>Level II 9 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment
4R4	Planning Transportation & Highways	Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset: This proposal is based around the current West Yorkshire Combined Authority programme to establish a West Yorkshire UTMC (Urban Traffic Management & Control) service combining all traffic signal staff from all West Yorkshire districts with a presence from bus operators, emergency services & WYCA in a central location. It should be noted that as this project is not within the direct control of the Council. Delays in implementation may adversely impact the delivery of savings within the proposed timeframe.	£0.5m	119,000	246,000	365,000	77%	5.00	57	0		2	<u>Corporate Level 1 07.12.16</u> No questions from TU's	<u>Corporate - Level 1 - 07.12.16 - Management Response:</u> This proposal will facilitate the creation of a WY centralised service. It is a combined authority project & is not in the control of the council	
4R4	Continued Level II													<u>Level II 12 Dec 16</u> No questions from UNISON or GMB <u>Level II 19 Dec 16</u> No questions from TU's <u>Level II 24 Jan 17</u> No comment	<u>Level II 12 Dec 16</u> No further comment from management <u>Level II 24 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R5	Planning Transportation & Highways	<p>Increase charges and fees in Planning and Transport: The scope of this proposal is to increase discretionary charges within the Planning, Transportation & Highways services together with the introducing new charges for aspects of service functions which bring it in line with neighbouring authorities. Specific proposals within T&H include:</p> <p>Increasing charges associated with Section 38 and Section 278 agreements including raising the minimum amount of charge payable including to £2000 per agreement with a standard charge of 9% of the bond amount for technical inspection and validation.</p> <p>Introducing a new annual charge for café licence applications, inspections & approvals of £500 per permit associated with their planning & co-ordination except where such events are street parties.</p> <p>Introducing a charge to permit the temporary installation of developer signs in street lighting columns inclusive of their manufacture & removal at the end of a prescribed period.</p>	£0.6m	30,000	30,000	60,000	11%	0.00	0	0	0	0	0	<p><u>Corporate Level 1 07.12.16</u></p> <p>No questions from Tu's</p>	<p>Corporate Level 1, 07 .12 .16 Hoping to rise £60K additional income. No impact on staff</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R5	Continued Level II													<u>Level II 12 Dec 16</u> No Questions from TU's <u>Level II 19 Dec 16</u> No questions from TU's <u>Level II 9 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment	<u>Level II 12 Dec 16</u> No further comment from management <u>Level II 19 Dec 16</u> No further comment from Management <u>Level II 9 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment
4R6	Planning Transportation & Highways	<p>Options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs & footpath & snicket maintenance. The Council currently allocates an annual budget of £50,000 per parliamentary constituency to allow minor scale maintenance works such as drainage repairs & improvements, pavements & pedestrian area maintenance, footpath maintenance & urban snicket maintenance.</p> <p>The proposal would see a reduction of the current service level provision meaning each parliamentary constituency would receive circa £25,000 for minor repairs. Under this proposal works would continue to be prioritised on drainage maintenance, unclassified road maintenance, issues with "life & death" consequence with very minimal levels of funding for footpath work per constituency and no funding to undertake snicket maintenance.</p>	£0.7m	88,000	33,600	121,600	18%	13.00	13	0	1	3		<u>Corporate Level 1 07.12.16</u> No questions from staff side	<u>Corporate Level 1 - 07.12.16 - Management response:</u> The bulk of this saving is to be achieved in 2017/18

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R6	Continued Level II													<p>Level II 12 Dec 16 No Questions from TU's</p> <p>Level II 19 Dec 16 No questions from TU's</p> <p>Level II 24 Jan 17 Unison circulated an e-mail that had been received raising serious concerns on the effect of the proposed budget cuts. The concerns were around Health and Safety issues and being able to carry out statutory duties – This refers to budget items 4R6 and 4R7.</p> <p>Unison- Important that we understand the Statutory Obligations and that if we are not able to do we are putting peoples lives at risk. E.g white/yellow lining programme – need to be on top of this, if this isn't done traffic wardens won't be able to ticket if no lines are down. There is a safety implication around lining.</p>	<p>Level II 12 Dec 16 No further comment from management</p> <p>Level II 19 Dec 16 No further comment from Management</p> <p>Level II 24 Jan 17 Management stated they would review the document with specific regard to the Statutory Requirements and Safety aspect and will provide a response. Management advised that Statutory obligations can be delivered at many levels.</p>
4R7	Planning Transportation & Highways	<p>Reduction in Highways operational budgets - transport gateway, subway maintenance, minor signing and lining: This proposal would reduce maintenance activities on gateway corridors to Bradford City Centre together with maintenance of current subways & underpasses in the City centre. The Council currently allocates an annual budget of £127,000 to fund minor scale maintenance works.</p> <p>HDU Depot Reduction: This proposal is to reduce the operational bases used by both the Highways Delivery Unit (DLO) Traffic & Road Safety (north) & Highway maintenance (north) teams through relocation of existing staff, plant & materials from Stockbridge depot to other operational bases to realise budget savings equivalent to the annual maintenance & running costs of the Stockbridge facility charged to the service.</p>	£0.2m	64,000	31,600	95,600	43%	27.00	27	2	1	2		<p>Corporate - Level 1 - 07.12.16</p> <p>Unite: If moving out of Stockbridge who will fund?</p>	<p>Corporate Level 1 -07.12.16 Management response:</p> <p>This is currently being considered.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R7	Continued Level II													<p><u>Level II 12 Dec 16</u> No Questions from TU's</p> <p><u>Level II 19 Dec 16</u> Noted. No questions from TU's</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> Unison circulated an e-mail that had been received raising serious concerns on the effect of the proposed budget cuts. The concerns were around Health and Safety issues and being able to carry out statutory duties – This refers to budget items 4R6 and 4R7.</p> <p>Unison - Important that we understand the Statutory Obligations and that if we are not able to do we are putting peoples lives at risk. E.g white/yellow lining programme – need to be on top of this, if this isn't done traffic wardens won't be able to ticket if no lines are down. There is a safety implication around lining.</p>	<p><u>Level II 12 Dec 16</u> Management Response to Level 1 Question above re Who will fund? : Work is being done at the moment in discussion with Estates Management.</p> <p><u>Level II 19 Dec 16</u> JJ is still awaiting feedback from Richard Gelder, it one of PTH savings, and management. Asset Management and the Service manager have had a liaison meeting and we will be providing a more detailed answer. The saving might not be as large as predicted</p> <p><u>Level II 9 Jan 17</u> Management advised the breakdown of saving for Stockbridge accommodation is: Staff Accommodation £11,000 and remaining is £18,000</p> <p><u>Level II 24 Jan 17</u> Management stated they would review the document with specific regard to the Statutory Requirements and Safety aspect and will provide a response. Management advised that Statutory obligations can be delivered at many levels.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response	
Page 195	4R8	Planning Transportation & Highways	Increase fine income by increasing enforcement of contraventions by statutory undertakers of the Yorkshire Common Permit Scheme. Council has a statutory duty under the Traffic Management Act 2004 to coordinate road works to ensure traffic moves efficiently around its networks. Council has sought powers from the Sec of State to introduce a permit scheme on key transport corridors. This will provide income from both the applications for permits to carry out works on the highway & from the statutory powers to fine utility companies that breach the scheme. Income from permit applications is used to cover staff costs of operating the scheme. Council must review its fee income every year to ensure that surpluses are not accruing & costs are not exceeding income. Where either of these conditions occur it must adjust its fee charges every third year to reflect operational realities.	N/A	30,000	70,000	100,000	N/A	0.00	0	0	0	0	0	<p><u>Corporate Level 1 -07.12.16</u></p> <p>No questions from TU'S</p>	<p><u>Corporate Level 1 - 07.12.16 - Management response:</u></p> <p>Looking to act on right to fine breaches & raise income of £100K over 2 years.</p>
	4R8	Continued Level II												<p><u>Level II 12 Dec 16</u></p> <p>No Questions from staff side</p> <p><u>Level II 19 Dec 16</u></p> <p>No questions from staff side</p> <p><u>Level II 9 Jan 17</u></p> <p>No comment</p> <p><u>Level II 24 Jan 17</u></p> <p>No comment</p>	<p><u>Level II 12 Dec 16</u></p> <p>No further comment from management</p> <p><u>Level II 19 Dec 16</u></p> <p>No further comment</p> <p><u>Level II 9 Jan 17</u></p> <p>No comment</p> <p><u>Level II 24 Jan 17</u></p> <p>No comment</p>	
	4R9	Planning Transportation & Highways	Reduce Area Committee Highways support: Introduce an alternative Governance structure for consideration of all highway related matters rather than the current Area Committee structure thereby reducing the officer numbers required to effectively service committees. In addition this proposal recommends that elements of non-casualty led works & requests for service delivery are either stopped or charged for at cost rates.	£0.3m	0	124,000	124,000	40%	31.37	34	0		9		<p><u>Corporate Level 1 - 07.12.16</u></p> <p>Unite - Who will provide the information & when?</p>	<p><u>Corporate Level 1 -07.12.16 - Management response:</u></p> <p>A number of authorities are looking for new arrangements to prevent duplicate applications where cross boundaries roads. This will lead to a reduction in staff in 2018/19</p> <p>Further information on 3 proposals will be available for discussion throughout consultation.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R9	Continued Level II													<p><u>Level II 12 Dec 16</u> No Questions from TU's</p> <p><u>Level II 19 Dec 16</u> UNISON SGM asked if we will be consulting with Legal and Democratic services.</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>	<p><u>Level II 12 Dec 16</u> Management commented there are issues regarding Committee Secretariat in this proposal which will be considered during the consultation</p> <p><u>Level II 19 Dec 16</u> Yes - consultation will be covered with Committee Secretariat in Legal and Democratic Services</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>
4R10	Economy & Development	<p>Payment reduction - Capital Team. £50,000 will be taken from the budget in 2017/18 to reduce it to £1.8m by a combination of savings due to salary savings & a reduction in facilities management & other charges. In 2018-19 the final payment of £50,000 will have been made by the Council for the temporary classrooms at Ryecroft primary School & this money can be released as a saving.</p>	£1.8m	50,000	50,000	100,000	5%	0.00	0	0	0	0	0	<p><u>Corporate Level 1 - 07.12.16</u></p> <p>No questions from TU's</p>	<p><u>Corporate Level 1 - 07.12.16 - Management</u></p> <p>Management will come back with further details on how staffing reductions may be achieved given proposal to reduce by £100K in 2 years.</p>
4R10	Continued Level II													<p><u>Level II 12 Dec 16</u> No questions from TU's</p> <p><u>Level II 19 Dec 16</u> No questions from TU's</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>	<p><u>Level II 12 Dec 16</u> Management clarified: There are no staffing reductions, posts have been deleted from previous savings and when the temporary classrooms are removed.</p> <p><u>Level II 19 Dec 16</u> No further comment</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> All questions have been previously answered.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R11	Planning Transportation & Highways	Introduction of limited lighting hours/switch off street lights on non-principal roads. This proposal is to arrange for the introduction of limited lighting hours or switch off of street lighting on non-principal road network to save energy costs. Typical non-lit hours could be 12am - 05am. Proposals for groups of streets to be included in any switch off zone would need to be developed in accordance with appropriate standards including assessment of road traffic collision data, criminal activity & infrastructure condition/type etc.	£1.4m	50,000	60,000	110,000	8%	0.00	0	0	0	0	0	<p>Corporate Level 1 - 07.12.16</p> <p>Unite - Does this includes buildings?</p> <p>Unite - concerned about attacks on women etc.. - what about lights on top of MMT?</p> <p>Unison - Are you working with Police?</p>	<p>Corporate Level 1 - 07.12.16 - Management response:</p> <p>No staffing implications. Looking to reduce time on for street lights.</p> <p>No - just street lighting.</p> <p>Management will consider this.</p> <p>Yes - consideration given to crime rates, CCTV etc..</p>
4R11	Continued Level II													<p>Level II 12 Dec 16 UNISON asked about lights on the clock tower on City Hall</p> <p>Level II 19 Dec 16 No questions from TU's</p> <p>Level II 24 Jan 17 No comment</p>	<p>Level II 12 Dec 16 Management responded re Level 1 and Level II Questions: This proposal is not about buildings it covers street lights. There are avoidance criteria in place to consider the needs of vulnerable groups. Management will consider the timings of lights on MMT and City Hall but as these are LED saving will not be significant. The lights on City Hall are part of the ambient lighting for the area. The Police are part of the consultation regarding street lighting hours.</p> <p>Level II 19 Dec 16 Management clarified it is just street lighting but we would look if there is any saving from building lighting.</p> <p>Level II 24 Jan 17 No comment</p>
4R13	Economy & Development	Businesses starting up, growing & investing - Economic Development: Proposal is: £70,000 to be removed from the £320,000 City Park sinking fund, further reducing the maintenance fund for major works to £250,000. Reduce match funding of £72,500 for European Strategic Investment Fund programmes & projects. Remove support for the Bfunded community funding information website saving £8,000. Financial & officer support will cease in 2018 & a transfer to third sector partners is under negotiation. Remaining areas of work will be reduced to meet new priorities around Inclusive Growth & increasing our business rates income.	£2.2m	150,500	0	150,500	7%	0.00	0	0	0	0	0	<p>Corporate Level 1 - 07.12.16</p> <p>No questions from staff side.</p>	<p>Corporate Level 1 - 07.12.16 - Management response:</p> <p>Management to provide further detail on how reductions will be met through vacancies.</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R13	Continued Level II													<p><u>Level II 12 Dec 16</u> No questions from staff side</p> <p><u>Level II 19 Dec 16</u> Noted No questions from TU's</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>	<p><u>Level II 12 Dec 16</u> Management confirmed that restructure issue will be dealt with at Level III</p> <p><u>Level II 19 Dec 16</u> Business starting up, growing and investing Economic Development – management SON noted a Level III could not be arranged for last week and due to leave commitments this cannot be scheduled until 29 December. SON will liaise with Clare Wilkinson to determine if the meeting can go ahead without her attendance. SON also noted that management will be meeting next Friday 30 December to go through the comments received.</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>
4R18	Economy & Development	Housing - Homelessness Private Rented Housing Development Officer: Delete the vacant post of Private Rented Housing Development Officer.	£1.9m	32,000	0	32,000	2%	0.00	0	0	0	1		<p><u>Corporate Level 1- 07.12.16</u> No questions from TU's</p>	<p><u>Corporate Level 1 - 07.12.16 - Management response:</u> To delete vacant post</p>
4R19	Continued Level II													<p><u>Level II 12 Dec 16</u> No questions from TU's</p> <p><u>Level II 19 Dec 16</u> No questions from TU's</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>	<p><u>Level II 12 Dec 16</u> No further comment from Management</p> <p><u>Level II 19 Dec 16</u> No further comment from Management</p> <p><u>Level II 9 Jan 17</u> No comment</p> <p><u>Level II 24 Jan 17</u> No comment</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R19	Economy & Development	Housing - Increase Income Generation from Agency Fees: To increase fee income for the Housing Operations service from agency fees by £44,000. The increase in fee income is achievable due to the current levels of demand & delivery of Disabled Facilities Grants (DFG's). The Housing Service which administers DFG's offers an agency service to procure & manage works on the clients behalf. In 2015-16 87% of clients chose to use the agency service & the number of referrals for DFG continues to increase year on year. In 2015-16 Housing received 603 new referrals for DFG compared to 357 in 2013-14 & 489 in 2014-15.	£1.0m	0	44,000	44,000	4%	43.00	48	0	0	3		Corporate Level 1 - 07.12.16 No questions from TU's	Corporate Level 1 - 07.12.16 - Management response: No impact on staff.
4R19	Continued Level II													Level II 12 Dec 16 No questions from TU's Level II 19 Dec 16 No questions from TU's Level II 9 Jan 17 No comment Level II 24 Jan 17 No comment	Level II 12 Dec 16 No further comment from Management Level II 19 Dec 16 No further comment from Management Level II 9 Jan 17 No comment Level II 24 Jan 17 No comment
4R20	Planning Transportation & Highways	Sustrans promotes young people travelling to school actively and/or sustainably: This budget saving proposal is phased over 2 financial years commencing in 2018-19 to allow for discussions with schools involved in supporting the programme. The first change in 2017-18 would be to no longer accept new schools onto the programme with existing schools provision being phased out over the following years of this budget proposal.	£0.056m	0	28,000	28,000	50%	0.00	0	0	0	0		Corporate Level 1 - 07.12.16 Unite - This isn't in line with the Council Plan. By 2020 Bradford will have the youngest population & such projects should be supported.	Corporate Level 1 - 07.12.16 - Management response: Procured service to encourage children to walk to school etc.. Is to cease. Management noted their concern.
4R20	Continued Level II													Level II 12 Dec 16 No questions from TU's Level II 19 Dec 16 No questions from TU's Level II 9 Jan 17 No comment Level II 24 Jan 17 No comment	Level II 12 Dec 16 Management noted concerns raised at Level 1 and will respond re sustainable travel. Level II 19 Dec 16 Management confirmed there is not a specific line in the Council plan concerning active travel Level II 9 Jan 17 No comment Level II 24 Jan 17 No comment
4R21	Planning Transportation & Highways	Road Safety training programme in schools; The Road Safety Team operates on a district wide basis. Staff & financial resources are allocated to Education, training & publicity programmes based on priorities identified for greatest impact on casualty reduction. This reduction would result in a net reduction of staff resources available for this type of work. The proposal would reduce the funding	£0.3m	0	62,500	62,500	24%	7	9	0	1	0		Corporate Level 1 - 07.12.16 No questions from TU's	Corporate Level 1 - 07.12.16 - Management response: No additional information provided.

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R21	Continued Level II													<u>Level II 12 Dec 16</u> No questions from TU's <u>Level II 19 Dec 16</u> No questions from TU's <u>Level II 9 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment	<u>Level II 12 Dec 16</u> No further comment from Management <u>Level II 19 Dec 16</u> No further comment from Management <u>Level II 9 Jan 17</u> No comment <u>Level II 24 Jan 17</u> No comment
		TOTAL	£49.60m	1,586,500	1,752,700	3,339,200		126.37	136	44.4	15.0	27			

Ref	Service	Proposal Definition	Employees											TU Feedback	Management Information/Response	
			Net Budget		Saving		Reduction		Current		Likely FTE Reductions		Vacs.			VR Req.
			2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19					
4R1	Estates & Property	Industrial Services Group: Is a trading service currently running at a cost to the Council. The proposal is to reduce the staffing structure to suit the present workloads starting with bringing the service back into line with the base budget. Further changes and reductions will be made to bring the service back to a nil operating budget.	£0.04m	0	43,300	43,300	100%	39.00	44	19	3	4		Corporate - Level 1 - 07.12.16	Corporate Level 1 - 07.12.16 - Management response: Management advised that this function is running at a cost to the Council and needs to be addressed. Windows cannot be made competitively due to improvements in technology within the private sector. This will therefore impact on staff within the service. No - this is not clear on spreadsheet - we will provide further detail. Yes - We are trying to safeguard disabled. Proposing not to renew any temporary contracts. Management agreed to provide detailed information. Wherever possible on capital projects. The challenge is if it is acceptable in terms of planning & design. Incommunities stopped their contract with the service 3 years ago & has now to go via tender process.	
														Unite - Spreadsheet shows 100% reduction. Is the intention to close the service entirely?		
														Unite - Are these disabled staff?		
														Unite - Can information be provided on the length of any temporary contracts?		
4R1	Continued Level II													Level II 12 Dec 16 No questions from TU's No questions from GMB or UNISON Level II 19 Dec 16 - Noted. No questions raised from UNISON OR GMB	Level II 12 Dec 16 Management - Clarification needed regarding the 100% reference in reduction column. Management will respond to the questions raised at Level I. Level II 19 Dec 16 Management clarified the £43,000 saving is 100% as it removes all the budget currently supporting the	
4R12	Estates & Property	Increasing the profitability of the FM service for schools: Increase trading surplus of Schools Catering & Cleaning by up to 10% by driving up sales & price reviews whilst being mindful of the need to maintain value for money & retain existing client base. Additional work is on-going to assess the option of these service being provided via various alternative delivery models.	£0.7m	30,000	35,000	65,000	9%	0.00	0	0	0	to be a large saving.	0	Corporate Level 1 - 07.12.16	Corporate Level 1 - 07.12.16 - Management response: Management looking to increase trading by 10% We are looking to win back schools that have converted to academy status. No plan for an alternative trading model to trade outside of Bradford. A programme of refurbishment has just been put forward. Management will bring this information up to date for future meetings.	
														Unison - This used to provide service to most of West Yorks. What is the strategy to increase trading? Unite - Used to trade across WY & beyond including as far as Newcastle. Is the plan to attract this business again? Unison - No fit for delivery - needs investment at Laisterdyke. GMB - There is no detail on vacancies?		

Page 201

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R12	Continued Level II													<p><u>Level II 12 Dec 16</u> No questions from TU's</p> <p><u>Level II 19 Dec 16</u> No questions from TU's</p>	<p><u>Level II 12 Dec 16</u> Management response to Level 1 Questions: It was a previous decision by the Leader and members to limit trading to the Bradford district, not to trade outside the district. A programme of refurbishment has been put forward for Laisterdyke. There are a number of vacancies and a high level of churn in this part of the service, cleansing of the vacancy list is being done to remove positions that have been deleted due to TUPE transfers..</p> <p><u>Level II 19 Dec 16</u> No further comment from management</p>
4R14	Estates & Property	<p>Manage the operational and investment estate. Proposal in changes in the management of: The Council's operational & investment estate Delivery of the capital receipts programme Community Asset Transfers & Assets of Community Value. One public estate programme. This aims to make the best use of the Councils & public sector partners estate working with the VCS. We will also seek investment in non-operational property to generate surplus income. The proposal targets £260,000 gross cost reductions & £250,000 additional surplus income. Overall it is proposed to increase surplus income to £1million pa by 2020.</p>	N/A	270,000	240,000	510,000	N/A	38.00	38	10.4	0		8	<p><u>Corporate Level 1 - 07.12.16</u> No questions from TU's</p>	<p><u>Corporate Level 1 - 07.12.16 - Management response:</u> Management to come back with further detail in respect of restructure</p>
4R15	Continued Level II													<p><u>Level II 12 Dec 16</u> No questions from TU's</p> <p><u>Level II 19 Dec 16</u> No questions from TU's</p>	<p><u>Level II 12 Dec 16</u> Management stated the staff numbers need checking and we will come back on these.</p> <p><u>Level II 19 Dec 16</u> Management confirmed the FTE's were 38 and headcount were 38 the spreadsheet is amended to reflect this</p>

Ref	Service	Proposal Definition	2016-17	2017-18	2018-19	Total	%	FTE's	Head count	2017/18	2018/19	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R15	Estates & Property	Facilities Management Operational cost reductions: Allowing for planned release of Future House & Jacobs Well & further estate rationalisation reflecting the continued contraction of the organisation. Operational estate costs including cleaning will fall.	£4.5m	0	100,000	100,000	2%	130.00	0	0	1			<u>Corporate Level 1 - 07.12.16</u> No questions from TU's	<u>Corporate Level 1 - 07.12.16 - Management response:</u> No immediate staffing impact, further details to be provided.
4R15	Continued Level II													<u>Level II 12 Dec 16</u> No questions from TU's <u>Level II 19 Dec 16</u> No questions from TU's	<u>Level II 12 Dec 16</u> No further comment from Management <u>Level II 19 Dec 16</u> No further comment from Management
4R16	Estates & Property	Facilities Management - Operational Savings; Planned reductions in facilities management will take the current net budget down from £3.9m to £3.8m. A further reduction in future years is likely but would be dependent on the Council's estate shrinking further.	£3.2m	0	100,000	100,000	3%	171.00	0	0	3			<u>Corporate Level 1 - 07.12.16</u> UCATT - Told by Paul Egan that work is increasing.	<u>Corporate Level 1 - 07.12.16 - Management response:</u> This is planned savings in reactive & planned maintenance of assets. No staffing impacts. This is reactive management of estates. There are a lot of teams involved in capital projects.
4R16	Continued Level II													<u>Level II 12 Dec 16</u> No questions from TU's <u>Level II 19 Dec 16</u> No questions from TU's	<u>Level II 12 Dec 16</u> No further comment from Management <u>Level II 19 Dec 16</u> No further comment from Management
4R17	Estates & Property	Facilities Management - Manage New Energy Projects and utilities : Sharper procurement & control of utilities to all Council buildings, managing carbon & statutory annual carbon emissions reporting & the current energy efficiency capital programme will all deliver savings. The energy industry is forecasting 35% energy price inflation by 2020, due to increased non-commodity price increases, grid/network costs etc. It is anticipated that there will be a commensurate reduction in the size of the estate during this period, allowing offsetting savings.	£4.6m	0	50,000	50,000	1%	0.00	0	0	0	0		<u>Corporate Level 1 - 07.12.16</u> No questions from TU's	<u>Corporate Level 1 - 07.12.16 - Management response:</u> No impact on staff.
4R17	Continued Level II													<u>Level II 12 Dec 16</u> No questions from TU's <u>Level II 19 Dec 16</u> No questions from TU's	<u>Level II 12 Dec 16</u> No further comment from Management <u>Level II 19 Dec 16</u> No further comment from management
		TOTAL	£49.60m	300,000	568,300	868,300		378.00	82	44.4	15.0				

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Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees				Vacs.	VR Req.	TU Feedback	Management Information/Response
								Current		Likely FTE					
								FTE's	Head count	2017/18	2018/19				
4A1	Adult and Community services	The latest stats from Projecting Older People Population Information (POPPi) and Projecting Adult Needs and Service Information (PANSI) projects a 2% yearly increase in the number of service users up to 2030. The challenge is to change the culture in adult social care and with the NHS to move from a dependency model (deficit based, fixing people) to one that promotes independence and resilience (strength based model, focus on what people can do and positive risk taking so people can live their lives to the full).		8,000,000	8,000,000	16,000,000				0	0				There are no proposed staffing reductions however there will be a reprofiling exercise of the workforce
															14.12.16 - Management explained this will be broken down into individual projects with some funding coming from Corporate Transformation fund. Decisions will be made after the proposals have been accepted. Reductions in staff will be replaced by demand management.
															04.01.17 Unions advised they have no objections to the proposals but concerns regarding the amount of money to be saved
															04.01.17 - Management are already thinking about the savings and based on research and evidence at other local authorities are confident they are achievable
4PH2	Public health - Substance Misuse	The substance misuse service provides a number of recovery- focused services in the prevention, reduction and treatment of drug and alcohol misuse and its associated harms for individuals, families and communities. The budget for substance misuse services will be reduced through a combination of redesign and re-commissioning of services and services ceasing		1,169,000	1,634,000	2,803,000				0	0				
															14.12.16 - Unions raised no concerns
															14.12.16 - Management confirmed this was against external contracts and will focus on retargeting of provision.
															04.01.17- Unions raised no concerns
4PH3	Public health - Sexual Health	The Sexual health service provides open access to Bradford residents to all forms of Contraception, Sexually Transmitted Infection testing and treatment, information and support, allowing easy access to services by giving them the choice of either appointment or access to drop-in clinics across the district. The budget for the service will be reduced through a combination of redesign and review of services and other services ceasing.		70,000	25,000	95,000				0	0				

Page 205

4PH6	Public Health - Physical Activity, Food and Nutrition	Under the 'Tier 1 VCS Budget' the Health Improvement Team currently provides grants to 24 VCS organisations which deliver a range of interventions including activities such as 'cook & eat' programmes, physical activity sessions for inactive adults and children, food growing activities and breastfeeding support. These grant agreements come to an end on 31 March 2017 and will not be extended. When this service ceases it will result in an annual saving of £1m.		1,000,000	0	1,000,000			0	0						
													14.12.16 - Unions raised no concerns	14.12.16 - Management confirmed this was against external contracts and will focus on retargeting of provision.		
	Page 207												04.01.17- Unions raised no concerns			
4PH7	Public Health - Small Grants (Wider Determinants)	The Public Health department funds VCS organisations through the small grants scheme, to deliver a range of interventions addressing broader public health outcomes including sexual health, smoking cessation, cancer awareness, teenage pregnancy and healthy lifestyles interventions. These grant agreements come to an end on 31 March 2017 and will not be extended. When this service ceases it will result in an annual saving of £101,000.		101,000	0	101,000			0	0						
													14.12.16 - Unions raised no concerns	14.12.16 - Management confirmed this was against external contracts and will focus on retargeting of provision.		
													04.01.17- Unions raised no concerns			
4PH8	Public Health - Warm Homes Healthy People Programme	The Warm Homes Healthy People (WHHP) is a short-term, winter activity based programme which supports those most in need of Winter Warmth services in Bradford and Airedale area. Services offered include food parcels and hampers; cook and eat sessions; big lunches; provision of practical needs such as coats; hats; duvets and emergency heating appliances; small fuel poverty remedies (radiator foils, draft excluders etc), energy efficiency assessments; fuel debt relief; top-ups for prepaid fuel meters and community activity such as snow clearance, befriending schemes etc. The proposal is to reduce this service, resulting in an annual saving of £65,000.		25,000	40,000	65,000			0	0						

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Report of the Director of Human Resources to the meeting of Executive to be held on 21 February 2017

Subject:

Addendum to the Executive Report of 7th February 2017

Summary statement:

Interim Trade Union feedback on the Budget Proposals

Sue Dunkley
HR Director

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Overview & Scrutiny Area:

Corporate

INTERIM TRADE UNION FEEDBACK ON THE BUDGET PROPOSALS:

This Addendum provides the additional feedback that has been received from the Trade Unions since the publication of the report of the previous Executive meeting.

The Addendum shows the feedback against the budget reference line only where additional comments have been made. The Addendum also includes feedback received from the Trade unions at the last Corporate Consultation meeting, held on 16th February 2017.

Statements from the Trade Unions in relation to their positions with regards to the budget line 4H2 which is linked to savings in relation to Terms and Conditions of Service are also enclosed in the feedback.

INTERIM TRADE UNION FEEDBACK – ADDENDUM TO EXECUTIVE REPORT OF 7 FEBRUARY 2017

ESTATES & PROPERTY

Ref:	Date/Meeting	TU Feedback	Management Response
4R1	09/01/17	Unite queried if these issues should be raised at level 3 and suggested they should be raised at level 2.	Management noted the query and stated they would look into it. Version 2.2 of the spread sheet was shared.
	01/02/17	Unite stated that no Equality Impact Assessments had been completed, and queried why ISG had no contracts with the Council	Management informed the meeting that a consultation meeting was held on 26 January 17 to discuss how 188 consultations would be managed by Corporate Services. Management re-iterated that they are intending to carry out the consultation at service level, given the size of the new Corporate Services and the number of diverse services which sit within it. Management responded that EIA's had been completed and were on the website. They also stated staff were aware they should consider using ISG and asked Unite to provide examples of where this was not the case.
	14/02/17	Unite stated that the EIA was not detailed enough in reporting effected staff with protected characteristics.	Management responded that they would review the EIA and if appropriate revise it and share with the Unions.

NEXT LEVEL 3 DUE TO TAKE PLACE 01/03/17

REGENERATION

Ref:	Date/Meeting	TU Feedback	Management Response
4R6	07/02/17	No comments	Management advised that a response had been prepared (regarding a query raised by Unison about the impact of the proposals on statutory obligations and Health & Safety) and would be circulated with the minutes.

4R7		No comments	<p>Management advised that a response had been prepared and would be circulated with the minutes regarding the Statutory Requirements and Safety Aspect.</p> <p>With regard Stockbridge Depot - Management advised that following a consultation and issues raised by staff regarding accommodation at Stockbridge (Depot Reduction) - a further review has taken place and it has been recommended that this be removed and need to look at alternative ways of delivering the saving.</p>
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NEXT LEVEL 2 DUE TO TAKE PLACE 02/03/17

LEGAL & DEMOCRATIC SERVICES

Ref:	Date/Meeting	TU Feedback	Management Response/information provided
4L1	12/01/17: OJC Level 2	No questions from TU's	Regarding the saving of £55 k in 2018/19, Management indicated that the savings were dependent on the future scope of the Council and its decision-making processes, on which there was no clarity yet. The intention is to increase income as far as possible to achieve this saving but if not achievable, there may be a need to accept an application for voluntary redundancy. If, for example, there was a reduction in the number of Overview and Scrutiny Committees, staffing would need to be examined and any volunteer/s that came forward for voluntary redundancy might need to be accepted, but the overriding aim was to achieve the savings by income generation.
	18/01/17: OJC Level 2	No questions from TU's	No further update
	31/01/17: OJC Level 2	No questions from TU's	No further update
	07/02/17: OJC Level 2	No questions from TU's	Regarding the saving of £55 k in 2018/19, Management indicated that the savings were dependent on the future scope of the Council and its decision-making processes, on

			which there was no clarity yet. The intention is to increase income as far as possible to achieve this saving but if not achievable, there may be a need to accept an application for voluntary redundancy. If, for example, there was a reduction in the number of Overview and Scrutiny Committees, staffing would need to be examined and any volunteer/s that came forward for voluntary redundancy might need to be accepted, but the overriding aim was to achieve the savings by income generation.
	14/02/17: OJC Level 2		Meeting cancelled at TU's request
	21/02/17: OJC Level 2		Meeting cancelled at TU's request
OFFICE OF THE CHIEF EXECUTIVE			
Ref:	Date/Meeting	TU Feedback	Management Response/information provided
4X1	12/01/17: OJC Level 2	Question regarding job profiles for new positions	Management confirmed that the posts of 'Head of Marketing and Communications' and 'Head of PPC' have been advertised internally. Unite asked if they would be going external and Management advised that they were not expected to. Unite advised they would not be agreeable to that.
	12/01/17: OJC Level 2		Funded vacant posts Management confirmed that there are 4 funded vacant posts in the Office of the Chief Executive: 1. Assistant Director PPC post 2. Strategy and Engagement Officer post, full time on Scale PO3 – 5 3. Business Transformation Officer – full time on Scale PO3 / 5 – 2 posts Management confirmed that the budget for the AD post is staying within the OCX.

12/01/17: OJC Level 2	Unite raised the issue of the Complaints Support Officer which is showing on the structure as 'not been established' – Unite expressed surprise that this post was on the structure and colleagues are covering for this post.	Management advised that the changes must have taken place in the 2015 restructure but were not taken to an OJC Level 2 for which they apologised
12/01/17: OJC Level 2	Unite voiced anger that all vacancies classed as 'unallocated' have been covered by colleagues. They felt that we need to stop doing some things. Unison advised that we could make a case for there not being enough staff to maintain the Service	Management agreed that we need to look again at what we can stop doing.
12/01/17: OJC Level 2	Unison stressed the need to look at work / life balance or else stress and depression sickness absence was going to rise. Unison suggested that the current goodwill amongst staff could run out and there could be repercussions if hours were cut as part of the restructure on activities such as Elections.	Management advised that the Change Programme team has been a strong advocate for stopping doing some tasks.
12/01/17: OJC Level 2	Unite suggested that 'corporate services' seem to take a hit every year.	
12/01/17: OJC Level 2	Unite, whilst accepting that the restructure wasn't on the table yet, asked if there were any applications for voluntary redundancy	HR advised that letters setting out that position should have been sent to the applicants. HR to check if this has been done.
19/01/17: OJC Level 2	Meeting Cancelled at TU Request	
27/01/17: OJC Level 2	Unite asked what Management intended to do about the lack of applications for one of the posts?	Management advised that they have received one application for post of Head of Marketing and Communications. No applications have been received for

			<p>the post of Head of Policy, Performance and Change.</p> <p>Management advised that they did not know at this stage, and options needed to be considered, but they did need someone in place.</p>
	27/01/17: OJC Level 2	Unite requested profile of staff within OCX.	Management agreed to provide details as per HR. HR advised caution on the figures as staff did not have to reveal information about disability, gender, ethnicity etc.
	27/01/17: OJC Level 2	Unite requested information about VR request and what info had been provided to staff.	Management confirmed that there are 4 applications for voluntary redundancy. Two of those people have had letters turning down their application as both due to costs not meeting 2 year pay back. A decision on the remaining two posts will be taken once the restructure is in place. HR suggested that this should be shared with the two colleagues.
	27/01/17: OJC Level 2		<p>Management confirmed details about vacancies & advised that it should be 6 –</p> <ol style="list-style-type: none"> 1. Assistant Director PPC post 2. Strategy and Engagement Officer 3. Business Transformation Officer x2 <p>And the two temporary posts of:</p> <ol style="list-style-type: none"> 4. Head of Policy, Performance and Change 5. Head of Marketing and Communications
	27/01/17: OJC Level 2	No further issues raised but Unite asked for confirmation that the budget proposals will be tabled in the weeks after the Council Budget meeting on 23 February.	Management confirmed this is correct.
	27/01/17: OJC Level 2	Unite advised that staff are working flat out and we need to look at what we can stop doing. There was a discussion about the budget process.	Management encouraged all staff to look at how we can do things differently and what we can stop doing to counter falling resources.

	27/01/17: OJC Level 2	Unison said that we need to make it clear that the corporate budget cannot continue to be cut.	Management advised that Councillors have been supportive of the comms function in the past.
	27/01/17: OJC Level 2	Unison suggested that for a city the size of Bradford we have a small Comms team and a small corporate team.	
	02/02/17: OJC Level 2	Meeting cancelled at TU request	
	10/02/17: OJC Level 2	Meeting cancelled due to unavailability of 2 of 3 Unions and 3rd advising it could be cancelled.	

FINANCE

Ref:	Date/Meeting	TU Feedback	Management Response/information provided
4F1	20/01/17: OJC Level 3 (Finance)		
	31/01/17: OJC Level 2	No questions from TU's	
4F2	20/01/17: OJC Level 3 (Finance)		
4F3	31/01/17: OJC Level 2	No questions from TUs'	Management have received all the information regarding the DWP grant and are pleased to advise that the contingency the Council allowed for this is adequate to cover the gap. Therefore there will be no pressure on 17/18 budget in terms of this.
	08/02/17: OJC Level 3 (Revs & Bens)	TU's reported no feedback to share TU's asked about VR requests.	Management report one had been allowed, due to changing workloads and this wasn't part of the s188 process. A further 4 requests had been rejected as workloads do not permit release. Although this may change depending on future proposals

			Management explained that they had not yet developed proposals to make the savings of £160k in 18/19 and would share them with staff side as soon as they had.
4F4	20/01/17: OJC Level 3 (Finance)		
	31/01/17: OJC Level 2	TU's had not further questions	
4S1	18/01/17: OJC Level 3 (ICT)	No questions at this meeting from the TU's.	<p>It was agreed by all present that the frequency of the consultation meetings would take place every 2 weeks up to the end of February. Agenda items: Budget Cuts 17/18 and 18/19 and Structure proposals.</p> <p>Management reported a correction to the information shared at the Level 2 meeting. In terms of what has been committed to as a service for the next 2 financial years, in 17/18 there is no change to the base revenue budget but in 18/19 there is a reduction of £500K. In 17/18 there will be no change to staffing levels but in 18/19 the proposal is to reduce the FTE's by 2.</p>
	31/01/17: OJC Level 2	No questions from TU's	Management advised that some of the information presented in the previous spreadsheet overstated the number of employees affected. This has now been corrected and the information displayed on the document tabled on 31.01.17 - "Finance Budget Consultation 2017 2018 version 2.3" is correct."
	31/01/17: OJC Level 2	UNITE – The reason we would like consultation meetings to be held at Level 2 is to ensure uniformity across the authority as we believe there isn't a uniform approach across this department. For instance in IT Services, there have been 2 or 3 meetings held, yet there haven't been any S188 Level 3 meetings in Revenues,	Management confirmed it is our intention to continue to hold detailed consultation meetings at Level 3 and use this meeting as a collection point to capture issues raised and unlock any matters which cannot be resolved at Level 3. There was a Level 3 meeting arranged last week in Revenues, Benefits and Payroll which had to be cancelled due to the unavailability of trade unions reps. Management confirmed they will endeavour to arrange another date for

		<p>Benefits and Payroll.</p> <p>UNITE – Management are saying that we had Level 3 meetings last year and they felt things progressed well. However, we have notes from a meeting saying that Level 2 meetings would be held. We believe Level 2 meetings should be held to ensure uniformity across the Council.</p> <p>UNITE – has an Equality Impact assessment been completed for Corporate Services?</p>	<p>the Level 3 meeting as soon as possible to keep the dialogue going and ensure consistency across the Council. However, this year there hasn't been as much to discuss in terms of the budget proposals as there has been in previous years.</p> <p>We felt that the process worked well last year. In the former Finance Department, we had both Level 2 and Level 3 meetings as we are doing this year and we will continue to do so. If diary availability is an issue we will work round it.</p> <p>Not yet. We have the individual assessments which have been completed for the services which need collating.</p>
	01/02/17: OJC Level 3 (ICT)	TU's stated that the figures presented at Level 2 show that ICT have 5 vacancies when the 2 vacancies in Applications have been filled, therefore this should read 3.	<p>Management confirmed that this was correct and would ensure that the information is updated.</p> <p>No further updates at this stage from management.</p>
ENVIRONMENT & SPORT			
Ref:	Date/Meeting	TU Feedback	Management Response/information provided
4E1	26/01/17: OJC Level 2	Nothing further to add.	Management confirmed that the final report on Trust status is expected in mid February.
4E2	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E3	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E4	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E5	26/01/17: OJC Level 2	Nothing further to add	No further update.

4E6	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E7	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E8	26//01/17: OJC Level 2	Nothing further to add	No further update.
4E9	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E10	26/01/17: OJC Level 2	Nothing further to add	SH said that two petitions had been received, one in relation to Ian Clough Hall and one for Silsden Town Hall, in response to the budget consultation around proposals for community halls. Management is proposing a Community Asset Transfer for these buildings and are looking at how to support the process.
4E11	26/01/17: OJC Level 2	Nothing further to add	No further update.
4E12	26/01/17: OJC Level 2	Nothing further to add	No further update.

CHILDRENS

Ref:	Date/Meeting	TU Feedback	Management Response
4C1	02/02/17: E&ES OJC Level 3		Management gave a briefing on the high needs block. No further questions from TU's.
	26/01/17: Children's Level 2	ATL still awaiting the list of affected staff for this and other budget proposals.	Management will shortly have a proposal to put forward following the decisions by Schools Forum on 18 January.
	26/01/17: Children's Level 2	ATL asked when this would be ratified.	Management confirmed it would be the 23 February. It would be possible to have an 'off the record' chat to show direction of travel but until 23 February could not confirm. Schools Forum came to a clear recommendation and Cllr Khan said he would support that recommendation so we are working on that.
	26/01/17: Children's Level 2	ATL asked if this would translate to numbers of staff affected.	Management advised the business case would give some numbers but in 2018/19 the budget will face a bigger hit so this will be worked through incrementally. Headline figures will be available for Level 3 next week and

			service areas. Some areas may not be as affected as thought, e.g. the Information Management Team have good buy in from schools and are trading well so this is a good model to put forward.
	19/01/17: E&ES OJC Level 3	TU's feedback re insurance policies for maternity. Understanding is that Secondaries cannot access this policy but Primaries and Early Years can buy into this.	Management updated that this was discussed at Schools Forum on 18 January. For final clarification, the minutes of that meeting will need to be checked. Management will update.
4C2	26/01/17: Children's Level 2	UNISON asked if there would be an additional restructure in the Play Team.	Management confirmed there would not be a further restructure following the one recently completed.
	19/01/17: E&ES OJC Level 3	UNISON queried which teams were affected under this proposal.	Management advised the Play Team had been restructured to take into account changes to the DSG. Pre-school language development was factored in as funding was time limited. Restructure of the Early Years Learning Team has already taken place. The possible restructuring of the FIS needs to be considered and further developed.
4C4	19/01/17: Social Care Level 3	Unison asked if it was proposed that Social Worker's case notes would be carried on the tablet ?	Management response was that there would be no cost to the Department for the tablets as the money would come out of central funds.
4C5	26/01/17: Children's Level 2	UNISON noted concerns about Early Help cases not being picked up at the 'frontdoor' as they don't meet the criteria. Need to discuss the gateway to services and ensure resources are available.	Management advised that there is a review of the 'frontdoor' and recognition that Early Help needs to fit in that process. Any practice issues need to be picked up with Jim Hopkinson outside of this meeting.
4C6	02/02/17: Children's Social Care Level 3	Issue raised at the last OJC meeting about a potential blockage in the system about SW's having to keep cases for 28 days and a 20 cases backlog. Unison asked the question how were we going to sort out the backlog as this will have a knock on	Management said they would undertake an investigation and agreed to report back to OJC Level III on 16.2.17. David Perkins, Unison to send e-mail to Jim Hopkinson.

		situation at the front end?	
4C9	02/02/17: Children's Social Care Level 3	Unison asked a question in relation to the £50,000 saving we want to make with the recruitment and training of foster carers and how are we going to achieve that?	Management acknowledged that it has been difficult to recruit foster carers and the adjustment to the foster carer fees has impacted on some, but the fact is that we do need more foster carers. Mike Cowlam is preparing an independent review of our fostering service. Agreed this report will be brought to OJC Level III on the 16th February. In terms of us taking out a Team Manager in Year 2, there will be no movement on this until we have seen Mike Cowlam's report.

HUMAN RESOURCES

Ref:	Date/Meeting	TU Feedback from Corporate Consultation Meeting
4H2	16/02/17	<p>Joint Statement from GMB and Unison:</p> <p>UNISON and GMB are disappointed that the Council has put terms and conditions savings forward as part of its budget proposals. Our members working in local government have faced years of pay restraint causing their real incomes to fall significantly since 2010. However, on the basis that none of the areas for consideration fall within the scope of NJC 'Green Book' Part II terms and conditions, we are obliged to engage in discussions. Providing that there is a commitment by management to follow the proper NJC mechanisms for negotiating Part III provisions, we will listen carefully to any proposals put forward, consult with our members and respond accordingly.</p> <p>Whilst this is a position we do not want to have to be in, the Council is permitted to put forward proposals to amend Part III conditions (as indeed are the trade unions) under the NJC rules agreed nationally by UNISON, GMB and Unite. We may not ultimately reach agreement, but it is our duty to ensure that our members have a voice in these matters and it would be a failure on the part of the trade unions to seek to avoid such discussions simply because they are difficult.</p> <p>As we do not yet have any firm proposals as to how the Council intends to make the £400,000 savings proposed in the budget, it is impossible to provide detailed feedback. This can only come after we have had the opportunity to receive further detailed information and then consult with our membership about the impact of any changes. However, it has already been brought to our attention by HR that some irregularities</p>

have developed in the way that the Council makes premium payments under Part III, Section 2 of the 'Green Book'. In particular, attention has been drawn to the receipt of additional hours payments being made to officers paid above scp 28. We recognise that the approved mechanism for dealing with additional hours for such officers is either flexitime or TOIL. Providing, therefore, that employees are given the opportunity for compensatory time-off, we believe that the authority may be able to make a saving that would not affect the contractual rights of employees. Notwithstanding the above, the 'Green Book' does permit additional payments to be made for employees above scp 28 where there are 'planned additional hours'. It may therefore be necessary for management to approach the unions to deal with exceptional situations to ensure that operational needs are met. However, this should not be the norm.

As we accept that it is not appropriate for individuals to receive payments that fall outside local collective agreements conforming to the 'Green Book' we anticipate that further discussions may be required to ensure that premium payments are equitably applied across the Council. As it has been proposed that the Authority intends to review its premium payments in line with other West Yorkshire Councils, we believe it is important to point out that Bradford may actually be paying less in some respects so it is important that we see the benchmarking information. We are particularly keen to ensure that lower paid workers are not detrimentally affected in any review.

With regard to the essential car user (ECU) allowance, it is accepted that, as a Part III provision, the Council is likewise entitled to propose changes. However there was a recent Collective Agreement to provide some protection in 2014 so any change is expected to receive a very strong response from UNISON and GMB members. In the interests of industrial relations, we believe it would therefore be prudent to push back this proposal.

The Council must also consider that any proposals to remove ECU will affect occupations where there are already recruitment & retention problems e.g. Social Workers, so this could result in even further problems for Bradford.

Statement from Unite:

Unite do not agree with that statement and we would not accept any changes to terms and conditions. The essential user part is a collective agreement and must remain in place to maintain the integrity of agreements made in good faith.

Report of the Strategic Director Corporate Services to the meeting of Council held on the 23rd February 2017

V

Subject:

Five Year Appointment Process for the Council's External Auditors from 2018/19

Summary statement:

This report explains to Council the options available for the appointment of the Council's external auditor from the 1st April 2018. There are three options that the Council could adopt. This report presents Council with the advantages and disadvantages of each option. The Governance and Audit Committee has already considered the issue at its meeting of the 24th January 2017 and their recommendation is also reported to Council.

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1. Summary

- 1.1 This report explains to Council the options available for the appointment of the Council's external auditor from the 1st April 2018. There are three options that the Council could adopt. This report presents Council with the advantages and disadvantages of each option. The Governance and Audit Committee has already considered the issue at its meeting of the 24th January 2017 and their recommendation is also reported to Council.

2. Background and Process

- 2.1 The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England. On 5 October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18.
- 2.2 The Council's current external auditor is Mazars, this appointment having been made under at a contract let by the Audit Commission. Following closure of the Audit Commission the contract is currently managed by Public Sector Audit Appointments Limited (PSAA), the transitional body set up by the LGA with delegated authority from the Secretary of State CLG.
- 2.3 When the current transitional arrangements come to an end on 31 March 2018 the Council will be able to move to a local appointment of the auditor. There are a number of routes by which this can be achieved, each with varying risks and opportunities. Current fees are based on discounted rates offered by the firms in return for substantial market share. When the contracts were last negotiated nationally by the Audit Commission they covered NHS and local government bodies and offered maximum economies of scale.
- 2.4 The scope of the audit will still be specified nationally, the National Audit Office (NAO) is responsible for writing the Code of Audit Practice which all firms appointed to carry out the Council's audit must follow. Not all accounting firms will be eligible to compete for the work, they will need to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council. The registration process has not yet commenced and so the number of firms is not known but it is reasonable to expect that the list of eligible firms may include the top 10 or 12 firms in the country, including our current auditor. It is unlikely that small local independent firms will meet the eligibility criteria.
- 2.5 On the 27th October the Council received a letter from the PSAA who have also been approved to provide the future national appointments process for External Audit. If Bradford Council wanted to use this service the PSAA would require formal acceptance by the 9th March 2017

3. Option Appraisal

- 3.1 The Council has until December 2017 to appoint its external auditors. Thus decisions need to be taken with regards to which process is to be followed very

shortly. There are three broad options open to the Council under the Local Audit and Accountability Act 2014 (the Act):

- Option 1** **To make a stand-alone appointment**
Option 2 **Set up a Joint Auditor Panel/local joint procurement arrangements**
Option 3 **Opt-in to a sector led body**

The option chosen would for practical purposes need to be committed to for at least 3 years.

- 3.2 **Option 1:** In order to make a stand-alone appointment the Council will need to set up an Auditor Panel. The members of the panel must be wholly or a majority of independent members. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. This means that elected members will not have a majority input to assessing bids and choosing which firm of accountants to award a contract for the Council's external audit. The new independent auditor panel established by the Council would be responsible for selecting the auditor.

Advantages/benefit

Setting up an auditor panel allows the Council to take maximum advantage of the new local appointment regime and have local input to the decision.

Disadvantages/risks

Recruitment and servicing of the Auditor Panel, running the bidding exercise and negotiating the contract is estimated by the LGA to cost in the order of £15,000 plus on going expenses and allowances.

The Council will not be able to take advantage of reduced fees that may be available through joint or national procurement contracts.

The assessment of bids and decision on awarding contracts will be taken by independent appointees and not solely by elected members.

- 3.3 **Option 2:** The Act enables the Council to join with other authorities to establish a joint auditor panel. Again this will need to be constituted of wholly or a majority of independent appointees (members). Further legal advice will be required on the exact constitution of such a panel having regard to the obligations of each Council under the Act and the Council needs to liaise with other local authorities to assess the appetite for such an arrangement.

Advantages/benefits

The costs of setting up the panel, running the bidding exercise and negotiating the contract will be shared across a number of authorities.

There is greater opportunity for negotiating some economies of scale by being able to offer a larger combined contract value to the firms.

Disadvantages/risks

The decision making body will be further removed from local input, with potentially no input from elected members where a wholly independent auditor panel is used or

possible only one elected member representing each Council, depending on the constitution agreed with the other bodies involved.

The choice of auditor could be complicated where individual Councils have independence issues. An independence issue occurs where the auditor has recently or is currently carrying out work such as consultancy or advisory work for the Council. Where this occurs some auditors may be prevented from being appointed by the terms of their professional standards. There is a risk that if the joint auditor panel choose a firm that is conflicted for this Council then the Council may still need to make a separate appointment with all the attendant costs and loss of economies possible through joint procurement.

There is already some indication that Councils in Yorkshire are moving to Option 3 which would limit the prospects of a regional procurement process

- 3.4 **Option 3:** In response to the consultation on the new arrangement the LGA successfully lobbied for Councils to be able to 'opt-in' to a Sector Led Body appointed by the Secretary of State under the Act. This resulted in the creation of the PSAA which has the ability to negotiate contracts with the firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector. The current proposal would look to set contracts for a five year period.

Advantages/benefits

The costs of setting up the appointment arrangements and negotiating fees would be shared across all opt-in authorities.

By offering large contract values the firms would be able to offer better rates and lower fees than are likely to result from local negotiation. Any conflicts at individual authorities would be managed by the PSAA who would have a number of contracted firms to call upon.

The appointment process would not be ceded to locally appointed independent members. Instead a separate body will be set up to act in the collective interests of the 'opt-in' authorities.

Disadvantages/risks

Individual elected members will have less opportunity for direct involvement in the appointment process other than through the LGA and/or stakeholder representative groups.

In order for the PSAA to be viable and to be placed in the strongest possible negotiating position the PSAA will need Councils to indicate their intention to opt-in before final contract prices are known.

- 3.5 At the Governance and Audit Committee of the 24th January 2017 the Committee discussed the issue and resolved

(1) That the Committee recommends Option 3 (detailed in Section 3.4) as its favoured option to the February meeting of council, for their consideration as to the appointment process for the Council's external audit from 2018/19. Page 228

- (2) That the PSAA (Public Sector Audit Appointments Limited) be requested to see if they could arrange a regional appointment if possible through their procurement and for the Strategic Director Corporate Services to consult with colleagues, across West Yorkshire, to ascertain if they were in favour of such an arrangement.**

4. Financial and resources appraisal

The external audit fee for 2015/16 is £185,317 plus the certification of a grant claim £16,520 which totals £201,837. In addition to this work, a separate procurement of audit services will need to take place for the certification of the Council's HB subsidy claims. This can be the same auditor appointed for the opinion work or another firm. Current external fees levels may increase when the current contracts end in 2018. The cost for the West Yorkshire Pension Fund external audit is £48,545.

The cost of establishing a local or joint Auditor Panel outlined in options 1 and 2 above will need to be estimated and included in the Council's budget for 2017/18. This will include the cost of recruiting independent appointees (members), servicing the Panel, running a bidding and tender evaluation process, letting a contract and paying members fees and allowances. Opting-in to the PSAA provides maximum opportunity to limit the extent of any increases by entering in to a large scale collective procurement arrangement and would remove the costs of establishing an auditor panel.

5. Risk Management

External Audit are an important element of the Council's governance arrangements which includes the implementation of effective risk management processes.

6. Legal appraisal

Section 7 of the Local Audit and Accountability Act 2014 (the Act) requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year. Section 8 governs the procedure for appointment including that the authority must consult and take account of the advice of its auditor panel on the selection and appointment of a local auditor. Section 8 provides that where a relevant authority is a local authority operating executive arrangements, the function of appointing a local auditor to audit its accounts is not the responsibility of an executive of the authority under those arrangements;

Section 12 makes provision for the failure to appoint a local auditor. The authority must immediately inform the Secretary of State, who may direct the authority to appoint the auditor named in the direction or appoint a local auditor on behalf of the authority.

Section 17 gives the Secretary of State the power to make regulations in relation to an 'appointing person' specified by the Secretary of State. This power has been exercised in the Local Audit (Appointing Person) Regulations 2015 (SI 192) and this gives the Secretary of State the ability to enable a Sector Led Body to become the appointing person.

7.1 Equal Rights

There are no equal right implications

7.2 Greenhouse Gas Emission Impacts

There are no impacts on Gas Emissions.

7.3 Sustainability Implications

There are no sustainability implications

7.4 Community Safety Implications

There are no community safety implications

7.5 Human Rights Act

There are no specific implications in relation to the Human Rights Act

7.6. Trade Union

There are no specific implications for the Trade Unions arising from the report.

7.7 Ward Implications

There are no specific or individual ward implications.

8. Not for publication documents

None.

9. Recommendation

9.1 The Council accepts Public Sector Audit Appointments' (PSAA) invitation to 'opt in' to the sector led option for the appointment of external auditors for five financial years commencing 1 April 2018.

9.2 That the PSAA be requested to see if they could arrange a regional appointment if possible through their procurement.

10. Appendices

10.1 None

11. Background documents

Local Audit and Accountability Act 2014
Letter from the PSAA 27th October 2016
Local Audit (Auditor Panel) Regulations 2014
Local Audit (Appointing Person) Regulations 2015
LGA website 'Preparations for new appointment arrangements'