



# Agenda for a meeting of the Executive to be held on Tuesday, 11 July 2017 at 10.30 am in Committee Room 1 - City Hall, Bradford

## Members of the Executive – Councillors

<b>LABOUR</b>
Hinchcliffe (Chair)
V Slater
I Khan
Ross-Shaw
Ferriby
Jabar

### Notes:

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

**From:**

Parveen Akhtar

City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

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**To:**



## A. PROCEDURAL ITEMS

### 1. DISCLOSURES OF INTEREST

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

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

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

*Notes:*

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

### 2. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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



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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

### 3. **RECOMMENDATIONS TO THE EXECUTIVE**

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

## **B. STRATEGIC ITEMS**

<p style="text-align: center;"><b>LEADER OF COUNCIL &amp; CORPORATE</b></p>
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<p style="text-align: center;"><i>(Councillor Hinchcliffe)</i></p>
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### 4. **2016-17 ANNUAL FINANCIAL AND PERFORMANCE REPORT**

1 - 92

The Strategic Director Corporate Services will submit a report (**Document “G”**) which gives Members an insight into the Council’s overall position at the end of the 2016-17 financial year by integrating finance and performance information. It provides a detailed statement of the final financial position of the Council at the 31 March 2017 as well as the annual outturn for the Corporate Indicator Set. The report specifically details how Services are performing within the context of the Council’s stewardship of its revenue resources.

#### **Recommended –**

**That the Executive is recommended to:**

- (1) Note the financial position of the Council reported for the year ended 31 March 2017.**
- (2) Approve additional £0.314m better use of budget requests as outlined in Section 2.1 of Appendix 1 to Document “G”.**
- (3) Note the performance position and endorse the actions to address the identified areas of underperformance in Section 1 of Appendix 1 to Document “G”.**

Overview and Scrutiny Committee: Corporate

(Andrew Cross - 01274 436823)



**5. FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2017-18**

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The Strategic Director Corporate Services will submit a report (**Document “H”**) which provides Members with an overview of the forecast financial position of the Council for 2017-18.

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

**Recommended –**

**That the Executive**

- (1) Note the contents of this report and the actions taken to manage the forecast overspend.**
- (2) Approve the following capital expenditure schemes.**
  - £1.1m to fund the development of sports pitches and construct new changing facilities on the King George V Playing Fields. The scheme is to be funded by £0.7m grants, £0.2m from the Canal Road budget already approved within the Capital Investment Plan and £0.2m from general contingency.**
  - £0.4m for the demolition of the former Keighley College Cavendish Street Building to be funded from general contingency.**
  - The movement of £0.667m from the Disabled Facilities Grant to support the provision of equipment by BACES.**
  - The Executive is asked to approve the additional funding of £3m for the St Georges Hall refurbishment.**

Overview and Scrutiny Committee: Corporate

(Andrew Cross - 01274 436823)

**6. MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2020/21 AND BEYOND**

127 - 154

The Strategic Director Corporate Services will submit a report (**Document “I”**) which sets out the financial envelope for the Council to deliver its key priorities as set out in the revised Corporate Plan based on assumptions made from the relevant data available.

The Medium Term Financial Strategy focuses on how the Council intends to respond to the forecasted public sector funding reductions



as a result of the on-going austerity measures imposed by the Government's spending plans. It sets out the approaches and principles the Council will follow to ensure the Council remains financially viable and delivers on its priorities.

**Recommended –**

- (1) That Executive consider the Medium Term Financial Strategy as an assessment of the Council's financial outlook to 2020/21 and beyond, and a framework for it to remain financially viable and deliver sustainable public services in line with its priorities and the principles set out in Appendix 1 to Document "I".
- (2) That Executive recommends the updated and revised Medium Term Financial Strategy at Appendix 1 to Document "I" be forwarded to Council for approval.

Overview and Scrutiny Committee: Corporate

(Tom Caselton - 01274 434472)

## C. PORTFOLIO ITEMS

<p style="text-align: center;"><b>EDUCATION, EMPLOYMENT &amp; SKILLS PORTFOLIO</b></p>
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*(Councillor I Khan)*

### 7. PRIMARY SCHOOL PROPOSED EXPANSIONS

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The Strategic Director Children's Services will submit a report (**Document "J"**) which asks the Executive to:

- Approve the proposals to enlarge All Saints' C of E Primary School premises by increasing the capacity of the school from 315 to 420 from September 2018 onwards.
- Approve the proposals to enlarge Poplars Farm Primary School premises by increasing the capacity of the school from 210 to 420 from September 2018 onwards.

**Recommended –**

- (1) The Executive is asked to approve the proposals to enlarge the premises of All Saints' C of E Primary School (Ilkley) by increasing the capacity of the school premises from 315 to 420 from 1 September 2018 (subject to the granting of



planning permission).

- (2) The Executive is asked to approve the proposals to enlarge the premises of Poplars Farm Primary School by increasing the capacity of the school premises from 210 to 420 from 1 September 2018 (subject to the granting of planning permission).

Overview and Scrutiny Committee: Children's Services

(Judith Kirk - 01274 431078)

## HEALTH AND WELLBEING PORTFOLIO

*(Councillor V Slater)*

### 8. EARLY HELP - MEETING OUR COMMUNITIES NEEDS FOR THE FUTURE

177 -  
204

The Strategic Director Children's Services will submit a report (**Document "K"**) which sets out a vision for supporting families at the earliest point, improving children and young people's life chances and reducing demand for crisis services.

#### **Recommended –**

**In order to secure the best possible outcomes for families with the resources available to the Council and our partners, Members are asked to:**

- (1) Note the contents of this report;**
- (2) Authorise the Strategic Director for Children's Services to commence consultation with relevant partners on the redesigning and remodelling of the Early Help arrangements and services across a locality footprint.**
- (3) Agree to receive a further paper in October 2017 detailing the final proposals for formal consultation which will encompass feedback received from stakeholders.**

Overview and Scrutiny Committee: Corporate

(Judith Kirk - 01274 431078)



**LEADER OF COUNCIL & CORPORATE**

*(Councillor Hinchcliffe)*

**9. EXCLUSION OF THE PUBLIC**

**Recommended –**

That the public be excluded from the meeting during the discussion of the Appendix 3 relating to Bradford Trident on the grounds that it is likely, in view of the nature of the proceedings, that if they were present, exempt information within Paragraph 3 (Financial or Business Affairs) of Schedule 12A of the Local Government Act 1972 (as amended) would be disclosed and it is considered that, in all the circumstances, the public interest in allowing the public to remain is outweighed by the public interest in excluding public access to the relevant part of the proceeding for the following reasons:

It is in the public interest in maintaining the exemption because it is in the overriding interest of proper administration that Members are made fully aware of the financial implications of any decision without prejudicing the financial position of the authority.

(Yusuf Patel - 01274 434579)

**10. REGENERATION PROGRESS MADE BY BRADFORD TRIDENT AND THEIR FUTURE PROPOSALS.**

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Bradford Trident is a social enterprise company, based in the Little Horton, Bradford BD5 area. It has been in operation since 2000.

The Strategic Director Corporate Services will submit a report (**Document “L”, which contains Not for Publication Appendix 3**) which seeks to update the Executive on Trident’s achievements to date and obtain approval to their future proposals.

**Recommended –**

It is recommended that Members approve the disposal of the three remaining sites described as A,B and C within this report at a nominal sum, subject to the terms described in the report in respect of ensuring the delivery of developments and use of the proceeds of sale, the Council being satisfied that the disposal of these sites at a ‘less than Best’ value will make a contribution to the achievement of promoting or improving the economic, social or environmental well being of the locality of the land and the wider community.



**All of the transactions are subject to the detailed terms and conditions being agreed and approved by the Strategic Director of Corporate Services.**

Overview and Scrutiny Committee: Corporate

(Martyn Baldwin – 01274 432255)

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|------------|--|--------------|
| <b>11.</b> | <b>MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY</b>  | 219 -<br>234 |
|            | To receive the minutes of the meeting(s) of the West Yorkshire Combined Authority held on 6 April 2017( <b>Minutes attached</b> ). |              |

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





## **Report of the Strategic Director of Corporate Services to the meeting of the Executive to be held on 11<sup>th</sup> July 2017.**

**G**

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Subject:

### **2016-17 Annual Financial and Performance Report**

#### **Summary statement:**

The primary purpose of this report is to give Members insight into the Council's overall position at the end of the 2016-17 financial year by integrating finance and performance information. It provides a detailed statement of the final financial position of the Council at the 31 March 2017 as well as the annual outturn for the Corporate Indicator Set. The report specifically details how Services are performing within the context of the Council's stewardship of its revenue resources.

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Stuart McKinnon-Evans  
Strategic Director – Corporate  
Services

**Portfolio:**

**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:**  
**Corporate**

## **1. SUMMARY**

This report explains the Council's financial and service performance for 2016/17, detailing how money was spent compared to the plan, and what services and results were delivered in return. It provides a detailed statement of the final financial position of the Council at the 31 March 2017 and the annual outturn for the Corporate Indicator Set. The report specifically details how Services are performing within the context of the Council's revenue resources.

## **2. BACKGROUND**

In accordance with the Accounts and Audit Regulations 2011, the Section 151 Officer (Strategic Director of Corporate Services) is required to sign and issue the Statement of Accounts by 30 June 2017. Members' approval of the accounts is sought after the completion of the Audit on or before 28 September 2017.

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

This report sets out both the financial position at 31 March 2017 and how the Council has performed in 2016-17 in the context of on-going reductions in Government funding and inflationary and demographic pressures. Focusing on how performance has affected the final financial result and likewise whether the financial result has had an impact on service delivery.

## **3. MAIN MESSAGES**

### **3.1 Overall Performance statement**

3.1.1 On 14 June 2016, the Council's Executive approved a new District Plan 2016-2020 which identifies the priority outcomes that the Council, its partners and local communities are working together to achieve for the District:-

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

In recognising that no single organisation can secure the positive results that collectively we are seeking to achieve, the District Plan provides a focus and accountability for delivering investment and activities that secure positive progress towards achieving these priorities. It also identifies a number of key success measures against which performance can be measured.

Often the performance of other organisations will have greater direct impact than that of the Council. Nevertheless the Council retains a key role as the democratically accountable leadership of the District, as its advocate and in influencing its communities, organisations, businesses and public services. Monitoring progress towards priorities therefore offers opportunities to assess the impact of Council leadership, advocacy and influence as well as its direct delivery and commissioning of services.

3.1.2 On 18 October 2016, Full Council approved The Council Plan 2016-2020 which sets out how we as a Council will work with others to contribute in delivering the outcomes identified in the

District Plan. The Council Plan not only sets out where we will provide leadership and work in partnership with others to achieve our ambition, but it also identifies the Council's contribution and where we will deliver, and includes a set of key targets and a new set of key Council performance indicators for 2016-2020.

These indicators help us to measure progress towards achieving organisational and District wide objectives, to understand the local context in which we are operating, identify areas that require improvement and guide decisions about the allocation of resources. They also provide an indication of organisational performance in for example sickness and productivity.

In order to ensure the Council Plan is delivered, Corporate Management Team (CMT) has agreed a new set of revised Governance and Programme Management arrangements for a new Council Plan Delivery Programme covering Priority Outcome Delivery, the Implementation Programme and the Budget Delivery Programme, following the adoption of the Council Plan and the Outcome Based Budgeting exercise aligned to the effective delivery of the Council priorities.

These new arrangements require CMT to act as the new Council Plan Delivery Board (CPDB) with Priority Outcome Boards being responsible for the Delivery Plans for each of the Priority Outcomes and being accountable for the successful delivery of their chapters of the Council Plan. The role will also include responsibility for performance monitoring against the identified key indicators and to identify and include reports by exception on performance issues, risks and dependencies for escalation to CPDB.

- 3.1.3 As mentioned earlier, the Council Plan will help provide the framework for future performance monitoring and reporting within the organisation and identifies 49 headline indicators to measure the Council's performance and productivity. This report summarises performance against those indicators up to March 2017.

Depending on their data source, indicators can be reported monthly, quarterly, half yearly or annually. In some cases where validation is required the information may be for a historic period particularly information related to regional and national comparators and performance reports need to be viewed in the context of the current resource climate and looking ahead, future performance may be at risk from a range of adverse factors that vary from service to service.

The indicators tell us that performance in many key areas is improving and remains on target reflecting the positive impact of previous investment and policy decisions. However there continue to be areas where the District faces significant challenges and where performance is either deteriorating or not improving quickly enough.

- 3.1.4 Better Health, Better Lives - The Council's continues to focus on preventative care, support to help people get back to independent living after an illness or hospital stay and on-going additional investment to address demographic changes means that many social care services are performing well. For example, the proportion of people who use services who say that those services have made them feel safe and secure has increased and working with health services to use resources effectively, is delivering good results in terms of keeping the numbers of delayed hospital discharges well below both National and Regional averages.

Demographic changes leading to rising demand for care mean that the Council will need to deliver on the aspirations of the new Home First Vision for Health and Well Being and continue to work closely with health partners, keep promoting self care and invest more in early interventions in order to sustain good performance.

Health and health inequalities continue to present significant challenges but the difference in

life expectancy between the most and least deprived parts of the District is still too high but is falling.

- 3.1.5 Great Start, Good Schools - Good progress is being made on supporting children and families in the early years of life, effective child protection processes and in reducing the numbers of young people who are not in education, employment or training. However key indicators of school standards such as Key Stage 2 achievement and good GCSE's and of school leadership are not improving fast enough.

Educational attainment continues to be a priority area for improvement with performance being closely monitored and managed by the Education School Improvement Board as part of the Ofsted Inspection Improvement Plan. The District has moved to a school led approach to improvement but the Council continues to make resources available to support the recruitment, development and retention of outstanding school leaders, has secured significant new resources for additional school places and has approved an Education Covenant which makes clear the role that everyone can play in improving education.

- 3.1.6 Better skills, more good jobs and a growing economy - The Council has made significant investments to support young and disadvantaged people who are furthest from the labour market into work and these have delivered positive benefits for a great many people. Working with business, Leeds City Region and others we have secured new apprenticeships, jobs and investment. Nevertheless, despite showing improvements employment rates continue to remain too low and the proportion of the population without qualifications too high, and therefore a continued focus on ways of securing inclusive growth that benefits everyone is necessary.

- 3.1.7 Decent homes that people can afford to live in - The Council is performing well in its efforts to increase affordable housing supply by investing to bring empty homes back into use although the numbers of private housing conditions improved through Council interventions is below target. This is primarily due to an increasing demand for initial inspections of private sector housing conditions which is leading to less resource being available to actually make the improvements. The Council continues to provide support to vulnerable home owners.

- 3.1.8 Safe clean and active communities - Despite the number of reported anti social behaviour issues falling, perceptions of anti-social behaviour are increasing. The Council works closely with local communities to identify, monitor and address tensions and promotes active citizenship. The People Can campaign encourages people from all backgrounds to work individually and together to improve things for themselves and others. Activities encourage a sense of pride in community and locality.

- 3.1.9 Well Run Council - Managers across the Council continue to tackle short and long-term sickness absence. Whilst there has been a slight improvement, performance is still below target.

- 3.1.10 In summary, of the 43 indicators that have targets, 25 are on target, 8 are within acceptable variance and 10 are below target. In addition to service specific issues, the change could reflect the challenges of improving performance or maintaining high performance at a time of reducing financial resources and increasing demand which require shifts in investment and focus to deliver transformational change.

- 3.1.11 A summary and commentary of those areas of good and improving performance as well as those areas of underperformance is included in Section 1 in appendix 1 attached to this report and further detailed activity and performance data is included in the Departmental commentaries in Section 3 of the same appendix.

## FINANCIAL POSITION STATEMENT FOR 2016-17

### 3.2 Headline Financial Result

The Council underspent the approved net budget of £378m (£1.407bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there are however a number of significant departmental budget variances as shown in table 1.

In the Table 1 below, we show the planned and budgeted results from two perspectives.

Table 1a shows spending by Department, reflecting the Council's internal management accountabilities. Budgets are allocated to Directors who are accountable for their departmental expenditure.

**Table 1a: Budgeted and Actual Expenditure and Income (Department)**

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Services to the public &amp; businesses</b>									
Health and Wellbeing	225.8	220.9	4.9	-98.3	-96.3	-2.0	127.4	124.6	2.9
Children's Services	552.2	544.0	8.2	-458.0	-453.3	-4.7	94.2	90.7	3.5
Department of Place	171.1	164.7	6.3	-65.4	-57.7	-7.7	105.6	107.0	-1.3
Revenues & Benefits	182.6	179.2	3.4	-179.0	-175.0	-4.0	3.6	4.2	-0.6
<b>Total services to the public &amp; businesses</b>	<b>1,131.6</b>	<b>1,108.8</b>	<b>22.8</b>	<b>-800.8</b>	<b>-782.4</b>	<b>-18.4</b>	<b>330.8</b>	<b>326.4</b>	<b>4.4</b>
<b>Support services and non service</b>									
Chief Executive	4.7	4.9	-0.2	-0.1	-0.1	0.0	4.6	4.8	-0.2
Corporate Services (Excluding Revenues & Benefits)	82.6	85.7	-3.1	-45.1	-44.2	-0.9	37.6	41.5	-4.0
Non Service Budgets	127.6	128.8	-1.2	-45.3	-45.2	-0.1	82.3	83.6	-1.3
<b>Total support services and non service</b>	<b>214.9</b>	<b>219.4</b>	<b>-4.5</b>	<b>-90.5</b>	<b>-89.5</b>	<b>-1.0</b>	<b>124.4</b>	<b>129.9</b>	<b>-5.4</b>
Central Budgets & Net Transfers To Reserves*	74.8	79.0	-4.2	-152.3	-157.2	4.9	-77.5	-78.2	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

\*Includes £2.8m of deferred expenditure outlined in Appendix 1 Section 2.1

Table 1b shows spending by outcome to mirror the ambitions set out in the Council Plan. In spending their budgets, Directors undertake activities which help achieve outcomes. Typically a number of activities undertaken by different departments contribute to realising an outcome.

**Table 1b: Budgeted and Actual Expenditure and Income (Council Plan)**

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Council Plan Outcomes</b>									
Better Health Better Lives	462.8	447.8	15.0	-267.4	-260.3	-7.0	195.4	187.4	8.0
Better Skills, More Good Jobs And A Growing Economy	126.7	121.0	5.7	-57.0	-49.6	-7.4	69.7	71.4	-1.7
Safe, Clean And Active Communities	73.9	74.6	-0.7	-22.7	-22.4	-0.3	51.2	52.3	-1.0
A Great Start And Good Schools For All Our Children	489.9	488.2	1.7	-461.3	-458.5	-2.9	28.6	29.8	-1.2
Decent Homes That People Can Afford To Live In	11.2	11.0	0.3	-5.5	-5.1	-0.4	5.8	5.9	-0.1
A Well Run Council	205.8	209.4	-3.6	-77.1	-75.7	-1.4	128.7	133.7	-5.0
Non Service, Fixed and Unallocated	50.9	55.1	-4.2	-152.6	-157.5	4.9	-101.7	-102.4	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

\*Includes £2.8m of deferred expenditure

Service budgets and actuals include year end accounting adjustments for depreciation, impairment and pensions. They also include Facilities Management costs and budgets (utilities and repairs) which during the year are managed and controlled within Corporate Services. These affect Service's budgets and actual spend but have nil impact on the final service variances.

Source: The Council's ledger (SAP) as at 31 March 2017

The tables show that in aggregate the Council controlled spending within the overall net budget of £378m. However, there are significant variances from plan within that total.

- Children's Services overspent the £90.7m net expenditure budget (£544m Gross budget) by £3.5m. The overspend was largely attributable to;
  - Increases in the overall numbers of Looked after Children and Children in Permanent arrangements impacting on the cost of Purchased Placements (£1.9m overspend) and Fees and Allowances (£1.3m overspend).
  - The increases in the numbers of Looked After Children consequently resulted in not achieving the budget saving plan to reduce the number of Looked after Children causing a further £0.8m overspend.
  - Increases in the numbers of Looked After Children also resulted in the underachievement of a £0.6m budget savings plan to reduce the remaining number of Looked after Children in typically more expensive external purchased placements by placing them in in-house care.
- The overspend in Children's Social Care services is underpinned by a 9% increase in children coming into care. This rise is 23% nationally. Benchmarking data shows that Bradford has 61 Looked after Children per 10,000 Children 0 to 17 years, compared with a national average of 65 and statistical neighbour average of 74 per 10,000 Children 0 to 17 years.
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) overspent the £124.6m net expenditure budget by £2.9m. The overspend was caused mainly by a £3.7m overspend within Adult Services comprising £3.9m on Purchased Care; a £1.2m underachievement of service user income, a £0.3m recurrent overspend on the BACES equipment service, £0.4m overspend on No Recourse to Public Funds, £0.3m on Deprivation

of Liberty Safeguards (DOLS), offset by underspends of across the department as outlined in Appendix 1 Section 3.1.

- The overspends in Adults and Children's Social Care services linked to high demand outlined above were more than offset by underspends in other departments. A detailed commentary on each Departments service performance is found in Appendix 1.
- Taking the outcome perspective (Table 1b), there was significant financial overshoot of £8m on Better Health Better Lives – and this reflect the nationally recognised concern of how to contain the costs of social care across all age groups. Conversely, the Well Run Council outcomes were associated with an underspend of £5m, with smaller underspends showing against the other outcome lines.

### **3.3 Deferred Spending**

- Included within the overall £0.3m Council underspend, and outlined in Appendix 1 Section 2.1 of the report, are £2.8m of unspent funds in 2016/17 that have been carried forward to 2017/18 to fund delayed activity and priority projects.

### **3.4 Implementation of Budget Savings**

- Regarding the £45.6m budgeted savings, £37.8m (83%) were delivered as planned, leaving £7.9m of savings that were not delivered. The main underachieved 2016-17 savings included Health and Wellbeing - Adult Services (£2.4m), Transport Assistance (£3.0m) and Looked After Children (£1.8m). In addition to the above a further £1.7m of unachieved Transport Assistance savings from 2015-16 continued to be unachieved in 2016-17. One of the aims of this report is to flag these so that necessary action can be taken. Appendix 1 Section 2.2 outlines the underachieved savings in greater depth.

### **3.5 Contingencies and Provisions**

- The budget also included contingencies which were utilised during the year to offset the risks which emerged, from unexpected liabilities and timing differences in the implementation of change. In closing the year, funds have been set aside to deal with established and emerging risks arising from the continued and complex series of changes being implemented, future restructuring costs, the academisation agenda, uncertainties about future income flows, and doubtful debts.
- At the 31<sup>st</sup> March 2017, the Council set aside £20.4m, of which £9.8m is expected to be used in 2016-17 with the remainder in subsequent years. Provisions are £2.4m lower than at the 2015-16 year end.

The main provisions include:

- £6.0m Termination Provision to fund the cost of future redundancies
- £5.8m Business Rates appeal provision
- £4.2m Outstanding legal claims
- £3.2m Damage Compensation

### **3.6 Reserves**

- In addition to contingencies and provisions, the Council also holds reserves to cover the costs of future plans, and enable the Council to respond to unforeseen events.

- The Council's reserves at the 2016-17 year end totalled £153m; a reduction of £14.7m from the start of the year as outlined below.

	Opening Balance 2015-16 £m	Opening Balance 2016-17 £m	Net Movement	Closing Balance 2016-17 £m
Unallocated reserves available to support the annual revenue budget	33.7	19.9	-5.4	14.5
Corporate Earmarked Reserves	48.7	39.9	-1.9	38.0
Reserves to support capital investment	13.9	13.1	1.3	14.4
Service Earmarked Reserves	29.6	41.8	-0.1	41.7
Revenue Grant Reserves	9.1	8.4	-0.0	8.4
General Fund Reserves	10.8	10.8	0.0	10.8
<b>Total Council reserves (non schools)</b>	<b>145.8</b>	<b>133.9</b>	<b>-6.1</b>	<b>127.8</b>
Schools Delegated budget	38.4	33.8	-8.6	25.2
<b>Total including Schools</b>	<b>184.2</b>	<b>167.8</b>	<b>-14.7</b>	<b>153.0</b>

- At 31<sup>st</sup> March 2017 unallocated reserves stand at £14.5m inclusive of the £0.3m Council underspend (shown in Table 1a /Table 1b in Section 3.2) which was transferred at year end. Unallocated reserves are now approximately 1.4% of the Council's gross budget excluding schools.
- Reserves also include £2.8m of Better use of Budget requests included in Corporate Earmarked Reserves. Appendix 1 Section 4.1 and Annex 1 outlines reserves, and reserve movements in greater detail.

### 3.7 Capital Investment

- Regarding capital investment, during the year the Council made a total capital investment of £61.5m in the district. This was £14.9m less than the forecast budget of £76.4m. The capital investment included the completion of Clergy House/Jermyn Court to provide temporary accommodation for homeless families and work on Britannia House and Argos Chamber. In addition there was continued spend on primary school expansion, highways maintenance and seven new affordable housing schemes have begun construction.
- A summary position by service is shown in the Table below and is outlined in greater detail in Appendix 1 Section 5 and Annex 2.

#### Capital Programme 2016-17

Department	Budget £ms	Actual £ms	Variance £ms
Health and Wellbeing	1.7	1.3	-0.4
Children's Services	19.6	18.2	-1.4
Place - Economy and Development Services	16.5	16.3	-0.2
Place - Planning, Transport and Highways	20.3	14.6	-5.7
Place - Other	9.0	7.1	-1.9
Corp Services - Estates and Property Services	9.3	4.0	-5.3
<b>Total</b>	<b>76.4</b>	<b>61.5</b>	<b>-14.9</b>



- Regarding capital financing, the £61.5m of spend was financed by £38.8m of grants, £11.9m of new borrowing with the remainder funded by capital receipts and direct revenue funding. New capital receipts generated from the disposal of surplus assets and loan repayments totalled £5.2m and exceeded targets. Borrowing was within the authorised limit and operational boundary throughout 2016-17, and net external borrowing is below the capital financing requirement.

### **3.8 Council Tax and Business Rates**

#### **Council Tax**

- Regarding Council Tax, by statute the Council received its £159.9m budgeted share of Council Tax in 2016-17, with any difference in the actual amount collected carried forward into 2017-18. A surplus of £1.8m was achieved in 2016-17, helping the 2017-18 budget by the same amount. This surplus is approximately in line with the surplus projected and already included in the 2017-18 budget.
- By 31st March 2017 the Council had collected £182.1m (94%) of the value of Council Tax bills for the year compared with £173.6m (94.2%) last year.

#### **Business Rates**

- Also by statute the Council in 2016-17 received its £74.1m budgeted share<sup>1</sup> of Business Rates from the Collection Fund with any difference in the actual amount collected carried forward into 2017-18. A deficit of £5.8m was outturned in 2016-17. However, this deficit was already projected and taken into account when setting the 2017-18 budget.
- The deficit was caused by the impact of successful appeals, which require the Council to pay out refunds and reduce on-going Business Rate income. For example, appeals caused higher than expected refunds and reductions in rateable values in some city centre areas. A report detailing the calculation of the Business Rates base including an explanation of the lower than forecast Business Rates was presented to Executive on 10/01/2017.
- At 31st March 2017, the Council had collected £142.4m (97.1%) of the value of Business Rates bills for the year compared with £131.9m (96.94%) in 2015-16.

### **3.9 Conclusion**

- Overall performance against the 43 indicators that have targets shows 22 are on target, 6 are within acceptable variance and 15 are below target. In addition to service specific issues, the change could reflect the challenges of improving performance or maintaining high performance at a time of reducing financial resources and increasing demand which require shifts in investment and focus to deliver transformational change.
- The financial result of an overall £0.3m underspend in a continuing adverse fiscal environment, showed once again a significant reduction in the net cost of operations, in line with the Council's Medium Term Financial Strategy.
- However the value of Council savings not delivered as planned was significantly higher in 2016/17 than prior years, and the underachievement will add further pressure to delivering the 2017-18 budget which includes the planned delivery of an additional £37.5m of savings.

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<sup>1</sup> The Council keeps 49% of all Business Rates collected. 1% goes to the West Yorkshire Fire and Rescue Authority, and the remaining 50% goes to central government where it is pooled with business rates from other Local Authorities, and then given back to Local Authorities using a redistributive allocation system.

#### **4.0 RISK MANAGEMENT**

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

#### **5.0 LEGAL APPRAISAL**

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

#### **6.0 EQUALITY & DIVERSITY**

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

#### **7.0 NOT FOR PUBLICATION DOCUMENTS**

None

#### **8.0 RECOMMENDATIONS**

That the Executive is recommended to:

8.1 Note the financial position of the Council reported for the year ended 31 March 2017.

8.2 Approve additional £0.314m better use of budget requests as outlined in Section 2.1 of Appendix 1.

8.3 Note the performance position and endorse the actions to address the identified areas of underperformance in Section1 of Appendix 1.

#### **9.0 APPENDICES**

**Appendix 1** - Annual Finance and Performance Outturn Report 2016-17

#### **10.0 BACKGROUND DOCUMENTS**

- Qtr4 Finance Report 2016-17 Executive Report 4<sup>th</sup> April 2017 Document BR
- Medium Term Financial Strategy 2017/18 to 2019/20 and Beyond incorporating the Efficiency Plan - Executive Report 19 July 2016 Document H
- The Council's Revenue Estimates for 2016/17 & 2017/18 – Council Report W 23 February 2017

**City of Bradford Metropolitan  
District Council**

**Annual Finance and Performance  
Outturn Report**

**2016-17**

The Annual Finance and Performance Outturn Report details the specific financial results by department for 2016-17 as well as key performance achievements of each department and service. The commentaries link the opportunity costs and impacts on service delivery with budget variations departments experienced in 2016-17.

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**Annex 2 Capital Investment Plan by scheme.**

## 1. PERFORMANCE SUMMARY

As mentioned previously, the Council Plan helps provide the framework for performance monitoring and reporting within the organisation and identifies 49 headline indicators to measure the Council's performance and productivity. This section provides additional detail on performance against those indicators for the year up to March 2017 with additional performance and activity data included in the Departmental commentaries in Section 3 of this report.

Depending on their data source, indicators can be reported monthly, quarterly, half yearly or annually. In some cases where validation is required the information may be for a historic period particularly information related to regional and national comparators and performance reports need to be viewed in the context of the current resource climate and looking ahead, future performance may be at risk from a range of adverse factors that vary from service to service

Of the 43 indicators that have targets, 25 are on target, 8 are within acceptable variance and 10 are below target.

### **Better Health, Better Lives**

The Better Health Better Lives Outcome includes all services provided by Department of Health and Well Being, Children's Social Care and Sports and Leisure Services. Health and Well Being predominantly use the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF) to help set priorities for care and support, measure progress and strengthen transparency and accountability.

Locally, these frameworks provide us with robust information, enabling us to monitor the success of local interventions in improving outcomes, and to identify our priorities for making improvements. They are a useful resource for our Health and Wellbeing Board which can use the information to inform strategic planning and a leadership role for local commissioning and is currently being used a crucial evidence for our new Home First Vision for Health and Well Being

Between 2015/16 and 2016/17 Bradford's Adult Social Care performance has shown an improved direction of travel in a number of areas including;

- proportion of adults with a mental health disability in paid employment has improved from 6.1% in 15/16 to 8% in 16/17, improving our regional ranking of 11 of 15.
- 73% of people receiving Adult Social Care Services say that they feel safe which is top 5 in the Region and 25<sup>th</sup> best from 152 councils with social services responsibilities.
- Our Social Care related Quality of Life score encompasses multiple ASCOF domains from questions in our Annual Adult Social Care Survey, and at 19.5 is one of the highest in the Region and 28<sup>th</sup> highest from 152 councils.
- Long-term support needs for older people met by admission to residential and nursing care homes - The best performance in Y&H and integral to the joint LA/NHS Better Care Fund
- Overall delayed transfers of care from hospital (3.4 in 15/16 down further to 3.0 in 16/17) and although those delayed discharges directly related to social care were up from 0.2 in 15/16 to 0.6 in 16/17 this still continues to be one of the best performers both regionally and nationally.
- Proportion of people who use services who feel safe has stabilised at 73% for the two year period which is currently 5<sup>th</sup> best in region and 24<sup>th</sup> out of 125 councils in national rankings
- Proportion of adults with a Learning Disability who live independently is now at 89% from 86.3% which is one of the best performers in the region

However, there are also a number of areas of under performance and where performance on the previous year is down. These include;

- Proportion of people who use the service who have control over their daily life (reduce from 79.2%, 6<sup>th</sup> in Y&H rankings to 75.1% in 16/17)
- proportion of people using services who have as much social contact as they would like was 51% in 15/16 which was the 2<sup>nd</sup> best at a Regional level and 17<sup>th</sup> best nationally, but reduced slightly to 50.3% in 16/17
- Overall delayed transfers of care from hospital (3.4 in 15/16 down to 3.0 in 16/17) 2<sup>nd</sup> best in region and 7<sup>th</sup> nationally, as well as those directly related to social care down to 0.2 in 15/16 which is best performance in the region and 4<sup>th</sup> nationally.
- Proportion of adults using social care receiving Direct Payments, has reduced from 17.5% to 16.7% and remains comparatively poor to regional and national comparators
- The effectiveness of re-ablement services has dropped down from 88.2% to 87.8%
- Proportion of service users who can access information and advice services a shown a very slight reduction and is down from 70.8% in 15/16 to 70% in 16/17 which is still low in comparable rankings.

In Children's Specialist Services performance in Child Protection provision all indicators are showing green or amber in RAG ratings. The percentage of Child Protection reviews carried out on time is consistently achieving the 99% target and is above both regional and national comparators of 92% and 94% respectively, as are indicators relating to Child Protection Conferences being held within targeted timescales (94% in Bradford compared to regional 75% and national 79%) and the percentage of Child Protection Plans lasting two years or more at the end of the year which are both at green.

A significant area of improvement has been the percentage of Child Protection cases which were visited every four weeks which has increased from 89% against a target of 95% in 15/16 to 95.11% and is now above the 95% target.

Other areas of social care services where performance is good include participation of Looked After Children (LAC) in their reviews (96% achieved against the 91% target) and the percentage of care leavers in Employment, Education and Training (currently 83.3% against a target of 81% for 19-21 year olds and 92% against target of 90% for 16-18 year olds).

Despite showing improvement on previous years performance an area of concern in Specialist Services continues to be the health indicators for LAC. Only 87.5% against the target of 95% had an annual health assessment compared to regional 92% and national 90% comparators and only 90% of LAC against an internal target of 95% had their teeth checked by a dentist although this is still above regional and national comparators.

Additionally LAC visits carried out within agreed timescales (86% against 95% target) and the percentage of Personal Education Plans completed for LAC, which has varied in the year against the challenging 98% target, continue to be raised as concerns at monthly performance meetings and in some cases are showing month on month improvements although still not achieving target.

Targets in the Council Plan in Public Health relate to successful completions of programmes for both drug and alcohol misuse with the aim of bringing them in line with National averages. Of the three performance indicators for these programmes, two are currently red and one is green.

- The proportion of people in drug treatment programmes for opiate substances who successfully completed treatment and did not re-present for support within 6 months, was 4.5% which is below the national average of 6.7%.
- The proportion of all people in alcohol treatment programmes who successfully completed treatment and did not re-present within 6 months was 36.6% which is slightly below the national average of 38%.

- the proportion of people in drug treatment programmes for non-opiate substances who successfully completed treatment and did not re-present for support within 6 months was 39.8% which is above the national average of 37.2%

### **Great Start, Good Schools**

The Council Plan indicators in the priority Great Start Good Schools are primarily annual indicators related to the take up of Early Education across ages 2-4 year old and Early Years development.

Data related to these indicators for the last year is currently being validated by the Department for Education but will be available in mid July and will include updated 2017 Regional and National comparators against these indicators.

The Council Plan targets are to increase the annual average of 2 year old children taking up Early Education in Bradford from 65% to the England aspirational target of 80%, 3 year old children from 90% to the England average of 93% and 4 year old children from 97% to the England average of 99%. The most recent information show that both 2 year old (71%) and 3 year old take up (93%) have increased but take up for 4 year olds has dropped to 94% which is in line with national and regional trends.

In order to be assured of the quality of provision in the Early Years sector, another key target in this outcome relates to the percentage of Children's Centres inspections which are rated good or outstanding. The target in the Council Plan is to ensure the percentage is higher than the Yorkshire and Humberside average of 70%. Bradford's performance is currently at 69% which is unlikely to change in the immediate future, with no inspections currently taking place as Ofsted are revising the inspection framework.

Other indicators in this Outcome aim to ensure that the percentage of children achieving a good level of development in Early Years Foundation Stage is in line with the national average of 69% and performance improved from 62% in 2015 to 66% last year. Additionally the percentage of Year1 pupils working at the expected standards in phonics improved by 5% to 79% in 2016, which is up from 74% in 2015 bringing Bradford closer to the national average of 81%.

### **Better skills, more good jobs and a growing economy**

In this outcome the number of new jobs created as a result of direct support from the Council is on track to meet the target of 155 by March 2018 with 118 being created by March 2017, the agreed timescales for processing of major planning applications is at 86% compared to the Council Plan target of 87% but is still above regional comparators, and the latest information has confirmed that the Gross Value Added is on target with that identified in the Council Plan of £9.5bn.

In total overall visitor numbers to Bradford Markets has dropped from 5.8m visitors in 2015/16 to 5.6m in 2016/17, below the Council Plan target of maintaining numbers at 5.8m. Since the beginning of the year both the Kirkgate and Keighley Markets have maintained footfall but Oastler Centre has seen a reduction in customers which can be attributed to the closure of the Morrisons supermarket at Westgate.

The total number of visits to museums is below that expected. This indicator is anticipated to be back on target when the launch/opening of Cliffe Castle Park following a major Lottery Fund project takes place in June with the consequent knock on effect on visitor numbers to Cliffe Castle museum, and the launch of two major exhibitions at Cartwright Hall along with the opening of the David Hockney exhibition in July 2017, take effect.

In terms of Housing, 184 homes have been delivered this year which is above the 2016/17 target and is therefore on track to deliver the overall target of having 750 additional affordable homes

available by the end of 2017/18, as the Affordable Homes Programme will see delivery weighted to the end of the period. The number of private sector homes improved through Council intervention was 947 and therefore exceeded the 850 target in the Council Plan and the average length of stay in bed and breakfast is currently 9.4 nights which is an improvement on the 2015/16 figure of 10.2 nights and is therefore on track to deliver the 2020 target.

### **Safe clean and active communities**

In the Safe Clean and Active outcome the amount of kerbside recycling has increased in line with the Council Plan from 17,900 tonnes in 2015/16 to 20,200 tonnes in the current year, but the target to reduce the number of reported fly tipping incidents to below last years outturn of 8,574 has not been achieved with 9,030 incidents being reported in 2016/17. The overall percentage of missed bin collections is 0.15% which is above target of 0.13% but the trend is improving with the last quarter being reported as 0.12% and if continued will meet the Council Plan target.

The Council Plan includes targets related to people who agree that their local area is a place where people from different backgrounds can live harmoniously. When last reported in 15/16, the figure was 62.6% which is 1.4% below the previous year and below the 65% target in the Council Plan which is the regional average. This will be re-measured in 2017/18 by the Police and Crime Commissioner survey and will be reported quarterly in the future.

A new indicator included in the Council Plan was to increase the number of people participating in community life/volunteering. This is being measured using the Citizens Panel and the recent Place Survey. 59% of respondents said they took part in volunteering activities but this figure needs treating with some caution as there was some evidence that the question was not fully understood and the Citizens Panel may represent a cohort that may be more engaged in community activities. Further work is being undertaken to ensure a more accurate representation of the indicator going forward.

As part of the drive to move services to be delivered in and by communities, and to transfer Council Assets to be managed by community organisations, a target was set to complete 30 Community Asset Transfers (CAT) by March 2018. At 31 March 2017, 29 had already been completed with the service likely to complete as many again in 2017/18.

### **Well Run Council**

In the well run Council theme, the overall financial plan was delivered, with the net budget being underspent by £0.3m but the target to implement the agreed specific financial savings fully in year has been underachieved, with £37.8m (83%) of the targeted savings of £45.6m being delivered..

Despite significant targeted management action being taken, sickness is still above the 9.76 days target in the Council Plan, with the average number of days lost per employee due to sickness absence in 2016/17 at 11.33 days which is also slightly above last years outturn of 11.29 days. Further sustained focus on those services with increases will be required to get back on track.

The Council Plan also includes a new indicator re increasing resident's satisfaction with the Councils delivery of services by 10% by 2020. Recent measurement using the Citizens Panel and the Place Survey reported 39% of residents satisfied. This statistic will now be used as a base line for future improvement.

The Council Plan also has specific targets regarding improving the collection rates for both Council Tax and Business Rates, 96% and 98% respectively. In 2016-17 Council Tax collection was 94% (0.2% down on 2015/16), but Business Rates collection increased in the current year to 97.1% compared to 96.9% in the previous year.



## 2.0 COUNCIL REVENUE OUTTURN

### 2016-17 Revenue Budget

The Council underspent the approved net budget of £378m (£1.407bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there are however a number of significant departmental budget variances as shown in table 1.

In the Table 1 below, we show the planned and budgeted results from two perspectives.

Table 1a shows spending by Department, reflecting the Council's internal management accountabilities. Budgets are allocated to Directors who are accountable for their departmental expenditure.

**Table 1a: Budgeted and Actual Expenditure and Income (Department)**

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Services to the public &amp; businesses</b>									
Health and Wellbeing	225.8	220.9	4.9	-98.3	-96.3	-2.0	127.4	124.6	2.9
Children's Services	552.2	544.0	8.2	-458.0	-453.3	-4.7	94.2	90.7	3.5
Department of Place	171.1	164.7	6.3	-65.4	-57.7	-7.7	105.6	107.0	-1.3
Revenues & Benefits	182.6	179.2	3.4	-179.0	-175.0	-4.0	3.6	4.2	-0.6
<b>Total services to the public &amp; businesses</b>	<b>1,131.6</b>	<b>1,108.8</b>	<b>22.8</b>	<b>-800.8</b>	<b>-782.4</b>	<b>-18.4</b>	<b>330.8</b>	<b>326.4</b>	<b>4.4</b>
<b>Support services and non service</b>									
Chief Executive	4.7	4.9	-0.2	-0.1	-0.1	0.0	4.6	4.8	-0.2
Corporate Services (Excluding Revenues & Benefits)	82.6	85.7	-3.1	-45.1	-44.2	-0.9	37.6	41.5	-4.0
Non Service Budgets	127.6	128.8	-1.2	-45.3	-45.2	-0.1	82.3	83.6	-1.3
<b>Total support services and non service</b>	<b>214.9</b>	<b>219.4</b>	<b>-4.5</b>	<b>-90.5</b>	<b>-89.5</b>	<b>-1.0</b>	<b>124.4</b>	<b>129.9</b>	<b>-5.4</b>
Central Budgets & Net Transfers To Reserves*	74.8	79.0	-4.2	-152.3	-157.2	4.9	-77.5	-78.2	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

\*Includes £2.8m of deferred expenditure

Table 1b shows spending by outcome to mirror the ambitions set out in the Council Plan. In spending their budgets, Directors undertake activities which help achieve outcomes. Typically a number of activities undertaken by different departments contribute to realising an outcome.

**Table 1b: Budgeted and Actual Expenditure and Income (Council Plan)**

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Council Plan Outcomes</b>									
Better Health Better Lives	462.8	447.8	15.0	-267.4	-260.3	-7.0	195.4	187.4	8.0
Better Skills, More Good Jobs And A Growing Economy	126.7	121.0	5.7	-57.0	-49.6	-7.4	69.7	71.4	-1.7
Safe, Clean And Active Communities	73.9	74.6	-0.7	-22.7	-22.4	-0.3	51.2	52.3	-1.0
A Great Start And Good Schools For All Our Children	489.9	488.2	1.7	-461.3	-458.5	-2.9	28.6	29.8	-1.2
Decent Homes That People Can Afford To Live In	11.2	11.0	0.3	-5.5	-5.1	-0.4	5.8	5.9	-0.1
A Well Run Council	205.8	209.4	-3.6	-77.1	-75.7	-1.4	128.7	133.7	-5.0
Non Service, Fixed and Unallocated	50.9	55.1	-4.2	-152.6	-157.5	4.9	-101.7	-102.4	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

Service budgets and actuals include year end accounting adjustments for depreciation, impairment and pensions. They also include Facilities Management costs and budgets (utilities and repairs) which during the year are managed and controlled within Corporate Services. These affect Service's budgets and actual spend but have nil impact on the final service variances.

## **2.1 Better use of budgets requests – Re-profiled spend**

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

**Table 2.1 - Expenditure to take place in 2017-18**

<b>Deferred Activity</b>	<b>£000s</b>	<b>£000s</b>
<b>Department of Place</b>		
Economic Development		
Ad:Venture - Match funding for Digital Enterprise fund	415	
Ad:Venture - Match funding for Digital Enterprise fund	181	
Local City Growth Outcomes (income from LCR)	160	
Economic Growth Strategy Intelligence	50	
City Centre Animations	40	
Economic Development Total	<u>846</u>	
Planning - Local Plan	460	
Waste and Fleet - Purchase of new system to log emergency incidents	15	
Bereavement Services	<u>150</u>	
<b>Total Department of Place</b>		<b>1,471</b>
<b>Corporate Services</b>		
Estates - To fund acquisition costs and transition for subsidy reductions	225	
School Catering - Menus and School Facilities improvement	225	
ISG – to support continuing business recovery plan	76	
Revenues and Benefits - delayed implementation of revised benefits cap	220	
Legal – schools admission administration	57	
Human Resources - CPD activity for Social Workers	<u>150</u>	
<b>Total Corporate Services</b>		<b>953</b>
<b>Chief Executives</b>		
Commissioning of Partnership Place Marketing work	<u>50</u>	
<b>Total Chief Executives</b>		<b>50</b>
<b>Total expenditure to take place in 2017-18 (Approved at Quarter 4)</b>		<b><u>2,474</u></b>
<b>Children Services</b>		
School Improvement Services		100
<b>Department of Place</b>		
Bradford Children's Safeguarding Board		8
ISG additional underspend from estimate at qtr 4		13
Travel Training		<u>193</u>
<b>Total expenditure to take place in 2017-18 (To be Approved)</b>		<b>314</b>
Total expenditure to take place in 2017-18		<b>2,788</b>

## 2.2 Delivery of Budgeted Savings proposals

The £378m budget was after combined budget savings of £45.6m in 2016-17 (£44.6m approved by Council in February 2016<sup>2</sup>, and a further £1.0m Government cut to the Public Health Grant) were deducted. The £45.6m savings brings the total savings the Council has had to find in the six years following the 2010 Comprehensive Spending Review (CSR) to £218.3m.

**Table 2- Year on Year savings since 2010 CSR**

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

In tracking progress made against each individual saving proposal, £37.8m (83%) of the £45.6m was delivered as planned, leaving £7.9m undelivered. The undelivered savings will continue to cause a financial pressure in 2017-18, adding to the task of delivering further savings of £37.5m in 2017-18.

### Saving Tracker

	Revised Savings £m <sup>3</sup>	Achievement £m	Forecast Variance £m
Health and Wellbeing	14.0	11.6	2.4
Children's Services	3.7	1.9	1.8
Department of Place	5.9	5.3	0.7
Corporate Services	10.0	10.0	0.0
Chief Executives	0.2	0.2	0.0
Travel Assistance	3.0	0.0	3.0
Non Service	8.8	8.8	0.0
<b>Total</b>	<b>45.6</b>	<b>37.8</b>	<b>7.9</b>

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

	Budgeted Savings £ms	Underachieved Savings £ms
2013/14	26.1	4.4
2014/15	31.8	2.3
2015/16	37.7	4.9
2016/17	45.6	7.9

<sup>2</sup> £27.4m of savings agreed in Feb 2015 that impact on 2016-17 budget, and £17.3m of additional savings agreed in Feb 2016.

<sup>3</sup> Revised savings include £1.5m of savings linked to Transactional support being allocated to departments from cross cutting, and £0.1m of savings linked to Connexions being implemented by Environment and Sport.

As reported in prior quarters the main planned savings that were not delivered in full include:

### **2.2.1 Travel Assistance £3.0m saving, £3.0m underachievement.**

- Informed by extensive public consultation, the Executive in June 2015 approved a revised Travel Assistance Policy based on principles and guidance contained in a joint framework between Children's and Adults. £1.8m of the £3m savings reduction in 2015-16 Transport Assistance remained unachieved in 2016/17, and a further saving of £3.0m in 2016-17 has been underachieved. The £4.8m underachievement will cause a financial pressure in 2017/18.
- A robust action plan for Travel Assistance has been developed to address the requirement to make savings from this budget. A proposal is currently under consultation for the establishment of a new Travel Assistance Service sited within Children's Services reporting to the Assistant Director for Performance, Partnership and Commissioning. Contact with parents and carers who have expressed interest in personal travel budgets is about to commence, undertaken by staff from Revenues and Benefits team who have expertise in this area. The plan will promote independence and realise savings.
- Additionally, the Council also agreed to allocate £0.6m of investment over 2 years from 2016-17 to support the provision of Travel Training.
- The forecast underachievement of savings is covered by Corporate contingencies in 2016-17.

### **2.2.2 Health and Wellbeing £14.0m saving, £2.4m underachievement**

- The combined saving of £2.0m planned to be delivered by reducing the number of external Older People Residential Care placements by promoting independent living and increasing the number of long stay service users in in-house homes was underachieved by £0.7m. Numbers are reducing but not as quickly as planned.
- £0.4m of savings linked to the closure of an in-house residential home were not delivered as the home remains open. To mitigate the underachievement £0.4m of reserves have been drawn down whilst the Great Places to Grow Old strategy is implemented. The unachieved saving will carry forward to 2017-18.
- None of the £0.7m of savings linked to increased contributions from Adults Service users was achieved in 2016-17. £0.5m of the underachievement was due to an extended consultation period on the recently approved new charging policy, with the remaining £0.2m due to the time taken to review and financially assess Mental Health clients.
- £1.5m savings planned to be delivered by Learning Disability commissioning savings are forecast to be underachieved by £0.6m. The savings shortfall in 2016-17 is due to both provider changes and contractual arrangements leading to a delay in implementation. The underachievement is not expected to recur in 2017-18.
- £0.1m saving from increased contributions from the Police and Clinical Commissioning Groups is unachieved as further funding is not available at this point.

### **2.2.3 Children's Services £3.7m saving, £1.8m underachievement.**

- £0.8m of savings planned to be delivered by reducing the number of Looked After Children by 75 to 800 over two years have not been achieved as numbers of Looked after Children are increasing (now 931). The underachieved saving will be a financial pressure in 2017-18.
- £0.6m of savings planned to be delivered by bringing Looked After Children cared for outside of Bradford back into the district have not been delivered as the cost of purchased placements are increasing. A further planned saving of £0.5m linked to bringing Children back into the district in 2017-18 is likely to compound the issue.
- £0.4m of savings planned to be delivered by reducing payments to Foster Carers due to a reduction in the number of Looked After Children, and reducing retainer and allowance payments to Foster Carers has underachieved by £0.2m due to a delay in the second phase of plans to review care packages. The Council has approved the new rates and the saving will be implemented in 2017-18.
- Children's services plan to mitigate the overspend on Purchased Placements and Allowances by reviewing the sufficiency and commissioning strategy; Re-commissioning block contracts for residential and fostering provision; reviewing the care plans of all young people in Purchased Placements who can return internally or to an Independent Foster Agency placement, and increasing the capacity of the In-House Fostering Service through training and recruitment.
- £0.6m of savings linked to streamlining the service and staffing efficiencies has underachieved by £0.2m. A restructure of Admin services has been completed and that will generate the saving in 2017-18.

### **2.2.4 Department of Place £5.9m, £0.7m underachievement**

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

### 3. SERVICE COMMENTARIES

#### 3.1 Department of Health and Well Being

- The Department of Health and Wellbeing (formerly Adult Services and Public Health) overspent the £124.6 net expenditure budget by £2.9m (£3.2m at Qtr 4).

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Health &amp; Wellbeing</b>									
Operational Services	166.2	160.1	6.0	-51.0	-48.9	-2.1	115.2	111.3	3.9
Integration & Transition	14.7	15.7	-0.9	-2.1	-2.2	0.1	12.6	13.4	-0.8
Strategic Director	-1.3	-1.3	0.0	-0.0	-	-0.0	-1.3	-1.3	0.0
Public Health	46.2	46.4	-0.2	-45.3	-45.2	-0.0	0.9	1.2	-0.3
<b>Total</b>	<b>225.8</b>	<b>220.9</b>	<b>4.9</b>	<b>-98.3</b>	<b>-96.3</b>	<b>-2.0</b>	<b>127.4</b>	<b>124.6</b>	<b>2.9</b>

- The overspend is caused mainly by a £3.7m overspend within Adult Services comprising £3.9m on Purchased Care; a £1.2m underachievement of service user income, a £0.3m recurrent overspend on the BACES equipment service, £0.4m overspend on No Recourse to Public Funds, £0.3m on Deprivation of Liberty Safeguards (DOLS), offset by underspends of across the department as outlined below.
- The overspend on Adult Services was partly offset by a £0.3m underspend in Public Health.
- The £124.6m Health and Wellbeing net budget above includes £14.0m of 2016-17 budget savings; 76% of these were achieved as planned, giving a shortfall of £2.4m as outlined in Appendix 1 section 2.2.

#### 3.1.1 Health and Well Being – Adult Services

Adult Services overspent the £123.4m net expenditure budget by £3.1m.

	Gross Expenditure			Income			Net Expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Adult Services</b>									
Purchased Care	119.4	113.1	6.3	29.9	27.3	-2.6	89.5	85.8	3.7
Community Care Services	10.9	10.8	0.1	8.6	8.2	-0.4	2.3	2.6	-0.3
In-house Residential & Day Care	14.6	14.7	-0.1	4.2	3.9	-0.3	10.4	10.8	-0.4
Access, Assessment & Support	14.2	14.7	-0.5	3.0	3.0	0.0	11.2	11.7	-0.5
No Recourse to Public Funds	1.2	0.8	0.4	0.0	0.0	0.0	1.2	0.8	0.4
Other Operational Services	1.2	1.2	0.0	0.0	0.0	0.0	1.2	1.2	0.0
Non-Residential Charges	0.0	0.0	0.0	5.3	6.5	1.2	-5.3	-6.5	1.2
Commissioned Services	4.7	4.9	-0.2	0.0	0.0	0.0	4.7	4.9	-0.2
<b>Operational Services</b>	<b>166.2</b>	<b>160.2</b>	<b>6.0</b>	<b>51.0</b>	<b>48.9</b>	<b>-2.1</b>	<b>115.2</b>	<b>111.3</b>	<b>3.9</b>
<b>Integration &amp; Transition</b>	<b>14.7</b>	<b>15.6</b>	<b>-0.9</b>	<b>2.1</b>	<b>2.2</b>	<b>0.1</b>	<b>12.6</b>	<b>13.4</b>	<b>-0.8</b>
<b>Strategic Director Health &amp; Wellbeing</b>	<b>-1.3</b>	<b>-1.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-1.3</b>	<b>-1.3</b>	<b>0.0</b>
<b>Total</b>	<b>179.6</b>	<b>174.5</b>	<b>5.1</b>	<b>53.1</b>	<b>51.1</b>	<b>-2.0</b>	<b>126.5</b>	<b>123.4</b>	<b>3.1</b>

- Despite the overspend there are a number of positive indicators showing that services are moving in line with the departmental strategy of having more community based and self-directed care and less Residential and Nursing care, giving both increased independence for service users and reduced expenditure for the Council.
- Regarding outcomes, the national ASCOF (Adult Social Care Outcomes framework) is however showing a mixed picture with regards to user satisfaction.

	2015-16 Regional Avg	2015-16 Bradford	2016-17 Bradford
Social Care quality of life	19.1	19.5	19.4
Control over daily life	76.2%	79.2%	75.1%
Feeling Safe	69.9%	73.2%	73.1%
Feeling Safe as a result of services	85.9%	84.8%	86.0%
Overall satisfaction of users with care and support	63.8%	63.1%	65.5%

### **Purchased Care**

- Purchased Care overspent the £85.9m net expenditure budget by £3.7m (4%); included in this overspend is £1.2m of unachieved savings from an overall Purchased Care savings target of £5.5m.

### **Older People (OP) Purchased Care**

- The table below shows that Older People services are providing higher levels of Community Care (Homecare, Direct Payments), and less Residential and Nursing Care in line with the departments strategy.

<b>Average Population</b>	2013-14	2014-15	2015-16	2016-17
Total Residential and Nursing	1,403	1,368	1,289	1,234
Total Community Care	1,466	1,521	1,530	1,609
<b>Total</b>	<b>2,869</b>	<b>2,889</b>	<b>2,819</b>	<b>2,843</b>

- Benchmarking data in the ASCOF framework also indicates that relative to other Councils, Bradford Council Adult Services have high levels of effectiveness in very low permanent admissions to care for older people (65 years +); very low levels of bed blocking/delayed transfers of care, and high levels of effectiveness for re-ablement services that promote independence and help keep people out of costly permanent care.

	Regional Avg 2015-16	Bradford 2015- 16	Bradford 2016- 17
Perm admissions to care 65+ per 100,000	700	513	580
Delayed transfers of care (social care)	3.4	0.19	0.64
Re-ablement (effectiveness)	82.90%	88.20%	87.80%

- The benchmarking data indicates both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils.
- Despite the good performance and positive direction of travel, the OP Purchased Care budget overspent the £25.4m net expenditure budget by £0.9m. The breakdown of expenditure is as follows:
- **Older People Residential Fees** overspent the £9.1m net expenditure budget (£23.8m gross expenditure budget) by £0.7m due to a shortfall in the £2m residential savings (A10 and 3A11) linked to reducing the overall number of purchased residential placements.



- Activity data shows a reduction of 2,662 bed weeks purchased to 46,384, compared to 2015-16 due to increasing use of in-house long stay beds (+ 26 clients to 78) and an overall reduction in residential placements due to promoting independent living. The number of residential weeks would have needed to reduce by a further 2,295 (approx. 44 clients full year) in order to fully achieve the saving.

	2013-14	2014-15	2015-16	2016-17
Average Older People Residential Population	1,000	980	943	892
Gross Expenditure Residential Fees	£26.5m	£26.7m	£25.9m	£25.0m
Average Gross Cost per Client per Week <sup>4</sup>	£508	£525	£528	£538
Average Net Cost per Client per Week	£282	£289	£302	£305

- The underachievement of the residential saving is partially off-set by **Older People Nursing Fees** which underspent the £5.6m net expenditure budget (£10.4m gross budget) by £0.5m. 1,830 less nursing weeks purchased compared to a budgeted 19,625.

<b>Older People Nursing</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Average Older People Nursing Population	403	388	346	342
Gross Expenditure Nursing Fees	£10.4m	£10.7m	£10.5m	£10.2m
Average Gross cost per Client per week	£496	£530	£583	£573
Average Net Cost per Client per Week	£302	£319	£343	£348

- Older People Home Support** overspent the £9.4m net expenditure budget by £0.3m. The department's strategy is to increase homecare provision in the community as reflected in the increased number of clients. Gross costs have increased by £1m since 2015/16, with £0.6m linked to increased activity/ hours of care provided, and £0.4m linked to a £1.10 increase in the hourly rate for framework providers, to £14.43.

<b>Older People Home Support</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Average Older People in receipt of Homecare population	1,378	1,425	1,426	1,479
Gross Expenditure Home Support	£8.4m	£8.8m	£8.7m	£9.7m
Average Gross Cost per Client per Week	£117	£118	£117	£126

- Older People Respite** overspent the £0.3m net expenditure budget by £0.1m due to an increase in the number of respite nights purchased in the independent sector as a result of the service been unable to place clients in in house respite beds as they are being utilised for long stay clients (+3,334 nights to 11,167 in 2016-17).
- Older People Direct Payments** overspent the £0.9m net expenditure budget by £0.3m primarily due to an increase of 26 in the average population to 130 in 2016-17. Although overspent, this is a positive direction of travel in line with the strategy of increasing the use of direct payments to give more choice to service user and keep people at home where possible.

<sup>4</sup> The Gross cost per client per week is a calculation based on what the Council pays providers + service user contributions collected by independent care homes related to the Council placement. The cost does not reflect the average gross cost of independent residential homes which is unknown.

	2013-14	2014-15	2015-16	2016-17
Average Older People in receipt of Direct Payments	88	96	104	130
Gross Expenditure Direct Payments	£0.89m	£1.09m	£1.20m	£1.48m
Average Cost per Client per Week	£194	£218	£222	£219

### **Physical Disabilities (PD) Purchased Care**

- Physical Disabilities Purchased Care underspent the £7.1m net expenditure budget by £0.8m.
- The table below shows a small increase of 10 clients in the overall PD average population from 475 in 2015-16. Significant savings (£0.6m) in homecare hours delivered have been achieved as a result of the work Occupational Therapists have done to reduce the number of double-ups (homecare sessions requiring two homecare staff) provided by advising on equipment use to promote independence.

<b>Physical Disabilities</b>	2013-14	2014-15	2015-16	2016-17
Average PD Residential Population	88	83	85	76
Gross Expenditure Residential Fees	£2.7m	£2.7m	£2.8m	£2.4m
Average Net Cost per Client per Week	£485	£526	£528	£504
Average PD Nursing Population	59	56	55	56
Gross Expenditure Nursing Fees	£1.7m	£1.6m	£1.6m	£1.4m
Average Net Cost per Client per week	£434	£406	£414	£371
Average PD Population in receipt of Homecare	242	237	203	216
Gross Expenditure Home Care	£2.5m	£2.6m	£2.4m	£1.7m
Average Net Cost per Client per week??	£198	£210	£225	£149
Average PD Population in receipt of Direct Payments	133	133	132	137
Gross Expenditure Direct Payments	£1.4m	£1.5m	£1.6m	£1.7m
Average Net Cost per Client per week	£201	£214	£226	£244
Total PD Clients	522	509	475	485

### **Learning Disabilities (LD) Purchased Care**

- The table below shows that there have been large increases in the numbers of Learning Disability clients that are being supported as a result of demographic growth.
- The service is however managing demand by caring for clients in community care services including Home Care, Day Care, Supported Living and Direct Payments, which promote independence and are typically less costly than LD Residential and Nursing placements.

<b>Learning Disabilities</b>	2013-14	2014-15	2015-16	2016-17
Residential and Nursing Care	267	257	251	251
Community Care Services	1,167	1,237	1,426	1,425
Total	1,434	1,494	1,677	1,676

\*Includes Individual Living Fund Clients from 2015-16

- Despite the positive direction of travel the service overspent the £45.8m net expenditure budget by £3.1m.
- **Learning Disabilities Residential Fees** overspent the £8.8m net expenditure budget by £1.3m; of which £1.1m is due to an overspend on purchased residential fees and £0.2m is due to an underachievement of savings on the residential block contract.
- The £1.1m LD Residential Fees overspend is mainly due to a recurrent overspend from 2015-16 of £0.6m and a further £0.5m due to rising unit costs (+£45 to £1,195 per week). Although the average population only increased by 1 to 134 in 2016-17, there have been 34 contracts ended and 31 new contracts to the 31<sup>st</sup> March 2017; it is the rising cost of new placements for clients with complex needs which is increasing the cost base and costs per week.

<b>Learning Disabilities Residential</b>	2013-14	2014-15	2015-16	2016-17
Average LD People Residential Population	134	136	133	134
Gross Expenditure Residential Population	£7.5m	£8.1m	£8.5m	£8.9m
Average Net Cost per Client per Week	£980	£1,059	£1,150	£1,195
Average LD Residential Population – block contract	56	56	56	53
Gross Expenditure Residential – block	£2.6m	£3.1m	£3.1m	£3.1m
Average Net Cost per Client per Week	£772	£898	£898	£943

- **Learning Disabilities Nursing Fees** overspent the £4.6m net budget by £0.5m due to an increase in costs associated with the transfer of a LD nursing block contract to a new provider. This is not a recurrent overspend; plans are being developed to transform the model of care which will reduce costs over a period of time.
- **Learning Disabilities Home Care** overspent the £7.9m net expenditure budget by £0.4m due to an increased number of homecare hours delivered (+1,352 per week to 10,669 in 2016-17). As the average population has decreased by 42 compared to 501 clients in 2015-16, the additional hours delivered are due to an increase in the average hours each client is receiving; indicating an increase in clients care needs on average. This is to be expected given the realignment away from Residential and Nursing Care.

	2013-14	2014-15	2015-16	2016-17
Average LD People in receipt of Homecare	416	445	501	459
Gross Expenditure	£6.1m	£6.5m	£7.7m	£8.2m
Average Net Cost per Client per Week	£283	£278	£294	£341

- **Learning Disabilities Day Care** overspent the £8.4m net expenditure budget by £0.5m. Unachieved savings on LD day care procurement amount to £0.3m; this is not a recurrent pressure and will be achieved in 2017-18. There is a further overspend of £0.2m on the LD Day Care ‘spot contracts’ (£1.8m gross budget). This is due to an increase in the average population (+44 to 352 in 2016-17), which has increased the expenditure by £0.2m.

	2013-14	2014-15	2015-16	2016-17
Average LD Day Care Population – spot contracts	209	241	308	352
Gross Expenditure	£1.2m	£1.8m	£1.8m	£2.0m
Average Gross Cost per Client per Week	£110	£143	£112	£109

- **Learning Disabilities Direct Payments** overspent the £3m net expenditure budget by £0.6m due to an increase in the average population of 43 to 400 in 2016-17 in line with the strategy; this has increased the cost base by £0.4m. A further £0.2m is attributable to an increase in the unit cost per person (+£12 to £174 in 2016-17).

	2013-14	2014-15	2015-16	2016-17
Average LD people in receipt of Direct Payments	266	280	356	400
Gross Expenditure	£3.1m	£3.3m	£4.9m	£6.1m
Average Net Cost per Client per Week	£224	£206	£162	£174

- **Learning Disability Supported Living Services** underspent the £10.4m net expenditure budget by £0.2m due to reduced hours delivered on contracts and TUPE reductions. There are further savings of £0.8m attributable to this budget in 2017-18.

	2013-14	2014-15	2015-16	2016-17
Average LD Supported Living Population	220	220	217	214
Gross Expenditure	£11.2m	£10.7m	£11.1m	£10.7m
Average Gross Cost per Client per Week	£973	£931	£978	£961

- To mitigate the recurrent overspend in 2017-18 the departments dedicated LD reviewing team will continue to review client's packages of care and negotiate costs with providers. The department also works closely with the NHS to share the cost of high cost placements where a client has both health and social care needs.

### **Mental Health (MH) Purchased Care**

- The table below shows that the Mental Health Purchased Care is relatively static except for increases in homecare and direct payments in line with the strategy.

<b>Mental Health</b>	2013-14	2014-15	2015-16	2016-17
Average MH People Residential Population	131	135	143	143
Gross Expenditure Residential Fees	£4.1m	£3.8m	£3.9m	£4.0m
Average gross Cost per Person per Week	£602	£546	£517	£535
Average MH People Nursing Population	63	58	50	51
Gross Expenditure Nursing Fees	£1.2m	£1.5m	£1.4m	£1.4m
Average gross Cost per Person per Week	£359	£494	£526	£518
Average MH People in receipt of Homecare	-	141	108	119
Gross Expenditure Homecare	£0.6m	£0.9m	£1.4m	£1.6m
Average Hourly Rate		£123	£251	£253
Average MH people in receipt of Direct Payments	25	22	21	44
Gross Expenditure Direct Payments	£0.1m	£0.1m	£0.1m	£0.6m
Average Cost per person per Week	£89	£107	£110	£245
Total Average MH Population	219	356	322	357
Total Gross Expenditure	£6.0m	£6.3m	£6.8m	£7.6m

- The service overspent the £6.3m net expenditure budget by £0.7m as follows.
- **Mental Health Residential Fees** overspent the £2.9m net expenditure budget by £0.5m due to a recurrent pressure from 2015-16, with the average population remaining static from 2015-16 at 143.
- The service had a budget reduction of £0.3m from the 2016-17 High Cost Placement savings target of £1m which has been fully achieved as a result of reviews carried out by the MH Reviewing team helping to move clients to independent living with less support required. Without the impact of the reviewing team both the weeks of care and the unit cost figure would be higher.
- The MH Reviewing Team will continue to review all residential placements, to reduce the cost of care and to move clients onto independent living where appropriate.
- **Mental Health Nursing Fees** underspent the £1.3m net expenditure budget by £0.2m due to 7 less clients than budgeted for.
- **Mental Health Home Support** overspent the £1.1m net expenditure budget by £0.5m due in part to a recurrent pressure from 2015-16 (£0.3m) and increases in the average number of clients (+11 to 119) and the average unit cost per person per hour (+£1.84 to £15.34).
- **Mental Health Direct Payments** overspent the £0.4m net expenditure budget by £0.1m due to an increase in the average population. Despite the overspend this is a positive direction of travel in line with the strategy.
- **Mental Health Supported Living Services** underspent the £1.6m net expenditure budget by £0.2m, due to reduced hours delivered on the contract.

### Drugs and Alcohol Purchased Care

- Drugs and Alcohol underspent the £0.4m net expenditure budget by £0.2m due to 5 fewer clients receiving services than is budgeted for (average population 8, 4 less than 2015-16). There is a £0.2m saving on this budget to be achieved in 2017-18.

### In House Community Care Services

#### Enablement Services

Enablement Services	2014-15	2015-16	2016-17
Gross Costs	4,458	5,045	5,181
Income	-3,441	-4,903	-4,931
Net Costs	1,017	142	250
Total number of clients receiving BEST/BEST Plus	2,390	2,503	2,505

- The service underspent the £0.6m net expenditure budget (£5.6m gross budget) by £0.5m mainly due to vacancy control.
- Performance data for 2016-17 shows that the number of clients who no longer require a service or require a reduced service as a result of BEST/Best Plus has increased to 57% (55% in 2015-16).
- The ASCOF (3A) measure for the BEST & BEST Plus service also indicates that 77% of clients are satisfied with experience of care and support (80% in 2015-16), and that re-ablement services are effective.

### **BACES Equipment Service**

- **The Bradford and Airedale Community Equipment Service (BACES)** overspent the £0.6m net expenditure budget (£3m gross budget, pooled with health) by £0.3m.
- The overspend is mainly as a result of demographic growth; as more clients are supported at home the number of service users requiring support is increasing.

	2015-16	2016-17
Total Number of Items Lent	36,267	37,212
Total Number of Clients Receiving Equipment	10,392	10,618

- Clients are also presenting with more complex needs which is reflected in the increase in 'special orders' requested for new equipment not previously funded.

	2012-13	2013-14	2014-15	2015-16	2016-17
Expenditure on 'Special Orders' £m's	0.3	0.5	0.7	0.8	0.8

- The service is working closely with health through the BACES Board to put in place plans to reduce expenditure where possible. In 2016-17 this has included reviewing the equipment provided and introducing a panel to review both Council and NHS special order requests; this has seen a reduction in monthly expenditure since it became operational in October 2016.
- The service is also looking into the possibility of appropriate items being funded from the Disabled Facilities Grant (DFG) capital budget to reduce pressure on the revenue budget in 2017-18.
- There have been further savings of £0.1m on the Safe and Sound equipment budgets due to the service utilising stock levels.

### **In-house Residential and Day Care**

- In-house Residential and Day Care underspent the £10.4m net expenditure budget by £0.4m, mainly as a result of vacancy control across in-house Day Care and Extra Care services.

<b>In-house Residential Services</b>	2015-16	2016-167
Gross Costs £000s	8,209	8,294
Income £000s	-2,582	-3,073
Net Costs £000s	5,627	5,221
Number of weeks of care provided	8,791	8,887
Average % Occupancy	86%	87%
Gross Weekly Unit Cost (excluding Corporate Recharges)	£933	£933

- In-house Residential Homes balanced the £5.2m net expenditure budget, however the service has delivered an increased number of bed weeks compared to 2016-17 (+96 weeks, to 8,887). Long stay client weeks have increased by 1,711 weeks to a total of 4,083 weeks in 2016-17; this is in-line with the strategy linked to saving 3A13 to increase long stay provision in in-house homes and is also reflected in increased client income to the service.
- A report will be presented to the Executive in the near future which will outline the strategy for Residential Homes and the Great Places to Grow Old Strategy.

### **Access, Assessment and Support**

- Access, Assessment and Support underspent the £11.7m net expenditure budget by £0.5m due to vacancies across the service. This is a non-recurrent underspend as the service are recruiting to vacant posts in 2017-18 in order to further strengthen the social work teams; increase the number of clients reviewed and deliver on 2017-18 savings. The regular reviewing of clients ensures they are receiving the appropriate levels of care and is paramount to the transformation of Adult Services and the delivery of future savings.

### **No Recourse to Public Funds**

- The service overspent the £0.8m net expenditure budget by £0.4m due to increased numbers of families seeking support as reflected in the activity data below.

	2014-15	2015-16	2016-17
Number of Cases	77	104	122
Number of Families	58	78	92
Number of Dependants	146	224	222
Number of Adults	19	26	30

### **Non-Residential Income**

- The service underachieved the £6.5m net income budget by £1.2m, as a result of £0.7m of unachieved savings and a £0.5m pressure due to reductions in the numbers of clients charged.
- The new charging policy, which has a £0.5m saving target, has been approved however the policy has not yet been implemented resulting in a £0.5m unachieved saving. There is a further £0.4m, full year effect of the saving to be achieved in 2017-18.

- There is also a £0.2m saving relating to reviewing charging arrangements for Mental Health clients which is unachieved in 2016-17. All Mental Health clients who are eligible to contribute to their care are now being charged; the shortfall relates to Section 117 clients who are entitled to free social after-care following discharge from hospital. These clients will continue to be reviewed to ensure they are receiving appropriate levels of care. There is a further saving of £0.2m in 2017-18.

### **Commissioned Services**

- The service underspent the £4.9m net expenditure budget by £0.2m mainly due to savings on Learning Disability Housing Related Support (HRS) contracts. This is a re-current underspend which will help deliver the further £0.6m saving in 2017-18.

### **Integration and Transition**

- Integration and Transition underspent the £13.4m net expenditure budget by £0.8m. Underspends include reduced staffing expenditure of £0.5m due to vacancy control, £0.4m accelerated saving on Welfare Advice contracts, £0.2m reduced contract payments, £0.1m saving on supplies and services and £0.1m accelerated HRS saving. These underspends have been partly off-set by income pressures of £0.2m due to an unachieved savings target and £0.3m overspend on the Deprivation of Liberty Safeguards budget, as detailed below.

### **Deprivation of Liberty Safeguards**

- The service overspent the £0.2m net expenditure budget by £0.3m. This overspend is due to the costs of the service carrying out increased Best Interest Assessments (BIA's) and also the subsequent costs associated with the medical assessments carried out by doctors. Activity data to 31<sup>st</sup> March 2017 shows an increase in Best Interest Assessments compared to 2015-16 (+186 to 795 BIA's).
- Due to increased demand in this area, a budget increase of £0.3m has been applied for 2017-18 through additional growth received in the budget setting process.

### **Mitigating Actions**

In order to mitigate the financial pressures the following actions are being taken:

- The Adult and Community Services Management Team when reviewing monthly expenditure will actively review the numbers and outcomes of individual care packages to ensure that people are getting the most appropriate care to which they are entitled.
- The current way of working will be strengthened in line with good practice, including assessment, that will proactively build on individuals strengths and assets and transferring activity to local community groups where it makes sense to do so. The Management Team will also be working with front line staff to support further change in the culture in the community social work practices; this will include workforce development.
- Work will continue to be undertaken, in partnership with health colleagues, to integrate health and social care services in line with the Sustainability and Transformation plan so that the



demand for social care and health services is controlled and resources are used to support people to go home first, promotes independence for people and support their carers.

- Individual contracts with providers are being renegotiated on the basis of this strategy to promote choice and independence in a bid to reduce the cost of the packages of care and the costs of contracts.
- The service will be undergoing a full transformation which will see the implementation of the Home First Strategy which will lead to more care in the home and less in more expensive residential and nursing homes.

### **2017-18 and beyond**

In 2017-18, Adult Services has significant challenges to address, including;

- Delivering both the unachieved 2016-17 savings of £1.5m that will continue to impact on 2017-18, and a further £18.3m of 2017-18 savings,
- Dealing with the recurrent budget pressures £1.6m as outlined above,
- Continuing to manage the impact of demographic growth,
- Working collaboratively with the NHS to integrate Health and Social Care.

### 3.1.2 Health and Wellbeing – Public Health

- Public Health underspent the £1.3m net expenditure budget (£46.4m gross expenditure budget) by £0.3m due to reduced expenditure within the Environmental Health Service.

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Public Health	45.4	45.4	0.0	-44.9	-44.9	0.0	0.4	0.4	0.0
Environmental health	0.9	1.1	-0.2	-0.3	-0.2	-0.1	0.6	0.9	-0.3
Total	46.2	46.4	-0.2	-45.2	-45.1	-0.1	1.0	1.3	-0.3

- The department has fully achieved savings of £1.4m which were due to a £1m reduction in funding from the Department of Health (DoH) and Council approved savings of £0.4m.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health Reserve. As reported previously, £0.4m has been transferred to the Public Health Reserve to continue the Self Care project and Health Improvement work.
- The total annual funding from DoH is expected to reduce from £44m to £40.7m in 2020-21 and Public Health continue to plan for the reductions.

The main areas of expenditure are:

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Public Health Leadership	1.2	0.9	0.3	0.0	0.0	0.0	1.2	0.9	0.3
Information & Intelligence	0.2	0.2	0.0	0.0	0.0	0.0	0.2	0.2	0.0
Nutrition, Obesity & Physical Activity	2.4	2.4	0.0	0.0	0.0	0.0	2.4	2.4	0.0
Drugs Misuse	11.9	12.1	-0.2	-0.9	-0.9	0.0	11.1	11.1	-0.1
Alcohol Misuse	0.6	0.6	0.0	0.0	0.0	0.0	0.6	0.6	-0.1
Tobacco	0.7	1.1	-0.4	0.0	0.0	0.0	0.7	1.1	-0.4
Dental Public Health	0.7	0.7	0.0	0.0	0.0	0.0	0.7	0.7	0.0
Children 5-19	3.5	3.5	0.0	0.0	0.0	0.0	3.5	3.5	0.0
Health Checks	0.2	0.2	0.0	0.0	0.0	0.0	0.2	0.2	0.0
Sexual Health	4.4	4.7	-0.3	0.0	0.0	0.0	4.4	4.7	-0.3
Premises becthe respons	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Running Costs	1.1	1.3	-0.2	0.0	0.0	0.0	1.1	1.3	-0.2
Health Protection	1.8	1.8	0.0	0.0	0.0	0.0	1.7	1.8	0.0
Wider Determination	5.8	5.1	0.7	0.0	0.0	0.0	5.8	5.1	0.7
Children's Service (0-5 Year Olds)	10.7	10.7	0.0	0.0	0.0	0.0	10.7	10.7	0.0
Public Health Grant Funding	0.0	0.0	0.0	-44.0	-44.0	0.0	-44.0	-44.0	0.0
Total	45.4	45.4	0.0	-44.9	-44.9	0.0	0.4	0.4	0.0

#### Drugs & Alcohol Misuse - Adults

The service underspent the £11.1m net expenditure budget by £0.1m

- The underspend relates to a reduction in activity through prescribing and dispensing and reflects the national trend of a reducing population of opiate users.

- The main performance measure for substance misuse treatment is ‘the successful completion without re-presentation to treatment within 6 months of discharge. Approximately 4.7% of Opiate users successfully completed treatment in Bradford compared to 6.4% in 2016-17 and 6.6% nationally and this continues to be a concern. Positively, successful completion of treatment for non-opiate users has improved compared to 2015-16 (38.5% to 40.4%) and is higher than national figure of 37.1%
- Bradford has a higher than average number of ageing opiate users who have been in treatment for over 6 years and this was a contributing factor identified through the Substance Misuse System review which has led to a tender of a new system with an aim to improve outcomes. The new service will commence on 1<sup>st</sup> October 2017.
- Referrals from Criminal Justice Services to structured drug treatment (69.6%) are considerably higher than national figures of 54%. The improved level of referrals is due to the service working in a coordinated way with other agencies such as the Police and NHS.

### **Drugs & Alcohol Misuse - Young People**

- Services provided to Young people (0-17 years) continue to perform slightly above national average. This is despite services working with young people who are more likely to report multiple vulnerabilities in addition to their substance use.
- In Bradford Young People are more likely to exit services in a planned way (82.6% locally compared with 82% nationally) and are less likely to re-present to services following exit compared to 15-16 (5%) from 16-17 (4.3%).

<b>DRUGS &amp; ALCOHOL MISUSE - Adults</b>	Outturn 14/15	Outturn 15/16	Outturn 16/17
Number of individuals in substance misuse treatment (YTD) - ALL	4,522	4,475	4,197
Number of new presentations (YTD) - ALL	2,017	1,991	1,799
<b>Public Health Outcome 2.15 ( Drug &amp; Alcohol treatment Completion)</b>			
% of clients completing and not re-presenting w ithin 6 months (opiate)	6.1%	5.4%	4.7%
National (opiate)	7.6%	6.9%	6.6%
% of clients completing and not re-presenting w ithin 6 months (non opiate)	40.1%	38.5%	40.4%
National (non opiate)	39.0%	37.3%	37.1%
% of clients completing and not re-presenting w ithin 6 months (Alcohol)	37.5%	37.1%	35.5%
National (Alcohol)	39.1%	38.2%	38.3%
Referrals from Criminal Justice Services to structured drug treatment (YTD)	154	122	112
Starting Treatment w ithin 6 w eeks of referral (YTD)	115	93	78
% of new referrals assessed and commence treatment w ithin 6 w eeks of referral (criminal justice)	75.0%	76.2%	69.6%
Police Force Area	59.0%	57.8%	54.0%
National (criminal Justice)	63.0%	58.5%	54.0%

<b>DRUGS &amp; ALCOHOL MISUSE - Young People</b>	Outturn 14/15	Outturn 15/16	Outturn 16/17
Substance Misuse - Young People up to 17 Number in treatment	165	113	145
Substance Misuse - Young People up to 17 Number in new treatment journeys	103	75	96
Substance Misuse - Young People 0-17 Exiting Services (Bradford)	76.0%	86.0%	82.6%
Substance Misuse - Young People 0-17 Exiting Services (National)	79.0%	79.0%	82.0%
% of planned 0-17 exits re-presenting (Bradford)	5.0%	5.0%	4.3%
% of 0-17 exits re-presenting National %	6.0%	6.0%	4.0%

## Sexual Health

The service underspent the £4.7m net expenditure budget by £0.3m

- Sexual health inequalities and HIV/Aids support budgets are to be combined and a new service is expected to be commissioned in October 2017.
- The main contract with Locala commenced on 31<sup>st</sup> July 2015, therefore the activity and performance is not directly comparable between years.
- The majority of performance targets are being met and where issues have been identified, commissioning leads are working with the provider.

<b>Sexual Health</b>	Outturn 2015/16	Outturn 16/17
Number of service users seen by a health care professional within 2 working days of contacting the service through all routes of access	15,082	19,238
% of service users seen by a healthcare professional within 2 working days of contacting the service	88.3%	84.2%
Number of IUD, IUS and implants fitted within 2 weeks of contraceptive assessment - All women (YTD)	1,283	2,080
% of IUD, IUS and implants fitted within 2 weeks of contraceptive assessment - All women (YTD)	96.5%	100.0%
Number of IUD, IUS and implants fitted by the service to women (aged under 18 years)	99	131
% of contraceptives (excluding barrier methods) distributed or fitted by the service to women (aged under 18 years)	37.5%	32.2%
Number of IUD, IUS and implants fitted by the service to women (aged 18 years or over)	1,215	1,881
% of contraceptives (excluding barrier methods) distributed or fitted by the service to women (aged 18 years or over)	41.0%	40.7%

## Wider Determinants

- The service fully spent the £5.1m net expenditure budget. The service encompasses a range of distinct service areas: welfare advice, health and wellbeing; air quality; school readiness; health improvement; food poverty and housing / homelessness. The programme/services are supported via Inter departmental agreements with other Council services.
- **Wider determinants** encompasses a range of distinct service areas: welfare advice; health and wellbeing; air quality; school readiness; selected areas of health improvement (e.g. those relating to Bradford Talking Media, Horton Housing Association and Hale), food poverty and housing/homelessness.
- The following Programme/services are supported via Inter Departmental Agreements and grant agreements:

<b>Project / Service</b>	<b>Funding allocated 16-17</b>
Welfare advice	2,017,400
Stroke Care Adults	28,900
Dementia Adults	246,000
Older People H&W VCS Grants	131,000
Mental Health Adults	83,000
Other PH Serv - Housing	379,000
Other PH Serv - Employment & Skills	65,000
Warm Homes	115,000
Health & Well Being Public Health	138,400
Self Care	185,000
Dementia Project	202,200
School Readiness	260,000
Health Improvements	468,800
Domestic Violence - HRS	700,000

## Health Improvement Children

- The service fully spent the £14.2m net expenditure budget. The expenditure is mainly in annual contracts with the Care Trust and Voluntary community Sector.
- The main service areas within Health Improvement Children are 0-5 year Children's Health Visiting which provides a Universal and targeted service to all mothers and children up to the age of 5 across the district.

## Environmental Health

- The service has underspent the £0.9m net expenditure budget by £0.3m

Service Name	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Environmental Health Mgmt	0.4	0.5	-0.1	0.0	0.0	0.0	0.4	0.5	-0.1
Air Quality	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Env. Health & Transport	0.4	0.5	-0.1	-0.3	-0.2	0.0	0.1	0.3	-0.2
<b>Total</b>	<b>0.9</b>	<b>1.1</b>	<b>-0.2</b>	<b>-0.3</b>	<b>-0.2</b>	<b>0.0</b>	<b>0.6</b>	<b>0.9</b>	<b>-0.3</b>

- The under spend is primarily due to vacancy management and reduced expenditure across the service on supplies and services
- The service includes air quality, animal health, food safety, Gypsy and traveller sites and Health and Safety. The service has unpredictable demand and income received from can fluctuate.
- There has been a significant savings in the cost of utilities associated with the two Gypsy and Traveller sites run by the service due to the recent provision of individual water and electric meters provided by utility providers.



## 3.2 Children's Services

- Children Services overspent the £90.7m net expenditure budget (£544.0m Gross budget) by £3.5m. In arriving at this position the service delivered £1.9m of the £3.7m approved service budget savings within the financial year. £1.4m of the underachievement will cause a financial pressure in 2017-18.
- There is £373.8m of gross expenditure in relation to schools included within the service expenditure which is primarily funded from the Dedicated Schools Grant.

Children's Services	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.3	0.3	0.0	-0.0	-	-0.0	0.3	0.3	0.0
Schools	375.3	371.5	3.8	-366.1	-363.8	-2.4	9.2	7.7	1.5
Children's Social Care	67.0	61.3	5.7	-7.2	-5.7	-1.5	59.7	55.6	4.2
Performance, Commissioning	3.1	2.9	0.2	-0.2	-0.2	-0.0	2.9	2.7	0.2
Education, Employment and Skills	106.5	108.1	-1.6	-84.5	-83.7	-0.8	22.0	24.4	-2.4
Total	552.2	544.0	8.2	-458.0	-453.3	-4.7	94.2	90.7	3.5

### 3.2.1 Children Social Care Service

Children's Social Care overspent the £55.6m net expenditure budget by £4.2m. The overspend is largely attributable to:

- Increases in the overall numbers of Looked after Children (LAC) and Children requiring support, impacting on the cost of Purchased Placements (£1.9m overspend) and Fees and Allowances (£1.3m overspend).
- The increases in LAC numbers results from an unexpected demand for care placements with over half of the demand coming from children and young people who are originally from outside of the Bradford district. There has also been an increase in the number of teenagers requiring placements.
- Additionally, there have been increased costs in the private residential sector. Since 2013-14 the average cost of a Purchased Placements has increased by 20%.
- Increases in costs have resulted partly from risks which attract a higher cost package of care (e.g. Child Sexual Exploitation, Children going missing, violent aggressive behaviour and self harm amongst others)
- The increases in the numbers and costs of Looked After Children has consequently resulted in;
  - The non achievement of a budget saving plan to reduce the number of Looked after Children to 800 (£0.8m overspend).
  - The non achievement of a £0.6m budget savings plan to reduce the remaining Looked after Children in typically more expensive external purchased placements to in house care, as numbers are increasing.

The above budget overspends were experienced despite a local context of:

- Successful early management of risk - Bradford has 38.2 children per 10,000 on a Child Protection Plan, which compares well to a national rate of 43.1 per 10,000 and a regional average of 41.7 per 10,000.
- Success in managing the proportion of children needing care. Bradford has 61 Looked after Children per 10,000 Children, compared with a statistical neighbour average of 74 per 10,000 Children. This figure is also significantly lower than the majority of core cites. Indicatively, if the numbers of Looked After Children in Bradford were the same as average



statistical neighbour<sup>5</sup> benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.

- Increasing Social Worker workloads: Caseloads per Social Worker in Bradford (16.1) are now above the national (15) and regional averages (12).
- Improving value for money in respect of placements. Actual costs reduced very marginally in 2016-17 while delivering a higher number of care nights.
- Our internal homes running at close to full capacity
- A 9% reduction since October 2016 in children who are on care orders as the child is now placed with parents. This saves the cost of providing support for the child through e.g. fostering or residential care.

Despite the positive performance outlined above, the table below shows the overall increases in the number of Children receiving support which is contributing to the budget overspends.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17
Placed with Parents	90	82	84	86	119
Placed for Adoption	39	53	63	38	24
Friends and Families	201	189	218	206	232
Foster Parents	386	383	349	365	365
Fostering Agencies (Ext)	39	37	32	32	38
Residential Care	60	70	68	63	58
Residential Care (Ext)	40	41	46	50	47
Other *	34	32	37	34	48
<b>Total Looked After Children</b>	<b>889</b>	<b>886</b>	<b>897</b>	<b>874</b>	<b>931</b>
Residence Orders	78	81	65	69	59
Adoption Orders	213	224	270	271	260
Special Guardianship Orders	122	157	240	277	304
<b>Total Chd in Permanent Arrangement</b>	<b>413</b>	<b>462</b>	<b>575</b>	<b>617</b>	<b>623</b>
<b>Total Children Receiving Support</b>	<b>1,302</b>	<b>1,348</b>	<b>1,472</b>	<b>1,491</b>	<b>1,554</b>

\*Independent Living, Hospital, Mother and Baby and Youth Offending

### Looked After Children – Purchased Placements

Purchased Placements overspent the £6.8m net expenditure budget by £1.9m.

- A Purchased Placement is an independent fostering placement, an external residential placement, a leaving care placement, or secure residential provision.
- There are several issues contributing to the pressure on purchasing external placements:

<sup>5</sup> A benchmarking group consisting of Councils most similar to Bradford socio-economically.

- A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
- An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
- Some risks attract a higher cost package of care (e.g. Child Sexual Exploitation (CSE), Children going missing, violent aggressive behaviour and self harm amongst others).
- The table below outlines that costs reduced very marginally in 2016-17 and delivered higher numbers of care nights. The reduction was however not sufficient to balance the budget as planned. It should be noted that since 2013-14 the gross cost of Purchased Placements has increased by 37%.

	2013-14	2014-15	2015-16	2016-17
Gross Costs £000s	6,686	6,320	9,150	9,130
Income £000s	(104)	-	(592)	(600)
Net Costs £000s	6,582	6,320	8,558	8,530
Fostercare Purchased Nights	16,775	12,941	12,320	13,632
Secure Residential Care Nights	443	289	770	676
Residential Nights Purchased	14,125	13,156	17,829	18,506
Leaving Care Supported Nights	1,641	3,204	3,899	3,542
Total	32,984	29,590	34,818	36,356
Cost per Purchased Fostercare Week £s	813	792	791	801
Cost per Secure Residential Week £s	4,215	5,152	3,381	4,416
Cost per Purchased Residential Care Week £s	2,037	2,226	2,421	2,444
Cost per Leaving Care Supported Week £s	827	1,003	1,076	1,349

- The number of purchased fostercare nights increased by 10.6% in 2016-17 compared to a 3.8% increase in the more expensive purchased residential nights. There was also a 12% reduction in secure residential care nights.

## Fees and Allowances

- The in-house Fees and Allowances budget of £16.7m for Looked After Children and Children in Permanent Arrangements overspent by £1.3m as follows due to increasing demand.
  - Special Guardians Allowances £0.4m
  - Adoption Allowances £0.6m
  - Fostering £0.1m
  - Friends & Family £0.2m
- The table below provides a breakdown of the cost of the different placements. The weekly placement costs for Fostering is reducing mainly due changes agreed in September 2015. The Adoption service will be provided regionally from 2017-18 but Bradford will be still responsible for the payment of the Adoption Allowances relating to Bradford Children.

	2014-15	2015-16	2016-17
Gross Costs £000s	18,496	18,436	18,890
Income £000s	(953)	(663)	(889)
Net Costs £000s	17,543	17,773	18,001
Average number of Adoption placements	270	271	260
Average number of Fostering placements	349	365	365
Average number of Friends & Family placements	218	206	232
Average number of Residence Order placements	65	69	59
Average number of Special Guardian placements	240	277	304
Overall Placements	1,142	1,188	1,220
Cost per Adoption Placement Week £s	225	233	254
Cost per Fostering Placement Week £s	554	518	492
Cost per Friends & Family Placement Week £s	222	233	242
Cost per Residence Order Placement Week £s	135	130	133
Cost per Special Guardian Placement Week £s	108	118	120
Average Cost per Placement Week £s	295	288	284

- The service is seeking to expand the use of in-house Fostering placements and reduce the number of purchased Foster care placements through a promotion campaign in 2017-18.

### Care Management

- The service overspent the £12m budget by £0.2m mainly due to pressure on the staffing budgets for the Children Assessment Team (£0.4m) and Children and Young People social work team (£0.2m), offset by a £0.4m underspend on the legal/court cost budgets of £1.0m. Court fees are reviewed annually so it is currently unclear if the saving will recur.
- There are 186 Social Workers (175 full time equivalents) in Children's Social Care directly employed by the Council as at December 2016. The service has been dealing with greater workloads in 2016-17.

	2015-16	2016-17
Total Referrals per month	420	520
Total assessments per month		820
Caseloads per Social Worker	12.7	16.1
Children subject to a Child protection plan	484	535

- Department for Education Benchmarking information indicates that
  - Caseloads per Social Worker are now above the national (15) and regional averages (12).
  - There are still fewer children subject to a Child Protection plan in Bradford than nationally, the current rate of children subject to a child protection plan is 38.2 per 10,000 child population (at 31st December 2016) whereas the most recent published national rate is 43.1 per 10,000 and the regional average is 41.7 per 10,000 (at 31st March 2016).
- As at 31st December 2016 there were 338 children and young people identified as being at risk of child sexual exploitation (CSE). The Council had allocated £0.3m in 2015-16 for 2 years in support of CSE. This money had been planned to be removed from 2017-18 budget however given the continued need, reserves will be used to fund the service in 2017-18 in advance of the 2018-19 budget process.

## **Children In-House Residential Homes**

- The In-house Children Residential units overspent the £5.1m budget by £0.3m mainly due to staff turnover, the use of agency staff and overtime costs.
- There has been an average of 40 Looked after Children placed in in-house residential units during the financial year. 13,850 nights of care were provided at an average weekly cost of approximately £2,478 per week which is broadly comparable with purchased Residential care. Occupancy rates were slightly affected due to recent renovation works at the units.

## **Children with Disabilities**

- The £4.7m budget overspent by £0.4m in 2016-17.
- Children respite homes overspent the £2.8m budget by £0.2m mainly due to staffing and premises related costs.
- The Children with Complex Health Disabilities Team (CCHDT) overspent on their staffing budget by £0.2m. The service has been allocated with a total of £0.1m of staffing budget savings since 2015-16.

## **Children Shared Care, Through Care and After Care Services**

- The Shared Care service underspent the £0.8m net budget by £0.1m on fees and allowances due to the reduction in the numbers of carers.
- Through and After Care services underspent the £5.7m net budget by £0.1m across the service. The service has continued to benefit by £0.2m from the Staying Put grant allocation which supports young people to continue to live with their foster carers once they turn 18 (the "Staying Put" duty). This duty came into force in May 2014.

## **Early Help**

- The Early Help service underspent the £7.0m net budget by £0.9m. The service is required to make £0.9m of savings from 2017-18.
- Early Help management service underspent by £0.1m mainly due to the part year staff appointments.
- The Youth Offending Team has a break-even position for the year on a budget of £1.1m. The service also received £1.2m of grant income from the Youth Justice Board.
- Family Support Services underspent their £2.6m budget by £0.5m due to staffing (£0.2m) and the commissioning service budget (£0.3m).
- Family Centres underspent the net £3.1m budget by £0.2m due to staffing.
- There is currently £1m held in reserves for the Family First initiative. In 2015-16 the service received £1.9m in attachment fee's to work with 1,917 families (£1,000 per family) and in 2016-17, an additional £1.3m to work with another 1,266 families, giving at target total of 3,183 families. To the end of March 1,908 families were worked with which leaves 1,275 to be profiled into 2017-18.

## **Innovation Fund**

- Children's Services have been allocated £3.2m over two years from the Department for Education to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care. The grant has been made by The Department for Education as part of The Innovation Programme and focuses on the policy priorities set out in Children's social care reform: A vision for change, which was published in January 2016. The funding will help to accelerate the delivery of the Council's Journey to Excellence initiative. At its heart this programme aims to provide safety and stability for children and work with families to build on their strengths. The initial payment of £1.6m was made in 2016-17 and has been transferred into an earmarked grant reserve.

### **3.2.2 Performance Commissioning and Development**

- Performance Commissioning and Development overspent the net budget of £2.7m by £0.2m. Included within the overspend;
- Bradford Children's Safeguarding Board (BCSB) overspent the £0.3m net budget by £0.1m. This is after the utilisation of a BSCB reserve of £0.1m. There is an on-going pressure on the service of £0.2m from 2017-18. The service is looking at addressing the pressure in 2017-18 including the levels of contribution from partners.
- Child Protection Services overspent the budget of £1.3m by £0.2m on their staffing budget. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 535 plans at 31<sup>st</sup> December 2016 compared to 484 in December 2015.
- The numbers of children who became the subject of a plan has seen a similar rise over the same period, with 609 plans starting in the year to December 2016 compared to 498 in the year to December 2015.
- The Commissioning Team underspent by £0.1m due to staff vacancies and delay in recruitment.

### **3.3.3 Education, Employment and Skills**

- Education, Employment and Skills underspent the £24.4m net expenditure budget by £0.9m.

## **Children Centres**

- The Children Centre net budget of £7.6m was underspent by £0.1m mainly due to staffing vacancies. The final three clusters were set up in August 2016. The Council had allocated a "one off" budget in 2016-17 of £0.5m to support the delay in implementation of the final three clusters.

## **Early Years**

- The Children Play Services and Family Information Service have a £0.4m favourable variance mainly due to income generation and reducing overall expenditure. These services are facing Dedicated Schools Grant (DSG) budget reductions in 2017-18. There is a further £0.2m underspend across Early Childhood Service from vacancy management. The service has requested a Better use of Budget carry forward of £0.1m to support school improvement work in 2017-18.

## **SEND and Behaviour**

- SEND and Behaviour services have underspent the £2.7m budget by £0.2m due to vacancies within the Education Psychology and the Education Health Care Plan (EHCP) teams.

## **Services for 5-25 Year olds**

- The service underspent its 2016-17 budget by £0.2m. The School Governor Service has generated surplus income of £0.1m and a further £0.3m was generated from vacancies across the Service. The service had a pressure on the Courses Desk's income generation of £0.1m and £0.1m on salary budgets on the Data Analysis Team.

## **Curriculum ICT**

- Curriculum ICT reported an adverse position of £0.1m due to shortfall in income generation.

### 3.3 Department of Place

- The department underspent the £107m net expenditure budget, (£164.7 gross budget) by £1.3m, and delivered £5.2m of the £5.9m budget savings as planned.

Department of Place	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Directors Office	0.6	0.6	0.1	-	-	-	0.6	0.6	0.1
Waste Collection & Disposal	34.0	33.6	0.4	-5.9	-6.1	0.1	28.0	27.5	0.5
Fleet & Transport Services	12.6	13.2	-0.6	-13.5	-13.1	-0.4	-0.9	0.1	-1.0
Sports & Culture Services	48.9	42.2	6.7	-26.5	-20.6	-5.9	22.4	21.6	0.8
Neighbourhoods & Street Scene	21.0	21.1	-0.1	-6.7	-6.0	-0.7	14.3	15.1	-0.8
Economy & Development	19.0	19.9	-1.0	-6.1	-5.4	-0.7	12.9	14.5	-1.6
Planning, Transportation & Highways	35.0	34.1	0.8	-6.6	-6.5	-0.1	28.3	27.6	0.7
<b>Total</b>	<b>171.1</b>	<b>164.7</b>	<b>6.3</b>	<b>-65.4</b>	<b>-57.7</b>	<b>-7.7</b>	<b>105.6</b>	<b>107.0</b>	<b>-1.3</b>

#### 3.3.1 Fleet, Waste and Transport Services - Waste Services

- Waste Services as a whole over spent the £27.5m net budget (£33.6m gross) by £0.5m. This is comprised of a £1.1m over spend on Waste Disposal and a £0.6m under spend on Waste Collection. The £1.3m planned savings have been achieved which includes the delivery of the Waste Minimisation project, the introduction of charges for Garden Waste and increased revenues from Trade Waste.

##### Waste Disposal

- Waste Disposal over spent the £17.1m net budget (£19m gross) by £1.1m, mainly due to an under achievement in income from sales of recyclable materials (£0.6m), an over spend on Materials Recovery Facility (MRF) costs (£0.1m) and an over spend on disposal costs (£0.1m).
- The under achievement in income was predominantly due to paper sales being at less than the budgeted rate per tonne, and glass being disposed of at a cost rather than attracting income as previously. This will have implications for next year's budget and, although income targets have been reduced by £0.5m in recognition of market factors, there is a likely recurrence of under achievement. The Service is taking steps to clean up the glass to attract income for this recycle.
- There was a £0.1m overspend on MRF costs due to essential health & safety works and higher recycling tonnage throughput resulting in additional staff costs.
- There were additional, smaller over spends in Waste Disposal on employees, fleet and premises costs, totalling £0.3m.
- Disposal costs for residual waste, which had previously been forecast to overspend, saw a reduction in the latter half of the year and ended up close to budget. The reduction in tonnages to landfill or alternative treatment/ increases in recycling tonnages, and consequent reductions in expenditure in the 2<sup>nd</sup> half of the year is testament to the work carried out on waste minimisation strategies and bodes well for the future with the onset of alternate weekly collections.

<b>Waste Disposal</b>	2014-15	2015-16	2016-17
Gross Costs £000s	17,326	17,429	18,292
Income £000s	(1,652)	(1,469)	(1,441)
Direct Net Costs £000s	15,674	15,960	16,851
Direct Non Controllable costs	2,315	1,079	1,359
Corporate and Dept Recharges	806	805	779
<b>Net Costs</b>	<b>18,795</b>	<b>17,844</b>	<b>18,988</b>
Waste Collected as Recycling (Tonnes)	61,173	64,928	68,400
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	145,406	148,380	143,642
Total before Trade Waste	206,579	213,308	212,042
Trade Waste Tonnes (Funded by Trade Waste)	19,589	20,106	20,093
Total Municipal Waste Disposed of (Tonnes)	226,168	233,414	232,136
Gross cost per tonne	£83.87	£81.71	£86.26
Net cost per tonne	£75.88	£74.82	£79.47

- To reduce disposal tonnages and associated costs further, the service is continuing with the Waste Minimisation Programme, including the delivery of recycling bins, enforcement of the bin policy (closed lid, no side waste) and moving to alternate weekly collections for domestic refuse and recycling in 2017-18.

## Waste Collection

- Waste Collection, comprising of Refuse Collection, Recycling and Trade Waste, underspent the £10.5m net budget (£14.6m gross) by £0.6m.
- The Recycling Service (including Garden Waste) under spent by £0.5m due to lower than budgeted fleet costs and an over achievement of income from Garden Waste collections where take-up for the service exceeded expectations.

<b>Recycling Collection</b>	2014-15	2015-16	2016-17
Gross Costs £000s	3,116	2,320	2,313
Income £000s	(485)	3	13
Direct Net Costs £000s	2,631	2,322	2,326
Direct Non Controllable costs	481	646	514
Corporate and Dept Recharges	148	145	186
<b>Net Costs</b>	<b>3,260</b>	<b>3,113</b>	<b>3,026</b>
Tonnes collected	17,291	17,977	20,345
Gross Cost per Tonne incl DCLG £s	180	129	114

<b>Garden Waste Collection</b>	2014-15	2015-16	2016-17
Gross Costs £000s	641	676	630
Income £000s	(13)	(6)	(1,025)
Direct Net Costs £000s	628	669	(395)
Direct Non Controllable costs	32	43	34
Corporate and Dept Recharges	41	37	49
<b>Net Costs</b>	<b>700</b>	<b>749</b>	<b>(312)</b>
Tonnes collected	9,480	10,899	8,085
Gross Cost per Tonne collected	66	61	-49



- The Domestic Refuse Collection service balanced against the £6.1m net budget. The Domestic Refuse and Recycling Collection services will be consolidated into one service in 2017-18 as a result of the move to alternate weekly collection.

<b>Waste Collection</b>	2014-15	2015-16	2016-17
Gross Costs £000s	4,576	4,964	5,453
Income £000s	(277)	(281)	(264)
Direct Net Costs £000s	4,299	4,682	5,189
Direct Non Controllable costs	425	790	775
Corporate and Dept Recharges	611	620	651
<b>Net Costs</b>	<b>5,335</b>	<b>6,092</b>	<b>6,616</b>
Kerbside Tonnes collected	130,072	132,413	126,491
Gross Cost per Tonne collected	£35.18	£37.49	£43.11

- Income from Trade Waste exceeded budget by £0.1m, and the service made a surplus in 2016-17.

<b>Trade Waste</b>	2014-15	2015-16	2016-17
Gross Costs £000s	2,827	2,630	2,747
Income £000s	(2,872)	(3,158)	(3,210)
Direct Net Costs £000s	(46)	(528)	(463)
Direct Non Controllable costs	179	171	198
Corporate and Dept Recharges	164	189	139
<b>Net Costs</b>	<b>297</b>	<b>(168)</b>	<b>(126)</b>
Tonnes collected	19,589	20,106	20,093
Net income per tonne	-2	-26	-23

## Fleet, Waste and Transport services - Fleet & Transport Services

- Fleet & Transport Services over achieved the £0.1m net budget (£13.2m gross) by £1.0m, an increase of £0.5m from the figure reported at Qtr 4.
- This in the main is due to an under spend of £0.3m in Fleet and £0.2m underspend in Travel Training.
- The funding for 2016-17 of £0.3m given to the Travel Training Unit, as part of the invest to save initiative has underspent by £0.2m with the balance of the funding being put forward as a Better use of budget request (Appendix 1, Section 2.1).

	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
AD Waste, Fleet & Transport Services	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Licences & Land Charges	0.3	0.3	0.0	0.9	1.0	-0.1	-0.6	-0.7	-0.1
Emergency Planning	0.0	0.0	-0.1	0.0	0.0	0.0	0.0	0.0	-0.1
Fleet Services	7.3	6.9	-0.4	7.7	7.7	0.1	-0.4	-0.7	-0.3
Hackney Carriages	0.8	1.0	0.2	1.0	1.3	-0.2	-0.2	-0.3	-0.1
Adult Social Care	1.1	1.1	0.0	0.8	0.8	-0.1	0.3	0.3	0.0
SEN Childrens & Adults	2.2	2.0	-0.2	1.8	1.7	0.0	0.4	0.3	-0.1
Childrens Taxi Transport	0.8	0.8	0.0	0.9	0.9	0.0	0.0	0.0	0.0
Training	0.1	0.1	0.0	0.1	0.1	-0.1	0.0	-0.1	-0.1
Travel Training	0.4	0.3	-0.2	0.0	0.0	0.0	0.4	0.3	-0.2
<b>Fleet &amp; Transport Services</b>	<b>13.2</b>	<b>12.6</b>	<b>-0.6</b>	<b>13.1</b>	<b>13.5</b>	<b>-0.4</b>	<b>0.1</b>	<b>-0.9</b>	<b>-1.0</b>

## Licencing

- Licencing has balanced the £0.3m net income budget
- The number of licence applications (licencing act, gambling act and other) has increased slightly from the 2015/16 with the average income per licence remaining similar to prior years.

<b>Licencing</b>	2014/15	2015/16	2016/17
Gross Costs £000s	231	213	217
Income £000s	(405)	(431)	(437)
Direct Net Costs £000s	(220)	(263)	(269)
Direct Non Controllable costs	9	14	12
Corporate and Dept Recharges	37	31	37
Net Costs	(174)	(219)	(220)
Number of licence applications	1,927	2,102	2,118
Average income per licence application £	210	205	206

## Land Charges

- Land Charges over achieved the net income budget of £0.3m by £0.2m as a result of fee income.

<b>Land Charges</b>	2014/15	2015/16	2016/17
Gross Costs £000s	22	576	81
Income £000s	(974)	(923)	(544)
Direct Net Costs £000s	(952)	(347)	(475)
Direct Non Controllable costs	2	3	3
Corporate and Dept Recharges	10	25	9
Net Costs	(940)	(319)	(463)
Number of search requests	3,060	3,371	3,398
Net income per search request*	187	103	136

\*excludes reversal of accounting provisions.

## Emergency Planning

- Emergency Planning, which is funded through Public Health, balanced its £0.0m net budget (gross budget £0.2m).

## Fleet Services

- Fleet Services over achieved the net income budget of £0.3m by £0.4m (gross budget (gross budget £7.3m).
- This has been achieved through the vehicle workshop where reduced costs have been achieved through managed staff efficiency savings & reduced maintenance costs.
- The number of jobs completed within 24hrs has reduced from 11,899 to 11,396 due to an increase in the number of more complex equipment repairs/ refurbishments linked in part to an ageing fleet, leading to vehicles being off the road for prolonged periods.

<b>Fleet Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	7,526	6,671	6,815
Income £000s	(8,454)	(7,498)	(7,662)
Direct Net Costs £000s	(928)	(827)	(847)
Direct Non Controllable costs	92	136	120
Corporate and Dept Recharges	765	(1,620)	541
Net Costs	(72)	2,311	(186)
Number of jobs completed within 24 hours	12,972	11,899	11,396
% of jobs completed within 24 hours	87%	88%	86%
Total number of vehicles sent for testing	155	160	109
Number of vehicles passed	147	154	108
% MOT passed	95%	96%	99%
Benchmark comparator pass rate	89%	91%	100%
Cost of Fuel Issued £000s	2,359	1,950	2,010

## Hackney Carriages

- Hackney Carriages achieved the net income budget of £0.2m (gross budget spend £0.8m).
- The budget is ring fenced with the surplus achieved during the year being transferred into reserve.
- The 604 increase in service checks since 2014-15 is due to an increase in the number of new drivers / vehicles being licenced.

<b>Hackney Carriages &amp; Private Hire</b>	2014/15	2015/16	2016/17
Gross Costs £000s	786	877	975
Income £000s	(1,040)	(1,035)	(1,285)
Direct Net Costs £000s	(254)	(158)	(309)
Direct Non Controllable costs	29	47	45
Corporate and Dept Recharges	138	309	112
Net Costs	(87)	198	(151)
Number of Hackney carriage/ Private Hire safety inspections	3,021	3,466	3,625
Total Number of vehicles passed	2,238	2,275	2,337
% of vehicle inspections passed	74%	66%	64%

## Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport has balanced the net budget of £0.3m (gross budget £1.1m).
- The number of journeys continues to reduce as a result of reductions in demand following a review of the service and re-routing.
- The average cost per journey has however increased over the last 2 years as gross costs have continued to rise despite the decrease in the number of client journeys.

<b>Adult Social Care Transport - Contracted</b>	2014/15	2015/16	2016/17
Gross Costs £000s	984	1,011	1,040
Income £000s	(822)	(814)	(836)
Direct Net Costs £000s	162	197	204
Adult - Number of client journeys YTD	107,944	89,609	78,507
Average Gross Cost Per Journey	9.12	11.28	13.25

## SEN Children's & Adults In House minibus transport

- The SEN Children & Adults Core In house Transport service underspent the £0.4m net budget (£2.2m gross) by £0.1m
- The total number of client journeys has reduced by 66,000 (-16%) from 2014/15 to 351,000 in 2016/17
- Passenger Transport Services is supporting the School Travel Team to make alternative travel arrangements. For example, more clients on less vehicles and offer of personal budgets.

<b>SEN Ch &amp; Adults Core Transport - In House</b>	2014/15	2015/16	2016/17
Gross Costs £000s	4,169	3,611	3,369
Income £000s	(2,219)	(1,918)	(1,730)
Direct Net Costs £000s	1,950	1,693	1,640
Children - client journeys per qtr	194,834	153,874	141,468
Children - Client numbers	474	397	371
Cost per Child Journey	10.70	11.73	11.91
Adult - client journeys per qtr	221,640	215,576	209,498
Adult - Client numbers	440	421	404
Cost per Adult Journey	9.41	8.37	8.04
Total Client journeys	416,474	369,450	350,966
Total Client numbers	914	818	775

## SEN Children's Taxi Transport

- SEN Children's Transport Contracted has balanced the net budget of £0.0m (gross budget £0.8m).
- The gross cost of the Service has increased by £539k (10%) since 2014-15, and the number of journeys has reduced. This has caused the average cost per client journey to increase by

£1.49 (9%) from a figure of £16.54 in 2014/15 to £18.03 in 2016/17.

<b>SEN Children Transport - Contracted</b>	2014/15	2015/16	2016/17
Gross Costs £000s	5,614	5,859	6,153
Income £000s	(790)	(881)	(856)
Direct Net Costs £000s	4,824	4,978	5,297
SEN Children Transported (Qtr 4 snapshot)	928	920	882
Child - Number of client journeys Year to Date	343,906	340,552	341,252
Average cost per client journey Year to Date	16.54	17.20	18.03

### Training Division & Travel Training Unit

- The Training Division underspent its net nil budget by £0.1m (gross budget £0.1m) due to an increase in taxi training.
- One off investment of £0.3m was given to the Travel training Unit (TTU) in 2016/17 as part of an invest to save initiative. 12.5 full time equivalent trainers have been recruited. TTU performance shows: 293 client referrals, 262 clients assessed, 71 supported to independent travel resulting in c£24k actual saving to date and potential full year saving of £195k.
- The one off investment (2 year funding) of £0.3m per year given to the Travel Training Unit, underspent by £0.2m in 2016/17, with the balance of the funding being put forward as a Better use of budget request (section 2.1).

<b>Training Division and Travel Training Unit</b>	2014/15	2015/16	2016/17
Gross Costs £000s	123	163	303
Income £000s	(123)	(106)	(121)
Net Costs £000s	()	57	182

### 3.3.2 Sports and Culture

#### Sports and Culture

- Sports & Culture overspent the £21.6m net budget (£42.2m gross) by £0.8m, largely due to overspends in Sports Facilities. Of the £0.8m planned savings £0.6m were achieved with compensating savings being identified for the majority of areas.

#### Sports & Leisure

- Employee costs within Sports Facilities over spent the £4.4m budget by £0.9m, mainly as a result of higher than budgeted employee costs (£0.7m)
- Despite the closure of Nab Wood and the flooding at Baildon Recreation Centre attendances were at a similar level to that of 2015-16

<b>Sports Facilities</b>	2014/15	2015/16	2016/17
Gross Costs £000s	7,767	8,088	8,304
Income £000s	(4,435)	(4,555)	(4,741)
Direct Net Costs £000s	3,332	3,533	3,563
Direct Non Controllable costs	3,208	4,393	1,747
Corporate and Dept Recharges	1,250	1,366	1,215
<b>Net Costs</b>	<b>7,790</b>	<b>9,292</b>	<b>6,525</b>
Total Attendances 000s	1,893	1,822	1,822
Gross Managed Cost per attendance	£4.10	£4.44	£4.56
Income Per Attendance	-£2.34	-£2.50	-£2.60
Subsidy per attendance	£1.76	£1.94	£1.96
Bottom line subsidy per attendance	£4.12	£5.10	£3.58

- Bingley Music Live did not achieve anticipated levels of income and have reported a £0.2m under achievement of income. This is based on reduced levels of ticket & bar sales due to a decrease in attendance of 27% from 37,000 in 2015-16 to 27,000 in 2016-17. Advance ticket sales were down by £0.1m, and walk up ticket sales were also affected by the weather.
- Parks and Depots overspent the £4.6m budget by £0.2m due to higher than anticipated level of casual staff and an under achievement of income.
- Bereavement Services over achieved the net income budget by £0.3m due to increases in levels for cremation and burials administered.

<b>Bereavement Service</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,832	1,808	1,861
Income £000s	(2,961)	(3,008)	(3,303)
Direct Net Costs £000s	(1,129)	(1,201)	(1,442)
Direct Non Controllable costs	(24)	95	101
Corporate and Dept Recharges	227	144	152
<b>Net Costs</b>	<b>(926)</b>	<b>(962)</b>	<b>(1,189)</b>
Burials and Cremations administered	4,054	4,197	4,361

- In 2016/17 approval was given for setting aside £17m of capital funding for the Bereavement Strategy subject to project appraisal.

## **Culture Services**

- Culture Services (which now includes Events) overspent the £10m net expenditure budget (£21.1 gross) by £0.2m, with overspends in Markets & Libraries being offset by efficiencies in non staff costs in Tourism and underspends in Events. The £10m budget included £0.5m transitional funding to facilitate the delivery of savings during 2016-17.
- Once completed, towards the end of 2017, the strategic review of Tourism Services will be expected to shape the delivery of the future service. The Service is also planning for the reduction in transitional funding of £0.2m which will take place in 2017-18.
- Central to Culture Service planning for this year and beyond is the development of a Culture Company; £0.2m is set aside for funding the development although this also includes

planning for Sport and Leisure assets. Part of the Culture reserve will further support the transitional planning for Tourism Services.

- **Theatres & Community Halls** balanced the £1.4m net expenditure budget. This was despite a now longer than expected closure of St George's Hall while the part Heritage Lottery Funded restoration takes place. Ticket sales at the Alhambra were higher than at the same time last year due to the success of shows such as Wicked in this year's programme at the Alhambra.

<b>THEATRES</b>	2014/15	2015/16	2016/17
Gross Costs £000s	11,407	10,805	13,229
Income £000s	(10,555)	(9,741)	(12,679)
Direct Net Costs £000s	852	1,064	550
Direct Non Controllable costs	355	(1,558)	422
Corporate and Dept Recharges	1,045	1,128	1,128
Net Costs	2,253	634	2,100
Alhambra Ticket Sales	293,000	274,000	343,000
St Georges Hall Ticket Sales	85,000	77,000	0
Total Ticket Sales	378,000	350,000	343,000
Gross Managed Cost per ticket	£30.15	£30.86	£38.55
Income per ticket	-£27.90	-£27.82	-£36.94
Net Managed subsidy per ticket	£2.25	£3.04	£1.60
Bottom Line subsidy per ticket	£5.96	£1.81	£6.12

<b>COMMUNITY HALLS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	625	556	650
Income £000s	(349)	(310)	(396)
Direct Net Costs £000s	275	246	255
Direct Non Controllable costs	61	580	215
Corporate and Dept Recharges	106	112	105
Net Costs	443	938	574
Total Sessions	4,606	4,238	4,393
Direct Net subsidy per session*	£59.78	£58.01	£57.99
Bottom Line subsidy per session	£96.11	£221.32	£130.72

- **Libraries and Museums** are paying very close attention to workforce planning in order to manage costs down and prepare for further savings in 2017-18.
- The combined net budget of £7.1m (£7.8m gross) for the services over spent by £0.1m as a result of Libraries rental expenditure exceeding budget and under achievements on income and higher than anticipated spend on works at the Hockney Gallery, Cartwright Hall.
- Due to the changing nature of the Libraries' service, income profiles are changing, as more people renew on-line, and fewer people rent videos & DVDs.



<b>LIBRARIES</b>	2014/15	2015/16	2016/17
Gross Costs £000s	4,298	3,804	4,050
Income £000s	(251)	(144)	(107)
Direct Net Costs £000s	4,047	3,660	3,942
Direct Non Controllable costs	(80)	(95)	330
Corporate and Dept Recharges	1,330	849	686
<b>Net Costs</b>	<b>5,297</b>	<b>4,413</b>	<b>4,958</b>
Books and Media Loans (Sitelib13)	1,171,480	1,077,728	1,072,853
Number of New Borrowers (Sitelib_08)	15,864	13,255	14,190
Number of Visits (Sitelib01)	1,485,099	1,394,170	1,362,386
Gross direct cost per visit	£2.89	£2.73	£2.97
Bottom line subsidy per visit	£3.57	£3.17	£3.64

- 2016-17 budgets were supported by £0.15m transitional funding, which will be removed in 2017-18.
- Despite the financial limitations Museums and Galleries have been able to present a programme of art works including Hockney and the Royal Collection, and visitor numbers are similar to last year.

<b>MUSEUMS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,664	2,507	2,795
Income £000s	(383)	(320)	(572)
Direct Net Costs £000s	2,280	2,187	2,223
Direct Non Controllable costs	211	814	731
Corporate and Dept Recharges	546	501	475
<b>Net Costs</b>	<b>3,038</b>	<b>3,502</b>	<b>3,430</b>
Number of visits	257,208	212,937	212,012
Net direct cost per visit	£8.87	£10.27	£10.49
Bottom Line subsidy per visit	£11.81	£16.44	£16.18

- Both Libraries & Museums are showing a downward trend in the number of visitors over recent years, however with Libraries this is partially due the changing nature of the Service where more people are renewing on line rather than visiting the Library.
- **Tourism** balanced the £0.7m net budget (£0.8m gross), with an under-achievement in income from shop sales being compensated by under spends in staffing & supplies costs.

<b>TOURISM</b>	2014/15	2015/16	2016/17
Gross Costs £000s	659	612	741
Income £000s	(149)	(118)	(96)
Direct Net Costs £000s	510	494	645
Direct Non Controllable costs	26	-	30
Corporate and Dept Recharges	224	195	118
<b>Net Costs</b>	<b>760</b>	<b>689</b>	<b>792</b>

- The **Markets Service** under achieved the £0.9m net income budget by £0.1m due mainly to increases in vacant market stalls at the indoor and outdoor venues. This has meant not only a loss of income but in the case of indoor markets increased expenditure in terms of increased Business Rates liabilities.
- At the Oastler Centre, there has been a gradual decline in occupancy numbers over the past few years, which has been compounded by the recent closure of Morrison's Westgate store, in April 2016.
- The service plans to vacate the Oastler site in favour of a new food focussed market in the former Marks and Spencer building on Darley Street.

<b>MARKETS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,788	1,799	1,820
Income £000s	(2,806)	(2,838)	(2,721)
Direct Net Costs £000s	(1,018)	(1,039)	(901)
Direct Non Controllable costs	189	845	102
Corporate and Dept Recharges	417	421	413
<b>Net Costs</b>	<b>(411)</b>	<b>228</b>	<b>(386)</b>
Total Units Occupied	638	614	582
Visitor Numbers 000s	5,788	5,829	5,562
Gross Service Managed Cost per unit occupied	2,803	2,930	3,127
Income per occupied unit	(4,541)	(4,786)	(4,850)
Net Cost per occupied unit	(1,647)	(1,752)	(1,606)
Bottom Line Net Cost per occupied unit	(645)	371	(664)

- **Strategic Support & Events** under spent the £1.7m net budget (£1.9m gross) by £0.2m, which was centred on the City Centre Events.

<b>STRATEGIC SUPPORT &amp; PROJECTS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	552	775	1,584
Income £000s	(17)	(56)	(84)
Direct Net Costs £000s	536	719	1,500
Direct Non Controllable costs	9	14	14
Corporate and Dept Recharges	(130)	31	101
<b>Net Costs</b>	<b>415</b>	<b>763</b>	<b>1,615</b>

- The service is currently being supported by £0.2m of transitional funding, which will be removed in 2018-19. However, £0.1m has been added to the budget, as a recurring investment, for match funding for events.

### 3.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services under spent the £15.1m net expenditure budget (£21.1m gross budget) by £0.8m. Of the £1.1m planned savings, £1.0m was achieved with compensating savings being identified for the other £0.1m.
- The under spend of £0.8m was achieved as a result of higher than expected revenues and staff vacancies within Uniformed Services and Customer Services.

#### Street Cleansing

- Street Cleansing balanced the £5.6m net budget (£5.8m gross), with an over spend linked to bin purchases, being off-set by under spends in employees and fleet costs.
- The under spend in employee costs was due to some posts remaining vacant and other vacancies being filled by new recruits on 30 hour contracts; in some cases, the previous post holder was on a 37 / 39.5 hour contract, hence the budget saving.
- The under spend in fleet was as a result of prudential borrowing budget returns, which were not required for vehicle replacements in 2016/17.

<b>Street Cleansing</b>	2014/15	2015/16	2016/17
Gross Costs £000s	5,050	4,489	4,926
Income £000s	(240)	(162)	(175)
Direct Net Costs £000s	4,810	4,327	4,752
Non Service Managed costs	761	1,068	861
Corp & Dept Recharges	689	802	732
Net Costs	6,259	6,197	6,345
Spend per population per year	£9.58	£8.50	£9.27

#### Environmental Services

- Environmental Services, comprised of Pest Control & Environmental Enforcement, balanced the net £0.6m budget (£0.7m gross).

#### Neighbourhood Services

- The combined £3.4m budget (£4.6m gross) for Safer & Stronger Communities and Neighbourhood Support Services under spent by £0.1m.
- Safer & Stronger balanced the net £2m net budget. The service received £0.8m grant funding in 2016/17 and funds have been secured for 2017/18.

<b>Safer &amp; Stronger</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,743	2,888	2,751
Income £000s	(442)	(1,102)	(833)
Direct Net Costs £000s	2,301	1,786	1,918
Direct Non Controllable costs	21	35	36
Corp & Dept Recharges £000's	124	108	114
Net Costs £000's	2,446	1,928	2,067
Spend per head of population per year	£5.20	£5.47	£5.18

- Neighbourhood Support Services under spent the £1.5m net budget by £0.1m as a result of lower than budgeted employee costs.

<b>Neighbourhood Service</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,424	1,387	1,318
Income £000s	(4)	(4)	(1)
Direct Net Costs £000s	1,419	1,383	1,318
Direct Non Controllable costs	73	102	86
Corp & Dept Recharges	341	315	203
Net Costs	1,833	1,800	1,606
Spend per head of population per year	2.70	2.63	2.48

### **Uniformed Services**

- Uniformed Services under spent the £1.2m net income budget (£3.8m gross) by £0.5m. Revenues received in Uniformed Services from parking tickets and parking and bus lane fines exceeded the £5m budget by £0.4m, however, levels are down compared to 2015-16. Most of the reduction is attributable to fines, with a significant drop in bus lane contraventions due to an increase in bus lane camera awareness, with drivers unlikely to re-offend.
- Income from parking tickets has remained at a similar level for the past two years, with some areas suffering as a result of the closure of Westgate Morrison's and the opening of the Broadway Centre but others (such as streets near the Broadway) benefitting.
- The service is currently in the process of introducing a cashless parking system, which could have a favourable impact on parking income. However, this will be partly off-set by expenditure incurred on the new technology and equipment associated with it. Nevertheless, such technology is a vital component of the progress required if the service is to improve efficiency and customer service.

<b>Uniformed Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	3,720	3,487	3,483
Income £000s	(5,058)	(5,861)	(5,420)
Direct Net Costs £000s	(1,338)	(2,374)	(1,937)
Direct Non Controllable costs	192	576	201
Corp & Dept Recharges	686	655	552
Net Costs	(460)	(1,144)	(1,184)
9301 Tickets	(1,848)	(1,948)	(1,930)
9303 Contract Parking	(117)	(142)	(149)
9343 Fix Penalty Fines	(1,866)	(2,429)	(1,932)
9345 Parking Fines	(1,182)	(1,271)	(1,313)
Other	(45)	(71)	(96)
TOTAL Revenues	(5,058)	(5,861)	(5,420)

## Customer Services

- Customer Services under spent the £3.4m budget by £0.1m, largely due to savings on staffing costs within Face to Face Customer Service Centres.

<b>Customer Services - Face to Face</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,805	1,258	1,286
Income £000s	( )	( )	( )
Direct Net Costs £000s	1,805	1,258	1,286
Direct Non Controllable costs	84	92	77
Corp & Dept Recharges	(1,889)	(1,350)	(1,362)
Net Costs	-	-	-
Total Face to Face contacts	175,000	128,000	128,000
Gross cost per contact	£10.32	£9.83	£10.05

- The Customer contact centre has been dealing with increased call volumes with improved answer rates, improving efficiency.

<b>Customer Services - Telephony</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,330	1,717	1,776
Income £000s	(40)	7	-
Direct Net Costs £000s	1,290	1,724	1,776
Direct Non Controllable costs	52	89	81
Corp & Dept Recharges	(1,342)	(1,813)	(1,857)
Net Costs	-	-	-
Calls Answered 000s	555	601	753
Calls Offered 000s	726	799	947
% Answered	76%	75%	80%
Gross Cost per Call answered	£2.39	£2.86	£2.36
Number of Self Service Enquiries 000s	27	74	-

## Youth Services

- The £3.2m Youth Services net budget (£3.3m gross) outturned with a £0.1m under spend, which was predominantly on employee costs.

<b>Youth Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	3,522	3,137	2,773
Income £000s	(244)	(237)	(176)
Direct Net Costs £000s	3,278	2,900	2,597
Direct Non Controllable costs	1,030	256	484
Corp & Dept Recharges	732	673	588
Net Costs	5,039	3,829	3,669
Attendendees	5,706	4,644	3,811
Attendances	58,087	56,595	48,694
Gross Cost per attendance	£60.63	£55.43	£56.95

### 3.3.4 Economy and Development Services

- Economy and Development Services underspend increased by £156k between Q4 and Outturn. The service underspent the £8.7m net budget by £1.6m. Of this total £0.8m relates to deferred plans outlined in section 2.1. The reason for the increase in underspend relates to spending constraints on a range of budgets including within the Education Client Services Team and Housing Access Services.

Service Name	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
AD Economy & Development Services	0.1	0.1	0.0	-	(0.0)	(0.0)	0.1	0.1	0.0
Housing Operations	1.3	1.1	(0.1)	(0.4)	(0.4)	0.0	0.8	0.7	(0.1)
Housing Development	0.2	0.2	0.0	(1.0)	(1.0)	(0.0)	(0.7)	(0.7)	(0.0)
Housing Access Services	2.1	2.5	0.4	(0.0)	(0.4)	(0.4)	2.1	2.1	0.0
Capital Team	1.9	1.7	(0.1)	-	(0.0)	(0.0)	1.9	1.7	(0.1)
Economic Development - Delivery	2.0	1.6	(0.5)	(0.3)	(0.5)	(0.2)	1.8	1.1	(0.7)
Economic Development - Programmes	2.8	2.2	(0.6)	(0.1)	(0.1)	(0.1)	2.8	2.1	(0.7)
<b>Total</b>	<b>10.4</b>	<b>9.5</b>	<b>(1.0)</b>	<b>(1.8)</b>	<b>(2.5)</b>	<b>(0.7)</b>	<b>8.7</b>	<b>7.0</b>	<b>(1.6)</b>

- Economy and Development Services achieved in full £0.6m of targeted savings.
- There were £11m of Economy and Development Services Reserves at the start for 2016-17, transfers were made during the year for the Regional Growth Fund, the City Park capital maintenance reserve and for Housing development income reserves. E&DS' reserves closing balance was £9.8m.
- Better use of budget requests included EU funded enterprise support scheme (£0.6m) plus £0.2m relating to a number of other smaller economic development measures. All were approved for carry forward at the meeting of the Executive held on April 4<sup>th</sup> 2017.

#### Housing Operations

- The service underspent the £0.8m net expenditure budget by £0.1m due to increased demand for the Council's agency service mainly for the delivery of adaptations for disabled people.

<b>Housing Operations</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,190	1,118	1,145
Income £000s	(341)	(414)	(419)
Direct Net Costs £000s	849	705	727
Direct Non Controllable costs	158	563	1,509
Corporate and Dept Recharges	337	291	270
<b>Bottom line Net Revenue Costs/(Income)</b>	<b>1,344</b>	<b>1,559</b>	<b>2,506</b>
Disabled Facilities Grants Cumulative £000s	2,746	3,288	3,681
No of Long Term Empty Homes in the district	3,942	4,154	3,944
No of Long Term Empty homes bought back into use	0	5,651	4,784
Number of service requests - Empty Homes	486	303	456
Number of service requests - Housing Standards	1,320	1,491	1,727
No of Housing Standards inspections	849	1,114	1,219
Number of Disabled Facilities Grants enquiries	489	602	561
Number of Disabled Facilities Grants completed	236	240	317
<b>Avg Cost per DFG completed including admin costs</b>	<b>£11,636</b>	<b>£13,698</b>	<b>£11,613</b>

- There has been a continued trend in the increase in requests for service from the Housing Standards team which deals with the enforcement of housing standards in the private rented sector (PRS) with a 16% increase in requests received in the last year. This increase in demand is likely to reflect the increasing size of the PRS and the high incidence of poor standards, but is also reflective of the increasing use of the private rented sector through the Council's Private Sector Lettings Service (PSLS) as all properties used are inspected by the Housing Standards team prior to use. The introduction of new statutory responsibilities under the Housing and Planning Act 2016 will further increase pressure on the service with the introduction of civil penalty notices and banning orders expected without any additional resources during 2017/18.
- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, has continued with an average of 46 new referrals/month being received by the Housing service during 2016/17. The number of DFG completions (where the planned adaptation has actually been installed) has increased by 32% in the last year which represents a significant increase in the volume of the work carried out by the team. The indications are that demand is likely to continue at a similar level during 2017/18 in line with the strategy of keeping people independent for longer.
- The empty homes team have sustained performance in relation to the number of long term empty properties that have been brought back in to use through their intervention. This work not only brings properties back into use, but also contributes to the New Homes Bonus that the Council receives. The previous success of the Empty Homes Programme means that the empty properties that the team are now working on are the more difficult and protracted cases, which means that sustained performance is a positive. The social value in terms of removing potential blights on neighbourhoods also increases with these properties.
- The Housing service has taken responsibility for delivering financial assistance with flood resilience measures to residents affected by the recent floods. 780 homes were affected and the team are working closely with those affected; other Council departments and other agencies to provide assistance through grants of up to £5,000 per property. To date the service has delivered 305 completed grants with a value of £1.4m with a further 175 approved but not yet paid grants with a further value of £0.8m.

### **Housing Development**

- The service balanced the £0.7m net revenue budget. The work of both the Empty Homes and Housing Development and Enabling teams contributes towards the Council's New Homes Bonus (NHB) which will result in a NHB payment of £11m in for 2016-17.

<b>Housing Development</b>	2014/15	2015/16	2016/17
Gross Costs £000s	293	308	233
Income £000s	(758)	(828)	(975)
Direct Net Costs £000s	(465)	(519)	(741)
Direct Non Controllable costs	4,111	4,176	2,078
Corporate and Dept Recharges	79	49	38
Bottom line Net Revenue Costs/(Income)	3,726	3,705	1,375
NI155 No of affordable homes delivered	306	31	155
CIS_05 NI154 No of additional homes (net)	1,320	1,338	1,334

- Five of the six new Council affordable housing schemes are on site and due for completion in 2017/18. These will result in a further 139 affordable homes to rent in addition to the existing 176 homes.
- The Clergy House/Jermyn Court schemes to deliver additional temporary accommodation for homeless people were completed one month behind schedule in January 2017. This scheme provides 18 self contained flats, activity and office space and is now fully operational.
- The Housing service was successful in attracting in excess of £2.7m Homes and Communities Agency through the Care and Support programmes in order to develop a new 69 unit extra care scheme at Keighley. This scheme started on site in May 2017 with a completion date of October 2018.
- Unaudited figures for the total number of net additional homes, indicates that there has been very little change in the numbers since last year, although over the longer term there is an increasing trend. The number of new affordable homes is showing a more marked increase of 68% on 2015/16 although this is probably more reflective of the low numbers in 2015/16, which effectively fell between two affordable homes programmes. The 2015/18 programme should result in more affordable homes being completed over the next two years. There are, however, factors affecting developer confidence nationally which may mean this growth will not be sustainable.

### **Housing Strategy and Access**

- The service ended the year balancing the £2.1m net budget.

<b>Housing Strategy Access to Housing</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,376	2,051	2,492
Income £000s	(213)	(314)	(434)
Direct Net Costs £000s	1,163	1,738	2,058
Direct Non Controllable costs	54	97	129
Corporate and Dept Recharges	501	565	687
Bottom line Net Costs/(Income)	1,718	2,400	2,874

- Housing Options Casework (including homelessness prevention) – 8,639 homelessness prevention cases were started during 2016/17, which represents an increase of 10.7% from



2015/16. This represents a continuation of the trend increase over several years, reflecting both a service focus on early intervention and prevention, and on going intensifying pressures on homelessness from factors such as welfare benefit reductions, sanctions and budget reductions in related services.

- Private Rented Sector Lettings Scheme - In 2016/17, 135 new private tenancies were created for customers in housing need. This is the first full financial year of this service and it is now established in the District having undertaken various marketing launch activities to publicise the scheme with landlords. Initial targets for the service were to create 100-120 tenancies per year, which have been comfortably surpassed in 2016/17.
- Bed & Breakfast placements - Long-term work is underway to hold down the usage of Bed and Breakfast accommodation for homeless clients. During 2016-17 there were 5,395 nights of Bed & Breakfast used, a slight increase on 2015/16 (5,101 nights). However this represents a significant 53% reduction from 2012/13 (11,362 nights) as a result of actively managing down the use of B&B. B&B expenditure for 2016/17 is therefore substantially reduced from the 2012/13 peak of £437k, to £296k.
- Refugee Resettlement – The Council resettled 101 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2016/17. The scheme is delivered in partnership with Horton Housing Association.
- New Temporary Accommodation at Clergy House and Jermyn Court – The conversion and new build temporary accommodation project at Clergy House / Jermyn Court, completed successfully. Managed through a supported housing commissioned service, this provides an extra 5 units for families and 13 for single people who are homeless. The additional capacity has helped to bring down the reliance on Bed and Breakfast accommodation.
- Housing Related Support – From April 2016 the Housing Options service has delivered the application, referral and placement system to the District's Housing Related Support provision. 602 assessments and placements were made to Council commissioned Housing Related Support provision during 2016/17.
- No Second Night Out – This council commissioned service helps individuals who are rough sleeping or at risk of rough sleeping. In 2016/17 they provided assistance to 583 people and placed 411 people into emergency accommodation, successfully moving 271 people into accommodation. NSNO also provided emergency accommodation for over 100 people over the winter period when the temperature dropped below zero degrees as part of the Districts Cold Weather provision.

### **Education Client Services**

- In delivering the Council strategic education investment priorities, the team ended the year with an underspend of £0.2m against their net budget of £1.9m.

<b>Education Client Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,652	2,553	1,719
Income £000s	(5)	(44)	(17)
Direct Net Costs £000s	2,647	2,509	1,702
Direct Non Controllable costs	76	106	93
Corporate and Dept Recharges	294	410	216
Bottom line Net Costs/(Income)	3,017	3,025	2,011

- ECS has a team of professional specialists in Project, Programme and Contract Management.
- The team manages the contractual arrangements between the Council and Local Education Partnership. This relates to the terms of the Private Finance Initiative encompassing 7 secondary schools and 3 Special Educational Needs schools.
- Other activities the team are engaged with include support for academy conversions, school expansion projects, pupil place planning, school transport and crossing patrols.
- Each Year ECS manages 2 multi-million pound grants from the DfE:
  1. Basic Need which is used to expand schools to meet demand from increasing pupil numbers. The team commissions Architect Services to design, procure and deliver the expansions or new school build schemes.
  2. Capital Maintenance Grant which is used to pay for major school repairs. These are identified based on school condition surveys and ECS commissions Building & Technical Services to design, procure and deliver the schemes.
- The table below outlines the activity the team has supported in 2016-17

	2010-2015 delivered	2016-17	Future Years
Number of Schools Expanded	48	7	
School Expansion Projects Delivered (in phases)	118	15	15 being planned
Number of New School Places Created	8,315	1,155	Places being planned TBC
School Expansion Capital Spent	£124m	£5.9m	£7.1m
Number of Major Schools Repair Projects	119	67	47
Major School Repair Capital Spent	£14m	£5.1m	£5.4m
Academy Conversions Completed	34	37	12
School Crossing Patrols Maintained		91	93
Young People in Receipt of Travel Assistance		3,462	service transferred on 1.4.17
Swimming Pool Schemes Commenced	2	0	2 Pools/Hall/Gyms £27m
PFI Contract Deductions Administered	£3.6m to date	£318,000	
Additional Schemes Delivered:	102 schemes (£7.7m)		30-Hour Offer Nursery Places
New SEN School			1 scheme – £10-15m
New schemes for Place Department			St Georges Hall, Markets, Squire Lane
External Consultancy Contracts Delivered	1 contract	2 contracts	2 contracts
Grant Income Secured (TBN & PSBP)	£76m	£10-15m	

## Economic Development

### Economic Development Services – Delivery

The Service ended with a £0.7m underspend against the net budget of £1.8m.

<b>ECONOMIC DEVELOPMENT - DELIVERY</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,334	1,871	1,557
Income £000s	(263)	(383)	(482)
Direct Net Costs £000s	2,071	1,488	1,075
Direct Non Controllable costs	127	2,733	1,705
Corporate and Dept Recharges	276	237	390
Net Costs	2,474	4,458	3,169

- The Broadway shopping centre which opened in November 2015 has become a focal point for a growing city centre restaurant and leisure offer. Further investment includes the development of adjoining Xchange building and a multi-screen cinema and restaurant complex due for completion by Christmas 2017.
- Other developments led by Economic Development include the setting up of a private sector-led development group, to put together proposals for a Bradford City Centre Business Improvement District. The development of the proposed improvements to public realm links between the developing new retail centre and the older Top of Town.
- Work has continued on One City Park to develop the delivery model in line with the funding agreement with the Combined Authority.
- Elsewhere in the District Baildon Business Park has continued to expand and another three businesses have moved in over the last year. GSM Aluminium, Laxtons, (a bespoke spinning company are moving back into the district from Guiseley) and Frizinghall Models are now sharing space with John Ayrey Diecasts Ltd. One further completed unit is under offer subject to planning permission being secured.
- In Keighley the Department recently sold the site of the former Keighley College Harold Town building to a local developer. They will develop the site under the Dalton Lane Properties name.
- EDS Delivery team is to prepare projects for inclusion in bids for the Regional Local Growth Fund investments. Projects expected to form part of this bid are developments on the recently allocated M62 Enterprise Zone sites. The three Bradford sites – Gain Lane, Parry Lane and Staithgate Lane all require enabling works to secure development.
- In addition to the businesses supported through the City Growth Zone outlined above, the Service generated and handled 991 business enquiries in the period. This led to the creation of 304 jobs with a capital investment in the District of £20.3m

## Economic Development Services – Programmes

The Service ended with a £0.7m underspend against its net budget of £2.8m.

<b>ECONOMIC DEVELOPMENT - PROGRAMMES</b>	2014/15	2015/16	2016/17
Gross Costs £000s	3,166	2,151	2,214
Income £000s	(1,658)	(751)	(125)
Direct Net Costs £000s	1,508	1,400	2,089
Direct Non Controllable costs	32	323	319
Corporate and Dept Recharges	224	155	118
Net Costs	1,764	1,878	2,526

- EDS are responsible for large scale initiatives supporting the local economy. Among these are the City Centre Growth Zone and participation in business growth schemes supported by European Structural Investment Funds. £17.6m of Regional Growth Fund money was secured to deliver the City Centre Growth Zone matched with £17.5million of Council resource. Investment over the last four years has brought about significant physical improvements to the City Centre and has incentivised private sector investment.
- To date outputs include 654 new jobs created (554 FTEs), 217 businesses supported, and over 78 vacant City Centre properties brought back in to use.
- Deferred spend for European Structural Investment Funding (ESIF) has been approved to cover local projects which are following Central Government and Leeds City Region calls for projects. Schemes proposed for Economic Development within Bradford will concentrate on Enterprise Support for high Growth Businesses.

### **3.3.5 Planning Transportation and Highways**

Planning Transport and Highways overspent the £27.6m net expenditure budget by £0.7m due to shortfalls in income for Building Control fees and overspends on Street Lighting maintenance and energy.

PTH outturn results represent deterioration since Qtr 3 as there was a higher than expected additional provision for bad debts from permit invoicing and the street lighting stock valuations.

- **Policy/Local Development Framework;** Policy/LDF leads on the delivery of the Local Plan for the District and underspent by £0.4m in 2016-17 due to the Secretary of State holding direction on the Core Strategy, the unspent balance will be carried forward to 2017-18.
- **Building Control Services** under achieved the £1.2m Building Control Fees budget by £0.3m which represented a slight improvement to 2015-16. Additional income streams have not progressed though due to the joint service with Kirklees not being established.
- **Development Services** overspent the net £0.1m budget by £0.2m. The Service adjusted its cost base through the implementation of the restructure however due to timings the Department underachieved its target in 2016-17. The Service collected £1.8m of Planning Fees in 2016-17 compared to £1.9m in 2015-16.

- **Planning Activity**

<b>Development Management</b>	2014/15	2015/16	2016/17
Major Planning applications processed	112	80	83
Minor Planning applications processed	1,056	913	948
Other Planning application processed	1,974	2,165	2,593
<b>Total</b>	<b>3,198</b>	<b>3,158</b>	<b>3,624</b>

- **Highways Asset Management** including Street Lighting overspent the £19.6m budget by £0.4m, this included £0.4m higher than planned for costs of street lighting utilities costs. Phase 1 of the invest to save project was completed which resulted in an annual reduction of 755,000KwH, however costs over the same period increased by £90K due to energy prices.
- **Highways Delivery Unit** overspent the £4.4m budget by £0.3m although there were one off savings of £43K from Winter Maintenance due to a mild winter. Savings in Trunk Road maintenance also helped to alleviate the pressure overall. In terms of routine work, fewer potholes were repaired however capital expenditure on surfacing work was increased providing for a more durable network.
- **Highways Delivery and Highways Asset Management Activity**

	2015-16	2016-17
Capital Spend	£4.6m	£4.9m
Potholes repaired	11,633	9,188
Cat 1 Repair Jobs	305	185

- Highways services continued to work on the Challenge Fund schemes in conjunction with Kirklees MDC. This is a three year Capital Funded Grant for the maintenance of Highway Structures of which Bradford's share is £3.63m.
- **Transport Development** underspent the £0.2m net budget by £0.3m. The street work permit scheme and associated income achieved £1.1m. Despite a challenging climate for front line highways services, Transportation Development officers are leading on the delivery of major highways projects that form part of a regional vision to improve local infrastructure. A number of projects (Hard Ings Road, Harrogate New Line and the Station Gateways), all in partnership with the Combined Authority, are reaching key staging posts in their delivery.

### 3.4 Corporate Services

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

	Gross expenditure			Income			Net expenditure		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
<b>Corporate Services</b>	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Services	0.3	0.3	-0.0	-0.0	-0.0	0.0	0.3	0.3	0.0
Financial Services	2.7	2.8	-0.1	-0.3	-0.2	-0.1	2.5	2.6	-0.2
Revenues & Benefits	182.6	179.2	3.4	-179.0	-175.0	-4.0	3.6	4.2	-0.6
Information & Customer Services	14.2	15.3	-1.0	-1.0	-1.4	0.5	13.3	13.9	-0.6
Commissioning & Procurement	1.8	2.0	-0.2	-0.4	-0.3	-0.1	1.5	1.8	-0.3
Estates and Property Services	47.1	48.7	-1.6	-39.0	-38.3	-0.8	8.1	10.4	-2.3
Human Resources	7.7	7.9	-0.2	-2.2	-1.9	-0.3	5.5	6.0	-0.5
Legal Services	8.8	8.7	0.0	-2.3	-2.2	-0.1	6.5	6.6	-0.1
<b>Total</b>	<b>265.2</b>	<b>264.9</b>	<b>0.3</b>	<b>-224.1</b>	<b>-219.2</b>	<b>-4.9</b>	<b>41.1</b>	<b>45.7</b>	<b>-4.6</b>

- Overall the department underspent the £45.7m net expenditure budget (£264.9m gross budget) by £4.6m and delivered £10m of savings as planned.
- The Department underspend is £0.65m higher than that forecast at Qtr 4, largely resulting from an improved position within the ECCU & Estates as year-end utility liabilities and rental values were finalised.
- £0.97m of budget will be carried forward to 2017/18 in line with approvals at Qtr 4.
- Financial Services** underspent the £2.6m net expenditure budget by £0.2m, and delivered savings as planned. Recently received CIPFA benchmarking information shows that the Council spends the lowest on Financial Services relative to other Councils.

	2015/16
Bradford cost of Fin Services per £000 Gross Revenue Turnover	1.81
Cipfa Group Average Cost per £000 Gross Revenue Turnover	4.17

- Indicatively if Financial Services in Bradford operated at the same average cost of benchmark Councils, the total cost of service in 2015-16 would have been £5.8m rather than £2.5m.
- External Auditors also gave a high rating for sound governance; understanding and using reliable financial and performance information; and reliable financial planning and reporting that supports the Council's priorities and the maintenance of its statutory functions.
- Revenues & Benefits** underspent the £4.2m net expenditure budget (£179.2m gross budget) by £0.6m due largely to employee underspends of £0.3m via vacancy control in Benefits. As previously noted Better use of budget requests have been approved to carry forward £0.2m of this underspend relating to New Burdens funding provided to carry out on-going URB system migration and MyServices ICT work.
- Budget savings of £0.4m planned for 2016/17 were achieved and the outturn also allows for the need to increase the contingent payroll liability by £0.3m. Payroll Services saw a reduction in school income of £0.1m with a broadly equivalent increase in the net cost.
- Benchmarking information indicates that the service is efficient when compared to other Councils.

<b>Summary processing cost data– 2015/16</b>	Bradford	Cipfa Benchmark
Business Rates - Cost per hereditament per year	£31.11	£50.40
Council Tax – Cost per Dwelling per year	£13.30	£11.24
Corporate Debt – Cost per invoice	£7.73	£8.05
Payroll – Bradford Cost per Employee per year	£31.51	

- Higher Council tax collection cost per dwelling reflects the continuing and increasing challenges of collecting from low income families impacting on the net income level and consequent cost per dwelling.
- **Information Technology Services (ITS)** underspent the £13.9m net expenditure budget by £0.6m as forecast. This underspend results from a combination of a review of contracts after the service returned in-house in 2015-16, and savings on employee costs linked to a transition to a new structure. The year end position allows for the provision of £1.3m funding for the cost of medium to long term transformational projects via the previously identified reserve.
- Spend on ICT has significantly reduced since the end of the IBM contract in September 2015. The service has delivered 2016/17 savings as planned; enabled funding to be set aside for longer term projects and achieved the required baseline to meet further 2017/18 savings targets. Spend per user has reduced closer to the NABIT (Northern Authorities Benchmarking IT) cost per user.

	2014/15	2015/16	2016/17
Bradford Gross Cost per user £s	3,404	2,656	2,196
Bradford Net Cost per user £s	3,176	2,442	2,034
NABIT Benchmark cost per user	1,700		

- **Commissioning & Procurement** underspent by £0.3m in line with forecasts. Of this £0.1m is on employee costs due to the decision not to fill vacant posts pending a service review, £0.1m through the renegotiation of contracts and a further £0.1m of one off savings from a payments review.

## Estates and Property Services

Service Name	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
FM- Building Cleaning	0.6	0.5	(0.1)	(0.3)	(0.3)	0.0	0.3	0.2	(0.0)
FM - Other Catering	0.3	0.4	0.1	(0.4)	(0.4)	0.0	(0.0)	0.1	0.1
FM - School Catering	17.5	17.4	(0.1)	(17.2)	(17.8)	(0.6)	0.3	(0.4)	(0.7)
FM - School Cleaning	1.2	1.1	(0.1)	(1.1)	(1.0)	0.1	0.1	0.1	(0.1)
FM - Residential Home Catering	0.2	0.1	(0.1)	-	(0.0)	(0.0)	0.2	0.1	(0.1)
FM - Admin Buildings	8.8	9.2	0.4	(0.5)	(1.0)	(0.5)	8.3	8.2	(0.1)
FM- Building and Technical Services	14.1	13.7	(0.3)	(12.8)	(12.3)	0.4	1.3	1.4	0.1
FM – Architects	1.0	1.0	(0.0)	(1.2)	(1.0)	0.2	(0.3)	(0.0)	0.2
Facilities Management	43.7	43.4	(0.3)	(33.5)	(33.8)	(0.3)	10.1	9.5	(0.6)
Estates - Operations	(0.5)	(0.7)	(0.3)	(2.5)	(2.7)	(0.2)	(2.9)	(3.4)	(0.5)
Estate - Programmes	1.5	1.4	(0.1)	(0.1)	(0.1)	(0.1)	1.5	1.3	(0.2)
Estates Management	1.1	0.7	(0.4)	(2.5)	(2.8)	(0.3)	(1.5)	(2.1)	(0.6)
Energy Unit - ECCU	0.8	0.1	(0.7)	(0.1)	(0.4)	(0.2)	0.7	(0.3)	(1.0)
ISG	3.0	2.9	(0.1)	(2.0)	(2.0)	(0.0)	0.9	0.9	(0.1)
AD Estates & Property Services	0.2	0.1	(0.0)	-	-	-	0.2	0.1	(0.0)
<b>Total</b>	<b>48.7</b>	<b>47.2</b>	<b>(1.5)</b>	<b>(38.3)</b>	<b>(39.0)</b>	<b>(0.8)</b>	<b>10.4</b>	<b>8.1</b>	<b>(2.3)</b>

- **Estates and Property Services** underspent the £10.4m budget by £2.3m, £0.7m up from that reported at Qtr 4. The recent changes have come from the Energy Unit, Estates and the Property Programme as the year end liabilities, rental values and arrears have been finalised. The improved position across the year as a whole have come from these services, School Catering who have achieved an improved trading position and underspends by both the Admin Buildings & Residential Home Catering. Additionally the Industrial Services Group has made operational efficiencies.
- The **Energy Unit** underspent the £5m budget<sup>6</sup> by £1m while delivering £0.7m in allocated savings. This position was achieved partly due to a one off rebate payment of £0.55m being received for backdated utility bills and reductions in volumes resulting from a mild winter. The unit's efficiency work plus reductions in the estate through the Property Programme have also helped reduce energy consumption and mitigate the financial impacts of price rises in 2016. Additional benefits in water cost savings from more precision billing and shutting down unused supplies have further assisted the bottom line. The outturn balance was also affected favourably by a reduction in the estimated potential liability for historic accounts. The table below outlines continued reductions in energy usage.

	2014/15	2015/16	2016/17
Electric (Non Street Lighting)	21.7	20.0	18.7
Gas	46.2	46.7	43.8
Total Electric and Gas Kwh ms	67.9	66.7	62.5

- **School Catering** has seen a significant improvement, with its contribution to overheads being above budget by £0.7m due primarily to improved productivity. Overall school meals volumes rose despite the loss of contracts. Operational efficiencies were achieved through the increased use of ICT, including electronic payment for which is now available in approximately 50% of schools, and the achievement of procurement savings via new contracts. However the service is under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints. A better use of budget application for £225k was approved at Qtr 4 to fund pre-planned dining room & menu development work in 2017-18.

<b>FM - School Catering</b>	2014/15	2015/16	2016/17
Number of Meals 000s	6,093	6,476	6,654
Other activity - e.g. Breakfast clubs meals 000s	161	179	176
Number of Primary Schools Catered For	149	149	147
Number of Secondary Schools Catered For	4	5	5
Take up of school lunches	67%	69%	69%
Primary school children's satisfaction with school meals	74%	72%	72%

- **Estates Operational** exceeded the £2.9m net income budget by £0.5m, due to a significant increase in rental income. This included one off income secured through temporary occupiers of Shipley Town Hall and Future House. Staff cost savings from vacancies, held pending the conclusion of a restructure, also helped improve the bottom line.

<sup>6</sup> The £5m budget is managed by the Energy unit during the year, but charged out to user services at year end in line with accounting practice.



- Going forward the service aims to improve its net position via a targeted investment programme to raise rental income in line with the recently approved Investment Strategy. In the short term however the service faces the challenge of improving rent account control while undertaking a wide ranging review of commercial and non-commercial leases in 2017-18. Additionally pressure on the voluntary sector may have a negative impact on the ability of the Council to recover monies owed from tenants. A better use of budget request was approved at Qtr 4 to provide £225k of funding in 2017/18 to both offset this pressure and to cover initial costs associated with acquisitions.
- The **Estates Property Programme** underspent by £0.2m through more efficient use of resources. In 2016/17 the service has continued to reduce the size of the Councils operational estate while improving the quality of the buildings retained. Since 2008/9;
  - 70 operational buildings have now been vacated saving £7.3m per year.
  - £37m of capital receipts have been generated from the disposal of surplus property
  - Backlog maintenance on the Councils estate has reduced by £45m as a result of building vacations, and targeted investment.
- **Building, Technical & Architectural Services** overspent the £3.6m net budget by £0.3m, of which £0.2m was a reduced contribution to central overheads from Architects (£0.1m compared to a £0.3m budget). Half of this gap was due to under recovery on a number of fixed fee projects which it is expecting will not repeat in 2017/18. The remainder is due to the historic decline in workloads which although matched by reductions in staffing levels have resulted in significant increase in the targeted contribution to overheads, up from 20% to 30%. Building & Technical Services as a whole had a limited overspend of £0.1m on its net revenue budget of £3.9m. However this was on a reduced budget, down £0.5m from 15/16, and against a background of reducing capital works which saw income levels drop from £14m in 2015/16 to £12.3m in 2016/17.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

Backlog Maintenance £m	Base line	2012-13	2014-15	2016-17
Operational	85	55	50	49
Non Operational	16	11	5	8
<b>Approx. Total Backlog Maintenance</b>	<b>101</b>	<b>66</b>	<b>55</b>	<b>57</b>
Of which Priority 1	70	43	28	25
<u>Size of Estate</u>				
Operational GIAm2 000s	319	260	256	237
Non-Operational GIAm2 000s	27	26	23	37
<b>Total</b>	<b>346</b>	<b>286</b>	<b>279</b>	<b>274</b>

- Within **Admin Buildings**, HMRC's occupancy of Future House provided one off income/savings in addition to the anticipated reduction in accommodation costs for 2016-17 onwards resulting in an underspend of £0.1m. Additionally the vacation of Future House & Jacobs Well offices in year, along with the increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in the cost base.

<b>Admin Buildings</b>	2014/15	205/16	2016/17
Occupants	3,468	3,221	3,396
Workstations	3,419	3,892	2,784
% OCCUPANCY (1:1)	101%	83%	122%
Gross internal area (m2)	67,557	73,711	54,494
Backlog Maintenance £000s	8,992	8,281	6,595
Cost per occupant per year (*Excl Future House Dilaps)	£1,261	£1,348	£944

- **Industrial Services Group's (ISG)** workload levels have been subject to considerable pressure since ISG is no longer a guaranteed supplier to In-communities. Accordingly ISG, in recognition of the difficult trading conditions, received a one off subsidy of £0.4m in 2016/17. Since then the service (which includes 30 employees with declared disabilities) has been working on a revised structure with the aim of bringing the service back to base budget in 2017-18.
- Operational efficiencies and improved sales levels, to £1.4m, have resulted in an under spend against budget of £0.09m. Festival light operation was £0.1m under budget while an improvement in manufacturing sales meant the service got close to breakeven subject to the subsidy provided. A Better use of budget request (section 2.1) has been made to carry forward the unused element of the subsidy fund into 2017-18. Although trading conditions remain difficult, recent new order leads mean that 2017-18 sales levels are expected to rise with a consequent improvement in the bottom line position. Vacancies in key roles, e.g. sales, remain a risk to the organisations stability.

## Human Resources

<b>Service Name</b>	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
HR Functions	4.5	4.8	-0.1	0.3	0.5	-0.4	4.2	4.3	-0.5
Corporate Projects	0.1	0.2	0.0	0.0	0.0	0.0	0.1	0.2	0.0
Miscellaneous Income	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0
Traded HR Functions	1.2	1.1	-0.1	1.4	1.4	0.1	-0.2	-0.3	0.0
Administration	2.0	1.7	-0.1	0.1	0.1	0.1	1.9	1.6	-0.1
<b>Total</b>	<b>7.9</b>	<b>7.8</b>	<b>-0.2</b>	<b>1.9</b>	<b>2.1</b>	<b>-0.3</b>	<b>6.0</b>	<b>5.7</b>	<b>-0.5</b>

- Human Resources (HR) underspent the £6m net expenditure by £0.5m. Savings in excess of the £1m originally targeted have been achieved in 2016-17 as a result of service restructures being completed earlier than projected. This also ensures that planned savings for 2017-18 are in place for the start of the new financial year. Additional savings have also been generated through a reduction in 3<sup>rd</sup> party spend on training. Additional income above budget was also raised through providing training to students via the college and from recharges to schools for medicals.
- Outturn figures allows for work on Council priority programmes such as Organisational Change & Learner Management System being funded in 2016-17 & 2017/18 via underspends to the value of £0.3m. A better use of budget request was approved at Qtr 4 for £150k of funding to cover Continued Professional Development Social Work costs.

## City Solicitor

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
City Solicitor's Office	0.3	0.2	0.0	0.1	0.2	-0.1	0.2	0.1	-0.1
Democratic	5.7	5.2	0.1	1.9	1.7	0.0	3.8	3.5	0.0
Legal	2.8	2.5	0.0	0.2	0.2	0.0	2.6	2.3	0.0
<b>Total</b>	<b>8.7</b>	<b>7.9</b>	<b>0.0</b>	<b>2.2</b>	<b>2.1</b>	<b>-0.1</b>	<b>6.6</b>	<b>5.9</b>	<b>-0.1</b>

- The City Solicitor underspent the £6.6m net budget by £0.1m. Savings within the service were mainly made as a result of operational efficiencies resulting from the Registrars move into City Hall and increased income across service areas which contributed a further £0.1m in advance of future years savings. These savings were partly offset by both the historic overspend on the forensic service resulting from regional use being below that originally planned and a more recent increase in Undertaker charges, up £0.05m.

### 3.5 Chief Executive

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
Chief Executive Core Office	0.6	0.6	-0.0	-0.0	-0.0	-0.0	0.6	0.6	-0.0
Political Offices	0.2	0.3	-0.1	-	-	-	0.2	0.3	-0.1
Public Affairs	1.3	1.4	-0.1	-0.1	-0.1	0.0	1.2	1.3	-0.1
Policy Programme	2.6	2.6	0.0	-0.0	-	-0.0	2.6	2.6	0.0
<b>Total</b>	<b>4.7</b>	<b>4.9</b>	<b>-0.2</b>	<b>-0.1</b>	<b>-0.1</b>	<b>0.0</b>	<b>4.6</b>	<b>4.8</b>	<b>-0.2</b>

- The Chief Executive's Office including Policy, Programmes & Change (PPC) underspent the £4.8m net expenditure budget by £0.2m as forecast. £0.2m of targeted savings were achieved mainly on costs of staffing within Political Offices & Policy Programmes and Change. Additionally savings of £0.1m were made in the print procurement budget. Further restructuring is planned to achieve both pre-agreed 2017-18 savings and newly agreed 2018-19 savings.

### 3.6 Non Service Budgets

- The £82.3m of Non service budgets that include payments to Joint Committees with other West Yorkshire Local Authorities, External Audit, bank interest and Yorkshire Purchasing Organisation dividends amongst others underspent by £1.3m. This was due to lower than budgeted External Audit fees (£0.4m), a saving on Joint Committee contributions and levies (£0.4m) as well as miscellaneous income (£0.3m). Further an additional £0.3m was received from the Government to reimburse the authority for reductions in Council Tax and Business Rates as a result of the 2015 winter floods.

### 3.7 Central Budgets & Contingencies

- Overall the net income budget of £78.2m was underachieved by £0.7m. There were £4.9m of undelivered savings relating to Transport Assistance, however, this has been mitigated by the use of contingencies in 2016-17.



## 4.0 BALANCE SHEET

### 4.1 Cash Reserves

- Net movements from reserves have led to a £14.7m reduction in total reserves from £167.7m at 1 April 2016 to £153.0m at 31<sup>st</sup> March 2017 (£127.8m Council and £25.2m School's). The £14.7m net releases from reserves as outlined in Appendix 1. Than main movements include

#### Transfers From

- £5.1m unallocated reserves use as part of the 2016-17 budget
- £1.0m from the Waste Collection and disposal options reserve to help fund expenditure linked to the Waste minimisation project including move to Alternate Weekly Collection.
- £1.2m from the Regional Growth Fund reserve for the Councils match funding of RGF.
- £2.2m of Health and Wellbeing reserves to helped fund Heath and Social Care projects
- £8.6m from the Schools Delegated Budget linked to schools transferring to academies.

#### Transfers to

- +£2m to the Dilapidations and Demolition reserve to provide fund costs associated with vacation of leased buildings, and planned demolitions.
- +£1.4m to the Renewal and replacement reserve which manage capital financing cashflow.
- +£2.8m was also transferred to the Better us of budget reserve at 2016/17 year end, offsetting £2.7m that was drawn down at the start of 2016./17 for budget carried forward from 2015/16.

### 4.2 School Balances

The table below shows that School Reserves (including Schools Contingencies) position as at 31<sup>st</sup> of March 2017.

	Balance 1 <sup>st</sup> April 2016		Balance 31 <sup>st</sup> March 2017		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	634	7	659	0	(25)
Primary	137	13,193	106	8,580	31	4,613
Secondary	13	3,307	7	(635)	6	3,942
Special	6	693	6	354	0	339
Pupil Referral Units (PRU)	7	1,041	7	666	0	375
<b>Total</b>	<b>170</b>	<b>18,868</b>	<b>133</b>	<b>9,624</b>	<b>37</b>	<b>9,244</b>
School Contingency		14,091		14,650	0	(559)
City Learning Centres/Other		844		943	0	(99)
<b>Total</b>	<b>170</b>	<b>33,803</b>	<b>133</b>	<b>25,217</b>	<b>37</b>	<b>8,586</b>

- There have been thirty seven schools who have converted to Academy Status in 2016-17.

- The £9.624m net closing school balance includes eight schools that have a combined deficit balance of £2.359m.
- The final 2016-17 school contingency balance of £14.65m includes £5.1m for schools that have converted to academies where the authority is in the process of transferring the final balances to the new academies and £5.9m which has been allocated by the Schools Forum to support the 2017-18 schools budget.

#### 4.3 Provisions

- At the 31<sup>st</sup> March 2017, the Council set aside £20.4m, of which £9.8m is expected to be used in 2016-17 with the remainder in subsequent years. Provisions are £2.4m lower than at the 2015-16 year end.

The main provisions include:

- £6.0m Termination Provision to fund the cost of future redundancies
- £5.8m Business Rates appeal provision
- £4.2m Outstanding legal claims
- £3.2m Damage Compensation

#### 4.4 Long Term Assets

At 31 March 2017, the Council had long term assets of £1.023bn consisting almost entirely of land and buildings

#### 4.5 Other Significant Balances

- At 31 March 2017, the Council's net worth (the total value of its financial assets less the value of its outstanding liabilities) decreased by £250m, resulting in a negative net worth of £293m.

	2015-16 £ms	2016-17£ms
Revenue and Capital	-202.3	-190.6
Unusable (non cash)	244.4	483.4
Total Reserves (net worth)	42.1	292.8

### 5.0 CAPITAL

#### Capital Spend

- During the year the Council made a total capital investment of £61.5m in the district. This was £14.9m less than the forecast budget of £76.4m. The capital investment included the completion of Clergy House/Jermyn Court to provide temporary accommodation for homeless families and work on Britannia House and Argos Chamber. In addition there was continued spend on primary school expansion, highways maintenance and seven new affordable housing schemes have begun construction.
- A summary position by service is shown in the Table below and the detailed Capital Monitor in Appendix 3.

Service	Forecast Budget	Outturn	Variance
	£'m	£'m	£'m
Health and Wellbeing	1.7	1.3	-0.4
Children's Services	19.6	18.2	-1.4
Place – Economy and Development Services	16.5	16.3	-0.2
Place – Planning, Transportation and Highways	20.3	14.6	-5.7
Place – Other	9.0	7.1	-1.9
Corp Services – Estates and Property Services	9.3	4.0	-5.3
<b>All Services</b>	<b>76.4</b>	<b>61.5</b>	<b>-14.9</b>

### Analysis of Spend by Type of Expenditure

- The Table below shows an analysis of the capital expenditure by the type of expenditure. This shows the main variance relates to expenditure on the maintenance of the Council's own assets in the main relating to Property Programme works for the year now completing in 2017-18.

	Budget	Actual Spend	Variance
	£m	£m	£m
Maintenance of Council Fixed Assets	44.6	35.3	-9.3
Invest to Save	3.3	3.4	0.1
New Build or Acquisition	13.5	8.1	-5.4
Schools Capacity	6.5	6.3	-0.2
Regeneration	1.0	1.4	0.4
Grants to Third Parties	7.5	7.0	-0.5
Total	76.4	61.5	-14.9

### Funding of Capital Investment Plan

- In year the total net capital expenditure of £61.5m was funded from a variety of sources, shown in the table below:

Sources of funding	£m
Capital Grants and Contributions	38.8
Direct Revenue Funding	4.3
Capital Receipts	6.4
Prudential Borrowing	11.9
PFI and Other Finance Lease	0.1
<b>Total resources used to fund capital spend</b>	<b>61.5</b>

### Capital Grants and Contributions

- The Council had a balance of £29.7m in unused capital grants and contributions at the beginning of the year. A further £39.6m was received in year. Of this £26.0m was used to fund capital expenditure on the Council's own assets and a further £8.7m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £34.6m.

## Capital grants and contributions

	£m
Balance B/fwd at 1.4.2016	29.7
Capital grants received in year	39.6
Repayment of Grant	-
Applied to fund spend on Property Plant & Equipment	-26.0
Applied to fund REFCUS <sup>7</sup>	-8.7
<b>Balance C/fwd 31.3.2017</b>	<b>34.6</b>

### Capital Receipts

- The Council received £5.2m of receipts from the disposal of assets and repayment of loans. £6.4m was applied to fund capital expenditure on the Council's own assets. The remaining £3.7m relates to the repayment of loans and grants under schemes that require the reuse of those repayments for similar schemes as the original loan or grant and to schemes that have generated capital receipts that will be used to fund that scheme in the following year.

### Capital receipts

	£m
Balance B/fwd at 1.4.2016	4.9
Capital receipts received in year	5.2
Applied to fund spend on Property Plant & Equipment	-6.4
<b>Balance C/fwd 31.3.2017</b>	<b>3.7</b>

### Direct Revenue Funding

- The Council used £4.3m of its revenue budget to directly fund capital expenditure. The most significant contribution was the £2.3m from school own funds to fund capital improvements.

### Prudential Borrowing and Prudential indicators

- The £12.0m of capital spend funded from additional borrowing (including finance lease) has been offset by a Minimum Revenue Provision (MRP) of £24.2m to pay off debt. There is therefore a net decrease in the notional debt owed of £12m reducing the Capital Financing Requirement from £665.7 to £653.4m.
- In accordance with 'The Prudential Code for Capital Finance' the Council monitors performance against a range of prudential indicators set as part of the budget process. There are no concerns currently in relation to prudential indicators. In particular:
  - Borrowing was within the authorised limit and operational boundary throughout 2016-17.
  - Net external borrowing is below the capital financing requirement.

<sup>7</sup> Revenue Expenditure Funded from Capital under statute, is revenue expenditure where the Secretary of State has given specific approval for it to be funded using capital financing.



## 6.0 Council Tax and Business Rates collection.

### Council Tax and business rates

- In 2016-17, the Council received its budgeted £159.9m share of Council Tax. The Council receives its budgeted share by statute, paid for from a separate account called the Collection Fund, with any surplus or deficit compared to the actual amount collected carried forward into the following year. Overall there was a surplus of £1.8m in 2016-17, which is already included in next year's budget.
- At 31 March 2017, the Council had collected £182.1m (94%) of the value of Council Tax bills due.

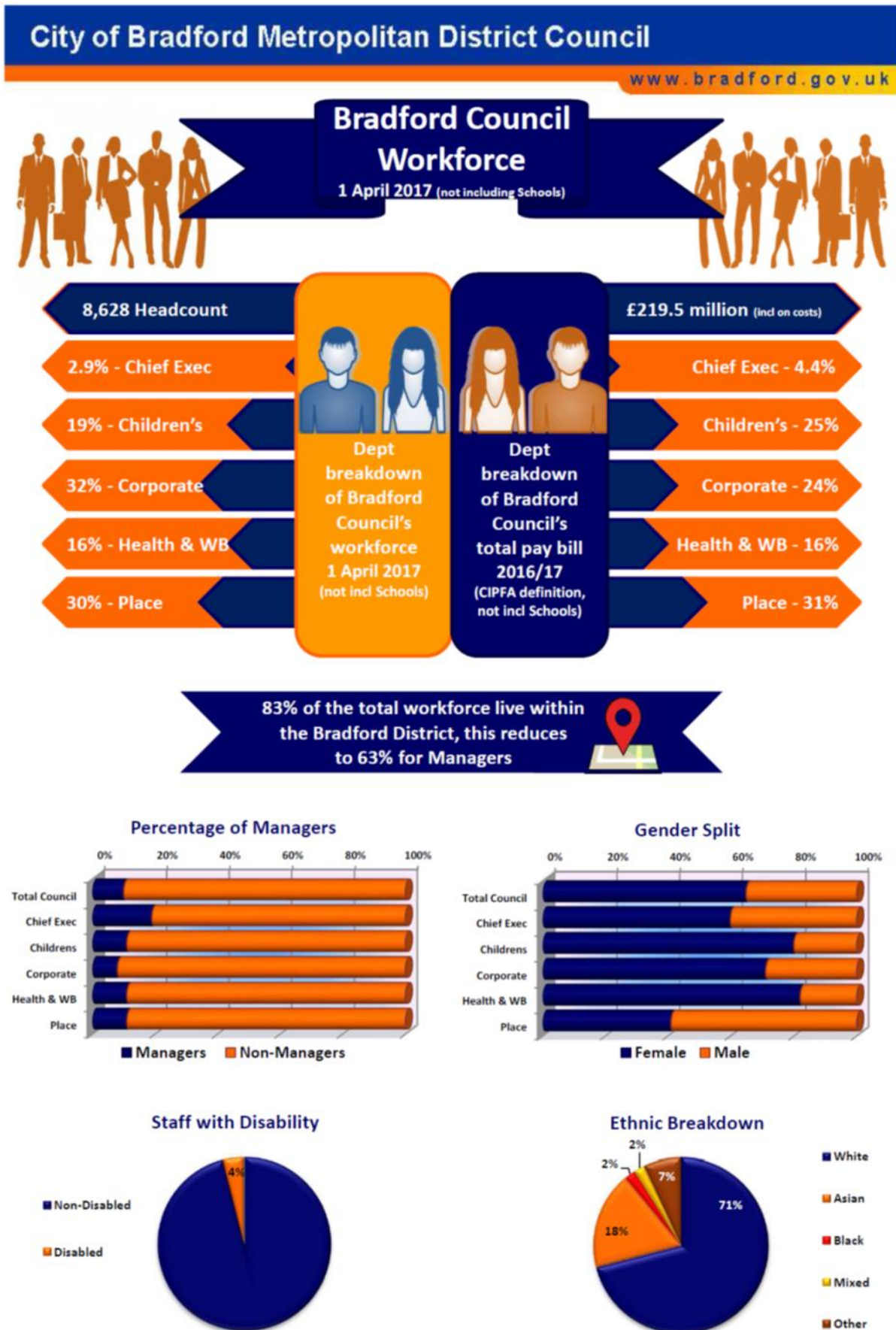
<b>Council Tax Collection</b>	2014/15	2015/16	2016/17
Council Tax - Dwellings administered	212,133	213,645	214,856
BV9 Council Tax collected in year to 31 Mar £000s	166,909	173,5744	182,085
BV9 % of Council Tax Collected to 31 Mar	94.2%	94.2%	94.0%
Council Tax Collection Target at 31 Mar	95%	94.5%	94.5%

### Business Rates

- Also by statute the Council received its £74.1m budgeted share of Business Rates from the Collection Fund in 2016-17 with any difference in the actual amount collected carried forward into 2017-18. There was a deficit of £5.8m in 2016-17, already anticipated and included in the 2017-18 budget.
- The Business Rates deficit in 2016-17 (Included in the 2017-18 budget) is partially compensated by the projected Council Tax surplus outlined previously.
- For Business Rates the collection figure at 31st March 2017 is 97.01 (compared to 96.94% at the same time last year) and is under target. This is in part due to changes in rateable value for several large value properties resulting in payments not being collected in the month and the payment plan being recalculated over the remainder of the year.

<b>Business Rates Collection</b>	2014/15	2015/16	2016/17
Number of Business Rates bills issued plus the number of summonses	41,222	34,383	37,766
CIS_034 (BV10) - Business Rates collected in year to 31 March £000s	135.6	131.9	142.4
BV10 % Business Rates collected in year to the March	97.95%	96.94%	97.01%
Business Rates Collection Target at the 31 March	97.9%	97.9%	97.7%

## 7. Workforce Data



## Reserves Statement as at 31<sup>st</sup> March 2017

## Annex 1.1

	Opening Balance £000	Movement in 2016-17 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	19,919	-5,422	14,497	
<b>Total available Unallocated Corporate Reserves</b>	<b>19,919</b>	<b>-5,422</b>	<b>14,497</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
Employment Opportunities fund	1,025	173	1,198	Funding to support young and disadvantaged people into employment
Managed severance	4,093	0	4,093	Money to meet termination costs in the years beyond 2017-18.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	4,029	-966	3,063	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs.
Trade Waste VAT refund	463	-120	343	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	805	0	805	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Sports Strategy	165	-61	104	To cover feasibility costs associated with the Sports Strategy.
Single Status	24	0	24	To cover any residual implementation of Single Status costs.
Capital Feasibility Studies	70	-70	0	
Transformation Programme	124	0	124	To fund transformational activity
Better use of Budgets	2,757	31	2,788	See section 2.2.
Producer City Initiative	743	-551	192	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	6,345	-1,157	5,188	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	0	3,956	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,848	0	1,848	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	7,748	-885	6,863	To help fund Transitional work, and cover risks. .

	Opening Balance £000	Movement in 2016-17 £000	Closing Balance £000	Comments
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly and Development	0	756	756	
Dilapidation & Demolition	1,000	1,000	2,000	At the end of a lease on a building, the Council will be liable for any dilapidations of the building.
<b>Sub Total</b>	<b>39,893</b>	<b>-1,850</b>	<b>38,043</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	11,917	1,366	13,283	Funding used to support the capital investment programme.
Markets	1,231	-83	1,148	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>13,148</b>	<b>1,283</b>	<b>14,431</b>	
<b>D. Service Earmarked Reserves</b>	<b>41,829</b>	<b>-144</b>	<b>41,685</b>	See Appendix 2
<b>E. Revenue Grant Reserves</b>	<b>8,389</b>	<b>-23</b>	<b>8,366</b>	
<b>F General Reserves</b>				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	33,802	-8,585	25,217	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
<b>Sub total General Fund Reserve &amp; School balances</b>	<b>44,605</b>	<b>-8,585</b>	<b>36,020</b>	
<b>Grand total</b>	<b>167,783</b>	<b>-14,741</b>	<b>153,042</b>	

Departmental Earmarked Reserves Statement as at 31<sup>st</sup> March 2017

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
<b>Health and Wellbeing</b>				
Supporting People	2,065	-649	1,416	Funding to support invest to save projects
Integrated Care	5,347	-856	4,491	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	604	-168	436	Funding to cover management and staffing costs linked to the transformation of services for older people.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Stock Condition	95	0	95	Funding to procure Stock Condition Surveys.
Social Lettings	664	0	664	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	1,045	-89	956	To fund initiatives to prevent Homelessness.
Care Act Reserve	4,863	-320	4,543	To support the implementation of the Care Act
Public Health	182	-123	59	
<b>Total Health and Wellbeing</b>	<b>14,895</b>	<b>-2,205</b>	<b>12,690</b>	
<b>Children's Services</b>				
BSF Unitary Charge	6,568	361	6,929	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,093	372	4,465	See above
Better Start Programme	90	0	90	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Safeguarding Board	85	-85	0	Support for the Council in its role as the accountable body for the Bradford Children's Safeguarding Board
Routes to Work	361	-13	348	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	386	-376	10	
Retail Academy (Skills for Employment)	337	-110	227	
Children's Service Program Support	0	52	52	
Recruitment & Retention	0	105	105	

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Child Sexual Exploitation	0	300	300	
Training Work Programme (Skills for Work)	1,031	-104	927	
<b>Total Children</b>	<b>12,951</b>	<b>502</b>	<b>13,453</b>	
<b>Department of Place</b>				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	278	-195	83	Set aside to meet Departmental costs associated with delivering a Waste Management solution
Customer Service Strategy	849	-14	835	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	320	171	491	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	96	350	446	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
Art Fund	12	0	12	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	200	-27	173	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	133	-42	91	
Tour De Britain	8	0	8	
Tour De Yorkshire	139	140	279	
Lidget Moor YC	18	0	18	To support Youth Services in Lidget Green Area
Empty Homes	125	0	125	To support the on-going programme to bring empty homes back into use

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Council Housing Reserve	375	80	455	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	212	-137	75	Fee income generated to be used to subsidise the delivery of projects in future years.
City Park Sinking Fund	630	154	784	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	867	0	867	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
City Centre Regeneration W	150	-99	51	
<b>Department of Place</b>	<b>5,816</b>	<b>381</b>	<b>6,197</b>	
<b>Corporate Services</b>				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	145	-73	72	To support organisational development
Workforce Development	530	19	549	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, Leadership & succession planning.
Learner Management System	85	-4	81	Software/system implementation etc in support of workforce development.
District Elections	216	-24	192	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non Council.
Community Support and Innovation Fund	404	-52	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	4,900	1,312	6,212	To fund future ICT projects
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	0	515	To support investment in service improvements and cover against uncertainty in the client base
<b>Total Corporate Services</b>	<b>8,167</b>	<b>1,178</b>	<b>9,345</b>	

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
<b>Total Service Earmarked Reserves</b>	41,829	-144	41,685	



## Capital Outturn 2016-17

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
<b>Health and Wellbeing</b>				
CS0008	HIV Capital Grant	7	7	0
CS0237	Great Places to Grow Old	0	0	0
CS0237	Keighley Rd Extra Care	368	301	-67
CS0237	Keighley Rd Residential Care	150	128	-22
CS0239	Community Capacity Grant	50	38	-12
CS0239	Whiteoaks Respite Centre	667	584	-83
CS0311	Autism Innovation Capital Grant	19	0	-19
CS0312	Integrated IT system	410	279	-131
CS0352	Electric vehicle charging infrastructure	30	0	-30
<b>Total - Health and Wellbeing</b>		<b>1,701</b>	<b>1,337</b>	<b>-364</b>
<b>Children's Services</b>				
CS0205	I.C.S Grant	162	162	0
CS0231	C&I School (Convers Thorn Park)	1	0	-1
CS0025	Children's Home Residential Provision	6	0	-6
CS0227	Designated Specialist Provision	1	0	-1
CS0249	Schools DRF	3,000	2,277	-723
CS0256	2yr old Nursery Education Expansion	397	312	-85
CS0278	Targeted Basic Needs	185	181	-4
CS0286	Outdoor Learning Centres	308	305	-3
CS0297	Universal Free School Meals - Kitchen	3	5	2
CS0022	Devolved Formula Capital	3,145	2,816	-329
CS0030	Capital Improvement Work	53	54	1
CS0042	Primary Capital Programme	112	111	-1
CS0240	Capital Maintenance Grant	5,000	5,121	121
CS0244	Primary Schools Expansion Programme	5,400	5,358	-42
CS0244	Silsden School	600	562	-38
CS0313	School Capital Loans	400	0	-400
CS0314	Foster Homes Adaptation	187	179	-8
CS0316	Tracks Educational provision	185	166	-19
CS0322	Horton Park Prim Open Spaces	169	162	-7
CS0072	Finance Leases	0	122	122
CS0364	Capital Items Children's Services	0	32	32
CS0343	Children's Home Build Works	227	181	-46
<b>Total - Children's Services</b>		<b>19,541</b>	<b>18,106</b>	<b>-1,435</b>

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
<b>Place - Economy &amp; Development Services</b>				
CS0136	Disabled Housing Facilities Grant	3,800	3,681	-119
CS0137	Development of Equity Loans	500	505	5
CS0144	Empty Private Sector Homes Strategy	800	802	2
CS0158	Regional HALS	11	9	-2
CS0223	Affordable Housing - Beech Grove	0	-8	-8
CS0225	Affordable Housing Programme 11-15	340	313	-27
CS0308	Affordable Housing Programme 15 -18	5,850	5,859	9
CS0250	Goitside	350	373	23
CS0280	Temp Housing Clergy House	1,700	1,487	-213
CS0145	S106 monies Affordable Housing	13	13	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	120	112	-8
CS0186	Enterprise Hubs	0	-5	-5
CS0213	Park Dam	6	4	-2
CS0269	Burley In Wharfedale Culvert repair	100	3	-97
CS0331	Demolition of Edwards Rainbow Centre	36	22	-14
CS0084	City Park	0	0	0
CS0085	City Centre Growth Zone	-50	21	71
CS0086	LEGI	0	0	0
CS0189	Buck Lane	50	55	5
CS0228	Canal Road	0	0	0
CS0241	Re-use of Frmr College Builds Kghly	250	576	326
CS0266	Superconnected Cities	0	0	0
CS0290	Odeon	0	0	0
CS0291	Tyrils	60	43	-17
CS0265	LCR Revolving Econ Invest Fund	2,000	1,657	-343
CS0285	Strategic Development Fund	0	0	0
CS0345	Develop Land at Crag Rd, Shipley	600	750	150
<b>Total - Place - Economy &amp; Development Serv</b>		<b>16,536</b>	<b>16,272</b>	<b>-264</b>

**Place - Planning, Transport & Highways**

CS0131	Kghly Town Cntr Heritage Initiative	669	272	-397
CS0178	Ilkley Moor	12	12	0
CS0179	Landscape Environ Imp	23	0	-23
CS0281	Saltaire - Public Realm imp	193	117	-76
CS1000	Countances Way - Bridge grant	0	0	0
CS0071	Highways S106 Projects	103	131	28
CS0091	Capital Highway Maintenance	4,892	4,887	-5
CS0095	Bridges	895	911	16
CS0096	Street Lighting	388	318	-70
CS0099	Integrated Transport	1,312	881	-431
CS0103	WY Casualty Reduction Ptner	42	6	-36
CS0164	Local Intgrtd Transp Area Com	1,122	815	-307

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
CS0168	Connecting the City (Westfield)	89	32	-57
CS0172	Saltaire R/bout Cong& Safety Works	386	66	-320
CS0232	Local Sustainable Transport Fund	0	0	0
CS0252	Measures to Support Hubs	0	0	0
CS0264	Highway to Health	672	438	-234
CS0282	Highways Strategic Acquisitions	208	2	-206
CS0289	Local Pinch Point Fund	542	40	-502
CS0293	West Yorks & York Transport Fund	1,760	961	-799
CS0296	Pothole Fund	299	299	0
CS0302	Highways Prop Liab Redn Strat	121	11	-110
CS0307	Bus Hot Spots	59	59	0
CS0310	Clean Vehicle Technology Fund	3	0	-3
CS0317	VMS Signage	43	4	-39
CS0319	Challenge Fund	2,630	1,155	-1,475
CS0323	Flood Risk Management	55	50	-5
CS0325	Street Lighting Invest to Save	384	312	-72
CS0329	Damens County Park	200	262	62
CS0332	Flood Funding	2,500	1,650	-850
CS0334	Air Quality Monitoring Equip	33	24	-9
CS0346	WYTF Forster Sq Station Gtwy Imp	700	872	172
CS0350	Street Lighting Invest to Save	0	0	0
CS0337	Capitalised Items	0	18	18
CS0358	SE Bradford Link Road	0	1	1
<b>Total - Place - Planning, Transport &amp; Highways</b>		<b>20,335</b>	<b>14,606</b>	<b>-5,729</b>

**Dept of Place - Other**

CS0060	Replacement of Vehicles	2,300	2,003	-297
CS0066	Ward Investment Fund	35	0	-35
CS0151	Building Safer Commun	47	0	-47
CS0063	Waste Infrastructure & Recycling	219	219	0
CS0090	Landfill Restoration Sugden End	40	41	1
CS0132	Community Hubs	25	0	-25
CS0283	Above Ground Fuel Storage	60	0	-60
CS0324	Waste Minimisation Strategy	522	601	79
CS0328	Cliffe Castle Chimney Project	63	39	-24
CS0356	Cartwright Hall	15	51	36
CS0340	St George's Hall	260	316	56
CS0121	Roberts Park	53	12	-41
CS0128	Queensbury Sport & Soc Club	4	4	0

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
CS0162	Capital Projects - Recreation	230	251	21
CS0187	Community Sports Field & Facilities	53	0	-53
CS0229	Cliffe Castle Restoration	3,069	1,770	-1,299
CS0242	War Memorial	5	6	1
CS0288	Thornton Grammar	1	1	0
CS0347	Park Ave Cricket Ground	720	790	70
CS0004	S106 Recreation	0	0	0
CS0245	Doe Park	194	12	-182
CS0349	Chellow Dene Upper Reservoir	300	305	5
CS0284	Sport Facilities Invest Prog (SFIP)	201	64	-137
CS0356	Sedburgh SFIP	443	551	108
CS0107	Markets	35	44	9
CS0327	Oastler Market Redevelop	35	30	-5
CS0342	Westgate Carpark	20	22	2
CS0247	Replace Box Office Equip	5	5	0
<b>Total - Dept of Place - Other</b>		<b>8,954</b>	<b>7,137</b>	<b>-1,817</b>
<b>Corp Serv - Estates &amp; Property Services</b>				
CS0094	Property Programme (bworks)	198	67	-131
CS0262	Prop Programme - Office Ration/ Fmr Library	247	247	0
CS0294	Property Programme - Essential Maintenance	514	675	161
CS0295	Property Programme - Invest to Save	5	5	0
CS0309	Birklands-Mail Finishing Equip	7	0	-7
CS0309	Property Programme 15/16	233	210	-23
CS0333	Argos Chambers / Britannia Hse	1,120	1,172	52
CS0344	Property Programme 16/17	1,000	1,056	56
CS0230	Beechgrove Allotments	274	0	-274
CS0050	Carbon Management	615	602	-13
CS0305	Healthy Heating Scheme	15	5	-10
CS0361	Strategic Acquisitions	5,076	0	-5,076
<b>Total - Corp Serv – Estates &amp; Property Services</b>		<b>9,304</b>	<b>4,039</b>	<b>-5,265</b>
<b>TOTAL - All Services</b>		<b>76,371</b>	<b>61,497</b>	<b>-14,874</b>

## **Report of the Director of Finance to the meeting of the Executive to be held on 11 July 2017.**

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### **Subject:**

### **First Quarter Financial Position Statement for 2017-18**

#### **Summary statement:**

This report provides Members with an overview of the forecast financial position of the Council for 2017-18.

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

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Stuart McKinnon-Evans  
Strategic Director – Corporate  
Services

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**Overview & Scrutiny Area:**  
**Corporate**

## **FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2017-18**

### **1.0 INTRODUCTION**

This report is the first monitoring report presented to Members on the Council's 2017-18 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2018.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2017-18 approved budget savings plans.
- A statement on the Council's reserves including movements in the first quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates Collection.

### **2.0. MAIN MESSAGES**

- Based on May 31st 2017 projection, the Council is forecasting that spend will be £10.5m above the approved budget of £375.2m. The main forecast variances are outlined in section 3 - Service commentaries. It is important to stress that this estimate is based on information gathered at a very early point in the financial year. Actions taken between now and the end of the financial year, together with additional issues that might arise, will affect the ultimate outturn position.
- Regarding the £37.5m 2017-18 budgeted savings programme, there are risks to the achievement of a number of plans, and it is forecast that £16.3m of savings will not be delivered as intended. Additionally, the underachievement of savings from prior years are forecast to be underachieved by a further £8.5m in 2017-18. Consequently £24.8m of savings are forecast not to be delivered as planned.
- The main variances are outlined in section 2.2 – Delivery of budget savings proposals, and Section 3 - Service commentaries. One of the aims of this report is to highlight these so that necessary action can be taken.
- The main pressure point on the budget by outcome is Better Health Better Lives which reflects the continuing and growing pressure on social care for both Adults and Children's services. There is a forecast £15.1m overspend on this outcome.
- On top of the underachieved savings, there are also some other service pressures:-
  - Within Children's Services - Purchased placements (£2.2m) and fees for Looked After Children and Children receiving support (£0.9m).
  - Within Department of Place, Sports Facilities Staffing costs (£0.2m) Waste Disposal (£0.2m), and Planning and Building Control Fees income (£0.3m)
  - Health and Well Being has a new pressure of £3.3m linked to increasing fees payable to care providers.

- The forecast underachieved savings and other forecast overspends are being partly offset by;
  - £8.5m<sup>1</sup> of non recurrent money for Adult Social Care that was provided by Government after the Council budget was set but this has yet to be formally agreed by the Health and Well Being Board.
  - £4.8m of centrally held contingencies that continue to be used to offset the £4.8m underachieved Travel Assistance saving.
  - £3m forecast capital financing underspend as a result of lower borrowing costs and lower capital expenditure.
  - Other smaller scale net underspends in Corporate Services and other services.
- At 31<sup>st</sup> May reserves stand at £136.3m (Council £111.1m and Schools £25.2m). Net movements from reserves have led to a £16.7m reduction in total reserves from £153.0m at 1 April 2017. Reductions include £16.8m of reserves used to support the 2017-18 budget, and £2.8m of Better use of Budget carry forwards from 2016-17.
- Unallocated reserves now stand at £14.5m as a contingency reserve. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- Regarding Capital Expenditure, the profiled resource position for 2017-18 for the Capital Investment Plan (CIP) stands at £114m with £12.5m incurred at 31<sup>st</sup> May.
- New schemes that are recommended by the Project Appraisal Group to be added to the Capital Investment Plan include:
  - £0.4m for the demolition of Cavendish Street, former Keighley College building to be funded from General Contingency.
  - £1.1m to build a 3G All Weather Pitch with changing and teaching accommodation on King George Playing Fields. The scheme is to be funded by, £0.2m already approved within the Capital Investment Plan, £0.7m from grants and £0.2m from the General Contingency budget.
  - £0.6m to support Bradford and Airedale Community Equipment Services funded by a transfer of corporate funding already approved within the Capital Investment Plan.
  - The Executive is asked to approve additional funding of £3m for the St Georges Hall refurbishment. Additional work requirements have been identified following intrusive surveys. The scheme will now have a revised budget of £8.6m.
- The Council will by statute receive in 2017-18 its budgeted shares of Council Tax and Business Rates. Any variance from the budget to the outturn is carried forward into 2018-19, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates.
- By 31<sup>st</sup> May 2017 the Council had collected £36.9m (17.9%) of the value of Council Tax bills for the year compared with £34.3m (17.7%) at the same stage last year. The collection of Business Rates also by 31<sup>st</sup> May 2017 was 23.85% compared to 24.64% at the same time last year.

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<sup>1</sup> £10.5m has been received but £2m will be used for transformation projects and assistive technologies. The additional money received will reduce to £6.2m in 2018-19, £3.5m in 2019-20 and £0 by 2020-21.

## 2. COUNCIL REVENUE FORECAST

### 2017-18 Revenue Budget

The Council's approved net revenue budget of £375.2m is forecast to overspend by £10.5m.

#### 2.1 2017-18 Revenue Forecast as at 31st May 2017

Table 1a shows the income and expenditure of the Council by department and the Report explains the financial position by department to reflect that budgetary responsibility lies with the individual departments management teams.

**Table 1a – Revenue forecast by department**

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	215.0	223.6	8.5	-105.2	-104.0	1.2	109.8	119.6	9.7
Children's Services	483.5	489.2	5.7	-398.2	-398.9	-0.8	85.3	90.2	4.9
Department of Place	118.1	119.7	1.6	-54.4	-54.4	0.0	63.7	65.3	1.6
Corporate Services	266.9	265.8	-1.2	-223.1	-222.7	0.4	43.8	43.0	-0.8
Chief Executive	3.8	3.8	-0.0	-0.1	-0.1	0.0	3.7	3.7	-0.0
Non Service Budgets	7.2	7.2	0.0	-1.3	-1.3	0.0	5.9	5.9	0.0
Central Budgets & Net Transfers To Reserves*	89.5	79.8	-9.8	-26.6	-21.8	4.8	62.9	57.9	-5.0
<b>Total Council Spend</b>	<b>1,184.1</b>	<b>1,189.0</b>	<b>4.9</b>	<b>-808.9</b>	<b>-803.3</b>	<b>5.6</b>	<b>375.2</b>	<b>385.7</b>	<b>10.5</b>

Table 1b shows the income and expenditure of the Council by priority outcome which reflect the alignment of resources with the priorities of the Council and the District as set out in the respective Council and District Plans. In essence the activities the Council undertake contribute to the delivery of the outcomes.

**Table 1b – Revenue forecast by Council Plan Outcomes**

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Council Plan Outcomes</b>									
Better Health Better Lives	439.9	455.0	15.1	-270.7	-270.7	-0.0	169.2	184.3	15.1
Better Skills, More Good Jobs And A Growing Economy	95.1	95.8	0.6	-49.8	-49.4	0.4	45.3	46.4	1.1
Safe, Clean And Active Communities	61.2	61.2	-0.0	-22.9	-23.0	-0.1	38.3	38.2	-0.1
A Great Start And Good Schools For All Our Children	425.3	424.3	-1.0	-402.5	-402.1	0.4	22.8	22.2	-0.6
Decent Homes That People Can Afford To Live In	3.6	3.6	-	-0.6	-0.6	-	3.0	3.0	-
A Well Run Council	87.2	87.3	0.1	-32.2	-32.1	0.1	55.1	55.2	0.1
Non Service, Fixed and Unallocated	71.7	61.8	-9.9	-30.2	-25.4	4.8	41.5	36.4	-5.1
<b>Total Council Spend</b>	<b>1,184.1</b>	<b>1,189.0</b>	<b>4.9</b>	<b>-808.9</b>	<b>-803.3</b>	<b>5.6</b>	<b>375.2</b>	<b>385.7</b>	<b>10.5</b>



## 2.2 Delivery of Budgeted Savings proposals

The combined budget savings of £36.5m in 2017-18<sup>2</sup>, and a further £1.1m Government cut to the Public Health Grant brings the total savings the Council has had to find in the seven years following the 2010 Comprehensive Spending Review (CSR) to £255.8m.

**Table 2- Year on Year savings since 2010 CSR**

	£m
2011-12	48.7
2012-13	28.5
2013-14	26.1
2014-15	31.8
2015-16	37.7
2016-17	45.6
2017-18	37.5
<b>Total savings</b>	<b>255.8</b>

The 2017-18 budget includes £37.5m of new budget reductions, however £8.5m of prior year savings were not delivered as planned in 2016-17, meaning that £46.0m of savings will need to be delivered in 2017-18.

In tracking progress made against each individual saving proposal, £21.2m (46%) of the £46m is forecast to be delivered, leaving £24.8m that is forecast not to be delivered.

### Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/17	2017/18 New Savings	Total Savings 2017/18	Forecast Variance 2017/18
Health & Wellbeing	2.0	21.6	24.2	16.0
Children's Services	1.4	3.9	5.3	3.2
Place	0.4	6.0	6.3	0.7
Corporate	0.0	5.5	5.5	0.0
Corporate (CEO)	0.0	0.5	0.5	0.0
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8
<b>Total</b>	<b>8.5<sup>3</sup></b>	<b>37.5</b>	<b>46.0</b>	<b>24.8</b>

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

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	24.8 (forecast)

<sup>2</sup> £24.3m of 2016/17 budget decisions to be delivered in 2017/18, less £1.1m amendments approved in Feb 2017, plus £13.3m of new budget savings approved in Feb 2017.

<sup>3</sup> Underachieved savings from prior years include the value of underachieved savings from 2016/17 and 2015/16 that were not achieved by 31/3/2017.

The planned savings that are at risk of not being delivered in full are outlined in the table below, and in greater detail in section 3 Service Commentaries.

Ref	Saving Narrative	Budgeted Saving £000s	Forecast Saving £000s	Variance
<b>Health &amp; Wellbeing</b>				
3A1	Changes to the Contributions Policy	611	0	611
3A2	Changes to Older People and PD Home Care Service	1,500	0	1,500
3A3	Changes to Supported Living for Learning Disabilities	500	138	362
3A6	Changes LD Day Care and Procurement	1,000	0	1,000
3A10	Changes to Contracts for LD Residential and Nursing	1,000	0	1,000
3A11	Reduce the number of long term placements in the independent sector by utilising in-house beds	200	0	200
3A12	Review Charging Arrangements for People with MH	250	0	250
3A13	Reduce long term placements of Older People into Nursing and Residential Care	1,000	600	400
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
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	1,200	800
Total 2017/18 new budget savings				14,123
A10	Older People – Reduction in Residential Placements	1,193	493	700
A10	Older People - Closure of Home B	360	100	260
3A1	Changes to the Contributions Policy	466	0	466
3A10	Changes to Contracts for LD Residential and Nursing	278	0	278
3A12	Review Charging Arrangements for People with MH	215	0	215
Unachieved savings from prior years				1,919
Health and Wellbeing Total				16,042
<b>Children's Services</b>				
3C6	Reviewing Work with Young People Who are Not in Employment Education or Training – Connexions	132	102	30
3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	500	85	415
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
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
4C9	Disabled Children Team - to build on review already underway with CAMHS, review overall staffing and no staffing budget	250	155	95
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
4C14	Reducing agency spend in Children's Social Care Services	1,025	312	713
4C16	Administrative Support restructure – rationalisation of the supervision and management structure	100	35	65
Total 2017/18 new budget savings				1,793

3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	624	0	624
3C8	Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years.	815	0	815
Unachieved savings from prior years				1,439
Children's Services Total				3,232
<b>Department of Place</b>				
3E4	Alternative Week Waste Collection	1,000	775	225
Total 2017/18 new budget savings				225
3R18	Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125	0	125
R19	Reform services following on from highways delivery review. Reduce lighting costs and energy consumption through reduced and/or varied street lighting levels across the district's modern lighting stock. Securing a reduced highways insurance premium due to application of new legislation. Reduce the operational budgets for Urban Traffic Control, Street lighting and Highway Maintenance which represent a 10% reduction in operational budgets with a resultant pressure on maintaining assets across those areas. This would adversely affect: the efficiency of first time permanent repair of potholes; overall network condition; potential increase in insurance claims; risk of traffic disruption due to signal failure; increase in repair times for street lighting	170	0	170
3R18	Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	190	0	190
Unachieved savings from prior years				485
Department of Place Total				710
Total Forecast underachievement				24,858

- The forecast underachieved savings is the assessment at this early stage of the financial year. Work that is being undertaken to deliver these savings plans may reduce the forecast underachievement as the year progresses.

### 3. SERVICE COMMENTARIES

#### 3.1 Health and Wellbeing

The Department of Health and Well-Being is forecast to overspend the £109.8m net expenditure budget by £9.7m, all of which falls within Adult Services.

Health & Wellbeing	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Operational Services	158.0	166.3	8.3	-59.3	-58.1	1.2	98.6	108.2	9.5
Integration & Transition	12.3	12.1	-0.2	-1.9	-1.9	0.0	10.4	10.2	-0.2
Strategic Director	0.0	0.4	0.4	-0.1	-0.1	-	-0.1	0.3	0.4
Public Health	44.8	44.8	-	-43.9	-43.9	-	0.9	0.9	-
<b>Total</b>	<b>215.0</b>	<b>223.6</b>	<b>8.5</b>	<b>-105.2</b>	<b>-104.0</b>	<b>1.2</b>	<b>109.8</b>	<b>119.6</b>	<b>9.7</b>

#### Adult Services

The forecast overspend is a result of £16.0m underachieved savings, comprising of £14.1m forecast underachievement of the £18.2m 2017-18 budget savings and £1.9m recurrent shortfall on 2016-17 savings.

Additionally there are further recurrent pressures of £2m from 2016/17 and a new pressure of £3.3m linked to increasing fees payable to care providers. These pressures are partially offset by non-recurrent government funding of £8.5m<sup>4</sup>; as yet unallocated demographic growth funding of £3m and £0.2m of compensating underspends across the department.

#### Purchased Care

At the first quarter the forecast is showing an £11.1m overspend on the £77.7m net expenditure budget. Despite growth of £5.4m applied to Purchased Care budgets, there is still a recurrent pressure of £0.6m from 2016-17, £5.3m of unachieved 2017-18 savings, £1m recurrent pressure from 2016-17 unachieved savings, £3.3m of fee uplifts payable to care providers and £0.9m pressure relating to increased payments to providers for sleep-in arrangements in supported living settings.

The £5.3m of forecast 2017-18 unachieved purchased care savings and £1m recurrent pressure from 2016-17 unachieved savings are broken down as follows:

- (3A13) Reduce long term placements of Older People into Nursing and Residential Care – £0.4m of the £1m saving is forecast to be unachieved at the first quarter, however this position could improve as the Home First Strategy is implemented. There is also a £0.7m recurrent pressure on Older People Residential Fees from 2016-17 savings target (A10).

In order to deliver the saving the service will support people to live in their own homes or in extra care supported housing, using technology to help them stay independent. The department will work closely with health services to plan and deliver services.

- (3A2) Older People and Physical Disabilities Home Care – the saving of £1.5m is forecast to be unachieved due to increased demand as the departments Home First

<sup>4</sup> In 2017-18 the department will receive an additional allocation from the DCLG of £10.5m. Of this £8.5m will be used to alleviate some of the pressures outlines above. This funding however, reduces to £6.5m in 2018-19 and £3.2m in 2019-20. The approval of the use of the £8.5m is still subject to formal agreement by the Health and Well Being Board.

strategy places less people in Residential and Nursing settings and provides more care at home where appropriate.

Work is being undertaken by the Department to change the way home care services are monitored and delivered by reviewing packages and utilising technology to help deliver the saving.

- (3A6) Changes to Learning Disabilities (LD) Day Care and Procurement savings of £1m are forecast to be unachieved, however the service is working with providers to 're-imagine day services' and use Individual Service Funds which could reduce costs over time and give more choice and support to clients.
- (3A10) Changes to contracts for LD Residential and Nursing savings of £1m are forecast to be at risk. This saving involves transforming the model of care delivered from residential and nursing to supported living in the community, and although this will deliver savings over time, it is unlikely that these will be achieved in 2017-18. The £0.3m re-current pressure from 2016-17 is also linked to this saving.
- The department is in discussion with the Clinical Commissioning Groups to secure full payment of the Continuing Health Care (CHC) contribution. Further savings will be secured via the Turning Point transformation plan which should come on stream from October 2017.
- (3A3) LD Supported Living has savings of £0.5m (3A3) to deliver and is currently forecast to be underachieved by £0.4m. This pressure could reduce during the year as clients support packages are reviewed and assistive technology is used to manage risk and reduce costs.
- (4A2) The saving of £2m is forecast to be unachieved by £0.8m. This pressure is mainly linked to reductions in high cost packages and could improve throughout the year as more reviews are carried out.
- (3A11) The £0.2m saving linked to reducing long term residential placements by utilising in-house beds is forecast to be unachieved as the focus on in-house beds is increasingly to re-able clients, preventing hospital and long term care admission and supporting timely discharge from hospital.

Further savings pressures across the department are as follows:

- The £0.6m saving linked to changes in the Contributions Policy (3A1) is forecast to be unachieved as the new policy has not yet been implemented; there is also a £0.5m pressure from 2016-17 attached to this saving.
- Reviewing charging arrangement for Mental Health (MH) clients (3A12) saving of £0.2m is forecast to be unachieved, as well a recurrent pressure of £0.2m from 2016-17 savings. All Mental Health clients who are eligible to contribute to their care are now being charged; the shortfall relates to Section 117 clients who are entitled to free social after-care following discharge from hospital. These clients will continue to be reviewed to ensure they are receiving appropriate levels of care.
- The £0.3m saving linked to the closure of Holme View (A10) is forecast to be underachieved by £0.2m. A decision to close the home in Autumn 2017 has now been taken, so £0.1m of savings will be delivered in 2017-18, and the saving will be delivered in full in 2018-19.

- The £8m saving linked to demand management (4A1) is also in doubt, due to the pressures outlined above on the purchased care budget where most of these savings will ultimately derive.
- In order to help deliver the £8m demand management saving (4A1), the department has 4 main work strands
  - First point of contact - savings will be achieved from streamlining and improving the 'Front Door' offer by focusing on self help and prevention through to initial proportionate assessment and triage, with the aims of helping people remain independent and happy at home.
  - Re-imagining day opportunities - savings will be achieved by implementing Direct Payments and Individual Service Funds. These will be in keeping with the Care Act Powers and Duties and Section 11 Care & Support Statutory Guidance. Work is also underway to review learning disability clients whose support plans include day care but are also receiving Direct Payments and living in Supported Living.
  - Maximising Independence – savings will be achieved by reducing the current 95% of new referrals resulting in a Personal Budget for home care services or a care home placement, down to 70%. This would bring us in line with the best performing Councils that have more people that have been referred for a Care Act Assessment having their wellbeing needs met through more independent solutions which connect them to natural networks of support. Work is underway to reduce the level of variation across different teams and aim to raise locality team performance to the level of Yorkshire & Humber average. This would result in approximately 490 less people receiving long term support.
  - Review of care packages: The department will look in detail at the funding status and continuing appropriateness of the 300 packages of care/placements costing in excess of £35K per year, and also review house by house people in supported living.

In addition to the above, the Health and Wellbeing Management Team has assigned budget saving activity to the service managers who will be held to account by DMT.

Robust control measures are in place and a review of spending will seek to identify any further savings.

## 3.2 Children's Services

Children Services are forecast to overspend the £85.3m net expenditure budget (£483.5m Gross budget) by £4.9m.

Children's Services	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.4	0.4	0.0	-	-	-	0.4	0.4	0.0
Schools	308.4	308.3	-0.0	-312.6	-312.6	-	-4.2	-4.3	-0.0
Children's Social Care	58.6	64.5	5.9	-3.8	-4.5	-0.7	54.8	60.0	5.2
Performance, Commissioning	13.3	13.6	0.3	-0.4	-0.4	-0.0	12.9	13.2	0.3
Education, Employment and Skills	103.0	102.4	-0.5	-81.4	-81.4	-0.0	21.6	21.0	-0.6
<b>Total</b>	<b>483.5</b>	<b>489.2</b>	<b>5.7</b>	<b>-398.2</b>	<b>-398.9</b>	<b>-0.8</b>	<b>85.3</b>	<b>90.2</b>	<b>4.9</b>

The forecast overspend is inclusive of a £3.2m shortfall in the budgeted savings for 2016-17 and 2017-18. The main variances are outlined below.

- (3C8) - The £0.8m savings plan from 2016/17 to reduce the numbers of Looked After Children by 75 to 800 is forecast to be unachieved as numbers have increased (now 952).
- (3C7) The £0.6m savings plan from 2016/17 to bring Children cared for outside the District back into Bradford is forecast to be unachieved as numbers are increasing. Consequently the further savings of £0.5m for 2017/18 are also forecast to be unachieved. Problems have been encountered with the District being able to provide the specialised accommodation which is often required by some out of area children. The service is continuing to address this situation.
- (4C14) The £1m saving linked to reducing in Agency spend in Children's Social Care Services is forecast to be underachieved by £0.7m. Agency staff are mainly used to cover staff vacancies, therefore any reduction in agency is offset against the increased staffing costs reducing the overall value of savings to be made.
- (3C4 and 3C5) £0.3m of savings in relation to Children's Social Care management. The Service is currently reviewing management costs.

In addition to savings directly linked to Children's services, the Travel Assistance saving is also forecast to be unachieved.

- The travel assistance service has come under the Assistant Director of Performance, Commissioning and Partnerships from the 1<sup>st</sup> of April. The School Travel team and the Travel Training team have been moved from the Department of Place into Children's Services.
- The Council allocated £5.9m of budget savings in relation to Travel Assistance of which £1.2m has been delivered leaving £4.8m outstanding. The service will continue to look at options of making further savings in 2017-18. The forecast underachievement is covered by Corporate contingencies in 2017-18.

### Children Social Care Service

Children's Social Care forecast to overspend the £54.8m net expenditure budget by £5.2m inclusive of the underachieved savings outlined above. The main variances include:

- A £2.6m overspend on the £7.2m external purchased placements budget. The

service had an overspend of £1.9m in 2016-17 and was allocated £0.5m of further budget savings in 2017-18.

- The fees and allowances budgets of £16.9m are also anticipated to overspend as follows:
  - Special Guardians Allowances £0.7m
  - Adoption Allowances £0.2m
- There is a pressure in delivering 2017-18 budget savings in relation to Agency spend £0.7m, Administration £0.1m and Children social care management £0.3m
- Children internal residential provision forecasts to overspend the net budget of £4.7m by £0.4 mainly due to staffing cost.
- The Children with Complex Health and Disability Team (CCHDT) is forecasting an adverse variance on salary budgets of £0.4m.
- The above pressures are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m and Early Help services £0.2m.

### **Mitigating Actions**

- Children's services plan to mitigate the forecast overspend by reviewing the sufficiency and commissioning strategy; Re-commissioning block contracts for residential and fostering provision; reviewing the care plans of all young people in purchased placements who can return internally or to an Independent Foster Agency placement, and increasing the capacity of the In-House Fostering Service through training and recruitment.
- The Journey to Excellence and Innovation (No Wrong Door) programmes have been established to deliver change programmes across Children's Social Care.
- Robust control measures are in place and a review of spending will seek to identify any further savings. Plans are in place to address the shortfall in the remainder of the year which include.
  - Review of all budget areas with service managers, Finance, and Commissioning to identify any further compensatory savings
  - Budget oversight delegated down to Team Manager level to ensure management grip of spending on the front line
  - Make further use of the Innovation Fund and Rapid Response to reduce the numbers of children in particular teenagers coming into the care system and going to out of area placements.
  - Undertake a review in June 2017 of all young people coming into and leaving the care system to inform forward forecasting and identify areas where alternatives can be explored.
  - Internal change board continues to monitor and challenge spending.
  - To increase our supply of in house foster carers through a refreshed recruitment process underway through the fostering review
  - Work with other West Yorkshire Authorities to review the White Rose agreement underway to maximise joint purchasing powers and efficiencies.



- Seeking more creative ways with Service Managers to put in place local care packages to reduce out of area placements. This has been enabled by very recent Ofsted changes to the requirements for regulated placements.
- A cross system piece of work has started led by the Children's Transformation and Integration Group looking at the impact of children originally from outside of the district, and in particular Central and Eastern Europe on services, with the aim of identifying opportunities to deliver services differently and reducing the amount spent on specialist elements. This is being led by Children's Services senior staff, and will bring together colleagues from all key agencies including health, the VCS, education, the police and social care.

### **Performance Commissioning and Development**

- Performance Commissioning and Development are forecast to overspend the £13.0m net expenditure budget by £0.2m as a result of a £0.2m overspend on salary budgets on the Bradford Children's Safeguarding Board (BCSB) and Child Protection services.

### **Education, Employment and Skills**

- Education, Employment and Skills is forecast to underspend the £21.4m net expenditure budget by £0.5m as a result of a £0.7m underspend on Early Childhood Services staffing budgets offset by minor other overspends.

### 3.3 Department of Place

The department is forecast to overspend the £63.7m net expenditure budget (£118.1m gross budget) by £1.6m

Department of Place	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.6	0.6	-	-	-	-	0.6	0.6	-
Fleet, Waste and Transport Svcs	40.9	41.1	0.2	-19.5	-19.5	-	21.4	21.7	0.2
Economy & Development	8.1	8.1	0.0	-1.7	-1.7	-	6.4	6.4	0.0
Sports & Culture Services	30.9	31.2	0.3	-20.8	-21.0	-0.1	10.1	10.3	0.2
Neighbourhoods & Street Scene	17.8	17.7	-0.0	-5.7	-5.7	-	12.1	12.0	-0.0
Planning, Transportation & Highways	19.7	20.8	1.1	-6.7	-6.5	0.1	13.1	14.3	1.2
<b>Total</b>	<b>118.1</b>	<b>119.7</b>	<b>1.6</b>	<b>-54.4</b>	<b>-54.4</b>	<b>0.0</b>	<b>63.7</b>	<b>65.3</b>	<b>1.6</b>

- The £1.6m forecast overspend position is in the main due to pressures within Planning, Transportation & Highways in conjunction with the continuing pressure within Sports Facilities staffing costs, and Waste Services.
- Of the £6.3m planned savings £0.7m is forecast not to be achieved in 2017-18. At Qtr 1 some savings carried over from 2016-17 are still in progress. Those savings proving harder to implement are.

3E4 The £1m saving linked to Alternative week collections is forecast to be underachieved by £0.2m. Although in the early stages of implementation, recent experience has meant reinstating bin rounds that were initially stopped.

3R18 The £315k savings linked to Transferring functions to the West Yorkshire Combined Authority is forecast not to be delivered. The progress with WYCA programmes supporting regional economic growth including opportunities to centralise some functions at no cost to the Council is proving slower than expected.

R19 The £170k saving linked to Highways cost reduction from 2016-17 is forecast to be unachieved. Originally insurance premiums were expected to be saved after introduction of new Ministry of Justice rules, however the impact of the changes are taking effect much more slowly. Alternative savings in maintenance and other operational budgets have proved difficult to deliver.

#### Waste, Fleet & Transport

- Fleet & Transport Services overall are forecasting a break even position against the £0.6m net income budget (£12.8m gross budget). Although the Services outturned an underspend in 2016-17, the current view is that being only 2 months into the year it is too early to ascertain whether there will be any movement against planned spend. It is also uncertain at this point as to whether or not the efficiency's achieved in 2016/17 will be repeated this year. The Service is monitoring the position and will report any variance against plan at the half year.
- Waste Services are forecast to over spend the £22m net expenditure budget (£28.1m gross budget) by £0.2m.
- Of the £1.8m planned savings £1.6m is forecast to be achieved with a pressure in Waste Collection, which is detailed below.
- This over spend is in Waste Collection and is due to a potential under achievement of the £1m savings linked to AWC. This saving was predicated on a reduction of 10

collection rounds but recent, extensive work on the new routing system, taking account such factors of increased property growth, has resulted in a net saving of 8 rounds.

- Waste Disposal is currently forecast to balance the £15.8m net budget; however the service is facing various challenges and risks.
- The amount of income anticipated from the sale of recyclable materials is uncertain and difficult to forecast at present, as prices and quantities are not yet settled and could fluctuate all year. This is because long-term contracts cannot currently be offered, until quantities and quality of recyclable materials is known with greater certainty in order to contract longer term with recycling merchants. Currently sales are being agreed on a month-by-month basis until AWC has bedded in and the outcomes known.
- Furthermore, at present, glass is being disposed of at a cost owing to a decline in the market, so no income is being received currently.
- The recently installed Materials Recovery Facility (MRF) at Bowling Back Lane is coping well with tonnage throughput so far but its capabilities will be tested as AWC progresses across the district and greater quantities of recyclates are delivered for processing. It is possible that additional employees will be required, creating a potential budget pressure, though it is anticipated that increased income from the sale of greater quantities of recyclates, coupled with commensurate reductions in residual waste tonnages will result in offsetting savings in disposal costs.

### **Neighbourhoods and Customer Services**

- Neighbourhoods and Customer Services are forecast to balance the £12.1m net expenditure budget (£17.8m gross budget).
- Planned savings of £1.4m are forecast to be delivered during the year.
- Based on previous years outturn there is a possibility that uniformed services may overachieve revenues but it is uncertain at this early point in the financial cycle by how much.

### **Sports and Culture**

- Sports & Culture are forecast to overspend the £10.1m net expenditure budget (£30.9m gross budget) by £0.2m.
- Planned savings of £0.9m are forecast to be delivered during the year.
- Employee costs within Sports Facilities are forecast to overspend the £4.4m budget by £0.5m. This is in the main driven by pressures due to spend incurred on monthly allowances & casual staff. When compared to the 2016-17 outturn figure of £5.0m this shows a forecast year on year reduction of £0.1m.
- The Sports Facilities income budget of £4.6m is forecast to break even taking into account the 3 to 4 month closure of Eccleshill Pool for planned maintenance where it is forecast there will be a reduced income stream of £0.1m. The current forecast

shows a reduction of £0.1m from last years outturn of £4.7m.

- Employee costs within Depots are forecast to underspend the £3.1m budget by £0.1m. This shows a reduction of £0.1m when compared to the 2016/17 outturn figure of £3.0m and is in the main due to planned reduction in the use of agency staff.
- Bereavement Services are forecast to receive £0.1m more than the £1.4m net income budget. This is in the main due to income being forecast to exceed expectations due to activity levels for cremation and burials being greater than planned.
- Culture Services are forecast to balance the £5.7m net expenditure budget (£16.6m gross). The £5.7m budget includes £0.2m transitional funding to assist with the creation of a cultural company; transitional funding for Libraries and Tourism ceased at the end of 2016/17.

### **Economy and Development Services**

- Economy & Development Services are forecast to balance the £6.4m net expenditure budget (£8.1m gross budget). This is a cautious estimate as it has been the case in previous years that E&DS closed with a favourable unspent balance of upwards of £1.6m. There is therefore a reasonable probability E&DS will close 2017-18 underspending the net £7.2m budget
- Planned savings of £1.4m are forecast to be delivered during the year.
- Better Use of Budget requests totalling £0.8m were approved at the end 2016/17 and are due to be incorporated into the Services current budget, giving a revised net expenditure budget of £7.2m (£8.9m gross budget)

### **Planning, Transportation and Highways**

- The service is forecast to overspend the £13.1m net expenditure budget (£19.7m gross budget) by £1.2m. This is mainly due to pressure with Energy, Building Control Fees & targeted savings, details of which are shown below:
  1. Street Lighting - Estimated costs exceed £2.4m budget by £0.3m;
  2. Building Control Fees – Estimated pressure £0.3m;
  3. Planning Transport and Highways Restructure / West Yorkshire Combined Authority Transfers (3R18) – Saving will not be achieved in 2017/18, £0.3m;
  4. Centralisation of Urban Traffic Control (4R4) – Saving will not be achieved due to overall WYCA programme, £0.1m; &
  5. Reduction to lighting costs & energy consumption (R19), £0.2m.

## Mitigating Actions

- The service is formulating a clear and robust action plan to reduce the projected overspends through a range of measures. The plan will be actively monitored against by the services managers to ensure an improved financial position is achieved. All opportunities for increased income and reduced in year cost will be pursued.

### 3.4 Corporate Services

- The department is forecast to underspend the £43.8m net expenditure budget (£266.9m gross budget) by £0.8m, and deliver £5.5m of savings as planned.

Corporate Services	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Services	0.3	0.3	0.0	-0.0	-0.0	-	0.3	0.3	0.0
Financial Services	2.5	2.5	-0.0	-0.2	-0.2	-	2.4	2.3	-0.0
Revenues & Benefits	181.8	181.8	0.0	-178.2	-178.2	-	3.6	3.6	0.0
Information & Customer Services	14.0	13.6	-0.3	-1.2	-1.2	-	12.7	12.4	-0.3
Commissioning & Procurement	2.0	1.9	-0.0	-0.2	-0.2	-	1.7	1.7	-0.0
Estates and Property Services	52.3	51.7	-0.6	-39.1	-38.8	0.3	13.2	12.9	-0.3
Human Resources	5.9	5.7	-0.1	-1.9	-1.8	0.1	4.0	4.0	-0.1
Legal Services	8.2	8.2	-0.0	-2.3	-2.3	-	5.9	5.9	-0.0
<b>Total</b>	<b>266.9</b>	<b>265.8</b>	<b>-1.2</b>	<b>-223.1</b>	<b>-222.7</b>	<b>0.4</b>	<b>43.8</b>	<b>43.0</b>	<b>-0.8</b>

- Strategic Director of Corporate Services, Financial Services and Commissioning & Procurement are, between them, forecasting an under spend of £0.1m, primarily on salaries as posts remain vacant pending service reviews.
- Revenues & Benefits are forecast to achieve a balanced position with any reductions in grant and pressures on traded areas, such as payroll services, expected to be offset by comparative reductions in spend.
- Information Services are forecasting an under spend of £0.3m on contract costs as a result of efficiencies achieved, both to date and expected to be achieved in year, in advance of further planned for budgetary reductions in 2018/19. £1.3m of planned for savings in 2017/18 are expected to be achieved in full.
- Estates and Property Services are forecast to underspend the £13.2m net budget by £0.3m primarily linked to utilities.
- Within Building & Technical Services, Industrial Services Group (ISG) is expected to improve its bottom line position by £0.1m as a result of higher than expected pre-orders while the planned for restructuring is expected to deliver the budgeted for savings in year. Architectural Services is however forecast to be £0.1m below its targeted contribution to central overheads due to a reduction in workload over recent years.
- Catering & Office Services is seeing pressure on its traded services increase, notably in School Catering where 6 school contracts are due to end in August. However they are still anticipating a net underspend of £0.1m as a result of further improvements in productivity levels and savings from adopting on line payments via ParentPay.

- Estates Operational & the Property Programme are forecasting a balanced position and expect to achieve both planned for savings and increased rental income linked to the acquisition of investment properties and a review of rents. New income is expected to boost the account by between £0.2m and £0.4m. However, the additional income is expected in these early stages to be offset by additional costs required relating both to taking on such new leases and in undertaking other property related work associated with transitioning to a smaller estate.
- Human Resources (HR), although anticipating pressures on its traded services is expecting to make balancing savings against its salary budget as it restructures further to achieve both £0.9m of planned savings in 2017/18 & a further £0.2m in 18/19. HR projections assume work on Council priority programmes such as the Learner Management System being funded in 2017-18 via previously established reserves of £0.6m respectively.
- The City Solicitor is forecasting a balanced position and to achieve budgeted for savings of £0.3m in 2017/18. It should be noted that as 2017/18 is a fallow year the district elections budget of £0.2m has been transferred to the central reserve to be made available over the remaining years of the cycle.

### 3.5 Chief Executive

- The Chief Executive's Office is forecast to balance the £3.7m net expenditure budget (£3.8m gross). This is on the basis that a restructuring of the service is achieved by mid-year thereby delivering the planned for savings of £0.5m in 2016/17 and full year savings of £1m for 2018/19.

Chief Executive	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Chief Executive Core Office	-0.1	-0.1	-0.0	-0.0	-0.0	-	-0.1	-0.2	-0.0
Political Offices	0.3	0.2	-0.1	-	-	-	0.3	0.2	-0.1
Public Affairs	1.4	1.4	0.1	-0.1	-0.1	-	1.2	1.3	0.1
Policy Programme	2.3	2.3	-	-	-	-	2.3	2.3	-
<b>Total</b>	<b>3.8</b>	<b>3.8</b>	<b>-0.0</b>	<b>-0.1</b>	<b>-0.1</b>	<b>-</b>	<b>3.7</b>	<b>3.7</b>	<b>-0.0</b>

### 3.6 Non Service Budgets

- Non service budgets are forecast to balance. (Non service budgets include payments to Joint Committees, External Audit, bank interest etc.)

### 3.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies amongst others.
- There is a forecast £5.1m underspend which includes the Capital Financing budget which is forecast to underspend as a result of lower than planned capital expenditure and lower borrowing costs. The £4.8m of savings associated with Travel Assistance that are forecast to be undelivered, and will be mitigated by £4.8m of contingencies.

## 4. BALANCE SHEET

### 4.1 Cash Reserves

- Net movements from reserves have led to a £16.7m reduction in total reserves from £153.0m at 1 April 2017 to £136.3m at 31st May (£111.1m Council and £25.2m schools). At 17<sup>th</sup> May 2017 unallocated reserves stand at £14.5m.

	Opening Balance 2015-16 £m	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Net Movement	Reserve Balance at 31 <sup>st</sup> May 2017 £m
Council reserves	145.8	133.9	127.8	-16.7	111.1
Schools Delegated budget	38.4	33.8	25.2	-0.0	25.2
Total	184.2	167.8	153.0	-16.7	136.3

- The £16.7m net releases from reserves include:

#### Releases from

- £2.3m Waste Collection Reserve to support the 2017/18 budget
- £4.1m Severance Reserve to support the 2017/18 budget
- £3.0m Care Act Reserve to support the 2017/18 budget
- £7.8m Renewals & Replacement Reserve to support the 2017/18 budget

#### Transfers to

- £2.5m Implementation reserve from various reserves to support the 2018/19 budget

Appendices 1&2 outline Council and schools reserves.

### 4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2017. Schools do not report their quarter one financial position for 2017-18 until the end of July 2017.

	Balance 1 <sup>st</sup> April 2017		Forecasted Balance 31 <sup>st</sup> March 2018 Movement			
	Nos	£'000	Nos	£'000	Nos	£'000
Nursery	7	659	7	659	0	0
Primary	106	8,580	106	8,580	0	0
Secondary	7	-635	7	-635	0	0
Special	6	354	5	297	1	57
Pupil Referral Units (PRU)	7	666	7	666	0	0
<b>Subtotal</b>	<b>133</b>	<b>9,624</b>	<b>132</b>	<b>9,567</b>	<b>1</b>	<b>57</b>
School Contingency		14,650		3,650	0	11,000
City Learning Centres/Other		943		943	0	0
<b>Total</b>	<b>133</b>	<b>25,217</b>	<b>133</b>	<b>14,160</b>	<b>1</b>	<b>11,057</b>

- The school balances reserve is currently forecasted to reduce by £11.1m in 2017-18. There has been one school (High Park Special School) that converted to academy status in 2017-18.
- In setting the 2017-18 Schools budget, the Schools Forum allocated £5.9m of balances held within Schools Contingencies.

## 6. CAPITAL

- The profiled resource position for 2017-18 for the Capital Investment Plan stands at £114.4m. This is a reduction from the previous report. To the end of May there has been total spend of £12.5m. Service managers are in the process of reviewing the profiled spend on their capital schemes. A summary by service is shown below with a detailed monitor in Appendix 3.

Scheme Description	Approved		Re profile Budget 2017-18	Spend 31 May 17	Budget 18-19	Budget 19-20	Budget 20-21 & Onwards
	by Exec	Changes					
	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	14.4	-2.7	11.7	0.2	5.1	11.5	0
Children's Services	24.5	-8.8	15.7	1.9	24.6	21.1	0.4
Place - Economy & Development Serv	34.0	-7.4	26.6	2.9	17.7	7.7	9.8
Place - Planning, Transport & Highways	12.3	2.1	14.4	1.1	7.2	18.7	22.7
Dept of Place - Other	15.5	1.9	17.4	2.0	20.7	8.4	7.4
Corp Serv – Estates & Property Services	4.9	3.5	8.4	4.4	1.0	0.8	0
Reserve Schemes & Contingencies	20.0	0.2	20.2	0	40.4	34.9	35.9
<b>TOTAL - All Services</b>	<b>125.6</b>	<b>-11.2</b>	<b>114.4</b>	<b>12.5</b>	<b>116.7</b>	<b>103.1</b>	<b>76.2</b>

### New Capital Schemes

The Project Appraisal Group (PAG) has considered the following capital bids and recommends their approval by Executive for inclusion in the Capital Investment Plan (CIP).

- **King George V Playing Fields** - £1.1m of expenditure is required to build a 3G All Weather Pitch with changing and teaching accommodation on the King George V Playing Fields. The work is to be funded by £0.7m grant from the Education Funding Agency, £0.2m already included within the CIP for the scheme and an additional



£0.2m coming from General Contingency.

This scheme will provide modern facilities and satisfy the requirements of the Playing Pitch Strategy in providing an all-weather pitch for both rugby and football in the Canal Road corridor.

- **Former Keighley College Cavendish Street** – The empty Cavendish St. building is in a key location in central Keighley and the site requires a new use. The demolition is essential for freeing a central town centre site for development. Demolition removes the maintenance liability for the Council. The estimated cost of the work is £0.4m, funded from the General Contingency
- **Bradford and Airedale Community Equipment Services (BACES)** –The service requires funding to provide equipment to facilitate an early discharge from hospital and provide support to people to remain in their own homes. It is estimated that £0.667m is required for 2017-18 and this is to be funded by reallocating corporate funding already included within the Capital Investment Plan for Disabled Facilities Grants.
- **St Georges Hall** – the scheme was approved as part of the 2016-17 Capital Investment Plan. Following the completion of the procurement process which initiated more comprehensive assessment by contractors of the works required, an additional £3m is required to complete the project. It was recognised during the design development stage that there was a possibility of tender bids coming back at a higher than budgeted level, due to the worse than anticipated condition of the Hall that could not have been determined before intrusive surveys. This has proved to be the case and consequently additional capital funds are required to complete the project. The scheme will now have a revised budget of £8.6m as previously outlined.

## **6. COUNCIL TAX AND BUSINESS RATES COLLECTION**

### **Council Tax**

- By statute in 2017-18 the Council will receive its budgeted Council Tax of £171.386m and its budgeted prior year surplus of £2m. Any in year variance against the budgeted Council Tax and surplus does not impact in 2017-18 but will be carried forward into 2018-19. No variance is forecast for the budgeted Council Tax. However, the cost of Council Tax Reduction is slightly higher than expected, although it is anticipated this will be mitigated as the expected growth in properties is realised. The actual prior year surplus was £0.2m lower than budgeted and this variance will be carried forward into 2018-19

### **Business Rates**

- By statute the Council in 2017-18 will receive its budgeted £63.5m share of Business Rates and pay back its budgeted prior year deficit of £5.9m. As with Council Tax, any in year variance between budgeted Business Rates and the deficit is carried forward into the 2018-19 financial year. Also 2017-18 is the first year of implementation of the nationwide Business Rates revaluation. However, no variance is currently forecast for Business Rates and the deficit that outturned in 2016-17 was as expected. However, a challenge on forecasting Business Rates continues to be monitoring the impact on collection of backdated appeals.

### **Collection Rates**

- By 31st May 2017 the Council had collected £36.9m (17.9%) of the value of Council Tax bills for the year compared with £34.3m (17.7%) at the same stage last year.

<b>Council Tax Collection</b>	At 31 May 15/16	At 31 May 16/17	At 31 May 17/18
Council Tax - Dwellings administered	212,972	214,166	215,100
BV9 Council Tax collected in year to 31 May £000s	33,000	34,300	36,900
BV9 % of Council Tax Collected to 31 May	17.8%	17.7%	17.9%
Council Tax Collection Target at 31 May	17.8%	17.5%	17.5%

- The collection figure for Business Rates at 31st May 2017 is 23.85% (compared to 24.64% at the same time last year) and is marginally under our target of 24%. A direct comparison cannot be made due to the changes as a result of the revaluation of all businesses and the application of new reliefs which is still pending.

<b>Business Rates Collection</b>	At 31 May 15/16	At 31 May 16/17	At 31 May 17/18
Number of Business Rates bills issued plus the number of summonses	7,068	7,961	8,380
CIS_034 (BV10) - Business Rates collected in year to 31 May £000s	35,600	37,700	34,900
BV10 % Business Rates collected in year to the 31 May	24.24%	24.64%	23.85%
Business Rates Collection Target at the 31 May	23%	24%	24%

## 7.0 RISK MANAGEMENT

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

## 8.0 LEGAL APPRAISAL

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

## 9.0 NOT FOR PUBLICATION DOCUMENTS

None

## 10.0 RECOMMENDATIONS

### That the Executive

10.1 Note the contents of this report and the actions taken to manage the forecast overspend.

10.2 Approve the following capital expenditure schemes.

- £1.1m to fund the development of sports pitches and construct new changing facilities on the King George V Playing Fields. The scheme is to be funded by £0.7m grants, £0.2m from the Canal Road budget already approved within the Capital Investment Plan and £0.2m from general contingency.
- £0.4m for the demolition of the former Keighley College Cavendish Street Building to be funded from general contingency.
- The movement of £0.667m from the Disabled Facilities Grant to support the provision of equipment by BACES.

- The Executive is asked to approve the additional funding of £3m for the St Georges Hall refurbishment.

## **11.0 APPENDICES**

- Appendix 1 Reserves Statement as at 31<sup>st</sup> May 2017
- Appendix 2 Service Earmarked Reserves as at 31st May 2017
- Appendix 3 Capital Investment Plan

## **12.0 BACKGROUND DOCUMENTS**

- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017
- Medium Term Financial Strategy 2018/19 to 2020/21 and Beyond incorporating the Efficiency Plan - Executive Report 11th July 2017
- Annual Finance and Performance Outturn Report 2015-16 Executive Report 19 July 2016
- The Council's Revenue Estimates for 2016/17 & 2017/18 – Council Report R 25 February 2017
- The Council's Capital Investment Plan for 2016/17 to 2019/20 – Executive Report BB 23 February 2016
- Section 151 Officer's Assessment – Council document S 25 February 2016

## Reserves Statement as at 31 May 2017

## Appendix 1

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	14,497	0	14,497	
<b>Total available Unallocated Corporate Reserves</b>	<b>14,497</b>	<b>0</b>	<b>14,497</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
Employment Opportunities fund	1,198	0	1,198	Funding to support young and disadvantaged people into employment
Managed severance	4,093	-4,093	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	3,063	-2,285	778	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs
Trade Waste VAT refund	343	-120	223	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	805	0	805	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Sports Strategy	104	0	104	To cover feasibility costs associated with the Sports Strategy.
Single Status	24	0	24	To cover any residual implementation of Single Status costs.
Transformation Programme	124	-124	0	To fund transformational activity
Better Use of Budgets	2,788	0	2,788	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	192	-34	158	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	5,188	-74	5,114	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	0	3,956	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,848	0	1,848	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	6,863	-235	6,628	To help fund Transitional work, and cover risks.

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
Dilapidation & Demolition	2,000	0	2,000	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly Implementation Reserve	756 0	0 2,500	756 2,500	To fund Projects associated with delivering 2017/18 savings plans.
<b>Sub Total</b>	<b>38,043</b>	<b>-4,465</b>	<b>33,578</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	13,283	-7,813	5,470	Funding used to support the capital investment programme.
Markets	1,148	0	1,148	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>14,431</b>	<b>-7,813</b>	<b>6,618</b>	
<b>D. Service Earmarked Reserves</b>	<b>41,685</b>	<b>-4,455</b>	<b>37,230</b>	See Appendix 2
<b>E. Revenue Grant Reserves</b>	<b>8,366</b>	<b>-14</b>	<b>8,352</b>	
<b>F General Reserves</b>				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	25,217	0	25,217	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
<b>Sub total General Fund Reserve &amp; School balances</b>	<b>36,020</b>	<b>0</b>	<b>36,020</b>	
<b>Grand total</b>	<b>153,042</b>	<b>-16,747</b>	<b>136,295</b>	

## Departmental Earmarked Reserves Statement as at 31st May 2017

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Supporting People	1,416	0	1,416	Funding to support invest to save projects
Integrated Care	4,491	0	4,491	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	436	0	436	Funding to cover management and staffing costs linked to the transformation of services for older people.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Stock Condition	95	0	95	Funding to procure Stock Condition Surveys.
Social Lettings	664	0	664	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	956	0	956	To fund initiatives to prevent Homelessness.
Care Act Reserve	4,543	-3,000	1,543	To support the implementation of the Care Act
Public Health	59	0	59	
<b>Total Adult and Community Services</b>	<b>12,690</b>	<b>-3,000</b>	<b>9,690</b>	
<b>Children Services</b>				
BSF Unitary Charge	6,929	0	6,929	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,465	0	4,465	See above
Children's Service Program Support	52	0	52	
Better Start Programme	90	0	90	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Recruitment & Retention	105	0	105	
Routes to Work	348	0	348	Employment and Skills funding that was carried forward from 2014-15 to

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Advanced Skills Fund	10	0	10	complete initiatives that span more than twelve months.
Retail Academy (Skills for Employment)	227	0	227	
Child Sexual Exploitation	300	0	300	To support the continuation of CSE work in 2017/18.
Training Work Programme (Skills for Work)	927	0	927	
<b>Total Children</b>	<b>13,453</b>	<b>0</b>	<b>13,453</b>	
<b>Department of Place</b>				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	83	0	83	Set aside to meet Departmental costs associated with delivering a Waste Management solution
Customer Service Strategy	835	-750	85	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	491	0	491	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	446	0	446	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
Art Fund	12	-12	0	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	173	-100	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	91	-15	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	279	0	279	To help fund the Tour De Yorkshire

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Lidget Moor YC	18	-9	9	To support Youth Services in Lidget Green Area
Empty Homes	125	0	125	To support the on-going programme to bring empty homes back into use
Council Housing Reserve	455	0	455	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
City Park Sinking Fund	784	0	784	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	867	0	867	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
City Centre Regeneration	51	0	51	
<b>Department of Place</b>	<b>6,197</b>	<b>-886</b>	<b>5,311</b>	

#### Corporate Services

Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	72	-72	0	To support organisational development
Workforce Development	549	0	549	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc in support of workforce development.
District Elections	192	19	211	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,212	0	6,212	To fund future ICT projects



	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	-515	0	To support investment in service improvements and cover against uncertainty in the client base
<b>Total Corporate Services</b>	<b>9,345</b>	<b>-568</b>	<b>8,777</b>	
<b>Total Service Earmarked Reserves</b>	<b>41,685</b>	<b>-4,455</b>	<b>37,230</b>	

## Capital Executive Report

Scheme No	Scheme Description	Exec Report 2017-18	Changes	Re profile Budget 2017-18	Spend 31 May 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Health and Wellbeing</b>									
CS0237	Great Places to Grow Old	0	0	0	136	0	9,138	0	0
CS0237	Keighley Rd Extra Care	7,432	67	7,499		2,650	158	0	0
CS0237	Keighley Rd Residential Care	3,350	22	3,372		1,350	60	0	0
CS0239	Community Capacity Grant	3,593	-3,081	512	0	1,000	2,093	0	0
CS0348	Whiteoaks Respite Centre	0	83	83	2	0	0	0	0
CS0311	Autism Innovation Capital Grant	0	19	19	0	0	0	0	0
CS0312	Integrated IT system	0	131	131	0	0	0	0	0
CS0352	Electric vehicle charging infrastructure	40	30	70	29	40	40	40	0
<b>Total - Health and Wellbeing</b>		<b>14,415</b>	<b>-2,729</b>	<b>11,686</b>	<b>167</b>	<b>5,040</b>	<b>11,489</b>	<b>40</b>	<b>0</b>
<b>Children's Services</b>									
CS0025	Children's Home Residential Prov	0	6	6	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	10	85	95	31	0	0	0	0
CS0278	Targeted Basic Needs	47	4	51	0	0	0	0	0
CS0286	Outdoor Learning Centres	30	3	33	0	0	0	0	0
CS0297	Universal Free Sch Meals - Kitchen	20	-2	18	0	0	0	0	0
CS0022	Devolved Formula Capital	0	1,300	1,300	854	0	0	0	0
CS0030	Capital Improvement Work	134	-1	133	0	0	0	0	0
CS0042	Primary Capital Programme	0	1	1	0	0	0	0	0
CS0240	Capital Maintenance Grant	5,378	1,079	6,457	181	2,518	0	0	0
CS0244	Primary Schools Expansion Programme	16,392	-12,299	4,093	848	11,392	16,906	0	0
CS0244	Silsden School	1,900	-362	1,538		5,400	1,045	0	0
CS0244	SEN School Expansions	0	948	948		0	0	0	0
CS0360	Early Yrs 30 hrs childcare		487	487	0	0	0	0	0
CS0313	School Capital Loans	550	-550	0	0	0	0	0	0
CS0314	Foster Homes Adaptation	0	8	8	0	0	0	0	0
CS0316	Tracks Educational provision	0	19	19	0	0	0	0	0
CS0322	Horton Park Prim Open Spaces	14	7	21	0	0	0	0	0
CS0362	Secondary School Expansion	0	438	438	0	5,300	3,150	400	0
CS0343	Children's Home Build Works	0	46	46	0	0	0	0	0
<b>Total - Children's Services</b>		<b>24,475</b>	<b>-8,783</b>	<b>15,692</b>	<b>1,914</b>	<b>24,610</b>	<b>21,101</b>	<b>400</b>	<b>0</b>

Scheme No	Scheme Description	Exec Report 2017-18	Changes	Re profile Budget 2017-18	Spend 31 May 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Place - Economy &amp; Development Services</b>									
	Computerisation of Records	10	0	10	0	0	0	0	0
CS0136	Disabled Housing Facilities Grant	4,273	-415	3,858	423	2,028	2,028	5,753	2,028
CS0137	Development of Equity Loans	1,500	-1,005	495	87	2,466	1,300	1,000	1,000
CS0144	Empty Private Sector Homes Strat	1,021	-23	998	-10	264	0	0	0
CS0158	Regional HALS	0	2	2	0	0	0	0	0
CS0225	Afford Housing Programme 11-15	100	26	126	0	0	0	0	0
CS0308	Afford Housing Programme 15 -18	18,468	-5,009	13,459	1,275	7,258	0	0	0
CS0250	Goitside	205	-23	182	0	0	0	0	0
CS0280	Temp Housing Clergy House	50	213	263	0	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	159	8	167	44	0	0	0	0
CS0186	Enterprise Hubs	0	5	5	0	0	0	0	0
CS0213	Park Dam	0	2	2	0	0	0	0	0
CS0269	Burley In Wharfedale Culvert repair	0	97	97	0	0	0	0	0
CS0331	Demolition of Edwards Rainbow Centre	0	14	14	0	0	0	0	0
CS0084	City Park	205	-105	100	0	105	0	0	0
CS0085	City Centre Growth Zone	1,770	-1,341	429	-224	1,270	4,400	0	0
CS0086	LEGI	51	0	51	0	0	0	0	0
CS0189	Buck Lane	121	-5	116	0	0	0	0	0
CS0228	Canal Road	300	-200	100	0	0	0	0	0
CS0241	Re-use of Frmr College Builds Kghly	306	-39	267	61	0	0	0	0
CS0266	Superconnected Cities	107	193	300	0	607	0	0	0
CS0291	Tyrles	1,025	17	1,042	0	3,715	0	0	0
CS0265	LCR Revolving Econ Invest Fund	1,956	344	2,300	1,149	0	0	0	0
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0
CS0345	Develop Land at Crag Rd, Shply	1,226	-150	1,076	154	0	0	0	0
<b>Total - Place - Economy &amp; Development Services</b>		<b>34,020</b>	<b>-7,394</b>	<b>26,626</b>	<b>2,959</b>	<b>17,713</b>	<b>7,728</b>	<b>6,753</b>	<b>3,028</b>
<b>Place - Planning, Transport &amp; Highways</b>									
CS0131	Kghly Town Cntr Heritage Initi	0	397	397	19	0	0	0	0
CS0178	Ilkley Moor	18	0	18	0	0	0	0	0
CS0179	Landscape Environ Imp	0	23	23	0	0	0	0	0
CS0281	Saltaire - Public Realm imp	0	0	0	2	0	0	0	0
CS1000	Countances Way - Bridge grant	30	0	30	0	0	0	0	0
CS0071	Highways S106 Projects	556	-484	72	6	100	356	0	0
CS0091	Capital Highway Maint	0	5	5	349	0	0	0	0

Scheme No	Scheme Description	Exec	Changes	Re	Spend	Budget	Budget	Budget	Budget
		Report		profiled					
		2017-18		Budget	May				
		£'000	£'000	£'000	17	£'000	£'000	£'000	£'000
CS0095	Bridges	0	0	0	145	0	0	0	0
CS0096	Street Lighting	0	70	70	9	0	0	0	0
CS0099	Integrated Transport	0	431	431	48	0	0	0	0
CS0103	WY Casualty Reduction Ptner	0	36	36	9	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	0	307	307	119	0	0	0	0
S0168	Connecting the City (Westfield)	0	57	57	0	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	0	320	320	0	0	0	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0
CS0264	Highway to Health	0	234	234	36	0	0	0	0
CS0282	Highways Strategic Acquisi	0	206	206	1	0	0	0	0
CS0289	Local Pinch Point Fund	0	502	502	0	0	0	0	0
CS0293	West Yorks & York Transport Fund	2,966	-1,901	1,065	111	3,000	15,314	12,000	10,700
CS0296	Pothole Fund	0	0	0	36	0	0	0	0
CS0306	Strategic Transp Infrastr Priorit	1,810	-810	1,000	0	1,360	2,600	0	0
CS0306	Connectivity Project	0	0	0	0	1,200	400	0	0
CS0302	Highways Prop Liab Redn Strat	0	110	110	4	0	0	0	0
CS0310	Clean Vehicle Technology Fund	0	3	3	0	0	0	0	0
CS0317	VMS Signage	0	39	39	0	0	0	0	0
CS0319	Challenge Fund	750	1,475	2,225	14	0	0	0	0
CS0323	Flood Risk Mgmt	0	5	5	9	0	0	0	0
CS0325	Street Lighting Invest to Save	1,650	-1,578	72	6	0	0	0	0
CS0329	Damens County Park	0	108	108	0	0	0	0	0
CS0332	Flood Funding	0	849	849	168	0	0	0	0
CS0334	Air Quality Monitoring Equip	0	9	9	0	0	0	0	0
CS0350	Street Lighting Invest to Save	0	825	825	0	825	0	0	0
CS0353	Strategic land purch Hard Ings Kghly	950	0	950	0	750	0	0	0
CS0355	Strat land purc Harrogate Rd/New Line Jct	3,500	0	3,500	0	0	0	0	0
CS0358	SE Bradford Link Road	0	82	82	1	0	0	0	0
CS0365	National Productivity Investment Fund	0	834	834	6	0	0	0	0
<b>Total - Place - Planning, Transport &amp; Highways</b>		<b>12,275</b>	<b>2,154</b>	<b>14,429</b>	<b>1,097</b>	<b>7,235</b>	<b>18,670</b>	<b>12,000</b>	<b>10,700</b>
<b>Dept of Place - Other</b>									
CS0060	Replacement of Vehicles	3,000	0	3,000	1,015	3,000	3,000	3,000	3,000
CS0066	Ward Investment Fund	0	35	35	0	0	0	0	0
CS0151	Building Safer Commun	0	47	47	0	0	0	0	0
CS0063	Waste Infrastructure & Recycling	875	6	881	190	0	0	0	0
CS0132	Community Hubs	0	25	25	0	0	0	0	0
CS0283	Above Ground Fuel Storage	0	60	60	0	0	0	0	0
CS0324	Waste Minimisation Strategy	150	0	150	0	0	0	0	0

Scheme No	Scheme Description	Exec Report 17-18	Changes	Re profiled Budget 2017-18	Spend 31 May 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0328	Cliffe Castle Chimney Project	35	24	59	0	0	0	0	0
CS0340	St George's Hall	3,528	-56	3,472	11	0	0	0	0
CS0121	Roberts Park	0	53	53	0	0	0	0	0
CS0129	Scholemoor Project	83	0	83	0	0	0	0	0
CS0162	Capital Projects - Recreation	0	0	0	12	0	0	0	0
CS0187	Comm Sports Field & Facili	0	53	53	0	0	0	0	0
CS0229	Cliffe Castle Restoration	605	1,299	1,904	613	479	0	0	0
CS0347	Park Ave Cricket Ground	167	-70	97	84	0	0	0	0
CS0367	King George V Playing Fields	0	200	200	0	0	0	0	0
CS0245	Doe Park	0	182	182	3	0	0	0	0
CS0284	Sport Facilities Invest Prog (SFIP)	0	0	0	12	0	0	0	0
CS0356	Sedburgh SFIP	6,300	29	6,329	10	10,500	180	0	0
CS0354	Squire Lane Sports Facility	500	0	500	0	4,500	4,000	400	0
CS0359	Community Resilience Grant	0	32	32	8	0	0	0	0
CS0107	Markets	50	-11	39	0	50	67	640	400
CS0327	Oastler Market Redevelop	100	-95	5	0	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	125	100	225	0	2,159	1,115	0	0
CS0247	Replace Box Office Equip	5	0	5	1	0	0	0	0
<b>Total - Dept of Place - Other</b>		<b>15,523</b>	<b>1,913</b>	<b>17,436</b>	<b>1,959</b>	<b>20,688</b>	<b>8,362</b>	<b>4,040</b>	<b>3,400</b>
<b>Corp Serv - Estates &amp; Property Services</b>									
CS0094	Property Programme (bworks)	500	131	631	24	0	0	0	0
CS0294	Property Prog - Essential Maintenance	100	-100	0	0	0	0	0	0
CS0309	Birklands-Mail Finishing Equip	0	7	7	0	0	0	0	0
CS0309	Property Programme 15/16	0	23	23	0	0	0	0	0
CS0333	Argos Chambers / Britannia Hse	1,223	-52	1,171	16	0	0	0	0
CS0344	Property Programme 16/17	600	-56	544	10	0	0	0	0
CS0230	Beechgrove Allotments	0	274	274	0	0	0	0	0
CS0050	Carbon Management	2,320	-1,807	513	22	1,000	820	0	0
CS0305	Healthy Heating Scheme	157	10	167	0	0	0	0	0
CS0361	Strategic Acquisitions	0	5,076	5,076	4,307	0	0	0	0
<b>Total - Corp Serv – Estates &amp; Property Services</b>		<b>4,900</b>	<b>3,506</b>	<b>8,406</b>	<b>4,379</b>	<b>1,000</b>	<b>820</b>	<b>0</b>	<b>0</b>

Scheme No	Scheme Description	Exec Report 17-18	Changes	Re profiled Budget 2017-18	Spend 31 May 17	Budget 2018- 19	Budget 2019-20	Budget 2020- 21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Reserve Schemes &amp; contingencies</b>									
	General Contingency	2,000	-661	1,339	0	2,000	2,000	2,000	2,000
	Dishwasher	0	31	31	0	0	0	0	0
	King George V Football Pitches	0	200	200	0	0	0	0	0
	Former Keighley College	0	430	430	0	0	0	0	0
	BACES	0	667	667	0	443	443	443	443
CS0277	Wyke Manor Ph2 Sports Dev	0	0	0	0	493	0	0	0
	Essential Maintenance Prov	2,000	0	2,000	0	2,000	2,000	2,000	2,000
	Bfd City Ctre Townscape Herit	2,750	-2,000	750	0	2,000	0	0	0
	Strategic acquisition	10,000	0	10,000	0	10,000	10,000	10,000	10,000
	Keighley One Public Sector Est	3,000	0	3,000	0	10,000	5,000	0	0
	Depots	0	0	0	0	3,000	0	0	0
	District Heating Scheme	0	0	0	0	0	7,000	7,000	0
	Customer Service Strategy	250	0	250	0	0	0	0	0
	Canal Road Land Assembly	0	0	0	0	450	0	0	0
	St Georges Hall	0	1,500	1,500	0	1,500	0	0	0
	Bereavement Strategy	0	0	0	0	8,500	8,500	0	0
<b>Total - Reserve Schemes &amp; Contingencies</b>		20,000	167	20,167	0	40,386	34,943	21,443	14,443
<b>TOTAL - All Services</b>		125,608	-11,166	114,442	12,475	116,672	103,113	44,676	31,571

## Report of the Director of Finance to the meeting of Executive to be held on 11 July 2017.

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### Subject:

Medium Term Financial Strategy 2018/19 to 2020/21 and beyond

### Summary statement:

The Medium Term Financial Strategy focuses on how the Council intends to respond to the forecasted public sector funding reductions as a result of the on-going austerity measures imposed by the Government's spending plans. It sets out the approaches and principles the Council will follow to ensure the Council remains financially viable and delivers on its priorities.

The next three years already contained a series of potentially significant changes to the structure of the Council and the services it will be responsible for and what it can provide. Many of these changes are still at consultation stage which brings additional complexity when predicting the future. However, the result of the EU referendum and recent General Election has added a further layer of uncertainty to prospects of stability in local government finances.

The forecast identifies for planning purposes that savings need to be identified of £12.4m in 2018/19 in addition to the £20.7m agreed in February 2017. In the following year the gap increases to £20.1m in 2019/20 and then up to £45.8m by 2023/24. This forecast reflects the risks associated with delivering the Council Plan 2017-2021 in particular the challenges of the costs of social care

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Stuart McKinnon-Evans  
Strategic Director Corporate Services

**Portfolio: Leader and Corporate**

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**Overview & Scrutiny Area:**  
**Corporate**



City of Bradford  
Metropolitan District Council



## 1. SUMMARY

- 1.1 The local government sector continues to face various challenges amidst a backdrop of uncertainty. Last year the Council recognised that the financial landscape could totally shift and in response embarked on a planning journey to allocate its budget across the key priority outcomes for Bradford Council and the District. This Medium Term Financial Strategy (MTFS) sets out the financial envelope for the Council to deliver its key priorities as set out in the revised Corporate Plan based on assumptions made from the relevant data available.
- 1.2 The key outcomes that underpin the financial planning of the Council are:
- Good schools and a great start for all our children
  - Better skills, more good jobs and a growing economy
  - Better Health and better lives
  - Safe, clean and active communities
  - Decent homes that people can live in
  - A well run council
- 1.3 The MTFS shows a continuing reduction in the size of the Council's financial envelope and identifies an immediate need for planning purposes to identify revenue savings of a further c£12.4m in order to set a balanced Budget in February 2018. The gap rises to £20.1m in 2019/20 and continues to widen to £45.8m by 2023/24 (Appendix 1 Section 3.3 Table 4). These forecasts assume that for planning purposes additional savings are identified to reflect a proportion of the savings identified in the Quarter 1 monitor at being at risk of not being delivered, particularly those relating to social care.
- 1.4 Appendix 1 section 3.1 contains details of the key uncertainties associated with the forecast. Clearly Brexit and the rise of populism across the globe could impact on world trade which has introduced immediate and unquantifiable uncertainty for the national economy. Any deterioration of the national economy could lead to further austerity measures imposed on local government. As a reminder in the Spring 2017 budget central government still has £3.5bn of unallocated savings efficiencies to be achieved by 2020. An update on this is expected in the Autumn 2017 budget. The impact on local government finances and responsibilities following the recent general election and the subsequent Brexit negotiations is unclear, especially in relation to the hitherto anticipated reform of business rates.
- 1.5 If a percentage of the social care savings cannot be made then the reductions required from other service areas would lead to a fundamental reshaping of the Council to become in essence a social care provider, with very limited capacity to undertake other functions central to its wider ambitions.
- 1.6 The Council successfully applied for a multi year settlement which provides a certain level of comfort on the rate of decline of the Revenue Support Grant (RSG) up to and including 2019/20, although this is always subject to change from unforeseen events.



## **2. BACKGROUND**

- 2.1 The MTFFS forms part of the Council's planning and performance framework, and provides the context for the more detailed budgeting process.
- 2.2 The MTFFS is refreshed each year to give a rolling three year assessment of the fiscal environment, after the close of the previous year, and before the budgeting round commences. It also provides a forecast for a further three years but given the uncertainty on any reforms to local government financing this forecast is based on the current system.
- 2.3 The MTFFS (Appendix 1) comprises three sections
1. Purpose, priorities and principles
  2. Medium Term Financial Forecast and Gap Analysis
  3. Risks associated with the forecast

Followed by a series of annexes

Annex A	Current Cost and Resource Structure and savings delivered
Annex B	Expenditure Forecast Assumptions
Annex C	Resource Forecast Assumptions

## **3. OTHER CONSIDERATIONS**

- 3.1 The MTFFS is typically affected by Forward Plan decisions being considered by Executive and Council which have material financial implications. In addition national policy changes can also have a significant impact on the MTFFS.

## **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 The MTFFS is a financial and resource appraisal.

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

- 5.1 The principal risks arising from the strategic assessment emerge from:
- the sensitivity of financial estimates to actions beyond the immediate control of the Council, in particular Government decision on local authority financial regimes and spending levels. This is particularly significant for this forecast given the National reforms currently being considered and unallocated national efficiency targets (£3.5bn)
  - the capability of the Council to influence Council Tax and Business Rates
  - the impact on the economy and any resulting adjustment to the local government financial envelope resulting from the EU referendum vote to leave the European Union.
- 5.2 Specific risks in the plan are set out in section 3.1 of Appendix A.
- 5.3 The MTFFS basic premise is that approved local savings plans will be delivered on time and in full. For planning purposes a proportion of the savings identified at risk of not being delivered have been incorporated into the budgetary gap to be closed.

See Table 4 in section 3.3 of Appendix 1.

## **6. LEGAL APPRAISAL**

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

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Non specific

### **7.2 SUSTAINABILITY IMPLICATIONS**

Non specific

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

Non specific.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

Non specific.

### **7.5 HUMAN RIGHTS ACT**

Non specific.

### **7.6 TRADE UNION**

Non specific.

### **7.7 WARD IMPLICATIONS**

Non specific.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None.

## **9. OPTIONS**

- 9.1 This report sets out the assumptions for budget planning purposes and therefore does not include any options.

## **10. RECOMMENDATIONS**

- 10.1 That Executive consider the Medium Term Financial Strategy as an assessment of

the Council's financial outlook to 2020/21 and beyond, and a framework for it to remain financially viable and deliver sustainable public services in line with its priorities and the principles set out in Appendix 1.

- 10.2 That Executive recommends the updated and revised Medium Term Financial Strategy at Appendix 1 of this report be forwarded to Council for approval.

## **11. APPENDICES**

- 11.1 Appendix 1 Medium Term Financial Strategy 2017/18 to 2020/21, including the annexes to the Strategy.

## **12. BACKGROUND DOCUMENTS**

- 12.1 Council Budget Report 23<sup>rd</sup> February 2017 Document W
- 12.2 Introduction of Compulsory National Living Wage Executive report 3 November 2015 Document AE
- 12.3 2017/18 and 2018/19 Budget Update and Financial Outlook to 2020/21 Executive report 7 February 2017 Document AZ

**City of Bradford Metropolitan  
District Council**

**Medium Term Financial Strategy**

2018/19 – 2023/24

# PURPOSE, PRIORITIES AND PRINCIPLES OF THE MEDIUM TERM FINANCIAL STRATEGY (MTFS)

## 1.1 Purpose and priorities

The MTFS sets out how the Council intends to respond to:

- the forecasted size of the financial challenge it faces in both the medium and longer term
- the constraints of the national and local landscape
- the risks to financial resilience.

In the current financial climate the Council's principal financial aim is to remain viable so that it continues to work with partners, other organisations, residents and communities to deliver positive outcomes on its priorities of:

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

To remain affordable and deliver sustainable public services, the MTFS has four main objectives;-

- Continue the trend of recent years to manage down the Council's recurrent cost base in line with reductions in overall resources
- Maintain income levels and increase them where possible, including growing the Council Tax and Business Rates tax base
- Prudently use reserves and balances to smooth the transition to a lower cost base and accommodate unforeseen challenges, and ensure that longer term liabilities and risks are adequately covered
- Seek to benefit from public service reform

## 1.2 Approach and principles

The MTFS is consistent with the priorities the Council is pursuing, as articulated in the District Plan and the Council Plan.

The principles that will influence the choices the Council will make in the future are summarised below

- **Working together** – working closely with partner organisations, business, communities, families and individuals to make the most of all our district's resources, assets and opportunities
- **Equality** – making sure that council activity helps to reduce inequality, provides opportunities for everyone and builds an economy that works for us all

- **People in charge of their own lives** - supporting wellbeing and independence through early action to prevent problems developing or stop them getting worse.
- **Every pound counts** – using money wisely and targeting resources at district priorities while supporting the development of cost-effective and innovative solutions

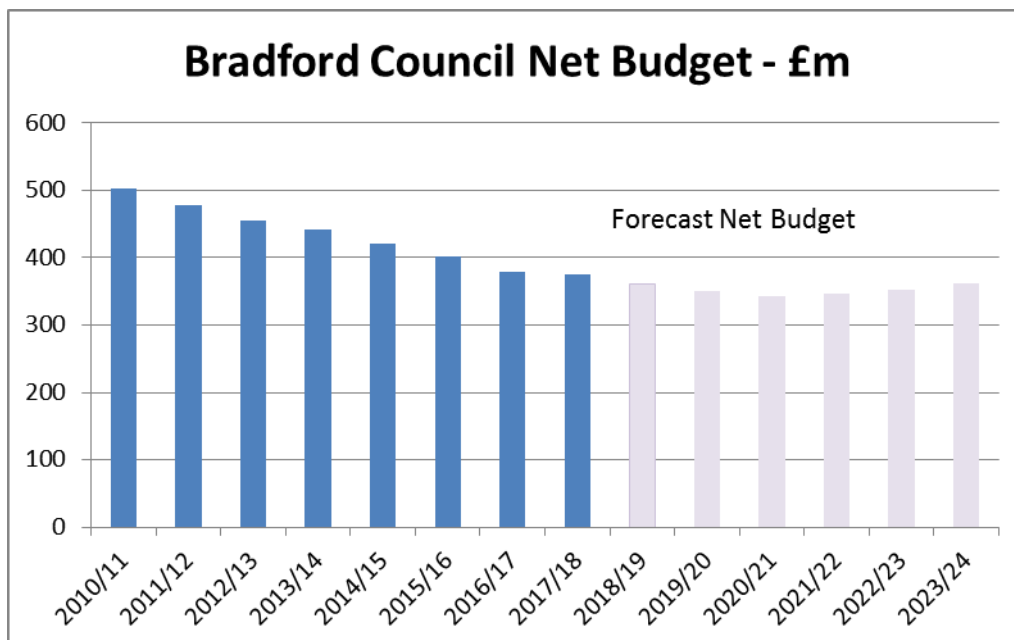
A robust performance management framework arrangement will make sure value for money, sustainability, efficiency gains and the effectiveness of resource allocations can be demonstrated across all Council services, partnerships and commissioned service delivery; and that mechanisms are in place by which performance against these can be measured and managed. This will provide an increasingly sophisticated understanding of performance against district wide and local priorities set within the context of the financial outlook.

This forecast is based on a series of assumptions which are detailed in Annexes B and C. It starts from the current financial structure of the Council, which is analysed in more detail at Annex A.

The strategy and principles set out above lay down the framework and constraints for the next stage in the continuous cycle of operational and financial planning.

## MEDIUM TERM FINANCIAL FORECAST AND GAP ANALYSIS

- 2.1 The medium term and longer term forecasts set out in Table 1 and Table 2 derive from comparing forecast expenditure assuming no changes to current plans, with forecast income, to give a deficit to be managed out through budget decisions. Table 3 shows the additional pressures identified since the budget was approved by Full Council and Table 4 shows the forecast budgetary gap to be closed for planning purposes.
- 2.2 The starting point for the Forecast is the current financial structure of the Council, which is analysed in Annex A which assumes that the Service and non-Service savings approved by Council in previous years will be achieved in full (£58.2m). The Quarter 1 financial monitor report indicates that we are already seeing potential slippage in the savings profile and unless these are brought back on track then additional pressures will need to be included in future financial plans. As a result for planning purposes an additional amount has been incorporated into the forecast budgetary gap.
- 2.3 Forecast cost structure and forecast future resources are affected by a number of factors, some that are within our control and others that are not. However, given the recent general election, the previously announced significant changes planned for local government finance could be delayed or amended and consequently the impact on Bradford is currently unknown. In Annex B the material factors that are likely to affect the Council's spending forecasts are set out.
- 2.4 In 2010 the Council's adjusted net budget was in the region of £500m, it is now £375m. The forecast net budget in this forecast is set out below:



- 2.5 In the five years from the beginning of 2011/12 to 2016/17 the Council has implemented a series of measures to its net budget of £218.4m. Further reductions of £37.5m (including £1.1m of further Public Health grant cuts) are being applied during 2017/18 taking the total measures to £256m.

- 2.6 On 23 February 2017 the Council agreed further savings for 2018/19 of £20.7m. Assuming that the Council raises Council Tax in 2018/19 by 1.99% and also applies the social care precept of 3% in full, the deficit still to be closed in 2018/19 is forecast to be £12.4m.
- 2.7 Initial projections are that it is expected that austerity will have ended and the Council net resources will start to increase again from 2021/22 however, there will still be a cumulative gap of £45.8m by 2023/24. Clearly the result of the EU referendum and the recent general election has brought further uncertainty and it is too early to understand the implications of these factors.



**Table 1 Cumulative Medium Term Forecast**

	<b>2018-19 Forecast £'000</b>	<b>2019-20 Forecast £'000</b>	<b>2020-21 Forecast £'000</b>
<b>NET EXPENDITURE</b>			
2017/18 Base Budget	375,197	375,197	375,197
Reversal of non recurring investment	(1,575)	(2,025)	(2,025)
Full year effect of recurring pressures	2,305	2,826	3,366
<b>Sub total</b>	<b>375,927</b>	<b>375,998</b>	<b>376,538</b>
<b>FUNDING CHANGES</b>			
Education Services Grant	1,182	1,182	1,182
Independent Living Fund	63	122	179
Local Council Tax Support and Housing Benefit Admin	300	600	900
Local Reform and Community Voices	23	23	23
New Homes Bonus Grant	3,520	5,128	6,943
Return of New Homes Bonus Top Slice	314	314	314
Dedicated Schools Grant	482	3,089	3,089
Improved Better Care Fund	(14,869)	(18,837)	(15,590)
Adult Social Care Support Grant	2,307	2,307	2,307
S31 grants	(135)	(169)	(257)
Public Health Grant	1,116	2,203	2,203
Sub total	(5,697)	(4,039)	1,293
<b>INFLATION</b>			
Pay Award, (1.0%)	2,445	4,911	7,399
National Living Wage	800	2,700	4,900
Contract Price Indexation (2.5% in 2017-18, 2.0% thereafter)	8,169	15,389	22,704
Income (0.5%)	(538)	(1,078)	(1,621)
<b>Base Net Expenditure Requirement</b>	<b>381,106</b>	<b>393,881</b>	<b>411,213</b>
Demographic Pressures in Adults	2,993	6,045	9,160
Looked After Children demographic growth	625	1,250	1,875
Better Care funding to protect Adult Social Care	6,556	3,248	0
Public Health reduction expenditure in line with reduced grant	(1,116)	(2,203)	(2,203)
Termination costs	(4,342)	(4,342)	(4,342)
Amended 2016/17 Budget decisions	(440)	(440)	(440)
Budget decisions approved in Feb 2017 for 2018/19	(19,149)	(19,149)	(19,149)
Indicative savings per budget report	0	(19,705)	(46,539)
Transitional reserve expenditure coming to an end	(235)	(235)	(235)
Transformational Funding	0	(2,500)	(2,500)
<b>Net Expenditure Requirement</b>	<b>365,998</b>	<b>355,850</b>	<b>346,840</b>
<b>RESOURCES</b>			
Localised Business Rates	(64,747)	(66,042)	(67,363)
Top Up Business Rate Grant	(66,587)	(68,956)	(70,335)
Revenue Support Grant	(48,539)	(34,054)	0
Use of Reserves - Earmarked	(677)	3,540	(4,082)
Council Tax Income	(180,928)	(185,538)	(190,260)
<b>Total resources</b>	<b>(361,498)</b>	<b>(351,050)</b>	<b>(332,040)</b>
<b>Budget shortfall carried forward to Table 4</b>	<b>4,500</b>	<b>4,800</b>	<b>14,800</b>
<b>Memorandum</b>			
Council tax base	137,002	137,752	138,502
Council tax Band D	£1,320.62	£1,346.90	£1,373.70

**Table 2 Cumulative Six Year Outlook**

	<b>2018-19 Forecast £'000</b>	<b>2019-20 Forecast £'000</b>	<b>2020-21 Forecast £'000</b>	<b>2021-22 Forecast £'000</b>	<b>2022-23 Forecast £'000</b>	<b>2023-24 Forecast £'000</b>
<b>NET EXPENDITURE REQUIREMENT</b>	<b>365,998</b>	<b>355,850</b>	<b>346,840</b>	<b>355,947</b>	<b>365,284</b>	<b>374,941</b>
<b>RESOURCES</b>						
Localised Business Rates	(64,747)	(66,042)	(67,363)	(68,710)	(70,084)	(71,486)
Top Up Business Rate Grant	(66,587)	(68,956)	(70,335)	(71,742)	(73,177)	(74,640)
Revenue Support Grant	(48,539)	(34,054)	0	0	0	0
Use of Reserves - Earmarked	(677)	3,540	(4,082)	0	0	0
Council Tax Income	(180,928)	(185,538)	(190,260)	(195,096)	(200,050)	(205,124)
<b>Total resources</b>	<b>(361,498)</b>	<b>(351,050)</b>	<b>(332,040)</b>	<b>(335,548)</b>	<b>(343,311)</b>	<b>(351,250)</b>
<b>Budget shortfall Memorandum</b>	<b>4,500</b>	<b>4,800</b>	<b>14,800</b>	<b>20,399</b>	<b>21,973</b>	<b>23,691</b>
Council tax base	137,022	137,752	138,502	139,252	140,002	140,752
Council tax Band D	£1,320.62	£1,346.90	£1,373.70	£1,401.03	£1,428.91	£1,457.34

## **RISKS ASSOCIATED WITH THE FORECAST**

3.1 A series of potential changes announced collectively in the Spending Review 2015, Local Government Settlement and the Chancellor's Budget Statements in March 2016 and 2017 inevitably means the numbers of uncertainties, sources of risk attached to the forecast are significant. The result of the general election has amplified the uncertainty as the timing and impact of policy changes are unclear.

Further risks associated with the forecast:

- The impact of national economic performance public sector finance following the result of the EU referendum to leave the EU.
- The buoyancy of the local economy
- Fundamental review of relative needs of local authorities in a national funding regime
- Business Rates Review process, appeals against the rating list and future increases in the Business Rate multiplier
- Integration of health and social care, the financial health of the NHS, and the ability and willingness of the NHS to fund social care
- Inflation – a 1% variance in pay equates to £2.5m and a 1% change in prices would have a £2.2m impact on expenditure assumptions
- Treasury management – the extent to which cash balances will drive the need to borrow to finance capital investment
- Change management risk, and the deliverability of existing budget decisions

- Liabilities that may arise from conversion of schools to academies
- Contractual risk
- What devolution, regional and other aspects of public sector reform will mean for Bradford
- Reductions in the West Yorkshire Transport levy incorporated in the budget savings of the Council
- Impact of demographics in terms of both additional demand and additional growth
- The potential costs of transition and restructuring

### **KEY MOVEMENTS FROM 2017/18 BUDGET**

3.2 The key changes from the budget assumptions are set out in the Table 3 below.

**Table 3 – Movements from Approved Budget Forecast**

	2018/19	2019/20	2020/21
	£m	£m	£m
<b>Budget Shortfall per Budget Document 'W' 23 February 2017</b>	<b>0</b>	<b>0</b>	<b>0</b>
Savings not identified for 2020/21 (Annex B 5.7)	0	0	4.5
New Homes Bonus Reduction as a result of deadweight (Annex C 7.1c)	0.8	2.0	2.9
Amendments to indexation assumptions (Annex B 5.1)	1.4	1.8	(0.1)
No social care precept 2020/21 (Annex C 6.2b)	0	0	3.7
Anticipated incremental cost of new waste disposal contract (Annex B 5.5)	1.7	2.2	2.8
Additional money for prudential borrowing on Refuse Collection Vehicles (Annex B 5.5)	0.3	0.3	0.3
Provision for monies to tackle Child Sexual Exploitation (Annex B 5.5)	0.3	0.3	0.3
Movement on reserves	0	(1.8)	0.4
<b>Revised budgetary gap per MTFS – Table 1</b>	<b>4.5</b>	<b>4.8</b>	<b>14.8</b>

- 3.3 There are some savings agreed in the budget that are at a potential risk of not being delivered to plan as outlined in the Quarter 1 report. If we assume that a percentage of these are at risk of not being delivered then it would be prudent to start planning now for an increased budgetary gap.

**However, this would mean that the Council would be unable to undertake any further capital schemes which are not in the existing Capital Investment Plan, unless they were fully self financing from day one.** It also means that any invest to save projects must deliver their revenue savings to service the capital financing requirements.

**Table 4 – FORECAST BUDGETARY GAP TO CLOSE**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m
<b>Budget Shortfall per Tables 1 &amp; 2 above</b>	<b>4.5</b>	<b>4.8</b>	<b>14.8</b>	<b>20.4</b>	<b>22.0</b>	<b>23.7</b>
Additional budgetary pressure from savings at risk – see section 5.7	7.9	15.3	22.1	22.1	22.1	22.1
<b>Revised budgetary gap</b>	<b>12.4</b>	<b>20.1</b>	<b>36.9</b>	<b>42.5</b>	<b>44.1</b>	<b>45.8</b>

## 4.1 ANNEX A: CURRENT COST AND RESOURCE STRUCTURE AND SAVINGS APPROVED TO DATE

To put the size of the challenge facing the Council into context an understanding of the current cost, resource base and savings delivered to date is required.

### a) Cost Base

Whilst the Council continues to have overall accountability for close to £1.2bn of spend, it cannot spend directly £325m which is controlled by schools. This leaves, in 2017/18, a gross expenditure budget of £860m (£375m net expenditure) to fund non school activity.

2017/18	Gross Exp £m	Net Exp £m
Council Services	860.3	375.2
Schools	325.4	0
	1,185.7	375.2

If the £170m spent on benefit payments, the £35m required to meet the cost of the long term PFI contracts, the £24m levy paid to the West Yorkshire Combined Authority (WYCA), the £43m that must be spent on Public Health activity and the £43m capital financing budget are excluded from the gross expenditure budget, this leaves a much smaller gross cost base, £545m, from which to drive out further savings.

Of the net budget of £375m 28.6% is allocated to Health and Wellbeing. This emphasises that if the Council is going to balance its books in the long term and make sure the services it provides are sustainable, controlling demand and spend on Adult and Integrated Health Care is key.

2017/18 Budget	Gross £m	Net £m	% of net budget
Health and Well Being	212.6	107.5	28.6%
Children's Services	472.5	74.6	19.9%
Capital Financing and WYCA	66.8	66.8	17.8%
Place	117.4	63.0	16.8%
Corporate	267.4	44.1	11.8%
Non Service	33.7	9.0	2.4%
Travel Assistance	11.5	6.6	1.8%
Chief Executive	3.8	3.7	1.0%
	1185.7	375.2	100.0%

A different way of presenting the budget is by the Council Outcomes that will be used for the Outcome Based Budgeting exercise. This is an initial analysis and the definitions and criteria for allocating costs to each outcome will be refined as the process progresses.

<b>Outcome Budget 2017/18</b>	<b>Gross £m</b>	<b>Net £m</b>	<b>% of net budget</b>
Better health and better lives	439.0	168.3	44.9%
A well run council	87.4	55.1	14.7%
Better skills, more good jobs and a growing economy	94.8	45.0	12.0%
Fixed	75.4	43.7	11.6%
Safe clean, active communities	61.0	38.2	10.2%
Good schools and a great start for all our children	424.5	22.0	5.9%
Decent homes that people can live in	3.6	3.0	0.8%
	<b>1185.7</b>	<b>375.2</b>	<b>100.0%</b>

The analysis illustrates that 45% of the budget relates to personal type services which will undoubtedly lead to some difficult choices through the budget process.

## b) Resource base

The Table below shows that in 2017/18, 61% of the Council's net expenditure is funded from Council tax (46%) and locally retained Business Rates (15%). As explained in Annex C there is currently work being undertaken on the development of the business rates reforms. These reforms were expected to be implemented by April 2020 but given the recent general election and Brexit negotiations elements of these reforms are likely to be delayed and some suspended. Given the significance of these reforms the analysis below is projected on the basis of the current system continuing post April 2020 on the basis of consistency and overwhelming uncertainty on what the reforms might mean.

<b>Sources of Funding in 2017/18</b>	<b>Gross £m</b>	<b>%</b>	<b>Net £m</b>	<b>%</b>
Schools Grants	325.4	27%	-	0%
Other Government Grants	283.7	24%	-	0%
Fees, Charges, Contributions	201.5	17%	-	0%
Council Tax and previous year surplus	173.4	15%	173.4	46%
Government "Top Up" Grant	64.5	5%	64.5	17%
Revenue Support Grant	62.8	5%	62.8	17%
Business Rates and previous year deficit	57.6	5%	57.6	15%
Use of Reserves	16.8	1%	16.8	4%
	<b>1185.7</b>	<b>100%</b>	<b>375.2</b>	<b>100%</b>

*Please note totals may not add up due to rounding differences*

Looking at the prospective composition of the Council's net budget today compared to six years time (see the table below) the points to make are:

- Whilst the Council might choose to increase Council Tax current rules require a referendum for increases above 2%.
- Council Tax income today makes up 46% of the net budget. It rises to 58% by 2023/24
- Localised business rates are around £58m today – the aim is to grow them to £71m by 2022/23, around 22%.

**Prospective Composition of Funding of Council Net Budget £m (before any business rate reform)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m
Revenue Support Grant	63	49	34	0	0	0	0
Localised Business Rates	58	65	66	68	69	70	71
Government Top Up Grant	64	66	69	70	72	73	75
Use of Reserves	17	0	(3)	4	0	0	0
Council Tax	173	181	185	190	195	200	205
<b>Total</b>	<b>375</b>	<b>361</b>	<b>351</b>	<b>332</b>	<b>336</b>	<b>343</b>	<b>351</b>

**Prospective Composition of Funding of Council Net Budget% (before any business rate reform)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Revenue Support Grant	17%	14%	10%	0%	0%	0%	0%
Localised Business Rates	15%	18%	19%	21%	21%	21%	21%
Government Top Up Grant	17%	18%	20%	21%	21%	21%	21%
Use of Reserves	4%	0%	-1%	1%	0%	0%	0%
Council Tax	46%	50%	53%	57%	58%	58%	58%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The clear message as the Council is required to absorb further reductions in Government funding is that the Council's ability to grow both its local council tax base and local business rates base in order to sustain services and deliver on priorities will take on increasing significance.

**c) Savings approved to date**

Seven consecutive years of reductions in Government funding, and inflationary and demographic pressures have required the Council to approve savings over the period of £255.9m.

	2011-12	2012-13	2013-14	2014-15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Savings	48.7	28.5	26.1	31.8	37.7	45.6	37.5	255.9

By 2023/24 it is estimated that to balance the books over £155m more in savings and additional income (41% of the current net budget) will have to be found – on top of the £255.9m already made and increases in Council tax.

To date the Council has absorbed a disproportionate share of Government funding reductions and protected basic services. The Council will continue to focus on reducing costs and improving efficiency and productivity but finding new savings and raising income totalling 41% of the current net budget may mean that it will no longer be possible to protect all frontline services.

## **ANNEX B: EXPENDITURE FORECAST ASSUMPTIONS**

### **5.1 Inflation**

#### **a) Pay**

Although the Council does not receive any specific funding for pay awards an amount equivalent to 1.0% for 2018/19 and for each year up to 2023/24 has been included in the calculations. Services are expected to absorb incremental increases. In addition there has to be recognition of the continuing impact of the National Living Wage based on the forecasts contained in the report to Executive on 3<sup>rd</sup> November 2015 (Document AE).

#### **b) Non Pay**

The Bank of England published their forecast of CPI in May 2017, which indicated that inflation would be close to 3% by the end of 2017/18. Given this, an inflation rate of 2.5% has been assumed for contract inflation as the average rate during 2018/19, levelling off at 2.0% in future years. Provision has been made for Premises and Transport costs which have been increased by 2.5% in all years.

In the budget papers approved by Budget Council in February 2017 an additional amount of non pay inflation was provided for Adult Social Care funded by the social care precept of £2.5m p.a. for three years.

In recognition of difficult trading conditions, all Services inflation increases to their income budgets are factored in 0.5% per annum.

### **5.2 Pension Contribution Rates**

The next Actuarial Valuation will take place in December 2019. Employers' pension contribution rates have been fixed at 17.5% until the end of 2019/20. The forecast assumes that further provision will have to be made in 2021-22 to address the service pension deficit. Clearly many factors on the performance of the pension scheme can vary over the next three years. A provision for increased contributions of £3.5m has been included from 2021/22.

### **5.3 Apprenticeship levy**

The Apprenticeship levy was introduced from April 2017 at 0.5% on all pay subject to National Insurance. The estimated cost to the Council (excluding schools) is £1m p.a. It is assumed that any training costs for apprentices are entirely funded from the levy itself and no provision has been made for any extra training costs.

Following the introduction of the Enterprise Act 2016 a government consultation on apprentices set a target of 2.3% of the workforce for Councils with more than 250 employees. No provision has been made for any extra employment costs as a result of this target. It is assumed that the target will be met through staff turnover and converting existing posts into apprenticeships.



## **5.4 Living Wage**

The Council had previously introduced a local living wage from 1 October 2015 of £7.85 per hour as a non consolidated supplement to pay. In the July 2015 Summer budget the government announced that a new compulsory National Living Wage (NLW) will come into effect for workers age 25 and above on 1<sup>st</sup> April 2016 at the rate of £7.20 per hour. A report to Executive on 3 November 2015 “Introduction of the Compulsory National Living Wage” included the estimated cost of the introduction of the National Living Wage on the Authority. Amounts have been included in the forecast based on the NLW rising to £9.00 per hour by 1920/21. The potential liabilities for this will start to be felt in 2018/19. As a result amounts have been built into the forecast from 2018/19 for the pressure on the Council pay bill based on information contained within the report “AE” presented to Executive in November 2015.

## **5.5 Demand-Led Service Pressures**

As in previous years extra money of approximately £3m p.a. has been included to reflect the increased pressure on Adult Social Care services from demographic trends in the next three years and then £1.5m p.a. thereafter. No additional money has been included to assist Adult Social Care and this forecast assumes that the current amount of funding from Health Partners will continue to be received.

An amount of £625k p.a. has been included for demographic pressure on Looked After Children.

In addition £300k p.a. has been provided to tackle Child Sexual Exploitation making permanent the two year temporary funding included in the Council 2015/16 budget proposals.

A procurement exercise has been undertaken to secure a 12 year contract to secure an outlet for household waste disposal and recycling. An estimate has been provided in the MTFS which includes the anticipated increased costs and the anticipated increase in tonnages. This provision also includes an estimate of inflation on this contract which has not been included in the Non Pay inflation calculation.

A further pressure of £288k p.a. has been included in the MTFS to reflect the prudential borrowing costs for the replacement of refuse collection vehicles. No additional money has been put aside for the on-going waste minimisation programme as this is time limited and will be funded from the waste minimisation reserve,

## **5.6 West Yorkshire Transport Levy**

The budget proposals agreed in February 2017 are seeking a reduction in the levy of £1.234m in 2018/19 followed by reductions of £0.75m in the years 2019/20 and 2020/21. However, discussions are required on how to bridge the funding gap to deliver the £1.4bn Transport Fund. Initial estimates were that a further £1.3m would be required from Bradford by 2024/25 (an average increase of £140kp.a.). No provision has been made for increased contributions in respect of the Transport Fund and the reductions in the levy are still required to be made.

## 5.7 Service and Non Service Saving Proposals

The Forecast in Table 1 assumes that the Service and Non Service savings of £58.2m, approved by Council, covering 2017/18 and part of the gap for 2018/19 will be achieved in full. There are already indications in the Q1 forecast report that the achievement of these savings is proving to be challenging.

Table 3 shows that new pressures will require to be addressed but in addition for planning purposes it is recommended that additional savings plans are developed now in the event that some of the existing savings proposals are at risk of not being delivered.

Table 4 shows that for planning purposes if it is assumed that a proportion of the savings identified at being at risk of not being delivered to plan are factored into this forecast the revised gap increases from the £4.5 m in 2018/19 to £12.4m rising to £20.1m in 2019/20 and £36.9m in 2020/21.

This assumes that the general contingency of £2m and savings from capital financing are factored in. There will be no headroom in the Capital Investment Plan for any new schemes or increases in existing schemes unless they are fully self financing from day one or existing schemes are replaced.

## 5.8 Health Sector Reforms

Sustainability and Transformation Plans (STPs) are being developed in collaboration with the NHS to tackle financial, care quality and health challenges. No allowance has been made in this MTFs for any impact of financial, organisational or service delivery changes arising from those plans.

## 5.9 Better Care Fund (BCF)

The 2017/18 Base Budget includes a £4.0m contribution from the Better Care Fund to support Adult Social Care Services over and above the mandatory contribution. The forecast is reliant on this funding continuing.

The Local Government Settlement provided an estimate for an Improved Better Care Fund (iBCF) that recognises the fact that some local authorities with a low council tax will not be able to raise as much from the social care precept as those with a high council tax base. Part of this iBCF is being funded through the reductions to the amounts of New Homes Bonus paid. The full amount of the iBCF announced in the Local Government Settlement has been included as funding to the Council and is being used towards funding for demographic growth and cost pressures.

The amounts included in this forecast are set out below:

	2017/18	2018/19	2019/20
	£m	£m	£m
Improved Better Care Fund	1.6	9.9	17.2

Source: Final core spending power supporting information published by DCLG Feb 2017

In the Spring Budget 2017 the Chancellor announced additional temporary contributions to

the Improved Better Care Fund in recognition of the back-loading of the original iBCF allocations and the immediate problems facing Adult Social Care.

The temporary amount of funding announced is shown below:

	2017/18	2018/19	2019/20
	£m	£m	£m
Additional Temporary Improved Better Care Fund	10.5	6.5	3.2

In this forecast it is assumed that the temporary funds will be used in full for transformational activity and dealing with pressures in the system i.e. there is no reduction in the size of the budgetary gap facing the Council.

As Adult Social Care represents nearly one third of the Council's net budget it is inevitable that further cuts will have to be made in this area.

### **5.10 Care Act 2014**

The Care Act 2014 brings a number of challenges to the Council but until further information is available the forecast takes a neutral stance in terms of the impact of the proposed cap on care costs until further information is revealed in the proposed Green Paper announced during the General Election.

### **5.11 Independent Living Fund**

For 2017/18 the Council will receive a grant of £2.0m for the administration of the Independent Living Fund (ILF). A modest 3.5% p.a. reduction in the ILF grant has been forecast over the period of this forecast in line with the indicative allocations.

The impact of the National Living Wage on the NJC pay scales may lead to an increase in costs for the council.

### **5.12 Devolution**

For the purposes of the Forecast in this document, no assumptions, either positive or adverse have been made about the financial consequences of any devolution deal that could affect Bradford.

## **ANNEX C: RESOURCE FORECAST ASSUMPTIONS**

### **6.1 National influences**

The Local Government Settlement and the Spring Budget 2017 have both outlined that continuing measures will be applied to return public finances to a sustainable level in the long term. There are several reviews and consultations taking place that will affect local government financing over the period covered by this forecast but as these have not yet concluded there is more uncertainty than in previous years. The reviews and consultations are referenced in the appropriate sections below.

The Brexit negotiations bring further uncertainty and it is unclear whether there will be an adjustment to local government finances or what the size of any such adjustment may be. No adjustments have been made to this forecast but the situation will be under constant review during the budget setting process.

#### **a – Business Rates Reform**

As reported previously the government was undertaking work on reforming business rates. This work consisted of three streams:

- Fundamental Review of Relative Need
- Reset of the Business Rates Baseline
- 100% rates retention

It is unclear which elements of the proposed business rate reforms will be implemented or modified given that the Local Government Finance Bill fell on the dissolution of Parliament before the general election and did not feature in the June 2017 Queen's Speech. This forecast has made no assumptions on the impact of any business rates reforms on the Council.

The fundamental Review of Relative Need and reset of the Business Rates Baseline do not require primary legislation, so they could still have an impact but this has been assumed to be cost neutral to Bradford for the purposes of this forecast.

#### **b– Revenue Support Grant (RSG) (7% of 2017/18 gross funding excluding schools and 17% of 2017/18 net expenditure)**

The Council successfully applied for the multi year settlement which provided some certainty on the Revenue Support Grant (RSG) and the rate of reduction during the period to April 2020. The multi year settlement may be adjusted due to unforeseen circumstances and with the uncertainty for the national economy resulting from Brexit negotiations could result in changes to local government finances if the national economy does not perform as well as forecast. The next national budget will be in Autumn 2017 and further adjustments may be announced then together with the government's update on the efficiency savings of £3.5bn which are currently unallocated to government departments.

Since the Council budget was set in February 2017 further papers have been issued regarding the potential business rates reforms and these indicate that Revenue Support

Grant will be one of the grants that will be rolled into the retained business rates. Given that there is uncertainty on the extent of business rates reforms it is unclear whether Revenue Support Grant will still be abolished from April 2020.

However, for the purposes of this forecast we have assumed that RSG will fall to zero. This assumption will be kept under review.

### **c- Schools National Funding Formula and Academisation**

The academisation programme will continue to change the relationship of the Council with schools and hence the Council will need to carefully consider the activities it undertakes in respect of the education agenda.

The amount of Dedicated Schools Grant (DSG) is in the main passported directly to schools and therefore the transfers to academies, whilst affecting how the Council might undertake its duties in respect of education, will have a lesser effect on the net budget of the Council. However, there is an amount of DSG that is used to fund services provided by the Council and this has been forecast to decline as we move to a sector led model.

## **6.2 Local Influences**

### **a) Business Rates (7% of 2017/18 gross funding excluding schools and 15% of 2017/18 net expenditure)**

As previously noted the landscape for business rates is potentially going to change which makes the forecasting of the business rate income difficult. Following the general election and the June 2017 Queen's Speech the extent of business rates reform is now uncertain as some of the elements do not require primary legislation whereas other elements of the proposed reforms would. For the purposes of this forecast any changes to the national system are assumed to be revenue neutral to Bradford. However, as mentioned in section 1.1c above the academisation process will impact on business rate income as schools that convert to academy status will get mandatory relief as charities, which is estimated to be in the region of £3.1m.

For future years the MTFs assumes a minimum underlying level of growth in the Council's net Business rates yield consistent with an annual increase in Business rates multiplier capped at 2%.

In 2017/18 the Council is to receive £7.2m in Section 31 grants to compensate the Council for the loss of business rates income as a result of Business Rates Reliefs included in the March 2017 budget.

Nothing has been provided for the Business Rates Transitional Relief Scheme as it is assumed that government funding is sufficient to cover the costs of the scheme.

The cost of appeals against the 2010 rating list continues to adversely affect the Council's Business Rate Income. At 31 March 2017, based on information provided by the Government's Valuation Office Agency, there were 1,520 appeals outstanding with a rateable value of £159m. To cover the cost of settling these appeals an estimated £11.8m has been provided for in the Business Rates Collection Fund. This has contributed to a deficit on the Business Rates Collection fund at 31 March 2017. Bradford's share of which

(49%) will be recouped in 2017/18 from locally retained Business Rate income in order to bring the Collection fund back into balance.

The Council continues to commit to being a Member of the Leeds City Region Pool along with the other four West Yorkshire Authorities, Harrogate and York. The advantage of the pooling arrangement is that levy income generated by Leeds, Harrogate and York is retained in the region as opposed to being paid over to the Government. The future distribution of any levy income generated will be determined by the Leeds City Region Business Rates Joint Committee and is outside the scope of this Forecast.

The business rate reforms may lead to the levy being abolished which would remove one of the primary reasons for establishing a business rates pool.

**b Council Tax Levels (19 % of 2017/18 gross funding excluding schools and 46% of 2017/18 net expenditure)**

For 2017/18 the limit on raising council tax remained at 2% and it is assumed that this referendum limit will remain during the period covered by this forecast. With a 2017/18 Band D Council tax of £1257.86 (including the social care precept of 3.0%) the Council continues to set one of the lowest Band D Council Taxes of all Metropolitan Districts. (5th lowest in 2017/18)

In total the Council budgeted to raise £171m in Council Tax in 2017/18.

The government announced in the local government settlement the flexibility to raise the social care precept by 3% in 2017/18 and 2018/19 with no increase in 2019/20. The government have made no commitment to the ability to raise a social care precept beyond April 2020 so no further social care precept increase have been assumed in this forecast. This has led to a change in the forecast for 2020/21 of £3.7m.

Any future increase in Council Tax will be consulted on as part of the Budget process. In February 2017 Full Council indicated a 3.99% Council Tax rise for 2018/19. This figure has been included in this forecast with further increase of 1.99% p.a. for subsequent years. If no council Tax increase were made the budgetary gap by 2023/24 would increase to £42m.

With early indications pointing to a growing number of new properties being built in the District the Council Tax base has been increased by an estimated 750 Band D properties in 2017/18 continuing to increase at this level in subsequent years. This may prove to be a relatively cautious estimate and will be kept under review as the Local Plan is implemented. The New Homes Bonus forecast in section 2.1c is based on this forecast increase in Band D properties.

It is important to understand the profile of the categorisation of properties in the District and the effect it has on limiting the revenue that can be raised through Council Tax increase compared to more affluent areas. The table below shows that 124,383 or 78% of properties fall within bands below Band D. This clearly limits the amount of money that a rise in Council Tax will raise compared to other districts that have property profiles skewed to higher council tax bands.

**Council Tax Band Analysis 2017/18**

	<b>A*</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>Total</b>
Equivalent number of properties	91	57,155	34,862	32,275	15,225	10,988	5,274	3,328	237	159,436
Band D Ratio	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D Equivalent number of properties	51	38,104	27,115	28,689	15,225	13,430	7,618	5,546	474	136,252

**7.1 Core Funding – specific grants**

In addition to the funding announced in the Final Local Government Settlement details of the main grants that will be paid to the Council have been announced which will be used to fund over £71m of the Council's gross expenditure, the most significant being the ring fenced Public Health Grant.

	<b>2017/18</b>
	<b>£m</b>
Local Council Tax Support and Housing Benefit Admin Subsidy	3.6
Public Health Grant	42.9
Adult Social Care Support Grant (one off temporary funding)	2.3
New Homes Bonus	8.3
Returned New Homes Bonus top sliced monies	0.3
Section 31 Business Rates Compensation	
Small Business Rates	7.2
Top Up and Multiplier 2% Cap	1.9
<b>Total</b>	<b>69.2</b>

**a) Public Health**

To cover the cost of public health services delivered by the Council, the Department of Health will pay the Council a ring fenced grant of £42.9m in 2017/18. The Head of Public Health England previously indicated the probable level of cuts to the Public Health grant up to and including 2019/20 and these cuts have been included in this forecast. This means future contract inflationary pressures will have to be absorbed from the within the Public Health grant.

This forecast assumes that the level of Public Health funding will remain cash flat post 2020.

**b) Education Services Grant (ESG)/School Improvement Grant**

The retained duties element of the Education Services Grant is now funded through the Dedicated Schools Grant and will therefore be subject to recommendations from the

Schools Forum. It is assumed that £1.4m will continue to be paid to the Council in respect of retained duties on a cash flat basis.

The general duties element of ESG is being withdrawn from September 2017 and no income has been recognised for this. There has been no indication whether the School Improvement Grant will continue to be paid and nothing has been included in this forecast. If the grant is continued to be paid it is recommended that this is treated as a corporate resource in line with the treatment of the ESG.

**c) New Homes Bonus Grant**

The Spring 2017 Budget saw the introduction of the reform to the New Homes Bonus (NHB) that had previously been consulted on. The changes to the NHB were:

- Reduce the legacy payments from 6 years to 5 years in 2017/18 and then to 4 years in 2018/19;
- A “deadweight” factor so that no NHB will be paid to a local authority for housing growth of less than 0.4%; and
- From 2018/19 the Government will withhold NHB payments that do not support housing growth. Two potential examples of this are where housing developments proceed following a successful appeal and to those local authorities that do not have an approved Local Plan. There will be further consultation on these elements.

The forecast of the NHB reflects the reduction in the legacy payments down to four years together with the deadweight factor. No reduction in the forecast has been made for any potential NHB being withheld due to the Council not supporting housing growth. As can be seen in the table below the forecast amount of NHB is dramatically reduced due to the introduction of the deadweight factor.

<b>Forecast New Homes Bonus</b>							
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Yr1	1.756						
Yr2	1.863						
Yr3	1.708	1.708					
Yr4	1.916	1.916	1.916				
Yr5	1.004	1.004	1.004	1.004			
Yr6 est		0.100	0.100	0.100	0.100		
Yr7 est			0.101	0.101	0.101	0.101	
Yr8 est				0.101	0.101	0.101	0.101
Yr9 est					0.102	0.102	0.102
Yr10 est						0.104	0.104
Yr11 est							0.106
<b>Total payable</b>	<b>8.249</b>	<b>4.729</b>	<b>3.121</b>	<b>1.306</b>	<b>0.404</b>	<b>0.408</b>	<b>0.413</b>

The dramatic reduction in the forecast NHB will mean that the potential to use this source of funding to bolster s106 receipts will need to be reconsidered.



#### **d) Local Council Tax Support and Housing Benefit Administration**

With no clarity on when Housing Benefit Administration will fully transfer to the Department of Work and Pensions (DWP), a reduction of £300k p.a. has been assumed in the two separate grants the Council receives to fund the cost of administering Council Tax reduction (CTR) scheme and Housing Benefit. The reduction has been factored into the underlying funding gap as opposed to being addressed by the Service.

#### **e) Local Welfare Assistance Funding**

The Forecast assumes no external funding for Local Welfare Assistance.

### **8.1 Schools Funding**

Of the Council's gross spend of over £1.2bn, £325.4m is spent by schools and funded from the ring fenced grants, Dedicated Schools Grant (DSG), Pupil Premium and Post 16 funding.

The national funding formula for schools and academies is currently at second stage consultation. It is expected that an announcement confirming the arrangements and timescale for implementation will be made in early autumn.

### **9.1 Reserves**

At the start of year, the Council has £14.5m of unallocated reserves (1.7% of the Council's gross budget excluding schools) as a contingency reserve.

The level of unallocated reserves will be kept under the review, in the light of the Council's External Auditor's recommendation in their June 2015 report on the Council's arrangements for securing Value for Money "that unallocated reserves should not be allowed to fall below the level determined prudent by the Council's Section 151 Officer". This recommendation was reiterated in their report in September 2016. Consequently this forecast assumes that no calls on the unallocated reserves are made during this forecast period.

In the budget papers it was assumed that in the two year period 2018/19 and 2019/20 reserves would be replenished by £7.3m. Given the new pressures identified in this forecast this has been reduced to £5.5m.

All other balances are set aside to meet the cost of future commitments and political priorities. The utilisation and purpose of which will be subject to regular scrutiny.

### **10.1 European Funding**

The Council is in receipt of EU Structural funds and works with businesses and the VCS across the district on EU programmes. It is anticipated that following the vote to leave the EU that central government monies will be directed to the regions to replace any potential loss of EU structural funding.

If the funding is not replaced it will have a negative impact on the range and type of interventions the Council can be involved with.

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## Report of the Strategic Director of Children's Services to the meeting of Executive Committee to be held on 11 July 2017.

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### Subject:

#### Primary School Proposed Expansions

#### Summary statement:

This report asks the Executive to:

- Approve the proposals to enlarge All Saints' C of E Primary School premises by increasing the capacity of the school from 315 to 420 from September 2018 onwards.
- Approve the proposals to enlarge Poplars Farm Primary School premises by increasing the capacity of the school from 210 to 420 from September 2018 onwards.

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Michael Jameson  
Strategic Director -  
Children's Services

**Portfolio:****Children's Services**

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**Overview & Scrutiny Area:****Children's Services**

## **1. SUMMARY**

This report asks the Executive to:

- 1.1 Approve the proposals to enlarge All Saints' C of E Primary School (Ilkley) premises by increasing the capacity of the school from 315 to 420.
- 1.2 Approve the proposals to enlarge Poplars Farm Primary School premises by increasing the capacity of the school from 210 to 420.

## **2. BACKGROUND**

- 2.1 Over the last few years there has been an increase in the pupil population within the District. Recent data however shows a slight reduction in the number of children across the district requiring places in September 2017. The numbers do increase for entry in 2018 onwards in particular as a result of new housing in parts of the District. The Council is also working towards having 5% surplus across the District to ensure that new families coming into the District can be placed in an appropriate school.
- 2.2 Using data from previously published forecasts, the Local Authority proposed to increase the Published Admission Number (PAN) of All Saints' C of E Primary School (Ilkley) from 45 to 60 and Poplars Farm Primary School from 30 to 60 for September 2018. An increase in PAN is not a change requiring statutory consultation. However for a community school, the Local Authority (as admission authority) must consult at least the governing body of the school where it proposes to increase the PAN.
- 2.3 For some schools where an increase in PAN has been proposed there will also be the need to enlarge the premises which would increase the physical or net capacity of the school. For some enlargements which are significant changes there is a requirement to publish statutory proposals. Statutory proposals are required for proposed enlargements of premises of schools where the capacity of the school is increased by both more than 30 pupils and by 200 pupils or 25% of the existing capacity, whichever is the lesser. For all enlargements less than this, publication of statutory notices is not required. Note any incremental increases in the last 5 years must be taken into account when calculating the overall size of the enlargement.
- 2.4 There is no longer a prescribed pre-publication consultation period for significant changes. However, DfE guidance states that there is strong expectation on schools and Local Authorities that they consult interested parties in developing their proposals prior to publication, as part of their duty under public law to act rationally and to take into account all relevant considerations. All responses received to such consultation must then be considered in deciding whether to publish the necessary statutory proposals.
- 2.5 If there is a proposal to increase the PAN which would involve a statutory proposal to enlarge the premises increasing the physical capacity of the school there are therefore two related consultation processes:
  - i) Consultation on the proposal to increase the PAN
  - ii) Consultation on the proposal to enlarge the premises increasing the physical capacity of the school prior to publication of statutory proposals

### 3. OTHER CONSIDERATIONS

#### CONSULTATION

##### 3.1 All Saints

Consultation on a change to the Published Admission Number (PAN) from 45 to 60 and to enlarge the premises of All Saints' C of E Primary School (Ilkley) from 315 to 420 was carried out between 2 November 2016 and 16 December 2016. See Appendix A. A summary of the analysis of responses to the consultation is appended to this report Appendix D

- 3.1.1 The list of those consulted is shown in Appendix C. The local media publicised the consultation. Details were also placed on the Council's website and on Bradford Schools Online, Facebook and Twitter.
- 3.1.2 At its meeting on 7 February 2017 Executive approved the increase of the PAN from 45 to 60 from 1 September 2018 and authorised the publication of statutory proposals to enlarge the premises of the school by increasing the capacity from 315 to 420 from 1 September 2018.
- 3.1.3 Standalone statutory proposals were published on 27 April 2017 for the enlargement of the premises of All Saints' C of E Primary School (Ilkley) by increasing the capacity from 315 to 420 from 1 September 2018. See Appendix F.
- 3.1.4 During the representation period of 4 weeks any person or organisation could submit comments on and objections to the proposal to the Council to be taken into account by the decision maker. No responses to these statutory proposals were received.

##### 3.2 Poplars Farm

Consultation on a change to the Published Admission Number (PAN) from 30 to 60 and to enlarge the premises of Poplars Farm Primary School from 210 to 420 was carried out between 2 November 2016 and 16 December 2016. See Appendix B. A summary of the analysis of responses to the consultation is appended to this report Appendix E

- 3.2.1 The list of those consulted is shown in Appendix C. The local media publicised the consultation. Details were also placed on the Council's website and on Bradford Schools Online, Facebook and Tter.
- 3.2.2 At its meeting on 7 February 2017 Executive approved the increase of the PAN from 30 to 60 from 1 September 2018 and authorised the publication of statutory proposals to enlarge the premises of the school by increasing the capacity from 210 to 420 from 1 September 2018.
- 3.2.3 Standalone statutory proposals were published on 27 April 2017 for the enlargement of the premises of Poplars Farm Primary School by increasing the capacity from 210 to 420 from 1 September 2018. See Appendix G.
- 3.2.4 During the representation period of 4 weeks any person or organisation could submit comments on and objections to the proposed to the Council to be taken into account by the decision maker.
- 3.2.5 Since the November consultation and subsequent publication of statutory notices, up to date nhs data provided by the health authority has been received. This appears to show a reduction in the number of children of all age groups across the District. Despite the overall reduction, demand for school places in the Bradford East planning area is still higher than the current capacity in the area.
- 3.2.6 Only two responses to these statutory proposals was received objecting to the proposal, however the one objection being that the students would receive less contact hours and therefore would mean a decrease in overall results and standards and concerns about

parking. The second being about access, parking and traffic already considered plus the number of children and youths who could cause littering and nuisance. See Appendix H.

- 3.2.6 As pointed out in the Executive Report of 7 February 2017 section 2.10.4, it is not envisaged that the school will be required to teach in classes larger than 30.

## **4. OPTIONS**

- 4.1 Considering the results of the consultations, the Executive can decide to:

### **4.2 All Saints' C of E Primary School (Ilkley)**

a) Approve the stand alone proposal to enlarge the premises of All Saints' C of E Primary School (Ilkley) by increasing the capacity of the school premises from 315 to 420 from 1 September 2018 (subject to the grant of planning permission) .

### **4.3 OR**

b) Reject the proposal to enlarge the premises of All Saints' C of E Primary School (Ilkley) .(subject to the grant of planning permission).

### **4.4 4.6 Poplars Farm Primary School**

a) Approve the stand alone proposal to enlarge the premises of Poplars Farm Primary School by increasing the capacity of the school premises from 210 to 420 from 1 September 2018.

### **OR**

b) Reject the proposal to enlarge the premises of Poplars Farm Primary School .

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

- 5.1 Schools receive funding through the Fair Funding Formula which allocates funding to schools based on the number of pupils attending the school.

- 5.2. Basic Needs Funding would be used for expansion of the primary schools subject to approval and responses to the publication of Statutory Notices.

- 5.3 The estimated cost for the enlargement of All Saints' C of E Primary School currently stands at £2.1 million.

- 5.4 The estimated cost for the enlargement of Poplars Farm Primary School current stands at £3.6 million.

## **6 RISK MANAGEMENT**

- 6.1 There are no significant risks arising out of the implementation of the proposed recommendations.

## **7. LEGAL APPRAISAL**

The Local Authority has a duty to ensure there are sufficient school places in the District.

- 7.1 Statutory proposals are required for proposed enlargements of premises of schools where the capacity of the school is increased by both more than 30 pupils and by 200 pupils or 25% of the existing capacity, whichever is the lesser.

- 7.2 There is no longer a prescribed pre-publication consultation period for significant changes. However, statutory DfE guidance states that there is strong expectation on schools and Local Authorities that they consult interested parties in developing their proposals prior to

publication as part of their duty to act rationally and to take into account all relevant considerations. All responses received to such consultation must be considered in deciding whether to publish the necessary statutory proposals on the basis proposed.

7.3 At its meeting on 7 February 2017 Executive approved the publication of statutory proposals to enlarge the premises of the schools by increasing their net capacities. Statutory proposals were published on 27 April 2017 with a four week Representation Period during which period any person or organisation could submit comments on or objections to the proposals to the Council to be taken into account by the decision maker. These will be considered by the Executive in its capacity as decision-maker when it determines the proposals at the end of the Representation Period. Executive can decide to reject, approve, approve with modifications, or approve subject to certain conditions e.g. granting of planning permission.

7.4 The following factors need to be considered in deciding whether or not to approve Statutory Proposals. The Executive should:-

- be satisfied that: appropriate consultation and representation period has been carried out
- all comments and objections received must be considered by the Executive
- consider the quality and diversity of schools in the relevant areas
- consider the demand for new school places
- in assessing demand consider proposal admission arrangements
- have regard to the Public Sector Equality Duty
- consider impact on community cohesion
- be satisfied that travel and accessibility has been properly taken in to account
- be satisfied that any land, premises or capital required to implement the proposal will be available
- consider if the schools will be able to fulfil the legal requirement that suitable outdoor space can be provided in order to enable physical education is provided to pupils in accordance with the school curriculum; and that pupils play outside. The provision may be fulfilled by access to suitable facilities off-site

## **8. OTHER IMPLICATIONS**

### **8.1 EQUALITY & DIVERSITY**

The Local Authority's admissions policy and admission criteria must not discriminate directly or indirectly against any group or individual. Equalities Impact Assessment was completed on 26 May 2017 (see Appendix H)

### **8.2 SUSTAINABILITY IMPLICATIONS**

Any buildings works undertaken as part of these proposals will have an impact on sustainability in the district. The Local Authority will aim to ensure that development is undertaken in a sustainable way which minimises the future impact of the Local Authority's carbon footprint.

### **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

The proposals would not impact on gas emissions. If children are able to attend their local schools this could lead to a reduction in emissions.

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

Concerns have been raised in relation to traffic and parking issues. The Local Authority will work with both Schools to try and mitigate any adverse impact on traffic and parking.

### **8.5 HUMAN RIGHTS ACT**

There are no direct Human Rights implications arising from this report.

## 8.6 TRADE UNION

Trade unions have been informed of the proposals. The proposed enlargement of the schools may lead to an increase in staffing levels.

## 8.7 WARD IMPLICATIONS

Ward Councillors have been consulted about the proposed changes to the Schools in their wards

## 9. NOT FOR PUBLICATION DOCUMENTS

None.

## 10. RECOMMENDATIONS

- 10.1 The Executive is asked to approve the proposals to enlarge the premises of All Saints' C of E Primary School (Ilkley) by increasing the capacity of the school premises from 315 to 420 from 1 September 2018 (subject to the granting of planning permission).
- 10.2 The Executive is asked to approve the proposals to enlarge the premises of Poplars Farm Primary School by increasing the capacity of the school premises from 210 to 420 from 1 September 2018 (subject to the granting of planning permission).

## 11. APPENDICES

- Appendix A Sample consultation letter All Saints' C of E Primary School (Ilkley)
- Appendix B Sample consultation letter Poplars Farm Primary School.
- Appendix C List of Consultees
- Appendix D Summary (i) and comments (ii) previously submitted in response to consultation on All Saints' C of E Primary School (Ilkley)
- Appendix E Summary (i) and comments (ii) previously submitted in response to consultation on Poplars Farm Primary School
- Appendix F Copy of Statutory Proposal to enlarge the premises of All Saints' C of E Primary School (Ilkley)
- Appendix G Copy of Statutory Proposal to enlarge the premises of Poplars Farm Primary School
- Appendix H Response to Poplars Farm Statutory Notices
- Appendix I Equalities Impact Assessment

## 12. BACKGROUND DOCUMENTS

The School Admissions Code 2014.  
Education Organisation Plan  
Executive Report 7 February 2017



**Department of Regeneration**

Education Client Services  
 First Floor  
 Margaret McMillan Tower  
 Princes Way  
 Bradford BD1 1NN

Parents/Carers of Children Attending  
 All Saints' C of E Primary School (Ilkley)

Tel: (01274) 439346  
 Email: Nina.mewse@bradford.gov.uk

Date: 2 November 2016

Dear Parent/Carer

**Consultation on increasing the Published Admission Number (PAN) and the Expansion of All Saints' C of E Primary School (Ilkley) in the Wharfe Valley Primary School Planning Area.**

This letter is to seek your views on the proposed enlargement of All Saints' C of E Primary School.

We are proposing to increase the Published Admission Number (PAN) at All Saints' C of E Primary School from 45 to 60. The net capacity of the school is currently 315 and would be increased to 420.

The number of reception places required across the District continues to increase due to the increasing population and numbers of housing developments. This year the demand for places in Ilkley has become particularly challenging and we are therefore consulting on increasing the PAN and capacity of All Saints' C of E Primary school in Ilkley.

Actual numbers at the school and other schools in the Wharfe Valley planning group show:

School	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Addingham	30	18	32	32	30	31	25
<b>All Saints'</b>	<b>44</b>	<b>46</b>	<b>47</b>	<b>44</b>	<b>45</b>	<b>49</b>	<b>44</b>
Ashlands	56	59	64	67	64	77*	61
Ben Rhydding	28	31	32	32	34	33	26
Burley & Woodhead	30	30	32	32	30	32	31
Burley Oaks	59	60	64	66	59	63	58
Menston	48	62	81*	58	59	67	44
The Sacred Heart	25	25	34	31	30	31	29
Total	320	331	386	362	351	383	318

\*Bulge classes

The total number of reception places available is currently 345, the actual number of first preferences for schools in this area for admission in 2016 was 321. However there do not this year appear to be any children applying from the new housing development in Menston compared with last year.

Ashlands, Burley Oaks and Menston Primary schools have already expanded to help meet the demand for places.

available) for the Wharfe Valley planning area shows

Planning Area	Age 0	Age 1	Age 2	Age 3	Age 4	Age 5	Age 6	Age 7	Age 8	Age 9
Wharfe Valley	345	346	363	378	346	344	387	345	363	355
Reception year	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008

However these figures will not include children of families who may move into the new housing developments in this area. Families moving into the District are not always included in the information provided by the Health Authority as they may not register with GPs or Health Centres immediately they arrive particularly for the younger ages.

The school is on a sufficiently large site to allow modifications to be made to the buildings to increase its' capacity and for additional car parking spaces to be created. The Local Authority would work closely with the school to ensure that educational requirements continue to be met and for least disruption to be caused to the pupils and staff.

There would be no changes to admission arrangements for the school other than increasing the number of reception children allocated each year to 60 from September 2018.

This letter is therefore to gain your views and comments on the Council's proposed enlargement of the school premises and an increase in the school's published admission number as part of the overall consultation prior to any decision being made. We will also be informing the local community and other stakeholders in the area.

The consultation process will continue until 16 December 2016 after which a full analysis and report with recommendations will be made to the Executive of the Council in February 2017.

Letters of consultation are also to be sent to the schools in your primary school planning area, to parents of known Early Years children in the area, the Catholic and Church of England Diocese, the Muslim Association and other relevant bodies and Local Authorities.

Any comments or suggestions can be made on the response form which is included. This should be forwarded to Nina Mewse at the above address or alternatively emails may be sent to: [educationconsultation@bradford.gov.uk](mailto:educationconsultation@bradford.gov.uk). quoting changes to All Saints' C of E Primary School.

Yours sincerely



Nina Mewse  
Senior Provision and Places Officer

**Response Form**

Please complete details below and return to:

**Nina Mewse**  
**Senior Provision and Places Officer, Education Client Services,**  
**1<sup>st</sup> Floor, Margaret McMillan Tower, Princes Way, Bradford BD1 1NN by 16 December 2016**  
**at the very latest.**

**Consultation on increasing the Published Admission Number (PAN) and the Expansion of All Saints' C of E Primary School (Ilkley)**

Name .....(optional) Home address **postcode** .....

Please tick as relevant:

- I am: A parent/carer  Member of school staff  A school governor   
Local Councillor  Member of the Local Community  Parent of younger child   
Other,  please give details: .....

- Option 1. Agree that All Saints' C of E Primary school be expanded to enable it to increase its admission number from 45 to 60
- Option 2. Disagree that the school should be expanded.

Thank you for taking the time to consider the options and for giving your opinion.

Please ensure that this form is returned to the above address or email to [educationconsultation@bradford.gov.uk](mailto:educationconsultation@bradford.gov.uk) by 16 December 2016 at the very latest.





Parents/Carers of Children Attending  
Poplars Farm Primary School

**Department of Regeneration**

Education Client Services  
First Floor  
Margaret McMillan Tower  
Princes Way  
Bradford BD1 1NN

Tel: (01274) 439346  
Email: Nina.mewse@bradford.gov.uk

Date: 2 November 2016

Dear Parent/Carer

**Consultation on increasing the Published Admission Number (PAN) and the Expansion of Poplars Farm Primary School in the North East 2 Primary School Planning Area.**

This letter is to seek your views on the proposed enlargement of Poplars Farm Primary School.

We are proposing to increase the Published Admission Number (PAN) at Poplars Farm Primary School from 30 to 60. The net capacity of the school is currently 210 and would be increased to 420.

The number of reception places required across the District continues to increase due to the increasing population and numbers of housing developments. This year the demand for places in this area has become particularly challenging and we are therefore consulting on increasing the PAN and capacity of Poplars Farm Primary School.

Actual numbers at the school and other schools in the North East 2 planning group show:

School	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Fagley	30	30	30	30	30	31	29
Grove House	60	54	60	60	60	60	59
<b>Poplars Farm</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>35</b>	<b>29</b>	<b>30</b>	<b>28</b>
St Clare's	30	30	30	29	31	28	21
St Francis	32	30	29	31	29	30	27
St Luke's	30	30	32	31	32	30	28
Swain House	60	59	63	64	64	64	58
Wellington	65	61	64	62	61	61	60
Total	337	324	338	342	336	334	310

The total number of reception places available is currently 330, the actual number of first preferences for schools in this area for admission in 2016 was 359. There have been particular pressure on Poplars Farm due to the new housing developments in the Canal Road area.

Fagley and St Clare's have already increased their PANs to help meet the demand for places in this area and a number of children have been admitted above PANs via the appeals process in some cases meaning larger class sizes.

Health Authority data (HA) for all children registered up to 31<sup>st</sup> August 2015 (latest figures not yet available) for the Wharfe Valley planning area shows

Planning Area	Age 0	Age 1	Age 2	Age 3	Age 4	Age 5	Age 6	Age 7	Age 8	Age 9
North East 2	371	346	346	354	372	339	359	327	333	335
Reception year	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008

However these figures will not include children of families who may move into the new housing developments in this area. Families moving into the District are not always included in the information provided by the Health Authority as they may not register with GPs or Health Centres immediately they arrive particularly for the younger ages.

A feasibility study has been carried out on and around the school on how the school building could be expanded. The Local Authority would work closely with the school to ensure that educational requirements continue to be met and for least disruption to be caused to the pupils and staff.

There would be no changes to admission arrangements for the school other than increasing the number of reception children allocated each year to 60 from September 2018.

This letter is therefore to gain your views and comments on the Council's proposed enlargement of the school premises and an increase in the school's published admission number as part of the overall consultation prior to any decision being made. We will also be informing the local community and other stakeholders in the area.

The consultation process will continue until 16 December 2016 after which a full analysis and report with recommendations will be made to the Executive of the Council in February 2017.

Letters of consultation are also to be sent to the schools in your primary school planning area, to parents of known Early Years children in the area, the Catholic and Church of England Diocese, the Muslim Association and other relevant bodies and Local Authorities.

Any comments or suggestions can be made on the response form which is included. This should be forwarded to Nina Mewse at the above address or alternatively emails may be sent to: [educationconsultation@bradford.gov.uk](mailto:educationconsultation@bradford.gov.uk). quoting changes to Poplars Farm Primary School.

Yours sincerely



Nina Mewse  
Senior Provision and Places Officer

**Response Form**

Please complete details below and return to:

**Nina Mewse**

**Senior Provision and Places Officer, Education Client Services,  
1<sup>st</sup> Floor, Margaret McMillan Tower, Princes Way, Bradford BD1 1NN by 16 December 2016 at  
the very latest.**

**Consultation on increasing the Published Admission Number (PAN) and the Expansion  
of Poplars Farm Primary School.**

Name .....(optional) Home address **postcode** .....

Please tick as relevant:

- I am: A parent/carer  Member of school staff  A school governor   
Local Councillor  Member of the Local Community  Parent of younger child   
Other,  please give details: .....

Option 1. Agree that Poplars Farm Primary School be expanded to enable it to increase its admission number from 30 to 60

Option 2. Disagree that the school should be expanded.

Comments:

Thank you for taking the time to consider the options and for giving your opinion.

Please ensure that this form is returned to the above address or email to [educationconsultation@bradford.gov.uk](mailto:educationconsultation@bradford.gov.uk) by 16 December 2016 at the very latest.

## List of Consultees

ADs Children's Services
All Cllrs
All Neighbourhood Forums
Parish Councils
All Schools
Catholic Diocese
CE Diocese
Council for Mosques
Children's Services Managers
Early Years Officers
Bradford Achievement Service
Head /Chair Governors
Media
MPs
Muslim Assoc.
OLA - Leeds, NY.Kirklees, Calderdale
Other Early Years providers
Parents (via schools)
Playgroups
Private/Independent schools
School Staff
Unions/OJC
Bradford Schools online
Bradford Website
Bradford Youth Service
Facebook
Twitter
Other Officers: Planning; Highways

## Summary of responses to consultation on All Saints' C of E Primary School (Ilkley) expansion

Consultation was open between 2 November 2016 and 16 December 2016.

A total of 47 responses were received , one on 19 December which has been included. Where provided, these were mainly from local people living in the LS29 9 area of the District but also included Menston, Bingley, Heaton in Bradford and LS21 which is part of the Leeds District.

Breakdown of responses:

Group	Agree	Disagree	Other/not clear
Parent	15	14	2
Staff member	4		
School Governor	1		
Parent & governor	2		
Parent & Staff member	1	1	
Parent of younger child	1	1	
Current parent & parent of younger child		1	
Other/Unknown	2	1	1
Total	26	18	3

Summary of those agreeing with the proposal:

- Very good school with space to expand.
- Popular well performing school.
- Seems to be the obvious primary school in Ilkley to expand, the additional places would serve the community and cater for future increases in demand.
- The desire to respond to local community needs and the increasing population.
- Recent developments in the curriculum means there is a move to teach in actual year groups rather than mixed age range classes, the move to 2 form entry would aid this.

Summary of those against the proposal

- Traffic congestion. (concerns raised by those who agree or disagree)
- Parking and inadequate provision of drop off points. (concerns raised by those who agree or disagree), particularly commuter parking.
- Lack of space/facilities, existing building not safe to take more children.
- Loss of outdoor playing area as the outside space is limited.
- Not convinced additional places are needed.
- Alternative schools should be expanded.
- Disruption.



## Summary of responses to consultation on Poplars Farm Primary school expansion

Consultation was open between 2 November 2016 and 16 December 2016.

A total of 52 responses were received, where provided, these were mainly from current parents of children attending the school and local people living in the BD2 area of the District.

Breakdown of responses:

Group	Agree	Disagree	Other
Parent	9	6	
Staff member	5	1	
School Governor	1		
Parent & member of staff		2	
Councillor			
Member of Local Community	1	18	
Parent of younger child	2		
Current parent & parent of younger child		1	
Other/Unknown		2	4
Total	18	30	4

Summary of those agreeing with the proposal:

- Agree that additional places are needed to meet the increasing demand.
- Children not previously allocated places.
- Provided funding/resources are provided.
- Agree but parking and traffic issues should be addressed.
- Agree but Poplars Park Road should become an all through road.

Summary of those against the proposal

- Significant concerns raised by locals on traffic, parking, access and congestion the main reasons for not wanting the increase.
- Complaints about behaviour of current parents/carers string particularly illegally parked and double parked vehicles, disregard of signs and road markings, blocking access and rude and aggressive parents.
- Increases in population should be dealt with in another way.
- Litter
- Safety

**Statutory proposal for a prescribed alteration****Proposal to Enlarge the Premises of All Saints CE Primary School Ilkley****School and Local Authority details:**

All Saints CE Primary School, Easby Drive, Ilkley LS29 9BE. This is a voluntary controlled school.

Local Authority - City of Bradford Metropolitan District Council, City Hall, Bradford BD1 1HY

**Description of alteration:**

The proposal is that the school should be enlarged to increase the capacity of the school premises from 1 September 2018. The proposal is to expand the school to 2 forms of entry to admit 60 children per age group.

The current capacity of the school is 315 pupils and the proposed increased capacity will be 420 pupils (ie 7 year groups of 60 pupils). The current number of pupils registered at the school is 321 which is above the school's measured net capacity due to the additional number of pupils admitted as a result of admission appeals.

The current admission number for the school is 45 pupils and the proposed admission number is 60 pupils. They will enter the reception year in September 2018 (aged four on 31 August 2018) and each following year until all age groups can admit 60 pupils.

No new or additional site is required for this change. Some additional building and/or remodelling of existing buildings will be required. This will be phased by agreement with the school, and be subject to the normal planning permission process.

**Evidence of demand:**

There are currently 345 reception places in the Wharfe Valley Primary School planning area with a total of 2415 places across all year groups. The planning area includes Ilkley, Addingham, Burley and Menston. All Saints CE Primary School is situated in Ilkley where the total number of reception places is currently 165 and the total number of places is currently 1155. The total number of pupils currently attending primary schools in Ilkley is 1185.

Forecasts using Health Authority data and demographic trends predict that the demand for reception school places will continue to increase over the next few years. All other schools in this area are already at capacity.

**Consultation:**

The Local Authority consulted interested parties and the consultation process started on 2 November 2016 and closed on 16 December 2016. A summary of the responses to the consultation is attached.

**Objectives:**

The objective of the proposal is to create additional capacity to accommodate the increasing demand for primary school places in the district caused by the growing local population.

The proposal would build on the good standards for teaching and learning already in place at the school and provide additional local places for local children without having any negative impact on other schools, academies and educational institutions in the area. This would also

increase parental choice in the area.

**Implementation and any proposed stages for implementation:**

The additional places proposed would enable the school to admit 60 reception children in a phased development targeted from 1 September 2018 onwards.

All pupils entering the reception year and each year thereafter will stay on roll until the end of Year 6 when they transfer to secondary school. It is proposed that all year groups in the school will be established and would have 60 pupils by September 2024.

**Project Costs:**

The final design solution is subject to detailed design and development and it is not therefore yet possible to estimate the full cost of delivery. The project will be funded by the Local Authority using basic needs funding. The updating of the fabric of the building will achieve long term value for money.

**Objections and comments:**

Within four weeks from the date of publication of this proposal, i.e. by 5pm on 25 May 2017, any person or organisation may object, support or make comments on the proposal by sending them to Nina Mewse, School Provision and Places Officer, 1<sup>st</sup> Floor Margaret McMillan Tower, Princes Way, Bradford, BD1 1NN or email [educationconsultation@bradford.gov.uk](mailto:educationconsultation@bradford.gov.uk)

## **Statutory proposal for a prescribed alteration**

### **Proposal to Enlarge the Premises of Poplars Farm Primary School**

#### **School and Local Authority details:**

Poplars Farm Primary School, Poplars Park Road, Bradford BD2 1LQ. This is a community school.

Local Authority - City of Bradford Metropolitan District Council, City Hall, Bradford BD1 1HY

#### **Description of alteration:**

The proposal is that the school should be enlarged to increase the capacity of the school premises from 1 September 2018. The proposal is to expand the school to 2 forms of entry to admit 60 children per age group.

The current capacity of the school is 210 pupils and the proposed increased capacity will be 420 pupils (ie 7 year groups of 60 pupils). The current number of pupils registered at the school is 213.

The current admission number for the school is 30 pupils and the proposed admission number is 60 pupils. They will enter the reception year in September 2018 (aged four on 31 August 2018) and each following year until all age groups can admit 60 pupils.

No new or additional site is required for this change. Some additional building and/or remodelling of existing buildings will be required. This will be phased by agreement with the school, and be subject to the normal planning permission process.

#### **Evidence of demand:**

There are currently 330 reception places in the North East 2 Primary School planning area with a total of 2301 places across all year groups. The total number of pupils currently attending the primary schools in this area is 2304.

Forecasts using Health Authority data and demographic trends predict that the demand for reception school places will continue to increase over the next few years. All other schools in this area are already at capacity.

#### **Consultation:**

The Local Authority consulted interested parties and the consultation process started on 2 November 2016 and closed on 16 December 2016. A summary of the responses to the consultation is attached.

#### **Objectives:**

The objective of the proposal is to create additional capacity to accommodate the increasing demand for primary school places in the district caused by the growing local population.

The proposal would build on the good standards for teaching and learning already in place at the school and provide additional local places for local children without having any negative impact on other schools, academies and educational institutions in the area. This would also increase parental choice in the area.

**Implementation and any proposed stages for implementation:**

The additional places proposed would enable the school to admit 60 reception children in a phased development targeted from 1 September 2018 onwards.

All pupils entering the reception year and each year thereafter will stay on roll until the end of Year 6 when they transfer to secondary school. It is proposed that all year groups in the school will be established and would have 60 pupils by September 2024.

**Project Costs:**

The final design solution is subject to detailed design and development and it is not therefore yet possible to estimate the full cost of delivery. The project will be funded by the Local Authority using basic needs funding. The updating of the fabric of the building will achieve long term value for money.

**Objections and comments:**

Within four weeks from the date of publication of this proposal, i.e. by 5pm on 25 May 2017, any person or organisation may object, support or make comments on the proposal by sending them to Nina Mewse, School Provision and Places Officer, 1<sup>st</sup> Floor Margaret McMillan Tower, Princes Way, Bradford, BD1 1NN or email [educationconsultation@bradford.gov.uk](mailto:educationconsultation@bradford.gov.uk)

## **Response to Poplars Farm Statutory Proposals.**

Firstly, Poplars farm primary is one of the last remaining good standard primary schools in Bradford and the BD2 area. Increasing the size will only drop standards as this has been proven in the past with other schools. Higher class numbers will only result in students receiving less contact hours and therefore a decrease in overall results and standards.

My secondary concern is in regard to the traffic congestion already causing major problems on Poplars park Road. There is a major build up of vehicles at school times which is causing problems for residents and parents. Selfish drivers are causing dangerous conditions as they regularly park on yellow lines and zig zag lines outside the school.

By expanding the school the traffic situation will only get worse and cause more problems for residents and parents and in turn the school and council. I firmly believe increasing the school size will have a detrimental effect on traffic around already small roads.

Finally, I would like to advise that an increase on school size has financial implications also. With current budget cuts this will no doubt leave the school in a far worse position.

I believe expanding the school will cause un-necessary issues and therefore I am truly against this. Good schools like Poplars farm need to be saved from a drop in education standards by expanding them un-necessarily. Please take this into account when making a final decision.

I am a parent and local resident to Poplars Farm school and I wish to object to the proposal in expanding the school due to the following reasons:

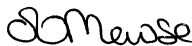
1. There is insufficient parking facilities and the school's travel plan has not indicated in any improvements to the mode of transport to the school. Despite allowing for further parking restrictions, this will only bring congestion to the residential area further away from the school. Parents will continue to bring children by car and doubling the capacity will almost have immediate adverse effect to the disruption caused by traffic.
2. The school access and egress is via the same road which requires all vehicles entering Poplars Farm Road to turn around and exit. There is no suitable provisions for this manoeuvre except a mini-roundabout which does not have sufficient swept paths for normal sized cars and situated on a gradient. One of the entries to the roundabout has frequently speeding vehicles as there are no traffic calming measures downstream.
3. The footways have insufficient width for the safe passage of mass pedestrians. There is a lack of maintenance on the overgrown vegetation on the verges which already reduces the footway width. I have raised this issue before with the council and the hazardous situation exists to this day.
4. No suitable pedestrian crossing provisions within Poplars Farm Road.

5. The highway alignment of the Poplars Farm Road causes severe inter-visibility with crossing pedestrians and on-coming traffic combined with narrow lane.
6. Access to King's Road will possibly require part-time signals which would increase journey time and reliability for the wider road network.
7. The school is situated on a higher level overseeing the residential area. The sound levels of children during the breaks and lunch time is echoed which currently is not a nuisance but may again be exacerbated by doubling the capacity.
8. A larger school may attract further littering, an area for youths to congregate and potential trespassing violations which is not welcomed to a generally peaceful community.

## Equalities Impact Assessment

<b>Department: School Organisation and Place Planning, Children's Services</b>	<b>Completed by (lead):</b> Nina Mewse	<b>Date of initial assessment:</b> 05/06/2017
<b>Area to be assessed: (i.e. name of policy, function, procedure, practice or a financial decision)</b>	Report to the Executive on Primary School Proposed Expansions for September 2018	
<b>Is this existing or new function/policy, procedure, practice or decision?</b>	Decision	
<b>What evidence has been used to inform the assessment and policy? (please list only)</b>		
Report details, Pupil Forecasts, Consultations		

<b>1. Describe the aims, objectives or purpose of the function/policy, practice, procedure or decision and who is intended to benefit.</b>	The report seeks to agree to the expansions of All Saints' Primary (Ilkley) and Poplars Farm Primary Schools, to ensure that all children regardless of age, gender, religious affinity or disability are able to gain access to a school.			
<b>The Public Sector Equality Duty requires the Council to have "due regard" to the need to:-</b> (1) eliminate unlawful discrimination, harassment and victimisation; (2) advance equality of opportunity between different groups; and (3) foster good relations between different groups (see guidance notes)	<b>2. What is the level of impact on each group/protected characteristics in terms of the three aims of the duty?</b>  <b>Please indicate high (H) medium (M), low (L), no effect (N) for each.</b>	<b>3. Identify the risk or positive effect that could result for each of the group/protected characteristics?</b>	<b>4. If there is a disproportionately negative impact what mitigating factors have you considered?</b>	
<b>Protected characteristics</b>	<b>Age</b>	L	n/a	n/a
	<b>Disability</b>	L	n/a	n/a
	<b>Gender reassignment</b>	L	n/a	n/a
	<b>Race</b>	L	n/a	n/a
	<b>Religion/Belief</b>	L	n/a	n/a
	<b>Pregnancy and maternity</b>	N	n/a	n/a
	<b>Sexual Orientation</b>	L	n/a	n/a
	<b>Sex</b>	L	n/a	n/a
	<b>Any other area</b>	n/a	n/a	n/a

<b>5. Has there been any consultation/engagement with the appropriate protected characteristics?</b>	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
<b>6. What action(s) will you take to reduce any disproportionately negative impact, if any?</b> None required		
<b>7. Based on the information in sections 2 to 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)</b>	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
<b>Assessor signature:</b> 	<b>Approved by:</b> Nina Mewse	<b>Date approved:</b> 05/06/17



## Report of the Strategic Director Children's Services to the meeting of Executive to be held on 11 July 2017

**K**

**Subject:**

**Early Help – Meeting our communities needs for the future**

**Vision**

Supporting families at the earliest point, improving children and young people's life chances and reducing demand for crisis services.

**Summary statement**

Ensuring effective Early Help arrangements for children, young people and families is an essential responsibility and statutory requirement of the Council and its partners. Bradford's existing arrangements for supporting families through Early Help have made progress but it is clear that further change is required in order to secure improved outcomes for children, young people and families.

The way key services are delivered is being transformed; this is due to ensuring the needs of families are met and also in response to the economic, technological and social changes and reducing public sector resources. Increasing demand for services, such as health and social care, and environmental changes requires innovation and behaviour change across the board to ensure the sustainability of the district, our economy and our communities.

Our Early Help arrangements have to tackle inequality in order to improve the long term prospects of families most in need. We need to:

- Improve the delivery of early interventions to stop families getting stuck and help them make clear progress towards their long-term outcomes;
- Improve the way we support families through a more joined up understanding of what support is available at universal and targeted levels from the Council and our partners but also from the communities themselves;
- Build greater resilience in communities and develop more ways to help families help themselves;
- Make our systems easier for families to navigate and so they only have to tell their story once;
- Further build on our Families First approach of seeking to have one family, one plan, one key worker and help families to receive the right support at the right time.

This proposed move towards working across a locality footprint will redesign a range of existing services into a more effective and efficient set of Early Help arrangements.

<p><b>Michael Jameson</b>  <b>Strategic Director</b></p>	<p><b>Portfolio:</b>          Education, Employment and Skills</p>
<p><b>Report Contact:</b>          Judith Kirk, Deputy Director          Phone: (01274) 431078          Email: <a href="mailto:Judith.kirk@bradford.gov.uk">Judith.kirk@bradford.gov.uk</a></p>	<p><b>Overview &amp; Scrutiny Area:</b>           Children's Services</p>

## **1. SUMMARY**

- 1.1 This paper is the beginning of redesigning and remodeling a set of services which deliver existing universal and preventative services to children, young people and families across a locality footprint.
- 1.2 Bradford's existing arrangements for early help and early years services have made progress but it is clear that further change is required in order to secure improved outcomes for children, young people and families. This report sets out the context for this work and recommends a more detailed paper is brought to the Executive in October 2017.
- 1.3 We want to make sure our approach will be - smarter in the way we do things, supporting service change and innovation including improvements in how we use technology to help families; children, young people and to help families receive the right support at the right time 'early in the life of a problem'. This will seek to reduce the need for high cost and late interventions. We want to ensure children live in strong protective families wherever possible where they are safer and that outcomes for them will be stronger.
- 1.4 As well as delivering a new set of early help arrangements we want to develop a model which is flexible and sustainable against the changing resources of the council, local and national partners, and assist in achieving efficiencies for the council into 2019/20.

## **2. BACKGROUND**

- 2.1 Bradford is a great northern City and District, with a rich history and a bright future. We are a big economy with globally successful businesses, a skilled and enterprising workforce and a distinctive identity that reflects our young, diverse and growing population. Our children and young people are our greatest asset and they will help us to achieve our aspirations to grow and develop the prosperity of the District.
- 2.2 Despite undoubted progress, the District faces big challenges. Some schools are not as good as our children need them to be, too many people do not work, not everyone has the home they want and not all of our neighbourhoods are as prosperous and desirable places to live as they could be. Some families in Bradford face multiple challenges and around a quarter of children are classified as living in poverty. We continue to experience high demand on social care services and we have increasing numbers of children with complex needs.
- 2.3 'Early Help' is a working definition to include a number of universal and targeted intervention and prevention services. Within the council, these services are currently located in Children's Social Care, Education, Employment and Skills, Public Health and the Place Department. Across our partners this also includes work done by schools, health services, police, the voluntary and community sector and other partners.



2.4 We know that early intervention needs to be well-managed and co-ordinated, particularly if families have multiple and complex needs. This requires a strong partnership approach that focuses on services working together to secure long term well-being across the District.

### **3. WORKING WITH PARTNERS AND ALIGNMENT OF ESTABLISHED PARTNERSHIP PRIORITIES**

3.1 Partnership working is vital in delivering the ambition and priorities of the District. As a district we are clear that we will only achieve our ambitions if all agencies work together and if we engage effectively with children, young people and their families.

3.2 We need to build on the work of our partnership to ensure we draw on the full range of resources, expertise and insight of all partners so we can better understand, and then act upon the needs of our children, young people and families. We want to further build on partnership strengths such as the adoption of Signs of Safety as an assessment and planning tool and strengths which emerged from our recent partnership Joint Targeted Area Inspection. Early help work seeks to contribute to District and Council priorities and these are summarised in appendix 1.

[Bradford District Plan 2016 - 2020](#)

[Bradford Council Plan 2016 – 2020](#)

[Bradford Children, Young People and Families Plan 2017 – 2020](#)

3.3 This includes the ‘imperatives’ set out in the Children, Young People and Families Plan to improve school attendance and reduce the numbers of children missing from home or school.

Appendix two of the report sets out some of the key partnership boards and partners involved in this work.

3.4 The Bradford District Partnership Board (BDPB) has recently commissioned some work to better understand the range of prevention and early intervention activities taking place across the district for communities of all ages. The initial commissioned piece of work is to map out the range of activities already in place, identify duplication and gaps, see where connections could be made and look at referral routes through them. Benchmarking and best practice from beyond Bradford will also be undertaken. Recommendations will then be made on how we can provide a more coherent and effective service to individuals.

3.5 The BDPD has met with the commissioned organisation, Peopletoo. Peopletoo will present their findings` to the Board on 22 September 2017. This will then frame the continued work of the Board and partners around prevention and early intervention and this will be an important link with work on early help in children’s services and build on work recently done as outlined below.



#### 4. TRANSFORMING EARLY YEARS AND EARLY HELP: OPPORTUNITIES FOR 2020, KPMG, 2016

4.1 In 2016, a report was commissioned by Bradford Council to investigate Children’s Services in the context of the changing financial and political climate, the benefits of investing in early help and the potential for service transformation. The report identified five key priorities for Bradford’s partnership approach to improving outcomes for vulnerable children and families:

- a. Maternal Health;
- b. Targeted parenting ability support;
- c. Addressing the toxic trio (parental mental ill health, domestic violence and substance misuse);
- d. Early education take-up and school attendance;
- e. Data-sharing and predictive intelligence capability.

KPMG reported *“Significant progress has been made in the district over the last three years, and this has been shown through the improvement in Bradford’s early years and NEET outcomes. The Council needs to now build on the momentum of these successes to develop a future-proof delivery model to address these challenges in early years and early help”*.

Key recommendations included:

Area	Recommendation
<b>Maternal health and parenting</b>	<ul style="list-style-type: none"> <li>• Develop a targeted maternal health offer to minimise the impact of poor lifestyle behaviours on child development outcomes;</li> <li>• Develop a targeted parenting support offer that utilises existing networks and outreach (go-to) approaches to improved awareness and parenting skills in deprived/in-need communities;</li> <li>• Could be delivered jointly by integrated early years and early help teams, and rely on universal early years workers to identify issues or target families</li> </ul>
<b>Integrated Early Help offer</b>	<ul style="list-style-type: none"> <li>• Integrate and consolidate all early help services and programmes into a single, joined up early help offer, which is targeted and delivered based on need and working closely with partners (police, NHS etc);</li> <li>• This would remove duplication, services specifically targeted towards addressing the toxic trio, school absence etc.</li> </ul>
<b>Move to a virtually coordinated delivery model</b>	<ul style="list-style-type: none"> <li>• A model which is agile and responsive to shifting hotspots of need.</li> </ul>
<b>Single data and intelligence function</b>	<ul style="list-style-type: none"> <li>• Create a single performance data repository, with aligned financial, service, activity and outcome data; producing proactive intelligence for targeting services.</li> </ul>



## 5. OVERVIEW OF THE NEEDS OF FAMILIES

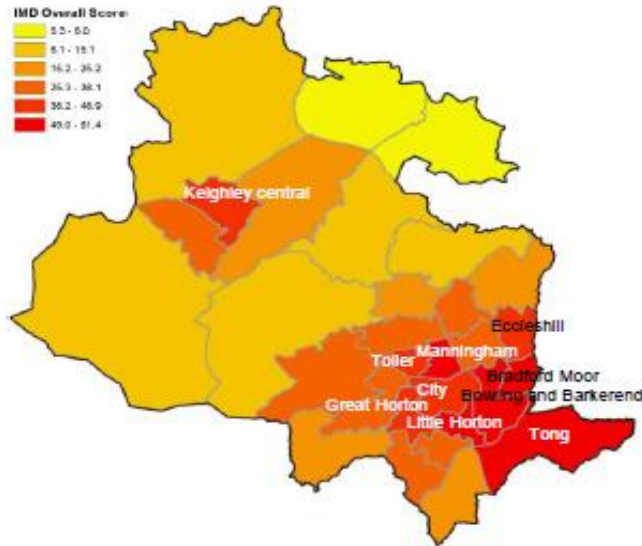
- 5.1 A significant piece of work was undertaken earlier this year which provides a baseline of local intelligence and data, covering a breadth of information covering maternity, health, education and social services. This analysis “*The overview of the needs of families in Bradford and Airedale*” will, alongside our existing data and information, underpin the development of a model for the future which will be used to:
- Identify areas and families most in need;
  - Coordinate the right range of services for families;
  - Build capacity within the community and voluntary sector to support a universal offer for all families to access.
- 5.2 In the context of high demand and limited resources, it is proposed to target services on the highest needs cohorts and the areas that are the most deprived, and perform most poorly (as defined within the Outcomes Framework).
- 5.3 We are constantly monitoring our own performance and assessing local needs in order to deliver the best services possible. The following are some of the current challenges we face concerning our children and young people. Further data analysis can be found in appendix 3.
- 5.4 Current mapping of key ward level outcomes and deprivation statistics show that it is consistently the same wards that have the poorest outcomes and the most need for support. The top ten wards clearly show a correlation between deprivation and outcomes in education, employment and care requirements. This information is used to inform the priorities for each service and for each area to target those children and families at the most risk.

Ward	Deprivation (IMD 2015)	NEET (%)	EYSFP 2016 (%)	LAC	CIN	CPP	16+ unemployment	18-24 unemployment
Manningham	61.373	3.8%	65.0%	15	52	26	735	180
Little Horton	53.896	4.6%	58.7%	16	55	21	675	155
Bradford Moor	51.232	3.3%	61.8%	15	81	27	510	130
Tong	50.668	4.5%	61.2%	23	77	34	540	120
Great Horton	43.947	3.5%	54.0%	19	44	25	370	90
Eccleshill	41.957	5.0%	64.9%	16	75	31	365	80
Bowling and Barkerend	53.917	3.6%	55.8%	20	35	29	645	140
Keighley Central	48.889	4.1%	61.5%	11	52	14	410	95
City	44.167	3.4%	53.6%	27	37	21	785	185
Toller	45.285	2.1%	59.0%	8	58	20	485	135

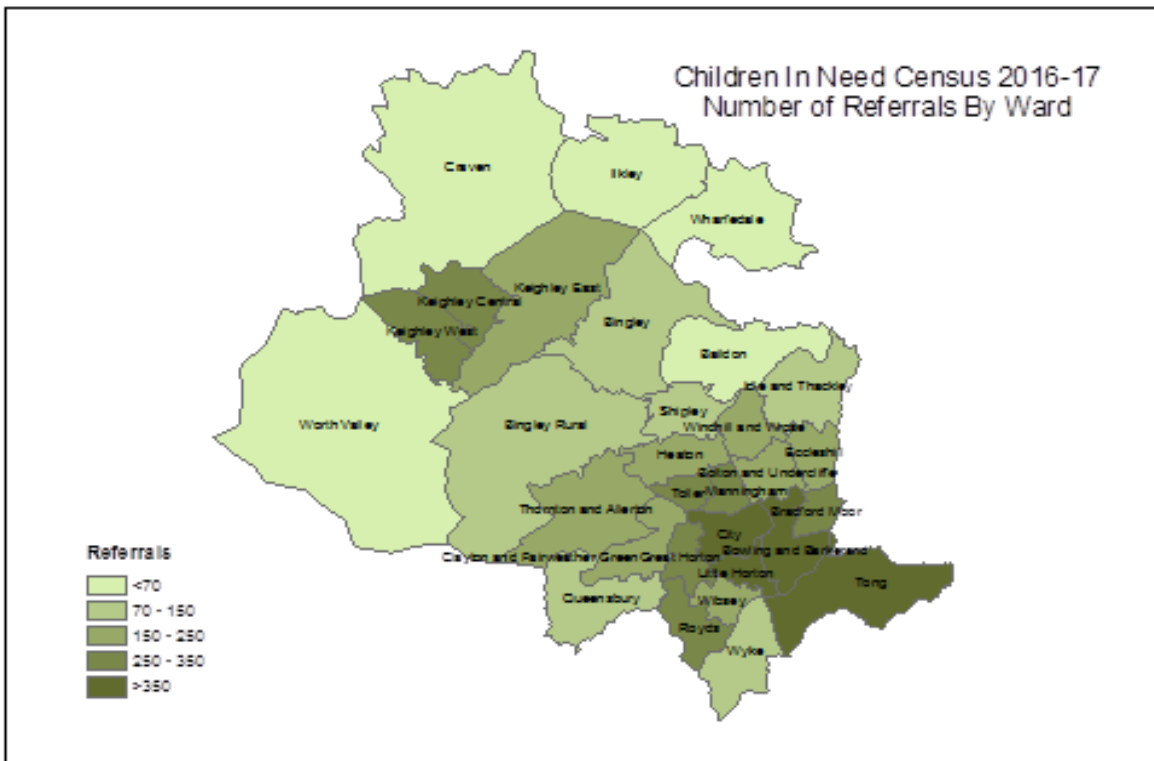


In the case of these 10 target wards (and the wider distribution) there are hotspots of need. The map below clearly shows the main areas where there are the poorest outcomes and the most need for support

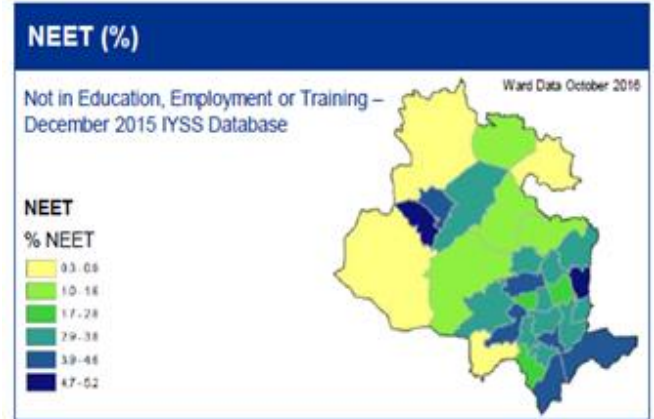
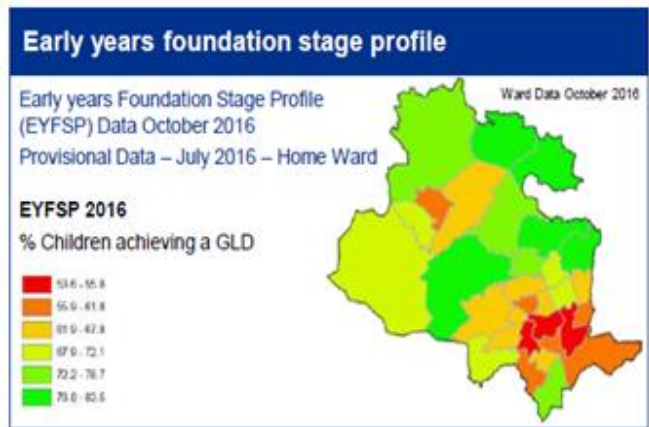
- a. Parts of Bradford, particularly South and East parts of the city and
- b. Keighley



The map below, taken from our annual children in need census, shows the number of referrals by ward as an indicator of demand for children’s social care services across the district.



5.5 There is a strong correlation between deprivation, service demand and outcomes for children and young people. Some wards consistently underperform against outcomes e.g. Tong; and some require more targeted focus e.g. Wyke performs well in early years and few children are in need or on a child protection plan, however there is an issue with children becoming looked after and unemployment.



5.6 A similar pattern of variations across the district is evident with other indicators, and this is shown above with examples for early years foundation stage outcomes and young people not in education, employment or training. Further examples are provided in appendix three to the report.

5.7 A significant number of families in Bradford have multiple problems and various interventions can lead to a high cost to the public purse in addition to poor outcomes for children or other family members. This is illustrated by work through the Bradford Families First programme which is funded with support from DCLG Troubled Families Unit until 2020. At present, with over 2,000 families engaged on the expanded programme to date, 83% have a child in need of help, 69% have one or more family members not in work, 47% have an issue with one or more children and education such as attendance at school less than 90% and 14% have an issue with crime or anti-social behaviour. The Families First programme was recently reported to each of the council’s Area Committees and this included some ward level information. This highlights the need to target our resources as there are for example, four wards in the District with over 100 families on the programme (Tong, Eccleshill, Little Horton, Bowling and Barkerend) and four wards with less than 20 families on the programme (Craven, Ilkley, Worth Valley and Wharfedale).

**6. A SINGLE, SYSTEM-WIDE OUTCOMES FRAMEWORK**

6.1 A new operating model will bring together stakeholders from across localities and the district in order to develop a system-wide outcomes framework for Early Help. The outcomes framework will be built from the front line up and address the needs of our District. An initial draft of the outcomes framework is included as appendix 4.



6.2 The framework incorporates outcomes that currently sit across each of Bradford's Children and Young People's Plan priorities. It is proposed that programme success will be measured via a range of benefits against the three proposed high level outcomes:

1. Children live in caring and resilient communities;
2. Children learn and develop skills for life;
3. Children are healthy and well and reach their potential.

Underpinning this would be an outcome relating to children being heard and actively influencing the services they receive.

Proposed measures to include are:

- Reduction of health and social inequalities, including tackling the impact of child poverty, obesity, teenage pregnancies, reduction in accidents and unintentional injuries and improved oral health;
- Improved mental health outcomes;
- Earlier intervention and support and safeguarding for our most vulnerable children and families (e.g. those with SEND);
- Reduction in children missing from home and from education;
- Reduction in referrals to children's social care;
- Reduced total number of LAC, CIN and CPP;
- More of our children starting school ready to learn;
- Accelerated improvement in education attendance, attainment and achievement;
- Improve community safety outcomes, including families and communities feeling safer, and being safer;
- Reduction in NEET;
- Reduced youth offending and reoffending

## 7. OTHER CONSIDERATIONS

7.1 This programme sits alongside current developments for services within early help and early years which is already being developed and delivered in the District. This includes cross agency and system initiatives such as the Integrated Early Years Strategy, the Integrated Care Pathway, early work done around joint commissioning and our transformation work on Early Years and SEND. It also includes the recently introduced targeted early help offer across the District and the strengthening of our work on Families First.





## 8. PROGRAMME AIMS AND SCOPE

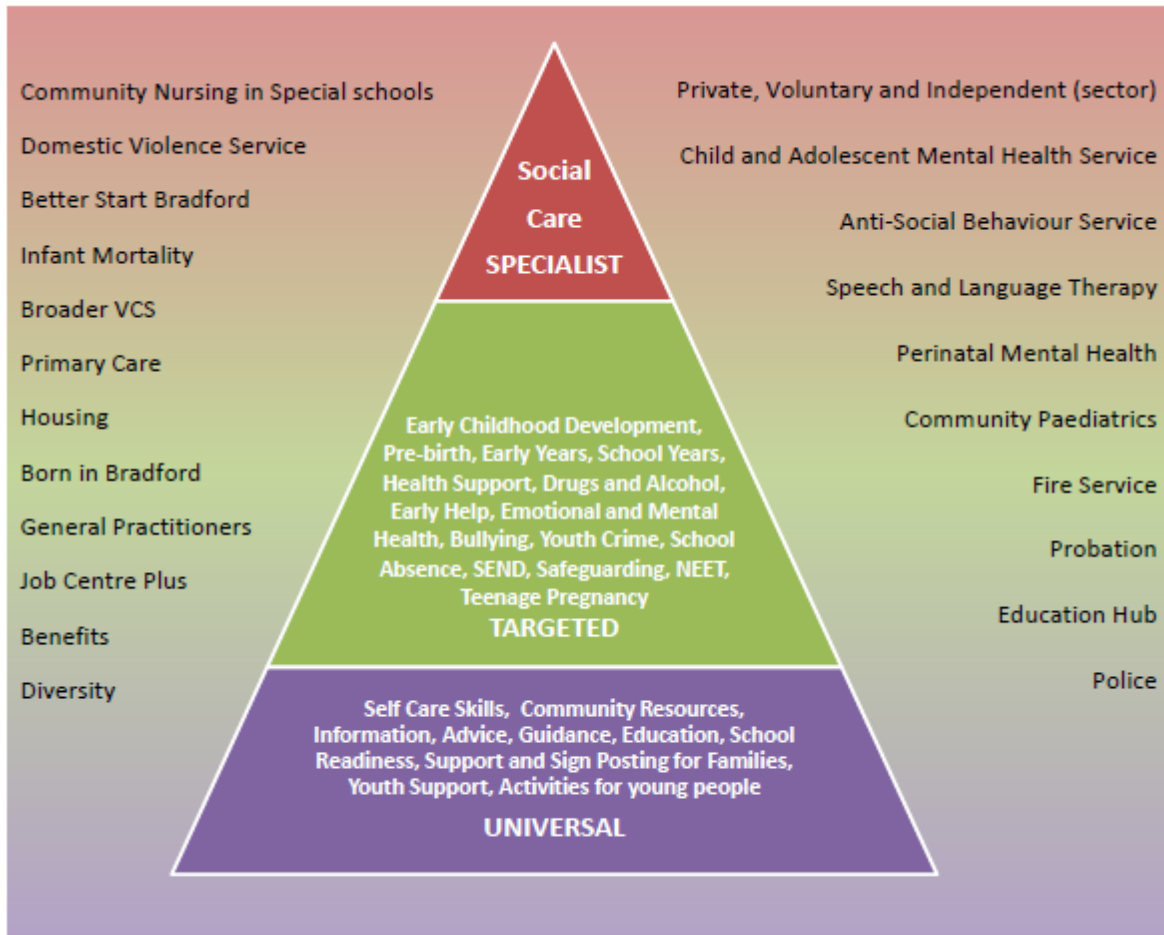
- 8.1 The Council is committing to a vision of locality based working which can more easily recognise and respond to the differing needs of communities and families. We are placing children and young people at the heart of our district and everything that we do; only by committing to this vision can we ensure that all children and young people can be safe, resilient and achieving.
- 8.2 The system will be anchored around localities and communities, building community resilience and families' abilities to support themselves. It will be equipped to intelligently predict and target poor outcomes, draw together the best ways or people to support the system, and continue monitoring those needs as children move through years and reach critical transitions. It will seek to ensure that demand can be more effectively managed and kept from escalating into poorer outcomes and high cost services.

To deliver this vision the programme will aim to achieve;

- a. Stability through a child's life – which will be linked to housing, work, school and family life etc;
- b. Resilience and empower individual children, families and communities – building a proactive, problem solving mentality and capability in all citizens;
- c. Independence – moving away from dependency on public services, with more focus on self-care as well as educational attainment and employability;
- d. 'Early' identification, intervention and prevention to improve outcomes for children and families with health, social care and education
- e. Improving outcomes in relation to physical, mental and emotional health and wellbeing (with parity of esteem) and attainment for children and young people.



Functions to effectively target the needs of those children, young people and families across the District are identified in the triangle below (this is a working diagram).



- 8.3 By bringing together a range of services within communities, we can achieve more effective arrangements that use the best of Council and partner resources to create a shared approach to identify emerging vulnerabilities more efficiently and enable the right level of response for families and communities. The model will:
- Improve information sharing between services that keep children safe and respond to a range of key indicators such as neglect, poor attainment and health;
  - Reduce organisational barriers and duplication in delivering joint services in response to need;
  - Have a collective understanding across partners in the city about what we want to achieve for our families.



- 8.4 New arrangements not only bring existing services together, they will also work differently so we can increase the effectiveness of early intervention in the lives of children, young people and families whose need is greatest – and achieve healthier and happier outcomes for them.

We will seek to develop a model based on locality deliver which:

- d. Is recognised across a wider range of departments and partners to enable a wider system review of how resources are deployed for people and places;
- e. Provides ability to flex at boundaries to enable appropriate services to be delivered, without creating 'silos' to ways of working ;
- f. Each reach area will be able to deploy its resources into the main areas of need, but ensure that there is a responsive service to those individuals who do not live within specific target areas.

## **9. COMMUNICATION AND ENGAGEMENT**

- 9.1 Engaging with children, young people and families is an intrinsic way that services within the scope of this proposal operate. This proposal is built upon existing feedback from children, young people and families which have informed the developments of strategies such as the Children and Young People's Plan and young people's services for example.
- 9.2 Remodeling our early help arrangements is a significant undertaking. Communication and meaningful engagement forms a critical element in the successful development of a new delivery model. Discussions around existing early help arrangements have taken place with some key staff and partners. This has been carried out in order to learn from the wealth of experience held by our workforce on the front line of supporting families in need of early help. As a model develops and is implemented engagement with staff, partners and families will be a regular feature of the new arrangements.
- 9.3 A communication and engagement plan is in development and this identifies key messages to stakeholders, this is summarised in appendix 5. A timeline is being established to support communication and engagement activity over the next two months to inform the model and the proposals to be brought to Executive in October. This would be followed by a more formal consultation after the next report to Executive.



## A stepped approach to 2020



- Detailed analysis of Bradford District need; target cohorts and geographies;
- Define a single, system-wide outcomes framework;
- Define the services and interventions to be invested in, and those to be divested;
- System leadership delivering clear messages on intended changes;
- Comprehensive engagement with staff and service users to co-design
- Transition plan; transition waves, workforce strategy; technology enablement, working practices, structures, governance, budgets and commissioning
- Integrated structures in place and workforce transition begins;
- Demand and outcomes monitoring to support evaluation of approach and ensure the right needs and cohorts are being targeted.

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- Second phase of transition begins
- Comprehensive engagement with staff and service users to co-design
- Integrated structures in place and workforce transition begins;
- Transition plan; transition waves, workforce strategy; technology enablement, working practices, structures, governance, budgets and commissioning
- Ongoing demand and outcomes monitoring
- Feedback insights back into model design if required (may require review of first phase of services)
- Phases 3 and 4 to be implemented (no. of phases dependant on model)

- Comprehensive engagement with staff and service users to co-design
- Fully transitioned model in place;
- Continuous monitoring of demand and outcomes, to feed review of model (if required)



## **10. FINANCIAL & RESOURCE APPRAISAL**

- 10.1 This review of early help and the development of a new model of delivery is taking place against a background of significant changes in public spending especially for Local Authorities and where the operating environment is changing rapidly for all agencies. Whilst this report focuses on Council resources to support early help work, funding across local partners is subject to some change and uncertainty.
- 10.2 A new model offers greater flexibility and sustainability to reflect the changing resource base of the Council and partners and assist in achieving efficiencies for the Council into 2019/2020 as well as opportunities to maximise external funding and the benefits of integrated working with partners. Examples of this come from the recent award to Bradford through the DfE innovation fund for social care and our joint work with Leeds on Stronger Families with ESIF and Big Lottery funding.
- 10.3 In relation to specific Council funding, the financial proposals relating to Great Start Good Schools were put before the Council Executive on 6 December 2016 and ratified by full Council on 23 February 2017. The proposals identified a £1.1m saving across Great Start Good Schools outcomes by 2018/19. Table 1b of the Proposed Financial Plan 2017/18 to 2020/21 (Report to Executive 6 December 2016 Document AJ) indicated planned spending in this area of £12.9m by 2020/21 compared to a 2016/17 figure of £20.4m.

## **11. OPTIONS**

- 11.1 This report is provided to request approval to commence more detailed work along with communication and engagement with a range of stakeholders on the redesigning and remodelling of Early Help arrangements and services with partners. Options arising from that work would then be presented back to the Executive to consider.
- 11.2 If the move to a new integrated locality model is not supported the savings tied up with this programme that are included as part of the Council's overall financial proposals would be unlikely to be achieved. This would mean to achieve a balanced budget going forward, alternative saving options would need to be identified and delivered.



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

12.1 This is a large programme of work across a number of service areas that requires delivery at a considerable pace. It will require significant, meaningful engagement with partners, the workforce and families.

## **13. LEGAL APPRAISAL**

13.1 The Children Act 1989 sets out the provision of services for children and their families. Section 17 places a duty on every local authority to safeguard and promote the welfare of children who are in need within their area and to promote the upbringing of such children by their families.

13.2 The Children Act 2004 as amended by the Apprenticeships, Skills, Children and Learning Act 2009 set statutory targets for children's services authorities for improving the effectiveness of safeguarding and promoting the welfare of children through promoting better inter-agency co-operation and improved information sharing. The 2009 Act also established Children's Trust Boards.

13.3 Early year providers have specific statutory requirements under the Childcare Act 2006 to contribute to the safeguarding of children and to comply with welfare requirements to promote good health and maintain records, policies and procedures.

13.4 Department for Education Guidance entitled Working Together to Safeguard Children effective from 26 March 2015 sets out the responsibilities that everyone including teachers, GPs, nurses, midwives, health visitors, early years professionals, youth workers, police, Accident and Emergency staff, paediatricians, voluntary and community workers and social workers has to safeguard and promote the welfare of children and for keeping them safe.

13.5 The Guidance makes clear that ultimately the effective safeguarding of children can only be achieved by putting them at the centre of the system, and by every professional and organisation playing their full part. In addition, effective safeguarding requires clear local arrangements for collaboration between professionals and agencies.

13.6 The Education Act 1996 as amended requires all local authorities to make arrangements to enable them to establish the identities of children in their area who are not receiving a suitable education. The duty applies in relation to children of compulsory school age who are not on a school roll and who are not receiving a suitable education otherwise than being at school.

13.7 The Children and Families Act 2014 has further influenced and shaped service delivery. It aims to improve services for vulnerable children, children in need of care and support, children with special educational needs and disabilities and support families in balancing home and work life particularly where children are particularly very young. It underpins wider reforms to ensure that all children and young people succeed, no matter what their background.



13.8 Local authorities are also required to have regard to guidance issued by the Secretary of State when exercising their function of ensuring that consultation is carried out.

## **14. OTHER IMPLICATIONS**

### **14.1 EQUALITY & DIVERSITY**

The Local Authority must not discriminate directly or indirectly against any group or individual.

An initial Equalities Impact Assessment for this work will be completed by the end of August 2017.

### **14.2 SUSTAINABILITY IMPLICATIONS**

There are no direct sustainability implications arising from this report.

### **14.3 GREENHOUSE GAS EMISSIONS IMPACTS**

The proposals would not impact on gas emissions.

### **14.4 COMMUNITY SAFETY IMPLICATIONS**

There are no direct community safety implications arising from this report. Through working differently across services we would seek to minimise crime and anti-social behaviour and its impact on individual families and communities.

### **14.5 HUMAN RIGHTS ACT**

There are no direct Human Rights implications arising from this report.

### **14.6 TRADE UNION**

Human Resources have been informed of the proposal to move to a new integrated locality footprint.

Any new operating model will require the revision of current service structures and ways of working. Should any proposals be agreed, any changes will be made in accordance with the Council's Change Management HR Process in full consultation with staff and Trade Unions.

### **14.7 WARD IMPLICATIONS**

Ward Councillors will be formally consulted upon about how the proposals will affect their wards.



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

N/A

## 15. NOT FOR PUBLICATION DOCUMENTS

Needs Analysis - *The overview of the needs of families in Bradford and Airedale*  
KPMG Report: Transforming Early Years and Early Help Opportunities for 2020

## 16. RECOMMENDATIONS

16.1 In order to secure the best possible outcomes for families with the resources available to the Council and our partners, Members are asked to:

- a. Note the contents of this report;
- b. Authorise the Strategic Director for Children's Services to commence consultation with relevant partners on the redesigning and remodelling of the Early Help arrangements and services across a locality footprint.
- c. Agree to receive a further paper in October 2017 detailing the final proposals for formal consultation which will encompass feedback received from stakeholders.

## 17. APPENDICES

Appendix 1 – District and Council Priorities  
Appendix 2 – Working with our partners  
Appendix 3 – Data Analysis  
Appendix 4 – Draft System Wide Outcomes Framework  
Appendix 5 – Communication and Engagement

## 18. BACKGROUND DOCUMENTS

- Bradford District Plan 2016 - 2020
- Bradford Council Plan 2016 – 2020
- Bradford Children, Young People and Families Plan 2017-2020
- Integrated Early Years Strategy 2015 - 2018
- SEND 0-25 Transformation Briefing Note





## Appendix 1

### District and Council Priorities

#### **Bradford District Plan 2016 - 2020**

The Bradford District Plan sets out the long-term ambition for our district. It aims to draw on the resources and activity of local people, communities, businesses and organisations, across the district. Achieving this ambition and addressing the priorities will enable us to make Bradford a better place.

The proposal directly relates to the Council Plan 2016 – 2020 priorities:

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

#### **Bradford Council Plan 2016 – 2020**

The Council Plan sets out how we, as a Council will work with others to contribute to the priorities set out in the Bradford District Plan. Our actions are outlined below:

1. Better skills, more good jobs and a growing economy
  - Businesses starting up, growing and investing in Bradford District
  - Getting the right infrastructure
  - Letting everyone know Bradford is a great place to live, work and invest
  - A skilled and flexible workforce in our district
2. Decent homes that people can afford to live in
  - Increasing the number of homes to meet the rising demand for housing
  - Decent, safe homes that are appropriate for people's needs
  - Support for people in most housing need
3. A great start and good schools for all our children
  - Children starting school ready to learn
  - Children achieving well at school
  - Young people leaving school ready for life and work
4. Better health, better lives
  - Healthy lifestyles – focusing on prevention and early intervention
  - Creating choice and control
  - Joining up services
  - Safeguarding children and adults



5. Safe, clean and active communities
  - Supporting communities
  - Building safe communities
  - Help maintain an attractive and welcoming environment
6. A well-run council, using all our resources to deliver our priorities:
  - Use all our resources wisely
  - Work in partnership
  - Make sure we are well governed, accountable and legally compliant

### **Children, Young People and Families Plan 2017 - 2020**

The proposal is a major part of delivering the shared partnership priorities of the Children, Young People and Families Plan 2017 – 2020;

- Ensuring that our children start school ready to learn;
- Accelerating education attainment and achievement;
- Ensuring our children and young people are ready for life and work;
- Safeguarding the most vulnerable and providing early support to families;
- Reducing health and social inequalities, including tackling child poverty, reducing obesity and improving oral health
- Listening to the voice of children, young people and families and working with them to shape services and promote active citizenship



## Appendix 2

### Working with our Partners

#### **Bradford Children's Trust**

Bradford's Children's Trust recognises that stronger partnerships, greater integration of services and a shared purpose lead to better services for children, young people and families – especially the most vulnerable. The core principle of a shared commitment to improve the lives of children, young people and families – enshrined in the 'duty to co-operate' – remains as important as it ever was.

The vision of Bradford's Children's Trust is that every child and young person should be supported to have the best possible start in life, and be given active help and encouragement towards achieving the outcomes identified in the following themes:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

#### **Bradford Safeguarding Children Board**

Bradford Safeguarding Children Board (BSCB) is a statutory body established under the Children Act 2004. It is independently chaired and consists of senior representatives of all the principal agencies and organisations working together to safeguard and promote the welfare of children and young people in the Bradford District.

#### **Its statutory objectives are to:**

- Co-ordinate local work undertaken by all agencies and individuals to safeguard and promote the welfare of children and young people.
- Ensure the effectiveness of that work

#### **Health and Well-Being Board**

The Health and Wellbeing Board brings together leaders from the local health and care system, including the Council, the NHS and the Community and Voluntary sector. Our shared ambition is: To create a sustainable health and care economy that supports people to be healthy, well and independent.



## **The Bradford District Partnership (BDP)**

Coordinates and supports the work of the partners (in the public, private and voluntary and community sectors) and partnerships across the district. These partners share responsibility for making sure that our shared direction established via the New Deal is delivered through the new District Plan 2016 – 20.

The Bradford District Partnership will ensure that the District Plan 2016 - 20 is delivered in the best way possible - and that all the partners work closely together to make things happen. In doing so it will champion the wellbeing and prosperity of all of the district's residents and ensure that they have the opportunity to realise their true potential.

## **Education Covenant**

The approach to achieving the best for children, young people and families is driven by the Covenant's priorities. We have clear aspirations for Bradford's children and young people, but it is very clear that the solutions will be a partnership between the people of Bradford and the organisations which deliver services. The participation of young people in making these plans happen is critical.

The Council's offer:

- Keeping schools and education as a top priority
- Driving School Improvement
- Promoting learning from the very best
- Attracting, retaining and developing the best school leaders and teachers
- Providing school places by working together with government
- Helping to make sure children are ready for school
- Supporting children and young people to be ready for work and life
- Raising aspirations through cultural opportunities

## **People Can**

People Can has been initiated by a range of partners who are concerned about a range of challenges faced by the Bradford District and who want to do something positive about them. People Can emerged out of Bradford Council's New Deal thinking and has involved people from the voluntary and community sector from the outset in its design.

The start point of People Can Make a Difference is recognition of the fantastic voluntary work already being carried out in the Bradford District. People Can is an open invitation to everyone to take part, help others and make a difference.



People can make the difference in a number of ways:

- **Be Neighbourly** – carry out small, informal, everyday acts of kindness.
- **Community action** – create a new group, activity or event with likeminded people.
- **Volunteer** – devote some of your time to helping others.
- **Raise money** – use your skills to raise funds for a community project.

### **Early education providers and schools**

There are clear links between good quality early intervention and improvements in attendance and attainment at school and early education across the key stages of education. Schools play a key and valued role in the delivery of early help across the District. This will continue to be the case and the intention is that through the new arrangement schools can be provided with meaningful support, advice and problem solving approaches that help them in this role.

### **West Yorkshire Police**

Ensuring that there is alignment to the new operating procedures for community policing. This will best utilise a significant amount of intelligence that the police service maintain through their daily interactions with the diverse range of our District. The police and community services being able to understand the main issues for families within communities better supports their abilities to tackle issues around vulnerable victims, managing public protection and reducing crime and anti-social behaviour.

### **Health Services**

We will look at the strong links of all aspects of health including school nursing, health visiting, health commissioning and mental health in order to move this programme of work forward.

### **Voluntary and Community Sector**

Bradford has a valued partnership with Voluntary and Community Sectors. Strengthening and developing this partnership is a critical feature of ensuring a multi-layered response to address the needs of families and build resilience within communities.

### **Better Start Bradford**

A Big Lottery funded partnership programme over ten years working with families in three wards – Bowling and Barkerend; Little Horton and Bradford Moor to help give children the best possible start in life.



## **Born in Bradford**

Born in Bradford is one of the largest research studies in the World, tracking the lives of over 30,000 Bradfordians to find out what influences the health and wellbeing of families



# Appendix 3

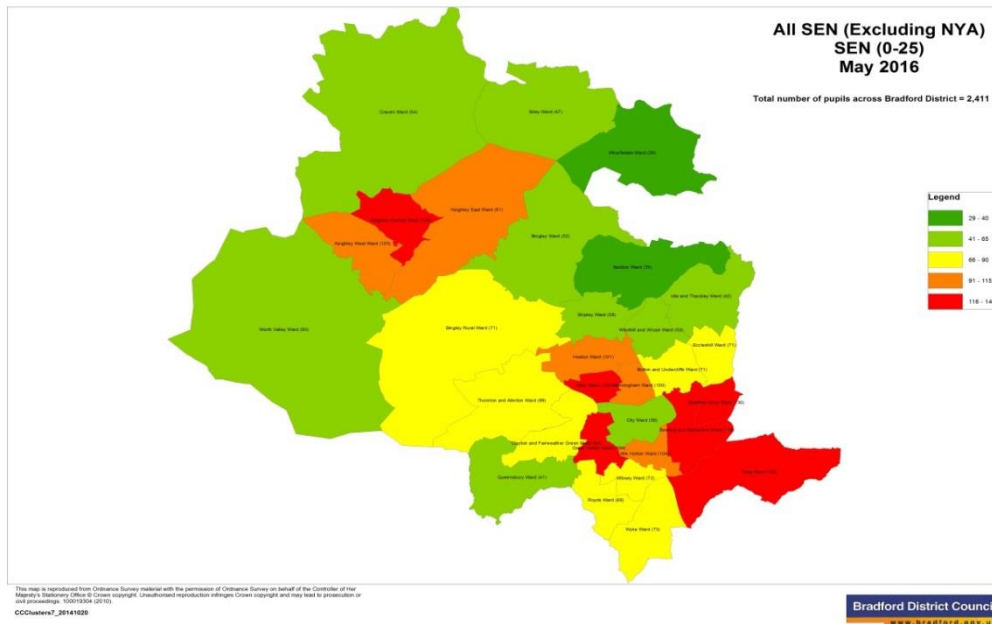
## Data Analysis

We have a growing population of children and young people in Bradford and proportionally have a growing population of children and young people with SEND; as a result of this, and the increasing complexity of special needs the number of referrals for assessment and Education and Health Care Plans is increasing. Our SEND Data for all year groups shows that the areas within the District with the **highest areas** of SEND need are

Top 3 wards	Autistic Spectrum Disorder (ASD)	Severe Learning Difficulties (SLD)	Social Emotional Mental Health (SEMH) NB. See BESD below.
1	Keighley Central	Toller	Tong
2	Great Horton and Keighley East	Bowling and Barkerend	Keighley West
3	Keighley West	Manningham	Wyke

And the highest incidences of SEND across all types of SEND as shown by the number of Education and Health Care Plans are Keighley central, Toller and Great Horton and are shown in the map below:

Wards with the highest number of EHCPs across all types of SEND

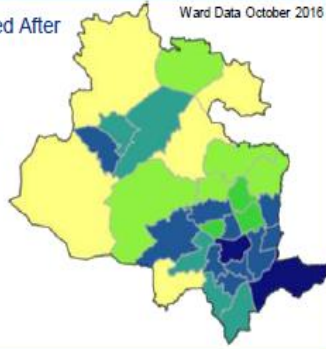
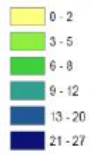


## Children becoming LAC

Number of Children becoming Looked After from 26/10/2015 to 25/10/2016

Ward Data October 2016

**Children becoming Looked After Home Ward**

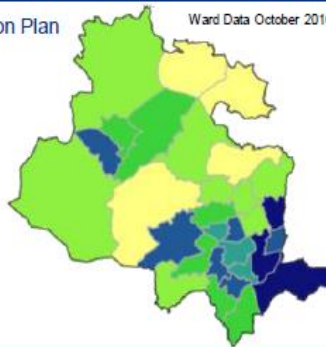


## Children on CPP

Children subject of a Child Protection Plan 25/10/2016 (Home Ward)

Ward Data October 2016

**Children Protection Plans Count of Plans**

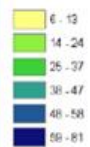


## Children in need

Children in need as at 25/10/2016 (Home Ward)

Ward Data October 2016

**Children in need Count of children on a CIN Plan**





## Appendix 4

### Draft Outcomes Framework (working document)

High Level Outcomes
1. Children live in caring and resilient communities
2. Children learn and develop skills for life
3. Children are healthy and well and reach their potential
<b>Children are heard and influence services (underpinning all above)</b>

#### Outcome 1 – Children live in caring and resilient communities

##### 1.1 Children are safe

###### a. Children are safe within the home

- Reduce incidents of Domestic Violence
- Reduce LAC numbers
- Reduce CP numbers

###### Children are safe within communities

- Reduction in ASBOs
- Reduced road traffic accidents

##### 1.2 Children live in resilient communities

###### a. Improved social cohesion

- Percentage of people who agree that their local area is the place where people live together harmoniously

###### b. Increased participation from communities

- Increasing numbers reported in 'People Can' projects
- Increased participation from communities in the education covenant

##### 1.3 Children experience positive relationships

###### a. Children have improved relationships within the home

- Increased levels of positive attachment in the under 5s
- Reduced call outs for domestic abuse by the police

###### b. Children with complex needs have positive relationships

- Reduced number of children with complex needs living out of area



<b>Outcome 2 – Children learn and develop skills for life</b>	
<b>2.1 Children achieve</b>	
<b>a. Children achieve in school</b>	<ul style="list-style-type: none"> <li>Foundation stage profile results improve to meet the national average (currently a Good level of development) AND gaps between our vulnerable groups and boys and girls and their peers nationally reduce (PHOF 1.02)</li> <li>KS1 results improve and narrowing of gap for vulnerable groups</li> <li>KS4 results improve and narrowing of gap for vulnerable groups</li> <li>Post 16 results improve and narrowing of gap for vulnerable groups</li> </ul>
<b>b. More children go onto higher education</b>	<ul style="list-style-type: none"> <li>Increased number attending university and narrowing the gap for vulnerable groups</li> </ul>
<b>c. Children go onto high quality employment</b>	<ul style="list-style-type: none"> <li>Reduced unemployment figures</li> <li>Increased high level jobs figures</li> <li>16-18 year olds not in education, employment or training (NEET) (PHOF 1.05)</li> </ul>
<b>2.2 Children learn in high quality environments</b>	
<b>School are of high quality</b>	Increased numbers of schools with leadership graded good or better particularly in deprived areas
<b>Early years provision is of high quality</b>	The proportion of early years settings achieving good or better outcomes in their Ofsted inspections increases to at least meet the national averages particularly in deprived areas
<b>2.3 Children participate in learning experiences from 2-19</b>	
<b>a. Children attend schools</b>	<ul style="list-style-type: none"> <li>Improved attendance levels at all key stages including the take up of their place, if eligible, at early years settings for children of non-statutory school age ; to include pupil absence (PHOF 1.03) and other relevant indicators</li> <li>First time entrants to the justice system (PHOF 1.04)</li> </ul>
<b>b. Children participate in learning 16-18 in line with RPA</b>	<ul style="list-style-type: none"> <li>Improved participation levels Post 16 year on year</li> </ul>
<b>c. Increased take up of places in pre-school learning (early education and childcare)</b>	<ul style="list-style-type: none"> <li>Increased take up of eligible 2 year-olds for the universal offer and 3 and 4 year-olds for both the universal offer and the extended additional 15 hours (i.e. the '30' hours offer).</li> </ul>



## Outcome 3 – Children are healthy and well and reach their potential \*

### 3.1

#### a. Fewer baby deaths in first year of life \*

- Infant mortality rate reduces and at a faster rate in deprived areas (PHOF 4.01 & NHSOF 1.6i)
- More babies are breast fed at discharge and 6-8 weeks (PHOF 2.02)
- Reduced smoking for pregnant women at delivery and increased smoke free homes in infancy (PHOF 2.03)
- Improved attachment and bonding and maternal mental health (see Outcome 1.3)

#### b. Fewer children are obese or overweight and there is an increase in physical activity (could remove physical activity as obesity reduction means increased PA and better nutrition by definition)

- In reception aged 5-6 years (PHOF 2.06)
- At age 10-11 years (PHOF 2.06)

#### c. Children will improved oral health

- Decayed, missing, filled teeth (dmft) at age 5 figures improve and at faster rate in deprived areas (PHOF 4.02 & NHSOF 3.7i)

#### d. Children will be emotionally resilient and make good lifestyle choices

- Reduction in self harm admissions (PHOF 2.10)
- Anything else from Future in Minds dashboard approach for mental health – tbc
- Smoking prevalence 15 year olds (PHOF 2.09)
- Under 18 conceptions (PHOF 2.04)

#### Children will less often be admitted to hospital due to illness or accidents

- Rates of admissions to hospital for young children aged 0-4 years reduces
- Rates of admission due to accidents reduces (0-14 years and 15-24 years) reduces (PHOF 2.07)
- Killed and Seriously Injured on roads (KSIs for Children & Young People)



#### Prevention and early intervention - changing how we provide Early Help services for children by 2020: **summary for stakeholders**

The Council and its partners are committed to working together to deliver good quality services to children, young people and families across our District.

Demand for some of our services is growing and across our partnership funding is changing and in some cases reducing so we need to do things differently.

Providing Early Help at the right time is a key way in which we can help young people and their families achieve better life outcomes. It means intervening early when problems first emerge so we can work with families and prevent those problems becoming bigger.

This is at the heart of our approach to delivering services in the future, so we can:

- Make sure our limited resources are used in the best way possible.
- Provide the right help for those who need it most.
- Help families to help themselves where this is possible.

Early Help aims to create ways of working that support children and families so they are safe, well and achieving. We want to:

- Give families greater resilience so they don't need statutory services.
- Provide stability through a child's life with good housing, work, school and family life.
- Create an Early Help service "offer" that is clear, integrated and delivered on a multi-agency basis.
- Work together by sharing information appropriately and using resources in the best ways we can.
- Listen to children, young people and families so our services support their needs.

There will be lots of ways by which we will know if we are successful. Many of these will be long term. They include:

- Reducing the impact of inequalities and child poverty.
- Improved mental health outcomes for children and young people.
- Earlier intervention and support for our most vulnerable children and families.
- Reduction in children missing from home and from education.
- Reduction in referrals to children's social care.
- More of our children starting school ready to learn so they have better education attendance attainment and achievement and are better prepared for life and work.
- Communities feeling safer, and being safer.

We want to listen to the views of families using our services as well as the staff delivering them so we can take on board people's views and ideas.

## Report of the Strategic Director of Corporate Services to the meeting of Executive to be held on 11 July 2017.

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### Subject:

Regeneration progress made by Bradford Trident and their future proposals.

### Summary statement:

Bradford Trident is a social enterprise company, based in the Little Horton, Bradford. BD5. It has been in operation since 2000.

This report seeks to update Executive on Trident's achievements to-date and obtain approval to their future proposals.

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**Portfolio:**  
**Corporate Services**

**Overview & Scrutiny Area:**  
**Corporate**

## **1. SUMMARY**

Bradford Trident is a community business, a charity and social enterprise based in Little Horton, Bradford, BD5 and has been in operation since 2000.

This report sets out Bradford Trident's achievements to date and provides the context for Members to decide whether the Council transfers three further pieces of land to the organisation on terms detailed within the report.

## **2. BACKGROUND**

### **2.1 Bradford Trident's origins**

Bradford Trident was created in 2000, as a New Deal in the Community (NDC) organisation, with a multi-award winning regeneration programme, whose main objective was to close the gap of inequality between the Trident area and the rest of the District and country. Bradford Trident drafted a Masterplan for the regeneration of an area covering the southern gateway to Bradford city centre. It included the following aims:

- slum demolition
- plot conglomeration
- creation of new housing developments
- community centre renovations: Mayfield Centre and Edwards Street Enterprise Centre
- new build community centres: Park Lane Centre and Woodroyd Centre
- the creation and renovation of parks and play areas and the creation of the Living Street and Red Bridge
- attraction of new businesses and business support

A copy of the Masterplan is available as a background document.

As part of the original Council approval in 2001, Trident requested the Council to transfer a limited number of Council owned sites within the Trident Masterplan area, either at open market value, or at a discounted sum having taken account of demolition costs or ground abnormal conditions, as detailed within the confidential appendix. Out of the original number of sites identified, ten have been transferred to date, leaving three remaining sites to be transferred.

In 2010, with the end of NDC, Bradford Trident emerged as an asset based community organisation, owning a portfolio of community and commercial assets, with an average annual turnover over the past few years in the region of £1.89 million, generating an average annual surplus of £64,000. Bradford Trident is also a UK Living Wage Employer and has Investors in People accreditation.

In 2016 it renewed its vision, seeking to provide a proud, healthy, active and welcoming community where families can thrive, and its mission is to engage, inspire and enable people to work together to:

- Develop skills and enterprise
- Improve health and wellbeing
- Celebrate community
- Enhance the environment

## **2.2 Bradford Trident's Achievements**

Over the past seventeen years, Trident has successfully delivered over 200 projects improving the lives of local people in the following notable areas:

- Contributing to a reduction in the local unemployment rate reducing it from 16% to 8.5%, and an increase in household income of 132%.
- Supporting 198 youth groups, and assisting in the extension of 8 Primary schools, which has also seen an increase in the number of GCSE Grades between A\*-C's, by 100%.
- A reduction in crime, delivering safer communities, the number of crimes has reduced from 105 to 60 per 1,000 head of population.
- A Living Street cycleway has been constructed contributing to a 5% improvement in peoples' health.
- In addition, 100's of trees and 1000's of bulbs have been planted in the area.
- 1000+ homes have been improved, 90 new homes built, as well as improvements to a number of community buildings.

Bradford Trident is also the Accountable Body for Better Start Bradford (BSB), one of only five such Lottery funded programmes across England. BSB is a 10 year, £49 million multi-partner programme, which aspires to provide children with the best possible start in life. Now into year three of the programme BSB currently accounts for 84% of Trident's annual turnover and 23 of Trident's 50 staff. Gaining these funds would not have been possible without Trident's involvement.

Bradford Trident now operates and manages eight community buildings, provides business support to 60-80 businesses annually, operates the Parkside Sports Centre, provides community development service support and is a founding member of Arise (Yorkshire) Ltd, a joint venture between four Bradford based community anchors which delivers district wide programmes.

## **Bradford Trident's Future Proposals**

Bradford Trident is now seeking to deliver the following major projects:

- **£1.5 Million European Strategic Investment Fund bid (ESIF) Axis 6 (Green Infrastructure)**

Using BSB, Better Place funds as match funding, they are looking to secure £750,000 of European funds to invest into high quality green space improvements across the BSB area, extending a green corridor towards the heart of the City and improving connectivity of the National Cycle Network from the south of Bradford. Outcomes will include: air quality improvements, reduced local traffic flow, increased active travel, aesthetic enhancement to local environment stimulating inward investment and community ownership of green spaces. Plans include provision for a Green Infrastructure Management Team which is critical to the long-term viability of the scheme.

- **Air Quality Campaign**

To complement the green space improvements, Bradford Trident will run "Breath for a Change" air quality improvement campaign, encouraging responsible driving and local active travel. They will work with: commuters to "turn it off or get out"; Schools to "reclaim the streets": Parents to adopt Active Family Travel. Outcomes will include: improved air quality, fitter more attentive children and a step change in local transport behaviour. The four year campaign is budgeted at £350,000; it will regularly reach out to all 6,500 households, 6 primary schools and thousands of passing motorists.

- **Parkside Sports Centre Development**

As the next phase of the re-establishment of Parkside Sports Centre, Bradford Trident is seeking £440,000 of funds to expand the Sports Centre and stimulate increased local sporting activity. Purpose built spaces will enable a greater range of sports to be delivered that are appealing to a wider cross-section of the community. With changing the ambience of the building its day time appeal and usage will be improved. Planning permission has been gained and Community Business Fund and Sports England funding bids have been submitted by the steering group. Outcomes will include doubling use of the centre to 800 visitors per week and a substantial increase in volunteering opportunities through community sports clubs and sporting events. Focused local promotion and support for new and emerging sports and activities are key elements to revitalising this community asset.

The Centre, whose annual running cost is £70,000, will benefit from continued sustained investment from Bradford Trident.



(The proposals regarding sites A, B and C referred to below will allow funds to be generated to support these Projects).

Trident's long-term business plan is to invest any funds not required for the above Projects into further enhancing the BD5 business infrastructure to generate long-term regular returns that will support local community services, as demonstrated by Trident's current successful business model. Any remaining funds will be invested in line with Trident's independent charitable purposes. Further programmes and services will be developed in response to local community needs; many of these will have wider social benefits as is the case with Better Start Bradford. All assets held by Bradford Trident must be applied to charitable purposes.

A report of the Strategic Director of Children's Services was considered at a meeting of the Children's Services Overview & Scrutiny Committee held on 14th February 2017, which provided an update to the Better Start Bradford programme.

### **3. CURRENT ISSUES**

**3.1** The option for Members to consider is whether the Council should transfer further land to Bradford Trident, which will assist the Organisation to deliver the three major social projects detailed above for the benefit of the local community, together with enhancing the area's business infrastructure.

The Council has to date transferred ten parcels of land to Trident since the Council approval in 2001, on the terms detailed within the confidential appendix.

Highlighted below are the details of the individual sites which have already been transferred to Bradford Trident and what has been achieved on them. These are identified in Appendices 1 and 2 (plan nos M-008-169 and M-008-170).

Members need to be aware that Trident has invested in the region of £1.7 million in the sites prior to transfer to them, by way of building demolition and tenant relocations. Had they not facilitated these costs would have been borne by the Council.

**Site 1. Elizabeth Street** was sold to Bradford Trident Trading Ltd (BTT) on 15<sup>th</sup> April 2005. Trident subsequently sold the site on to Manningham Housing Association (a registered social landlord). They developed the site with 21 family houses.

**Site 2. Shepton, Bridgwater and Haselbury Houses** (multi storey blocks) formerly occupied this site but were demolished by Trident in order to prepare the site for development as part of the Citygate scheme, a proposed high density mixed use development. The site was sold to BTT on the 21<sup>st</sup> December 2010, who in turn sold the land on to Aspire Citygate Ltd. Planning consent for the development (extending to plots 2,3,4 and A) was granted on 18 September 2014. Aspire Citygate subsequently went into liquidation and the land remains derelict and undeveloped although it has recently been sold (February 2017) by the liquidators of Aspire to Manchester Road Development One Ltd who propose to develop it for a high density residential use. (Please see below regarding how this site might benefit from a cross subsidy from Site A in order to achieve a less dense development).

**Site 3. Tern Hill Grove/Park Road.**

The site was sold to BTT on the 14 July 2011, and again sold on to Aspire Citygate Ltd with

the same outcome as for site 2 above. It was sold (February 2017), along with site 2, to Manchester Road Development One Ltd and might benefit from a cross subsidy from Site A (see comments for site A below).

#### **Site 4. Reyhill Grove/Manchester Road**

The site was sold to BTT on 30 June 2011 and then in turn sold on to Key Homes Bradford Ltd. Key Homes went into liquidation in 2015. The site is vacant and derelict. There has been no recent action to bring the site forward for development. Again there is the prospect of cross subsidy from site A in order to get development underway.

#### **Site 5. Layton and Rawnsley Houses, Newall Street/Manchester Road**

The site was sold to Bradford Trident Ltd on 3rd July 2006 who subsequently leased it to Lidl on a 99 year lease commencing 2007, along with other adjoining land, to allow the development of the supermarket which is now successfully completed and trading.

#### **Site 6. Holme Top/Hutson Street**

The site was sold to BTT in two transactions in 2006/7. It has subsequently been developed by Keepmoat to provide 69 family homes.

All the above sites were sold by the Council for 'Less than Best Consideration' with the approval of the Office of the Deputy Prime Minister dated 24 March 2005.

#### **Site 7. Mayfield Centre, Broadway Avenue/Manchester Road**

This site was sold to BTT on 31<sup>st</sup> March 2003 and is currently used as the headquarters for Better Start Bradford and incorporates a children's play area, meeting rooms, banqueting suite, office space and pre-school nursery. It was sold to BTT at market value.

#### **Site 8. Woodroyd Centre, Woodroyd Road**

Sold to BTT on 31<sup>st</sup> March 2004 and was redeveloped and is now used for the provision of a café, three GP practices, health visitors' accommodation, a children's centre and nursery. Again, this was sold to BTT at market value.

#### **Site 9. West Bowling Youth Centre, Parkside Road**

This property was leased to BTT for 125 years at a peppercorn on 25<sup>th</sup> April 2013. It is currently used as Parkside Sports Centre, café and community rooms and has already had significant sums spent by Bradford Trident on replacing the floor and the plant. The addition of a single reception area and extension to accommodate indoor cricket nets is the next phase of the refurbishment proposal from Trident costing circa £440,000.

#### **Site 10. Greenway Road car park**

This site was leased to Bradford Trident at a nominal sum for 99 years commencing 12<sup>th</sup> August 2005. The site was placed on the open market but the Council decided to accept the Trident offer. It adjoins site no 8 (the Woodroyd Centre). The car park is surfaced, lit and landscaped and also has some green space.

The Council currently holds the freehold interest of the three remaining sites identified as A, B & C in Appendix 1 (plan no M-008-169).

In respect of the three remaining sites, their current status is as follows:

#### **Site A**

The Council currently retains plot A and the proposal is for the Council and Trident to negotiate with the adjacent owners (plots 2, 3 and 4) in order to cross-subsidise and promote a more appropriate, less intensely developed residential scheme and provide some certainty on development delivery.

### **Site B**

This site is owned by the Council. Bradford Trident has received an open market value offer for site B from a Healthcare Company for the construction of an 80 bed nursing home. This proposal will create several dozen new jobs and ensure significant inward investment to secure the development of a derelict site which will provide care to Bradford residents.

### **Site C**

This site is owned by the Council. Bradford Trident has marketed site C for retail development and an offer was received from a national retailer to redevelop the site to provide a 15,000 sq ft retail unit and 63 car parking spaces providing jobs and redevelopment. Unfortunately, the retailer has subsequently withdrawn from this transaction.

A schedule of all the sites and their values is attached in the confidential Appendix 3.

## **4. Options Appraisal:**

**Option A:** Is to continue with the transfers of the remaining three sites (A, B and C) in accordance with the original Council approval in 2001 and to forego any capital receipts. The transfers would generate funds for Trident to achieve the objectives referred to in paragraph 2.2 above (Future Proposals). Site A would be transferred on the basis referred to above.

If this option is approved, it is proposed to proceed by way of development agreements whereby title to the land is not transferred until development is complete within a pre-agreed period. This approach will ensure the Council retains ownership of the sites until completed and that the proceeds of sale are devoted to the Projects referred to in this report.

By the Council supporting this approach it will allow Bradford Trident to maintain their programme for delivering their social aims. This option would also include a requirement for Bradford Trident to demonstrate how their development of the sites delivers social, economic and environmental improvements consistent with the Council's objectives.

The Council has already obtained the necessary approval from the (then) Office of the Deputy Prime Minister to allow these disposals to progress at less than 'Best Consideration'.

**Option B:** Is to not comply with the previous decision by the Council and for the Council to place the three sites on the Open Market to achieve 'Best Consideration'.

It is recommended to progress with **Option A** in compliance with the original decision taken by the Council in 2001: This cross-party Member decision has allowed Bradford

Trident to deliver substantial social benefits and outcomes in this area of the City and would conclude the Council's obligations under the 2001 decision.

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

The Council's Financial Regulations 28 & 29, as detailed within the background documents, should normally be complied with on a land disposal, although in this case the requirements are moderated by the existing arrangements with Bradford Trident.

Bradford Trident's last five years Accounts have been provided and examined by the Council's Finance Department and questions relating to asset revaluations and re-stated prior year accounts have been satisfied. It is worth noting that the fixed asset valuations have reduced to £4.9m in 2016 from £9.3m in 2015. This has been accounted for by a revaluation of their property portfolio.

Under the New Deal for Communities Programme the Council acted as the Accountable Body. In March 2012, the Council resolved that Bradford Trident was "fit for purpose" as an organisation, and ceased to act as the Accountable Body. This provided Bradford Trident with full control over their assets without any need for approvals from the Council or central government.

Bradford Trident are seeking the Council's continued support, by transferring the remaining three sites, identified as A,B &C on plan no M-008-169 (Appendix 1) at a nominal sum, in order to allow Bradford Trident to continue to deliver their substantial charitable objectives and complete their Masterplan. As part of their Masterplan delivery, in addition, Bradford Trident has previously invested significant NDC funds into these three remaining Council owned sites in order to facilitate their future development in the form of tenant relocation, demolition and clearance work.

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

In light of the fact that the original decision made in relation to the Council owned land within the Bradford Trident area was taken many years ago (2001), and the fact that Bradford Trident has already carried out enabling works on the three sites at no cost to the Council, it is felt appropriate to not only confirm the Council's continued support but to also use this opportunity to enable and ensure an appropriate development can be completed on site A and ensure that no disposal can take place until a development has been completed by dealing with it by way of a development agreement.

Whilst Bradford Trident has successfully developed most of the sites previously transferred to them, the lack of progress of the Aspire Citygate site (plots 2, 3, 4 and A) is of concern and it is proposed that the Council remains involved and assist in the on-going disposal negotiations to ensure a successful development takes place on this 'gateway site' to the City centre.

The proposed disposals do not create a precedent in terms of requests by others for land at nominal value owing to the existing arrangements with Bradford Trident and their commitment to delivery of their Masterplan.

## **7. LEGAL APPRAISAL**

The Council is under an obligation to achieve 'Best Consideration', under Section 123, of

the Local Government Act, 1972 whenever disposing of its land and property. The Council may dispose of land and property in any way it deems fit at 'Best Consideration', but cannot do so at less than 'Best Consideration', unless it is satisfied that the disposal of the land at 'less than Best' will make a contribution to the achievement of promoting or improving the economic, social or environmental well being of its area. Land may be disposed of in this way provided it does not exceed a market value of £2 million under the terms of a General Consent issued in 2003. In addition, a specific consent was obtained from the then Office of the Deputy Prime Minister in relation to these sites in 2005 permitting disposal at nil consideration.

As the Council considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

- i) the promotion or improvement of economic well-being;
- ii) the promotion or improvement of social well-being;
- iii) the promotion or improvement of environmental well-being.

it can rely on the General Consent. Proceeding by way of development agreements as described above will ensure that these tests are met.

## **8. OTHER IMPLICATIONS**

### **8.1 EQUALITY & DIVERSITY**

None

### **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**

None

### **8.7 WARD IMPLICATIONS**

The disposal and subsequent development of the sites will benefit the economic,

environmental and social well-being of the City and Little Horton wards in which they lie.

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

Appendix 3 , schedule of sites sold or proposed to be sold by Bradford Council to Bradford Trident, is Not for Publication and is exempt from disclosure in accordance with paragraph 3 of schedule 12a (financial or business affairs) of the Local Government Act 1972. It is considered that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

## **10. RECOMMENDATIONS**

It is recommended that Members approve the disposal of the three remaining sites described as A,B and C within this report at a nominal sum, subject to the terms described in the report in respect of ensuring the delivery of developments and use of the proceeds of sale, the Council being satisfied that the disposal of these sites at a 'less than Best' value will make a contribution to the achievement of promoting or improving the economic, social or environmental well being of the locality of the land and the wider community.

All of the transactions are subject to the detailed terms and conditions being agreed and approved by the Strategic Director of Corporate Services.

## **11. APPENDICES**

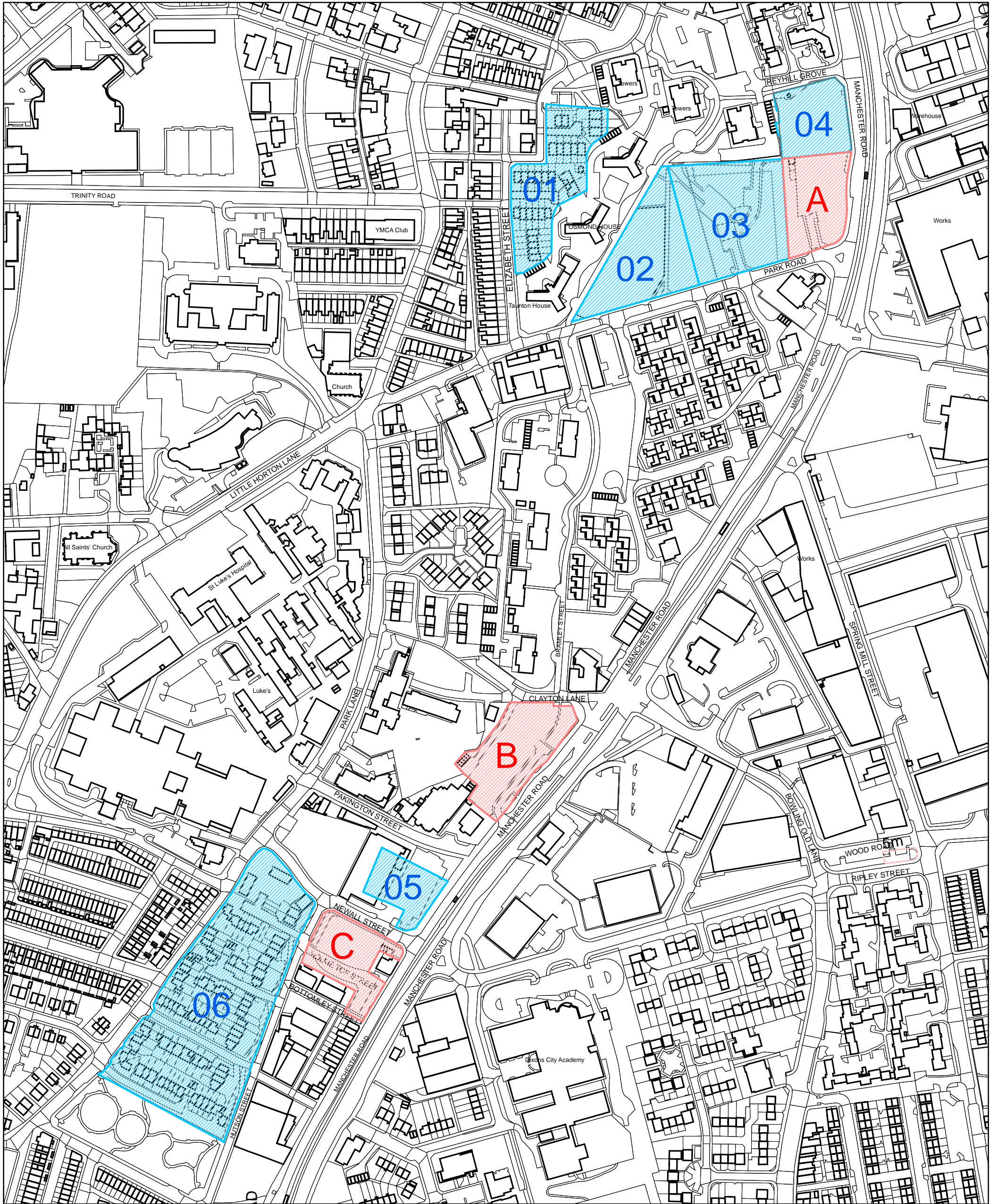
**Appendix 1.** Plan no M-008-169 showing the northerly Trident sites, including the three remaining Council owned plots marked A, B and C.



**Appendix 2.** Plan no M-008-170 showing the southerly Trident sites. Mayfield Centre, Woodroyd Centre, West Bowling Youth Centre and Greenway Road car park.

**Appendix 3.** Schedule of sites sold or proposed to be sold by Bradford Council to Bradford Trident (This appendix is not for publication and is exempt from disclosure in accordance with paragraph 3 of schedule 12a (financial or business affairs) of the Local Government Act 1972. It is considered that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

## **12. BACKGROUND DOCUMENTS**

- Trident Masterplan October 2001
- Financial Regulations 28 and 29



	CBMDC OWNED		CBMDC NOT OWNED
<b>A</b>	REYNER HOUSE	<b>01</b>	ELIZABETH STREET SHEPTON BRIDGWATER and HASELURY HOUSES PARK ROAD
<b>B</b>	MANCHESTER ROAD / CLAYTON LANE	<b>02</b>	TERN HILL GROVE
<b>C</b>	DUNOON HOUSE, NEWALL STREET	<b>03</b>	REYNER HOUSE
		<b>04</b>	LAYTON and RAWNSLEY HOUSES, NEWALL STREET
		<b>05</b>	HOLME TOP
		<b>06</b>	

APPENDIX 1



City of Bradford Metropolitan District Council

# ESTATES and PROPERTY

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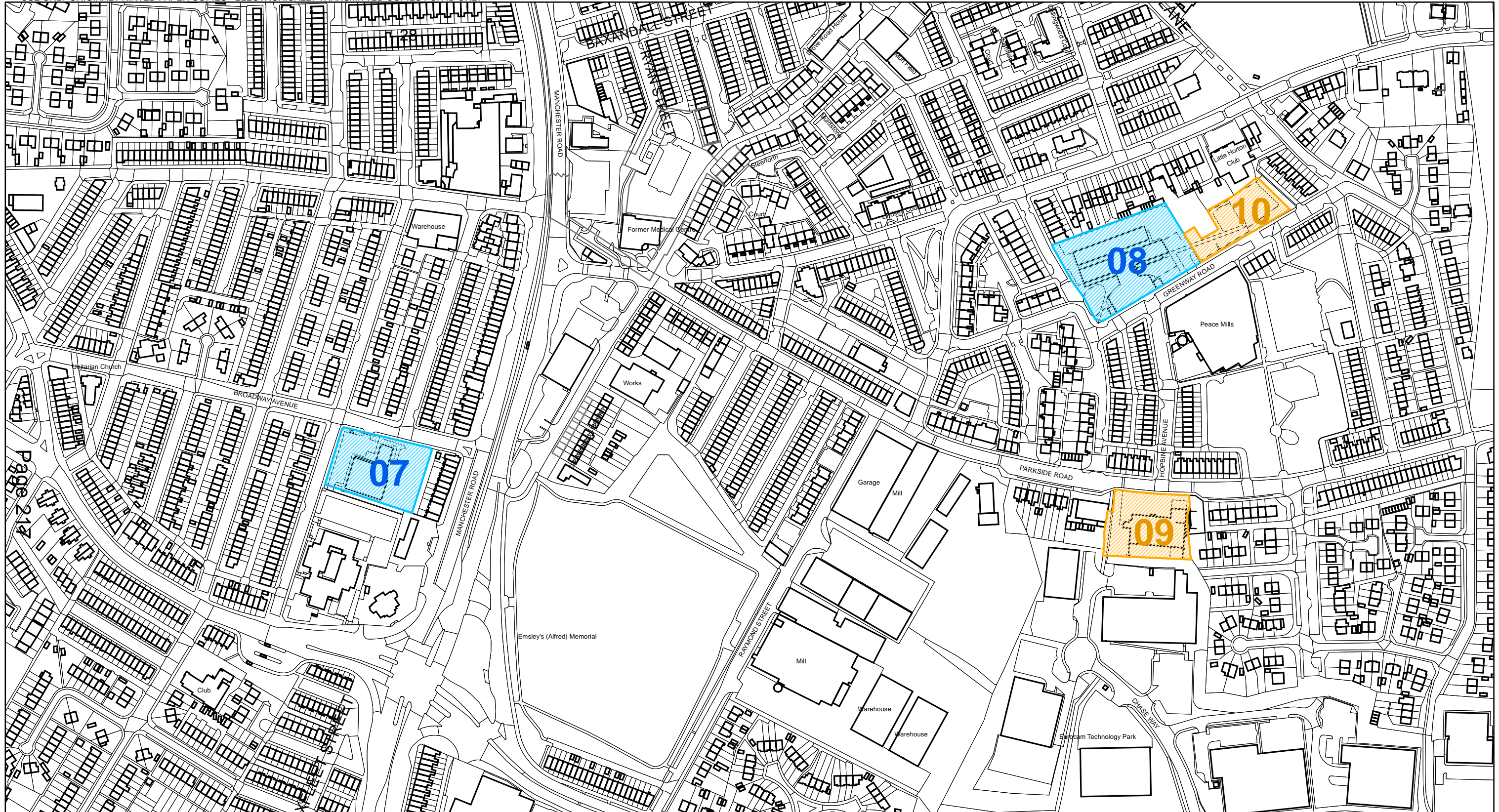
Date  
24-05-2017

Plan No.  
DCB M098-169 MGB



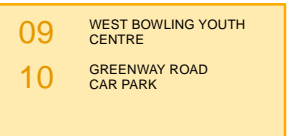
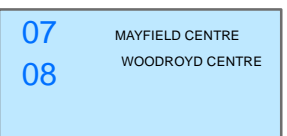
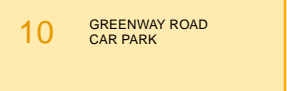
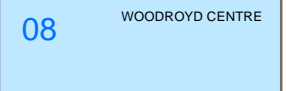


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	LONG LEASE TO TRIDENT		CBMDC NOT OWNED
	09 WEST BOWLING YOUTH CENTRE		07 MAYFIELD CENTRE
	10 GREENWAY ROAD CAR PARK		08 WOODROYD CENTRE

Crown Copyright, Reproduced from Ordnance Survey Mapping with permission from H.M.S.O. 0100019304 SE1632	Scale 1/3000@A3	Date 24-05-2017	Plan No. DCB M-008-170 MGB
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**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 6 APRIL 2017 AT COMMITTEE ROOM A, WELLINGTON  
HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Tim Swift (Vice-Chair)	Calderdale Council
Councillor Keith Aspden	York Council
Councillor Andrew Carter	Leeds City Council
Councillor Simon Cooke	Bradford Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor James Lewis	Leeds City Council (Substitute)
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor David Sheard	Kirklees Council
Councillor Jeanette Sunderland	Bradford Council

**In attendance:**

Councillor Keith Wakefield OBE	Chair, WYCA Transport Committee
Ben Still	WYCA
Caroline Allen	WYCA
Heather Waddington	WYCA (minute 106 only)
Ruth Chaplin	WYCA

**93. Chair's Comments**

The Chair advised that Item 8, Leeds City Region Infrastructure Investment Framework, had been deferred to a future meeting to allow for further work to be undertaken.

**94. Apologies for Absence**

Apologies for absence were received from Councillors Peter Box and Judith Blake.

**95. Declarations of Interest**

Councillor Simon Cooke declared an interest in Agenda Item 7, Leeds City Region Housing Policy Position Statement, as he is a Council appointed Director of Incommunities Ltd (Housing Association).

## **96. Exclusion of the Press and Public**

There were no items on the agenda requiring exclusion of the press and public.

## **97. Minutes of the meeting held on 2 February 2017**

Further to minute 82, Devolution, it was reported that following the meeting there had been correspondence between WYCA and the Minister and copies of those letters are appended to these minutes.

**Resolved:** That the minutes of the meeting of WYCA held on 2 February 2017 be approved and signed by the Chair.

## **98. Capital Spending And Project Approvals**

The Authority considered a report of the Director of Delivery which sought approval for the progression of funding for schemes from the West Yorkshire Plus Transport Fund and Local Growth Fund.

The report provided details of the projects which had been considered by the Investment Committee on 8 March 2017 and were recommended to WYCA for progression and approval of funding. The report mapped each of the projects across to the assurance process.

Members considered the following schemes which had proceeded directly to WYCA ahead of consideration by the Investment Committee due to time constraints of the funding streams:

- West Yorkshire Cycling & Walking to Work Fund – Case Paper (Activity 2)
- National Productivity Investment Fund (NPIF) – Case Paper (Activity 2)
- Global Shared Services Centre (Project Primrose) – Case Paper (Activity 2)
- Leeds City Region HS2 Growth Strategy Phase 2 (the funding stream for the scheme is revenue for strategy development)

The Authority also approved acceptance of the Department for Transport's (DfT) award of £700k and the spend of this for the Steeton and Silsden Active Travel Access Scheme.

Members discussed the proposed change request for the Leeds District Heat Network Scheme. Some concern was expressed in respect of the risks, strategic fit and the need to establish clear, deliverable benefits. Members were assured that the scheme would be closely monitored and considered further by both the Investment Committee and WYCA before funding was finally committed.

**Resolved:**

- (i) That the funding of £202k for the **A629 Halifax to Huddersfield Corridor Phase 5** scheme to progress through Decision Point 2 to Activity 3 (Outline Business Case) be approved. That the Approval Pathway be amended so that the scheme returns to the Programme Appraisal Team (PAT), Investment Committee and WYCA at Decision Point 3 to request further development and land acquisition costs. The project will be funded from the West Yorkshire Plus Transport Fund.
- (ii) That pre-feasibility funding of £165k for **Enterprise Zones Phase 2 Part 2** to enable the procurement of the feasibility work for the 4 identified sites be approved and that confirmation of the match funding and start of procurement be sent to the Department of Communities and Local Government (DCLG). That the full programme returns to the Programme Appraisal Team (PAT), Investment Committee and WYCA in June 2017 for consideration. The project will be funded from the Local Growth Fund.
- (iii) That the spending of the £1.5m **West Yorkshire Cycling and Walking to Work** DfT grant be approved and that the funding be included in the WYCA budget. That the scheme commences work on Activity 5 (Full Business Case with Finalised Costs) returning to the Programme Appraisal Team (PAT) for review at Decision Point 5. There is zero tolerance above the £1.5m funding limit. That approval be given to the Managing Director to use his delegation at subsequent Decision Points (pathway suggested DP5 (Full Business Case with Finalised Costs), 6 (Delivery) and 8 (Execution)) to accept the Full Business Case and signing all necessary contracts. That the scheme be allowed to twin track the completion of the Full Business Case whilst starting to procure the solution and advertise for FTE posts and that the Acceptance Letter be signed and returned to the Department for Transport (DfT).
- (iv) That inclusion of the **National Productivity Investment Fund (NPIF)** scheme within the Integrated Transport Block Programme – Implementation Plan 3 be approved.
- (v) That progression of the **Project Primrose** scheme through Decision Point 2 into Stage 2: Pipeline Development be approved. That approval be given to the Managing Director to use his delegation at subsequent Decision Points (Decision Points 4 and 5) following consideration by and a recommendation from the Leeds City Region Investment Panel.
- (vi) That spend of £625k for the **Leeds City Region HS2 Growth Strategy Phase 2** be approved. This will be funded entirely from the DfT grant received by WYCA on 21 March 2017.
- (vii) That acceptance of the DfT award of funding of £700k and the spend of this for the **Steeton and Silsden Active Travel Access** scheme be approved and that an Expression of Interest be submitted for consideration by the

Programme Appraisal Team (PAT) and the Investment Committee.

- (viii) That funding of £2.24m for the **York Outer Ring Road (A1237)** scheme to continue to progress through to Activity 4 (Full Business Case) be approved. The project will be funded from the West Yorkshire Plus Transport Fund.
- (ix) That funding of £2.2m for the **A629 Halifax to Huddersfield Corridor Phase 1a** scheme to progress from Activity 4 (Full Business Case) through Activity 5 (Finalise Costs) be approved. That approval for subsequent progression at Decision Point 5 to a maximum funding total of £8.5m be delegated to WYCA's Managing Director. The project will be funded from the West Yorkshire Plus Transport Fund.
- (x) That a grant of £10m to the **Leeds District Heat Network**, be conditionally approved subject to the full funding package being secured from other sources and robust evidence regarding anticipated levels of demand being provided to the next meeting of the Investment Committee. The project will be funded from the Local Growth Fund.
- (xi) That it be noted that the Investment Committee has recommended to WYCA's Managing Director that he exercises his delegated authority to approve the progression of the following projects and associated funding from the West Yorkshire Plus Transport Fund and Local Growth Fund:
  - Total cost increase (with no further grant increase) for **Leeds City College Quarry Hill** and an extension to the programme by 10 months and that assets from disposal are used to cover the increase in project costs, whilst any remaining surplus would return to WYCA.
  - To change the £1m loan at 2% interest for **Kirklees Housing Project** to an interest free loan of £800k and a £200k project development grant to bring Kirklees Housing Project in line with the other Local Growth Fund projects and allow for the claiming of staff time as eligible project development costs.

## 99. Inclusive Industrial Strategy

The Authority considered a report of the Director of Policy, Strategy & Communications which provided the draft response to the Industrial Strategy green paper and consultation on the Northern Powerhouse Strategy.

It was noted that WYCA had previously resolved to work towards a response to the Government's Industrial Strategy green paper from the city region which had a goal of improving productivity and living standards for all in city regions. Members discussed the major common themes represented in the emerging joint WYCA/LEP response and noted the summary of key messages arising from the widespread consultation which were attached at Appendix A.

It was reported that Government had indicated an informal interest in working with the Leeds City Region to host a specialist workshop on med-tech and to explore a care sector deal with businesses, partners and the public.

The response was being prepared for the deadline of 17 April 2017 and it was agreed that the final submission be delegated to WYCA's Managing Director in consultation with the WYCA and LEP Chairs.

**Resolved:**

- (i) That sign off of the final response be delegated to WYCA's Managing Director, in consultation with the WYCA and LEP Chairs for a joint WYCA/LEP response.
- (ii) That Leeds City Region engages with Government to explore a potential place-based settlement that could serve as a jointly-owned plan to channel the combined efforts of national and city region leadership, drawing upon widespread engagement with local communities.
- (iii) That work be pursued to host a specialist workshop on med-tech and officers explore with partners potential to develop options for a sector approach to care.

**100. LCR Housing Policy Position Statement**

The Authority considered a report of the Director of Policy, Strategy & Communications on the draft Leeds City Region Housing Policy Position Statement developed by the City Region Land and Assets Board.

Members debated the draft revised housing policy position statement which was attached at Appendix 1 and noted the housing delivery performance figures which were above the SEP target. The resulting work programme and resource plan for undertaking the draft actions and activities set out in the Position Statement would be overseen by the Leeds City Region Land and Assets Board and reported to WYCA.

A joint WYCA consultation response was being prepared on the Housing White Paper in consultation with local authority planning authorities and other partners. It was agreed that the response be amended to include the points highlighted in the debate and the sign off of the Leeds City Region response on the Housing White Paper be delegated to WYCA's Managing Director in consultation with the WYCA Chair and Deputy Chair for submission before the 1 May 2017 deadline.

**Resolved:**

- (i) That the significantly improved housing delivery performance and the significant increases in planning permission being approved by Local

Planning Authorities in the Leeds City Region be noted and welcomed.

- (ii) That the draft Leeds City Region Housing Policy Position Statement be endorsed.
- (iii) That the scope of the proposed WYCA/LEP response on the Housing White Paper as set out in the submitted report be noted and that final sign off of the response be delegated to WYCA's Managing Director in consultation with the WYCA Chair and Deputy Chair for submission before the 1 May 2017 deadline.

**101. Leeds City Region Infrastructure Investment Framework (ITEM WITHDRAWN)**

This item was deferred to a future meeting to allow for further work to be undertaken.

**102. West Yorkshire Low Emission Strategy Adoption**

The Authority considered a report of the Director of Policy, Strategy & Communications on the proposed adoption of the West Yorkshire Low Emission Strategy (WYLES).

It was noted that Local Authorities have a statutory duty to manage air quality and the WYLES had been developed in collaboration with the five West Yorkshire Districts with technical input from WYCA and financial support from the WY Local Transport Plan and DEFRA grant. All the West Yorkshire local authorities had adopted the WYLES which was largely concerned with transport and set out the case for intervention and provided a framework of objectives and recommendations to shape policy and actions to tackle harmful pollutants. The Transport Committee had endorsed the WYLES at their meeting on 22 February 2017 and were recommending it for formal adoption by WYCA. The Transport Committee had agreed that WYCA should work with the District Councils, transport industry partners and stakeholders to jointly develop an Action Plan for delivery of the WYLES.

**Resolved:**

- (i) That the West Yorkshire Low Emission Strategy (WYLES) be adopted.
- (ii) That WYCA works with West Yorkshire District Councils, transport industry partners and stakeholders to jointly develop a detailed Action Plan for delivery of the WYLES.

**103. Better Homes - Eco Flexible Eligibility and Wakefield Affordable Warmth Charter**

The Authority considered a report of the Director of Policy, Strategy & Communications on the proposed Leeds City Region Flexible Eligibility ECO (Energy



Company Obligation) policy approach and criteria for funding.

It was reported that the draft policy, which was attached at Appendix 1 to the submitted report, had been developed in response to the Government's forthcoming Flexible Eligibility policy, within the national ECO regulations.

It was reported that Wakefield Council had joined the Better Homes Yorkshire programme and all city region districts were now signed up to the WYCA contract. Wakefield Council had developed the Wakefield Affordable Warmth Charter to facilitate and get a shared commitment to improving energy efficiency and tackling fuel poverty in their district. WYCA pledged their support to the Charter which reflected WYCA's policy approach to addressing fuel poverty.

**Resolved:**

- (i) That the announcement that Wakefield Council has joined the Better Homes Yorkshire programme be welcomed.
- (ii) That WYCA pledge support to the Wakefield Affordable Warmth Charter.
- (iii) That the proposed Leeds City Region wide policy approach and criteria for funding as set out in Appendix 1 of the submitted report, to facilitate access to ECO through the forthcoming Flexible Eligibility initiative be endorsed and further that it be noted that each district will also need to publish their own Statement of Intent as a pre-requisite to secure funding.

**104. Leeds City Region Enterprise Zones Programme**

The Authority considered a report of the Director of Resources and Director of Policy, Strategy & Communications which set out:

- The policy background to the successful bids to Government for Phase 1 and 2 Enterprise Zones (EZs).
- Proposals to enhance EZ governance arrangements.
- The principles underpinning the management of retained business rates to allow LEP/WYCA to deliver its leadership of delivery of the Leeds City Region EZs programme in line with the policy intent outlined in the submitted report.

The report also provided information on the emerging LCR EZs Strategy and Implementation Plan and set out a process for its development, approval and submission to the Department for Communities and Local Government (DCLG) and Department for Business, Energy and Industrial Strategy (BEIS).

It was noted that the LCR EZs programme comprised of 10 sites which included the Phase 1 Leeds (Aire Valley) EZ and 9 sites in Phase 2 along the M62 corridor in Bradford, Calderdale, Kirklees and Wakefield. There was also an EZ at York Central

which was managed by YNYER LEP and York City Council.

Members noted the key terms of the Memorandum of Understanding (MoU) which were highlighted in the submitted report. In order to formalise the required arrangements relating to the use of the increase in business rates, each district authority would enter into an agreement with WYCA. It was agreed that these be progressed including a provision specifying that the retained business rates increases will accrue to WYCA as accountable body for the LEP.

It was proposed that in addition to meeting the MoU requirements for a 5 year Implementation Plan and marketing plan that an overarching LCR EZs Strategy and Implementation Plan be developed. This would cover all 10 EZ sites under the responsibility of WYCA rather than just the 9 sites in Phase 2. It was agreed that this be developed in consultation with District Councils and approval of the final Plan be delegated to WYCA's Managing Director in consultation with the Chair of WYCA and the LEP Chair.

Consideration was also given to the proposed governance arrangements for decision-making in respect of the LCR EZs programme and details were set out in the submitted report.

**Resolved:**

- (i) That the policy background to the successful bids to Government for Phase 1 and 2 EZs be noted.
- (ii) That the proposals as set out in the submitted report to clarify governance arrangements for decision-making in relation to the EZs be agreed.
- (iii) That the principles underpinning the management of retained business rates to the LEP/WYCA be approved and the Head of Legal and Democratic Services be asked to progress an agreement between each relevant district authority and WYCA.
- (iv) That the preparation of the draft LCR EZs Strategy and Implementation Plan be noted and WYCA's Managing Director be delegated to develop the Implementation Plan element of the document in consultation with the districts and to approve the finalised Strategy and Implementation Plan in consultation with the Chair of WYCA and the LEP Chair.

**105. Better Skills Outcomes - Delivery Agreements With West Yorkshire Colleges**

The Authority considered a report of the Executive Head of Economic Services which provided an update on the progress of activity to develop delivery agreements with FE colleges in West Yorkshire in order to influence the alignment of activity – including that funded through the Adult Education Budget – with the ambitions set out in the Leeds City Region Employment and Skills Plan.

It was reported that delivery agreements have been developed in collaboration with each of the seven FE colleges in West Yorkshire and members considered the draft delivery agreement framework which was attached at Appendix 1. It was noted that the work is a crucial step to taking on a commissioning role if the Adult Education Budget (approximately £50m per year in West Yorkshire) is fully devolved in future. Colleges have taken a positive and proactive approach in the development of the agreements which build on the strong relationships already in place between WYCA, the LEP and the FE sector. It is also an important step in holding colleges to account to deliver the outcomes required by the Leeds City Region economy.

It was noted that the Employment and Skills Panel would have oversight of the agreements and monitoring and it was proposed that the agreements would be published in April 2017.

**Resolved:**

- (i) That the progress of the joint work with West Yorkshire colleges be noted and the draft delivery agreement framework be approved.
- (ii) That the Employment and Skills Panel oversee the workstream with delegation to WYCA's Managing Director where required.

**106. European Structural & Investment Funds (ESIF) Sustainable Urban Development (SUD) Update**

The Authority considered a report of the Director of Policy, Strategy & Communications which provided an update in respect of the Sustainable Urban Development (SUD) element of the European Structural and Investment Funds (ESIF) programme and the development of the SUD Call.

The report provided background information, progress to date and also outlined the agreed process for WYCA to take on Intermediate Body (IB) status to be able to receive delegated authority from government for a Sustainable Urban Development strategy.

Members noted the Memorandum of Understanding which was attached at Appendix 1 to the submitted report and the approach to developing the Call under SUD. The approach to the development of the Call was agreed and the draft Call will be presented to WYCA at the next meeting prior to it being published by DCLG.

It was reported that the Department for Communities and Local Government (DCLG) were expecting to attend future WYCA and Investment Committee meetings where SUD was to be discussed and may contribute in an advisory capacity at the discretion of the Chair.

**Resolved:**

- (i) That the process, roles and responsibilities of the parties involved, including WYCA, as set out in Appendix 1 to the submitted report be noted.
- (ii) That the outline shape of a Call under SUD as outlined in the submitted report be agreed.

**107. Integrated Transport Block Programme**

The Authority considered a report of the Director of Policy, Strategy & Communications on the indicative West Yorkshire LTP Integrated Transport block funded programme 2017-22 (IP3) and 2017/18 National Productivity Investment Fund programme as part of the overall Transport Strategy Implementation Plan 3.

It was noted that the Transport Committee had endorsed a IP3 programme using:

- £1.615m of Y1 NPIF grant to fund an expanded LTP IP3 programme
- remainder to be used for discretionary spend by partners for schemes in line with the draft Transport Strategy and contribute to the NPIF objectives.

The new WYCA Portfolio Management Office (PMO) Assurance process will be applied to the WYCA led elements of the IT block and NPIF elements of the programme. (The NPIF programme has been recommended for approval by the PMO Programme Appraisal Team). District partners are being given the option to utilise the PMO assurance process as part of their scheme development and delivery.

**Resolved:**

- (i) That, following endorsement of the draft programme by the Transport Committee in February 2017, the indicative West Yorkshire LTP Integrated Transport funded programme for the 5 Year IP3 period (2017-22) be approved.
- (ii) That the detailed Year 1 (2017/18) and Year 2 (2018/19) programme of District led schemes, identified as part of the West Yorkshire LTP Integrated Transport funded programme and funded through a combination of funding from LTP Integrated Transport block and National Productivity Investment Fund be approved.
- (iii) That the proposal for approval of WYCA led or WYCA funded schemes to be sought from the Transport Committee under the current delegation in place for LTP IT block funded schemes up to £3m, and for the Transport Committee to oversee delivery of the West Yorkshire LTP Integrated Transport funded programme be noted.

- (iv) That the provisional programme and spend of the £6.925m National Productivity Investment Fund (NPIF) allocation be approved and that the funding is included in the WYCA budget.
- (v) That approval be given for WYCA's Managing Director to use his delegation at subsequent Decision Points in approving the reallocation of any funds between schemes, the Districts and WYCA. That the WYCA schemes are subject to the Assurance Process and that a Full Business Case for the package of schemes totalling £1.327m returns to the Programme Appraisal Team (PAT) at Decision Point 5 (Full Business Case Finalised Costs).

## **108. Governance Arrangements**

The Authority considered a report of the WYCA Managing Director which:

- Sought agreement to progress a proposal to integrate LEP Panels into WYCA's decision-making structure, subject to further consultation with the LEP Board and its Panels.
- Requested WYCA to consider appointing 2 private sector representatives to the Transport Committee, at its annual meeting.
- Set out changes to WYCA's governance required by Order, mainly relating to WYCA's overview and scrutiny arrangements, and sought approval to amend standing orders to implement the new requirements and related changes.
- Set out new arrangements to address potential conflicts of interest arising in respect of business grants.

Members considered the proposal to integrate LEP Panels into WYCA's decision making structure in the context of the on-going review of Leeds City Region governance arrangements and noted the principal advantages of streamlining decision making, having direct private sector involvement in WYCA decision making and increased accountability and transparency. It was proposed that the Panels be appointed as WYCA committees or sub committees at the Annual Meeting, subject to the outcome of further consultation including consultation with the LEP Board and LEP Panel Chairs.

It was also proposed that the LEP Board be asked to nominate 2 non-voting private sector representatives to the Transport Committee and the appointments would be made by WYCA at the Annual Meeting.

The report also set out changes to WYCA's overview and scrutiny arrangements which are required by Order of the Secretary of State with effect from 8 May 2017. It was reported that a new requirement in the Order, was for WYCA to publish a Forward Plan of Key Decisions, similar to District Councils' Forward Plans. It was proposed to incorporate the notice provisions and the Key decision definition into the Access to Information annex to WYCA's Procedural Standing Orders which was attached at Appendix 1 to the submitted report. It was noted that currently

officers' decisions were not subject to call-in and it was recommended that call-in should now also extend to any officer decision over £1 million. Should an urgent officer decision be required, this would be considered by the Managing Director in consultation with the Chair of Overview & Scrutiny Committee. The Scrutiny Standing Orders had been amended to reflect the Order's requirements and a copy was attached at Appendix 2.

It was also noted that WYCA must appoint at least one independent person to the Governance and Audit Committee and for WYCA to designate a Statutory Scrutiny Officer. It was proposed that this role be undertaken by the Director of Resources with a view to recruiting to a new post in due course.

In respect of conflicts of interest, it was noted that the Chair of Overview & Scrutiny Committee would be asked to review any application for a business grant made by a business where there is involvement by a LEP Board or Panel member, as an additional check and balance before any approval under delegated authority of the Managing Director. This would be an interim arrangement pending a more detailed review of conflicts of interest arrangements.

**Resolved:**

- (i) That WYCA's Managing Director be requested to progress the proposal to integrate LEP Panels into WYCA's decision-making structure as set out in the submitted report, including consulting with the LEP Board and engagement with the LEP Panels and relevant WYCA committees via their respective Chairs, with a view to considering revised committee arrangements at its annual meeting.
- (ii) That the LEP Board be asked at its meeting in May 2017 to agree the proposals set out in the submitted report in respect of revised committee arrangements, including the proposal to appoint 2 non-voting private sector representatives to the Transport Committee.
- (iii) That the changes to governance arrangements required by Order of the Secretary of State as set out in the submitted report be noted, together with the definition of Key decision agreed by the Overview & Scrutiny Committee and further to these requirements, with effect from 8 May 2017:
  - (a) That the revised Access to Information Annex as set out in Appendix 1 of the submitted report be approved.
  - (b) That the revised Scrutiny Standing Orders attached as Appendix 2 to the submitted report, including the revised call-in provisions recommended by Overview & Scrutiny Committee be approved.
  - (c) That the Director of Resources be designated as Scrutiny Officer.

- (d) That the Director of Resources establish a new post of Scrutiny Officer and progress recruitment to that post.
- (e) That the Director of Resources progress the recruitment of an independent member (not Chair) for the Governance & Audit Committee.
- (f) That the new arrangements to address potential conflicts of interest arising in respect of business grants be noted.

**109. Transport For The North**

The Authority considered a report of the Director of Policy, Strategy & Communications which provided an update on Transport for the North workstreams and on revised timescales for establishing Transport for the North as a statutory body.

The report updated members on progress being made by Transport for the North (TfN) in strategy development, Northern Powerhouse Rail, Major Roads Report, Highways England Route Strategies, International Connectivity and establishing TfN as a sub-national transport body.

**Resolved:**

- (i) That the report be noted.
- (ii) That the report be circulated to the Transport Portfolio Holders for information.



The Rt Hon Sajid Javid MP  
Secretary of State for Communities & Local Government  
Department for Communities & Local Government  
Fry Building  
2 Marsham Street  
London  
SW1P 4DF

4<sup>th</sup> April 2017

Dear Secretary of State

Thank you for your response of 6 March committing Government to supporting civic and business leaders to continue to work together to reach an agreed position on geography for further devolution in Yorkshire. I and my colleagues concur with your ambition to see devolution to strong combined authorities in our major cities; we see it as a vital part of driving real economic and social change so an inclusive UK economy works for all as we embark on a new era of international opportunity.

The clear criteria you provide is particularly helpful. Government has been clear and consistent that a directly elected mayor is required for an ambitious deal. While our communities and different political groups within our councils have reservations about the need for - and cost of - another politician, we feel all parties should be prepared to compromise in the interests of better social and economic outcomes. On that basis, councils accept a directly-elected mayor goes hand-in-hand with a deal that matches the ambition of local businesses, communities and local authorities.

We are all frustrated by the collective lack of progress, so I support strongly your desire to conclude a deal as soon as possible this year. That requires meaningful progress soon, so I agree with your suggested meeting and have asked my office to work with your officials to facilitate.

Locally, I have shared your letter with Leaders across Yorkshire as well as all members of the Combined Authority. This ensures widespread understanding of our responsibility to make progress, and I and my colleagues will continue to work hard so you are provided with options that meet the criteria.

Yours sincerely

A handwritten signature in black ink, appearing to read "Peter Box".

Clr Peter Box CBE  
**Chair, West Yorkshire Combined Authority**

cc: Andrew Percy MP, Melanie Dawes, Simon Ridley, Andrew Battarbee



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Communities and  
Local Government

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Our Ref:

6 March 2017

Thank you for your letter of 13 February regarding devolution to the Leeds City Region.

I am keen to see devolution to strong Mayoral Combined Authorities in our major cities. There is clearly enthusiasm for further devolution in Yorkshire, and I hope to see progress made. That is why the Government is committed to supporting leaders – from both local authorities and the business community – to continue to work together in order to come to an agreed position on geography for further devolution in Yorkshire. Any proposal would need to be consistent with a Sheffield City Region Mayoral election in 2018.

While I recognise the effort that has been put into the proposal for devolution to the Leeds City Region, I am not convinced that any geographical proposal at this time enjoys wide support from local stakeholders in Yorkshire.

As in other areas of the country we will only support devolution where there is an elected Mayor who has sufficient power to be properly accountable to the electorate for the outcomes achieved under devolution. The Mayor would work with a single combined authority, because an arrangement where there is one mayor and more than one combined authority dilutes accountability, and risks making the Mayor a figurehead. With necessary local and central government agreement, a proposal could involve creating a Combined Authority area with boundaries different to those of the current West Yorkshire Combined Authority.

Devolution has to be locally led. Can I suggest that you now put options to us which meet the criteria we have agreed in all other devolution deals: a single mayor for a single Combined Authority, which has the possibility of achieving wider support from local stakeholders in Yorkshire. If this proves possible, I suggest we then meet shortly to scope out the content of such a deal with a view to concluding a deal as soon as possible this year. I look forward to discussing this with you further soon and working together to capitalise on the many exciting opportunities there are locally.

A handwritten signature in blue ink, appearing to read 'Sajid Javid', with a long horizontal flourish extending to the right.

**RT HON SAJID JAVID MP**