



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Wednesday, 21 February 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
BM Smith Cooke Riaz	Warburton Arshad Hussain Watson Bacon Duffy	J Sunderland	Naylor

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
Mallinson Townend M Pollard	Greenwood T Hussain Thirkill Jamil Shaheen	Ward	Hawkesworth

Notes:

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

From:

Michael Bowness
Interim City Solicitor
Agenda Contact: Yusuf Patel
Phone: 01274 434579
E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. 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.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 25 January 2018 be signed as a correct record (previously circulated).

(Yusuf Patel – 01274 434579)

4. **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.

(Yusuf Patel - 01274 434579)

5. **REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE**

No referrals were made at the time of the publication of the agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. **QUARTER 3 FINANCE POSITION STATEMENT FOR 2017-18**

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The Assistant Director of Finance and Procurement will submit a report (**Document “AC”**) 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.

This report was considered by the Executive at its meeting held on 6 February 2018.

Recommended –

That the Corporate Overview and Scrutiny Committee review and comment on the Qtr 3 Finance Position Statement for 2017-18.

(Andrew Cross - 01274 436823)

7. HOUSING BENEFIT APPEALS BUILD-UP

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In 2017, a Housing Benefit claimant complained to the Local Government and Social Care Ombudsman (LGO) because the Council had delayed referring their case to the First Tier Tribunal Social Entitlement Chamber.

Following its investigation, the LGO published a public interest report, which highlighted that a build-up of work prevented the complainant's case from being dealt with in a timely manner.

The Interim Director Corporate Resources will submit a report (**Document "AD"**) which sets out the role and functions of the Appeals team, the circumstances leading to the build-up of work, and the actions taken to reduce the build-up and to reduce the time taken to complete appeal cases.

Recommended –

That Corporate Overview and Scrutiny Committee is being asked to note the contents of the report and the work undertaken to reduce the build-up of appeal cases.

(Martin Stubbs - 01274 432056)

8. DISCRETIONARY PAYMENTS

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The Interim Director Corporate Resources will submit a report (**Document "AE"**) which provides an update on the support provided by the Council, to financially vulnerable residents, through the Discretionary Housing Payments (DHP) scheme and the Local Welfare Assistance Scheme during the period 1 April 2017 to 31 December 2017.

Recommended –

That the Committee;

- (1) Note the contents of this report and the work that has taken place on both Discretionary Housing Payments and Local Welfare Support.**
- (2) Consider the ideas outlined in 4.3 to Document "AE" and provide any feedback for consideration by the Executive.**

(Martin Stubbs - 01274 432056)

9. UNIVERSAL CREDIT

77 - 100

The Assistant Director Procurement and Finance will submit a report (**Document “AF”**) which sets out progress of the roll out in Bradford, highlighting the key issues for the district and the actions taken, and planned, over the coming months and years to ensure it is implemented successfully.

This is an update of the reports that this committee received in September 2015 and December 2016 that detailed the introduction of Universal Credit in Bradford and highlighted some of the cultural, organisational and logistical challenges and concerns faced by residents, the Council and others, and the action taken to respond to these challenges.

Recommended –

That Corporate Overview and Scrutiny Committee;

- (1) Note progress made in the development of arrangements to support residents, and in responding to adverse impacts on Council service delivery.**
- (2) Consider the issues raised in this report, the likely impacts on the district’s residents, the Council, and other providers and agencies and provide any comments and views for consideration by the local delivery partnership.**

(Martin Stubbs – 01274 432056)

10. DRAFT BRADFORD DISTRICT STRATEGIC APPROACH TO TACKLING POVERTY 2018-2020

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The Strategic Director Place will submit a report (**Document “AG”**) which presents the draft Bradford District Strategic Approach to Tackling Poverty 2018-2020 along with data measures that will be used to evidence impact of activity at a District and lower levels.

Recommended -

That Corporate Overview and Scrutiny Committee:

- (1) Accept the progress made to date against the recommendation of the Corporate Overview and Scrutiny Committee of the 2 February 2017.**

- (2) **Provide their comments on the draft Strategic Approach presented.**
- (3) **Suggest other action the Committee believes the Anti-poverty Co-ordination Group should or could be taking to make a positive impact against poverty in the District.**

(Helen Johnston/Martin Stubbs - 01274 434401/432056)

11. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2017/18 129 -
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The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document "AH"**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2017/18.

Recommended –

- (1) **That members consider and comment on the areas of work included in the work programme.**
- (2) **That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt – 01274 432574)



Report of the Assistant Director of Finance and Procurement to the meeting of the Corporate Overview and Scrutiny meeting to be held on 21st February 2018.

AC

Subject:

Quarter 3 Finance 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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Procurement

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

Qtr 3 FINANCIAL STATEMENT FOR 2017-18

1.0 INTRODUCTION

This report is the third 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 plan, and progress on the Transformation Fund allocated to projects that help deliver savings and transform services.
- A statement on the Council's reserves including movements in the 3rd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates Collection.

1.1. MAIN FINANCIAL MESSAGES

- Based on a projection at 31st December 2017, it is forecast that Council wide expenditure will be £0.6m above the approved budget of £375.2m by year end. This is a £3.2m improvement from the position at Qtr. 2 resulting from;
 - A £3m increase in the Centrally Held budgets underspend to £8.4m due mainly to lower redundancy costs. There will be fewer redundancies than previously expected as services have managed to reduce posts by other means¹. Additionally, the average redundancy payment was also lower than estimated.
 - A £0.5m reduction in the Children's Services overspend to £3.9m due mainly to increases in the underspend in the Employment and Skills part of the department. However, an additional requirement of £0.5m for project work in 2018-19 also been identified to help deliver the £6m of Early Help savings, and further Dedicated Schools Grant (DSG) savings.
 - A £0.5m increase in the Corporate Services underspend to £2.2m due mainly to small scale improvements in services within Revenues and Benefits and Estates and Property.
 - The above improvements to the financial position are however partly offset by a £1m increase in the Health and Wellbeing overspend to £6.4m primarily due to increased activity and costs across Purchased Care budgets than previously forecast.
 - Additionally, although the Department of Place forecast overspend has remained the same at £1.6m, Waste Services have seen a £0.6m increase in

¹ Since 2010, the Council has reduced the number of full time equivalent staff by over 2,200. Reductions have included 1,250 redundancies of which 143 were compulsory, with the remainder accounted for by leavers whose posts that have not been subsequently recruited to. Total redundancies are also forecast to be 100 lower than budgeted this financial year due to staff turnover and the deletion of vacant posts.

their forecast overspend to £1.1m. These have been offset by changes in other parts of the Department.

- Despite the positive direction of travel, the Council is still forecast to overspend by £0.6m overall with significant overspends in Health and Wellbeing (£6.4m) and Children's Services (£3.9m) linked to Social Care services.
- It should also be noted that the £6.4m forecast overspend in Health and Wellbeing is after using £10.1m of time limited 'Improved Better Care Fund'² (ICBF) money and £0.7m of one-off reserves, without which the forecast would have been significantly higher. The ICBF is being used as outlined in the Integration and Better Care Fund delivery plan that has been agreed by the Health and Wellbeing Board and NHS England.
- The Department of Place is also forecast to overspend by £1.6m linked to Planning Transport and Highways (£0.8m); Sports and Culture (£0.8m) and Waste Services (£1.1m) offset by underspends in Neighbourhood Services (£1.1m).
- The overspends outlined above, are partly offset by underspends in Corporate Services (£2.2m), Non Service (£0.7m) and Central budgets and net transfers to reserves (£8.4m). The underspend in Centrally held budgets is mostly due to lower capital financing and redundancy costs than budgeted.
- Regarding the £46m³ budgeted savings programme, there are risks to the achievement of a number of plans, and it is forecast that £23.5m of savings will not be delivered as intended. The forecast underachievement is significantly higher than prior years reflecting the increased difficulty in delivering savings as the Council reduces in size, and lower priority areas have already been cut.
- One of the aims of this report is to highlight risks of under delivery, as any underachieved savings from 2017-18 and prior years will compound the difficulty of delivering future year savings and this is the main issue highlighted by this report.
- Given the level of forecast underachieved savings highlighted in prior reports, and the potential impact on 2018-19, the Leader of the Council determined that a formal group ("Star Chamber") inclusive of the Leader, Deputy Leader, Chief Executive and Strategic Director of Corporate Services, should meet with the Portfolio Holders and Strategic Directors of Health and Wellbeing, Children's Services and Place to suggest ways in which the budget proposals could be brought back on track or mitigated.
- The 2018-19 budget process has sought to address a number of underachieved savings. Of the £23.5m of savings that are forecast not to be delivered in year, £14.4m has been addressed through the 2018-19 budget setting process. Of this, £4.4m has been identified as not deliverable, with the remainder re-profiled to reflect a longer implementation period. Additionally, the £4.8m of travel assistance savings, will continue to be mitigated by Corporate contingencies until delivery plans are finalised.

² £10.5m of ICBF has been received in 2017-18. The additional money received will reduce to £6.2m in 2018-19, £3.5m in 2019-20 and £0 by 2020-21.

³ £37.5m of 2017-18 budget savings + £8.5m of budget savings not achieved in prior years

- Regarding reserves, at 31st December 2017 reserves stand at £126.4m (Council £101.2m and Schools £25.2m). Net movements from reserves have led to a £26.6m reduction in total reserves from £153.0m at 1 April 2017. Section 6 details reserves.
- Unallocated reserves required for contingency purposes, now stand at £14.5m. 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 £90.4m with £51.7m incurred at 31st December.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.25m for Customer Services to invest in new IT technology to improve self-serve, and reduce the number of face to face contacts and telephone calls requiring officer time.
 - £0.55m for the advanced acquisition and demolition of a property that is required for the Bradford to Shipley Corridor improvement project. The scheme is to be funded by short term borrowing prior to reimbursement from the West Yorkshire Transport Fund.
 - £0.55m for Thornton Road / Toller Lane (A6177) Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
 - £0.11m to replace the Council's underground fuel tanks. The scheme will provide a flexible fuelling facility and minimise the risk to the Council of fuel loss.
 - £0.056m additional funding to complete essential repair works to Chellow Dene reservoir.
- Regarding Council Tax and Business Rates, the Council will receive the 2017-18 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. It is currently forecast that Council Tax will be approximately £0.4m below budget; this will be carried forward into 2018-19 Council Tax Base.
- By 31 December 2017 the Council had collected £155.3m (75.5%) of the value of Council Tax bills for the year compared with £146.3m (75.2%) at the same stage last year. The collection of Business Rates also by 31 December was 78.93% compared to 78.35% at the same time last year.

2. COUNCIL REVENUE FORECAST

2.1 2017-18 Revenue Budget

The Council's approved net revenue budget of £375.2m is forecast to overspend by £0.6m.

- Table 1a shows the financial position of the Council by department to reflect that budgetary responsibility lies with the individual departmental management teams.

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	219.5	226.3	6.7	-106.0	-106.3	-0.4	113.6	119.9	6.4
Children's Services	477.1	481.7	4.5	-391.1	-391.7	-0.7	86.1	90.0	3.9
Department of Place	122.7	123.9	1.2	-56.6	-56.2	0.4	66.1	67.6	1.6
Corporate Services	267.9	263.7	-4.2	-223.5	-221.6	1.9	44.4	42.1	-2.2
Chief Executive	3.9	4.0	0.1	-0.1	-0.1	-0.0	3.8	3.8	0.1
Non Service Budgets	7.2	6.7	-0.6	-1.3	-1.4	-0.1	5.9	5.3	-0.7
Central Budgets & Net Transfers To Reserves	82.0	68.9	-13.1	-26.6	-21.8	4.8	55.4	47.1	-8.4
Total Council Spend	1,180.4	1,175.1	-5.3	-805.2	-799.2	6.0	375.2	375.8	0.6

- 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 £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Better Health Better Lives	445.8	458.0	12.2	-272.2	-272.9	-0.7	173.6	185.0	11.4
Better Skills, More Good Jobs And A Growing Economy	96.7	96.2	-0.5	-49.1	-48.5	0.5	47.6	47.6	0.0
Safe, Clean And Active Communities	61.8	61.7	-0.2	-23.1	-22.5	0.7	38.7	39.2	0.5
A Great Start And Good Schools For All Our Children	418.8	417.9	-0.9	-395.5	-395.8	-0.2	23.3	22.1	-1.2
Decent Homes That People Can Afford To Live In	5.5	5.5	0.0	-2.5	-2.5	0.0	2.9	2.9	0.0
A Well Run Council	87.6	84.9	-2.7	-32.6	-31.6	1.0	55.0	53.3	-1.7
Non Service, Fixed and Unallocated	64.2	51.0	-13.2	-30.2	-25.4	4.8	34.0	25.5	-8.5
Total Council Spend	1180.4	1175.1	-5.3	-805.2	-799.2	6.0	375.2	375.8	0.6

3.1 Delivery of Budgeted Savings proposals

- The combined budget savings of £36.5m in 2017-18⁴, and a further £1.1m Government cut to the Public Health Grant brings the total budget 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
Total savings	255.8

- 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 are budgeted to be delivered in 2017-18.
- In tracking progress made against each individual saving proposal, £22.6m (49%) of the £46m is forecast to be delivered, leaving £23.5m that is forecast not to be delivered. This is largely the same as reported at Qtr 2.

Table 3 Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/17	2017-18 New Savings	Total Savings 2017-18	Qtr 3 Variance-Year
Health & Wellbeing	1.9	21.6	24.2	14.2
Children's Services	1.4	3.9	5.3	3.1
Place	0.4	6.0	6.3	1.4
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
Total	8.5⁵	37.5	46.0	23.5

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

Table 4 Underachieved Savings £ms

2013-14	4.4
2014-15	2.3
2015-16	4.9
2016-17	7.9
2017-18	23.5 (forecast)

⁴ £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.

⁵ 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 greater detail in Section 4 - Service Commentaries, and are provided in full in Appendix 1.
- One of the aims of this report is to highlight risks of under delivery, as any underachieved savings from 2017-18 and prior years will compound the difficulty of delivering future year savings and this is the main issue highlighted by this report.
- The 2018-19 budget process has sought to address a number of underachieved savings. Of the £23.5m of savings that are forecast not to be delivered in year, £14.4m has been factored into the 2018-19 budget setting process. Of this, £4.4m has been identified as not deliverable, with the remainder re-profiled to reflect a longer implementation period. Additionally, the £4.8m of travel assistance savings, will continue to be mitigated by Corporate contingencies until delivery plans are finalised.
- The savings that are proposed to either be reprofiled or have been assessed to be undeliverable are outlined below. Alternate budget savings have been identified and these are outlined in the December 5th 2017 Executive Board report - 'Proposed Financial Plan updated 2018-19 to 2020-21'.

Ref	Description	Prior Year Savings	2018-19	2019-20	2020-21
		£'000	£'000	£'000	£'000
3A2	Changes to Home Care Services	-1,500	0	0	0
3A6	Changes to Learning Disability day care and procurement	-1,000	0	1,000	0
3A10	Changes to contracts for Learning Disability residential and nursing	-1,000	0	1,000	0
4A1	Adults Demand management	-8,000	0	0	8,000
3C7	Reducing the cost of high cost placements – Children's Social Care	-1,039	-250	0	0
3C8	Reducing the number of looked after children by 75	-815	0	0	0
4C4	Child Protection Management restructure	-60	-240	0	0
4C9	Disabled Children – reduce staffing on CAMHS and reduce budget by 1%	0	-34	0	0
4C10	Review Team – review budget and reduce by 2% in 2018/19	0	-24	0	0
4C14	Reducing agency spend in Childrens Social Care	-1,025	-36	0	0
4C15	Review of front door customer contact	0	-46	0	0
4R4	UTC Centralisation	0	-246	0	0
4H2	Revised terms and conditions	0	-280	-210	-210
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	0	-15	-15	0
Total		-14,439	-1,171	1,775	7,790

- = saving added back, + = saving reprofiled to future year.

3.2 Transformation Fund Progress

- In setting the 2017-18 and 2018 -19 budget in February 2017, the Council agreed to create a £5m Transformation Fund to support change and help deliver budget savings. The Council Plan Delivery Board has agreed the following allocations from the Transformation Fund.

Outcome	Number of Projects	2017-18 £000	2018-19 £000	2019-20 £000	Total Allocation £000	Total 2017-18 Spend Forecast £000
Better Health Better Lives	6	1,392	50	0	1,442	656
Better Skills, More Jobs	5	374	314	50	738	90
Safe , Clean and Active	2	40	20	0	60	10
A Great Start and Good Schools	3	245	120	20	385	87
Decent Homes	1	100	0	0	100	100
A Well Run Council	4	895	440	440	1,775	255
Total	21	3,046	944	510	4,500	1,198

- The remaining £0.5m is currently being held as a Challenge Fund for innovation projects.
- Lead in times of setting up projects and recruitment delays has resulted in the 2017-18 forecast spend of £1.198m being below the £3.046m allocated for the year. The unspent allocations from 2017-18 will be rolled forward into 2018-19.

4. SERVICE COMMENTARIES

4.1 Health and Wellbeing

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	161.0	169.0	8.0	-59.4	-59.8	-0.3	101.6	109.2	7.7
Integration & Transition	12.1	12.1	-0.1	-1.9	-1.9	-0.0	10.2	10.2	-0.1
Strategic Director	0.8	-0.2	-1.0	-0.4	-0.4	-	0.4	-0.6	-1.0
Public Health	45.6	45.4	-0.2	-44.2	-44.3	-0.0	1.3	1.1	-0.2
Total	219.5	226.3	6.7	-106.0	-106.3	-0.4	113.6	119.9	6.4

- The Department of Health and Wellbeing is forecast to overspend the £113.6m net expenditure budget by £6.4m, all of which falls within Adult Services⁶. This is an increase of £1m from Qtr. 2 and is primarily due to higher activity and costs across Purchased Care budgets than previously forecast.
- The forecast overspend of £6.4m results from £14.2m of underachieved savings; further demand and cost pressures of £5m on the Purchased Care budget and other pressures across the department of £0.8m.
- These are partly offset by time limited Improved Better Care Fund (IBCF) money of £10.1m; the utilisation of £0.7m of one off reserves and £2.7m of compensating underspends across the department. The IBCF is being used as outlined in the Integration and Better Care Fund delivery plan this has been agreed by the Health and Wellbeing Board and NHS England.

4.1.1 Operational Services - Purchased Care

- At Qtr. 3 the Purchased Care budget within Operational Services is forecasting an overspend of £8.1m; this is after the allocation the £8m demand management saving (4A1) and the utilisation of £9.7m of the IBCF. The main areas of concern are detailed below:

4.1.2 Older People and Physical Disabilities (£1.4m overspend)

- Older People (OP) and Physical Disabilities (PD) Residential and Nursing care are forecast to overspend the £15m net expenditure budget by £1.5m, due to the unachievement of £2.5m of demand management savings, partly offset by £1m of time limited funding from the IBCF that has been allocated to this budget to enable the service to meet additional activity over the winter period.
- Despite this, the service is continuing previous year's trend and forecasting a significant reduction in the number of placements in line with the strategy.

	2014-15	2015-16	2016-17	2017-18
OP Residential	952	885	871	797
OP Nursing	383	346	333	328
PD Residential	87	88	72	68
PD Nursing	56	55	58	49
Total Services users	1,478	1,374	1,334	1,242*
Gross Costs	£41.9m	£40.9m	£39.2m	£38.4m (F)

⁶ Health and Wellbeing services areas excluding Public Health

(F) = Forecast *Service users at the end of Qtr 3.

- The service also has a £1m saving (3A13), linked to reducing long-term placements of Nursing and Residential Care which is forecast to be fully achieved at quarter 3.
- The reduction in residential and nursing placements has affected the Home Care budget, as more people are cared for in the community in line with the Home First strategy.
- The table below shows the increase in service users and hours of care delivered and increases in the overall costs of Home Care.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	1,662	1,629	1,675	1,779*
Hours of Care 000s	869	865	887	1,047 (F)
Full Year Gross Costs	£11.4m	£11.2m	£12.0m	£15.1m (F)

(F) = Forecast (* at Qtr. 3)

- The increased costs have also been coupled with a budget reduction of £1.5m related to 2017-18 pre-agreed savings (3A2). This saving is forecast to be unachieved as the departments Home First strategy will result in increased Home Care expenditure as outlined above. The underachievement is also likely to recur in future years and it is proposed that this saving is reversed for the 2018-19 budget.
- However, funding of £5m has been applied to this budget from the iBCF to enable the service to increase homecare capacity which has resulted in the £15.2m Home Care gross expenditure budget to underspend by £0.2m. This funding, agreed in the Winter Plan, is to enable the service to increase homecare capacity, to increase fees paid to providers in order to stabilise the market and to pay a hospital retainers to providers to ensure people are transferred home quickly with support following discharge from hospital. Additional rapid response home support has also been commissioned from the market to support people in crisis to remain at home.
- The £1.5m pressure on Residential and Nursing, combined with increased expenditure on Direct Payments (£0.2m) is offset by underspends in Respite Care (£0.1m) and Home Care (£0.2m) which reduces the overspend on OP and PD to £1.4m.
- To help mitigate the overpend, work is on-going to reduce the overall demand pressure by supporting people to live in their own homes or in Extra Care supported housing, and using technology and equipment to increase independence. The department will work closely with health services to plan and deliver services.
- It should however be noted that Older Peoples care provision is already relatively low cost compared to other Councils. National ASCOF⁷ benchmarking data indicates that;
- Bradford has relatively low levels of admissions to costly Residential and Nursing Care compared to other Councils, indicating both low cost services, and a relatively limited ability to reduce further.

⁷ Source NHS Digital - 2015.16 ASCOF returns.

	Bradford	England Avg	Yorks & Humber
Long term support needs of older adults (65+) met by admission to residential and nursing care per 100,000	506	628	700

- Reablement Services which help keep people out of long term care are relatively effective.

	Bradford	England Avg	Yorks & Humber
Proportion of older people 65+ that are still at home 91 days after discharge from hospital into reablement and rehabilitation services	88%	83%	83%

- Delayed transfers of care from hospital are very low.

	Bradford	England Avg	Yorks & Humber
Delayed transfers of care per 100,000 population	3.2	12.1	10.2
Delayed transfers of care per 100,000 attributable to Adult Social Care	0.1	3.4	4.7

4.1.3 Learning Disabilities (£6.3m overspend)

- Learning Disabilities (LD) has a £41m net expenditure budget and continues to be a significant pressure for Adult Services with a forecast overspend of £6.3m after the utilisation of time limited IBCF funding of £3.2m.

Learning Disabilities Savings

- The service has 2017-18 savings totalling £6.9m of which £6m is forecast to be unachieved; there is also an additional savings pressure of £0.3m from 2016-17.
- LD Residential and Nursing Care has a saving target (3A10) of £1.3m relating to changes to block contracts arrangements. The service is working with providers to transform the models of care from Residential and Nursing Care to Supported Living in the community. It is however unlikely that the saving will be achieved this financial year, and the underachievement may recur in 2018-19. The 2018-19 budget proposals include deferring these savings to 2019-20.
- There is also a further £1m unachieved saving (3A6) linked to the Learning Disabilities block contract for day services; the service is working with the provider on the 're-imagining day services' agenda and the introduction of Individual Service Funds, to give more choice and support to clients, which should reduce costs over time. A pilot project has commenced, but it is unlikely that the saving will be delivered in 2017-18 and the underachievement may recur in 2018-19. The 2018-19 budget proposals include deferring these savings to 2019-20.

- Reviewing work is on-going to reduce packages of care where appropriate and achieve the combined Supported Living saving of £0.8m (3A2 and 4A2). To date, £0.4m has been achieved and the remaining £0.4m could reduce further as more support packages are reviewed and assistive technology is employed to manage risk and reduce costs.
- There is an additional high cost placement saving of £0.8m applied to LD budgets of which £0.5m is forecast to be unachieved. However, reviewing continues to be a priority and the department is working closely with the NHS to share costs where people have complex needs; this could result in further expenditure reductions.
- The service has been allocated £3m of the demand management saving (4A1), all of which is forecast to be unachieved in 2017-18

Learning Disability Further Pressures

- In addition to the unachieved savings above, the service has a further pressure of £3m which is mainly due to the rising costs of care (including care fee uplifts paid in 2017-18) and an increase in the number of clients supported to live in the community as indicated in the table below:

	2014-15	2015-16	2016-17	2017-18
Homecare/Supp. Living Clients (at year end unless otherwise stated)	445	501	459	502
Gross Costs	£6.3m	£7.7m	£8.7m	£10.8m

- The number of residential placements continues to decline in line with the plan as outlined below, the associated saving is however being offset by increasing costs of new placements for people with highly complex needs where the average unit cost per week has increased by £146 to £1,344 compared to 2016-17.

	2014-15	2015-16	2016-17	2017-18
Clients (at year end unless otherwise stated)	247	240	240	231 at Qtr 3
Gross Costs	£8.1m	£8.5m	£8.9m	£9.2m (F)

(F) = Forecast

- The department is in discussion with the Clinical Commissioning Groups to secure Continuing Health Care (CHC) contributions where appropriate.
- The allocation of £3.2m of IBCF to LD budgets has helped reduce the overspend on Learning Disability services in 2017-18 to £6.3m.

4.1.4 Mental Health (£0.5m overspend)

- Mental Health (MH) services are forecast to overspend the £8m net expenditure budget by £0.5m, due to pressures of £0.4m on Residential and Nursing Care fees and a further £0.1m pressure on Direct Payments.

- Although Residential and Nursing client numbers are generally lower than in prior years, the overspend is caused by a £36 increase in the average Residential and Nursing unit cost to £510 per week, and a recurrent overspend from 2016-17.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	196	198	192	189 at Qtr 3
Gross Costs	£3.8m	£3.9m	£4.0m	£4.2m (F)

(F) = Forecast

- Home Care is also forecast to overspend the £1.6m net expenditure budget by £0.3m as client numbers are increasing.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	141	108	138	150 at Qtr 3
Gross Costs	£1.3m	£1.4m	£1.6m	£1.9m(F)

(F) = Forecast

- The increase is partly due to the strategy of providing more care in the community and also due to the movement of clients from the MH block Supported Living contract to Home Care spot purchase packages of care. The overspend is mitigated by a compensating £0.3m underspend on the Supported Living block contract.

4.1.5 Drugs and Alcohol is underspending the £0.2m net expenditure budget by £0.1m as demand continues to reduce.

Demand Management and Other Savings.

In order to help deliver the £8m demand management saving (4A1) that has been allocated to Older People, Learning Disability and Physical Disability Purchased care as outlined previously, 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 - The department will use evidenced based best practice on demand management in social care to establish a baseline of current performance and then agree a target to be achieved by implementing the agreed operating model approved earlier in the year by the Council Executive. The joint working with partners as part of the Better Care Fund delivery plan will include this demand management approach.

- 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.
- A review of spending will seek to identify any further savings.

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 implementation of the new policy was initially delayed. The policy has now been agreed and the underachievement will not recur in 2018-19. As this underachievement is one-off in nature, the department will utilise £0.7m of reserves to mitigate this pressure in 2017-18.
- The saving linked to reviewing charging arrangements for people with a Mental Health (MH) need (3A12) of £0.2m is forecast to be unachieved, as well a recurrent pressure of £0.2m from 2016-17 savings. All people with a Mental Health need who are assessed as eligible to contribute to their care are now being charged; the shortfall relates to people who have Section 117 status who are entitled to free after-care following discharge from hospital. These people will continue to be reviewed to ensure they are receiving appropriate levels of care.
- There is also a shortfall of £0.3m on the changes to Housing Related Support saving of £1m (3A7) and £0.1m on the Review of LD Travel Support (3A8). Work is on-going in both areas to achieve the savings by the end of the financial year.

Other Departmental Pressures

In addition to the underachieved savings and pressures on Purchased Care budgets outlined above, Health and Wellbeing also have some other financial pressures;

- The No Recourse to Public Funds budget continues to overspend by £0.2m due to the increase in the number of families who are entitled to support. The increase is due to more people being entitled to this support for longer, due to the length of time it takes for their status to be clarified. Non-recurrent investment of £0.4m has been applied to this budget in 2017-18; therefore, if demand continues at the current level, this budget will overspend by £0.6m in 2018-19.
- The Safeguarding budget is forecast to overspend by £0.4m due to additional staffing costs incurred to address the backlog of Deprivation of Liberties assessments
- . The department will address this budget shortfall in 2018-19.

4.2 Children's Services

- Children Services are forecast to overspend the £86.1m net expenditure budget (£477.2m Gross budget) by £3.9m.

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
Learning Services	301.2	301.3	0.1	-305.5	-305.6	-0.1	-4.2	-4.3	-0.0
Children's Specialist Services	58.9	64.5	5.5	-3.9	-4.2	-0.3	55.0	60.2	5.2
Performance, Commissioning	14.0	14.1	0.1	-0.8	-0.8	-0.0	13.2	13.3	0.1
Deputy Director	102.6	101.4	-1.2	-80.9	-81.1	-0.2	21.7	20.3	-1.4
Total	477.1	481.7	4.5	-391.1	-391.7	-0.7	86.1	90.0	3.9

The forecast overspend is inclusive of a £3.1m 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 from 875 at the time of the plan, to 978 at the end of Qtr. 3.
- (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 seek to address this situation.
- (4C14) - The £1m saving linked to reducing Agency spend in Children's Social Care Services is forecast to not be delivered. Agency expenditure has reduced but staff have been recruited into vacant Social Work posts. The service has been able to reduce the agency staff by 20 full time equivalents.
- (3C4) - £0.2m of savings in relation to Children's Social Care management is forecast to be under achieved, and is in the process of being reviewed.
- £2.9m of the current £3.1m shortfall in savings have been identified as unlikely to be delivered, and these are proposed to be addressed as part of the 2018-19 budget setting process. A further £0.6m of 2018-19 savings in relation to Children's Social Care agreed as part of the 2017-18 budget setting process have also been identified as unlikely to be delivered, and these are also proposed to be addressed through the 2018-19 budget setting process also.

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

- 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.
- The Travel Assistance service has come under the Assistant Director of Performance, Commissioning and Partnerships from the 1st of April. The School

Travel team and the Travel Training team have been moved from the Department of Place into Children's Services. The Travel Assistance Board has commissioned an external review of the current arrangements and will then be commissioning external support to achieve the savings identified which should be in place by April 2018. Delivery of some of the actions from the external review have already commenced.

4.2.1 Children Social Care Service

Children's Social Care are forecast to overspend the £55.0m net expenditure budget by £5.2m inclusive of the underachieved savings and demand pressures outlined below. The main variances include:

- 2016-17 undelivered savings of £1.4m linked to reducing the number of Looked after Children to 800 (3C7), and bringing children cared outside Bradford back into the district (3C8) as outlined above.
- A £1.8m overspend on the £7.6m external purchased placements budget due to higher demand.
- The fees and allowances budgets of £17.6m are also anticipated to overspend as follows:
 - Special Guardians Allowances £0.3m
 - Adoption Allowances £0.2m

The above overspends and underachieved savings result largely from increases in the numbers of Looked After Children and Children receiving support as demonstrated in the table below.

Type of Placement (Avg numbers)	2014-15	2015-16	2016-17	2017-18 Qtr3
Placed with Parents	84	86	119	116
Placed for Adoption	63	38	24	24
Friends and Families	218	206	232	230
Foster Parents	349	365	365	372
Fostering Agencies	32	32	38	54
Residential Care	68	63	58	52
Residential Care (Ext)	46	50	47	43
Other	37	34	48	63
Sub Total (Number of Looked After Children)	897	874	931	954
Residence Orders	65	69	59	51
Adoption Orders	270	271	260	244
Special Guardianship Orders	240	277	304	319
Sub Total (Chd in Permanent Arrangements)	575	617	623	614
Total Children Receiving Support	1,472	1,491	1,554	1,568

Since 2012-13 the numbers of Children receiving support has increased by 266 from 1,302 (a 20% increase). This is inclusive of a 65 increase in Looked After Children numbers (+7%),

whilst the number of children in permanent arrangements; which are both less disruptive for the child, and less costly, have increase by 201 (49%), indicating that the increase in demand is being efficiently managed.

In addition to overspends linked to Children receiving support, other Social Care forecast overspends include:

- A pressure in delivering 2017-18 budget savings in relation to Agency spend (£1.0m), Administration (£0.1m) and Children Social Care management (£0.2m).
- Internal residential provision is forecast to overspend the £4.7m net budget by £0.3m due mostly to staffing costs.
- Social Work services are forecasting an overspend of £0.4m on a £9.9m net budget.
- Through and After Care service is forecasting to overspend the net budget of £5.4m by £0.2m on salary and placement cost.
- The above pressures are partly offset by forecast underspends on the Legal/Court cost budget of £0.4m and Early Help services (£0.3m).

At a local level, the above budget overspends were experienced despite a local context of:

- 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 neighbour⁸ benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.
- 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.
- Bradford has achieved strong performance for Children's Social Care despite a comparatively low cost base. Comparator information about per capita spending on children demonstrates that Bradford has the lowest cost base within West Yorkshire, a significantly lower cost than the average for both Metropolitan and national authorities.
- 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.
- 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 marginally in 2016-17 while delivering a higher number of care nights.

⁸ A benchmarking group consisting of Councils most similar to Bradford socio-economically.

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 ("B" Positive Pathways) 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 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.
 - Star Chamber process started in July 2017 challenging spending and savings delivery.
 - 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 is 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 Voluntary and Community Sector, education, the police and social care.

- Given the increases in Looked After Children numbers and other pressures on Childrens Social Care services it is also clear however that a number of budget plans will not be delivered and alternative savings plans have needed to be found as part of the 2018-19 budget setting process.

4.2.2 Performance Commissioning and Development

- Performance, Commissioning and Development are forecast to overspend the £13.2m net expenditure budget by £0.1m as a result of a salary overspend on Child Protection services.

4.2.3 Education, Employment and Skills

- Education, Employment and Skills is forecast to underspend the £21.7m net expenditure budget by £1.4m.
- The service is on target to deliver £1.7m of DSG savings/reductions in 2017-18.
- There are underspends on staffing budgets on Early Childhood Services £0.3m, Special Education Needs Services £0.2m, 14-19 Service £0.2m, Primary Achievement Service £0.1m and Education Liaison Team £0.1m.
- The Achievement/School Intervention budget is forecasting an underspend of £0.3m and the £5.6m budget for Pension payments to former teachers and lecturers is set to underspend by £0.1m.
- Play Service is set to generate surplus income of £0.1m and there is a £0.1m underspend on non staffing budgets across Early Childhood Services.
- There is also a current pressure related to income generation in the Curriculum ICT team of £0.1m, and £0.2m on the Connexions contract. The pressure is currently being addressed through additional income in other parts of Education, Employment and Skills.
- In 2018-19 Education, Employment and Skills are tasked with delivering major transformation in relation to the Special Education Needs and Disabilities(SEND) services and Early Help services that will generate Dedicated School Grant (DSG) and Council Base budget savings. Although £0.2m has been allocated as part of the Transformation Fund, the service has identified a budget shortfall of £0.5m to support the delivery of these transformation changes from 2018-19. The additional funding need is to help ensure that support services have the capacity to support the transformation programme plus resources are required for staff support and training.

4.3 Department of Place

The department is forecast to overspend the £66.1m net expenditure budget (£122.7m gross budget) by £1.6m.

	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.6	0.6	0.0	0.0	0.0	0.0	0.6	0.6	0.0
Fleet & Transport Services	12.8	12.5	-0.3	13.4	13.1	0.3	-0.6	-0.6	0.0
Waste Collection & Disposal	28.1	29.3	1.2	6.1	6.2	0.0	22.0	23.1	1.1
Neighbourhoods & Street Scene	18.4	17.5	-0.8	6.0	6.2	-0.3	12.4	11.3	-1.1
Sports & Culture Services	31.5	32.6	1.1	20.9	21.0	-0.1	10.6	11.6	0.9
Economy & Development Services	11.2	11.0	-0.2	3.7	3.7	0.0	7.6	7.3	-0.2
Planning, Transportation & Highways	20.2	20.4	0.2	6.7	6.1	0.6	13.5	14.3	0.8
Place	122.7	123.9	1.2	56.6	56.2	0.4	66.1	67.6	1.6

- The £1.6m forecast overspend position is due to pressures within Planning, Transportation & Highways (£0.8m) in conjunction with the continuing pressure within Sports Facilities (£0.8m) and Waste Services disposal costs (£1.1m), offset by forecast underspends in Neighbourhoods and Streetscene linked to lower expenditure, and higher revenues from parking and fines.
- Of the £6.1m planned savings, £1.4m is forecast not to be achieved, although £0.3m in offsetting mitigating savings have been found, reducing the balance to £1.1m. The forecast underachieved savings are as follows;
- (3E4) - The £1.0m saving linked to alternative weekly collections is forecast to be underachieved by £0.4m. The planned number of round reductions has been revised from 10 to 8. Furthermore, 2 of the 8 rounds have been retained for contingency reasons whilst the new collection rounds bed in following the introduction of AWC. This contingency will cease in February 2018.
- (3E2) – Introduction of Charges for Green Waste Collection, £0.1m of the £0.3m saving related to the loss of one collection round which has been delayed until the start of 2018-19.
- (R19) - The £0.2m saving linked to Highways cost reduction from 2016-17 was forecast at Qtr1 to be unachieved but since then progress has been made to reduce the energy load of street lighting thus delivering cashable benefits in full year of approximately £0.1m.
- (3E11) – The £0.1m saving linked to restructuring the Sports and Culture Management Staffing is also forecast to be unachieved.
- (3R18) – The £0.1m saving linked to restructuring Planning Transport & Highways and Transferring Functions to the West Yorkshire Combined Authority is forecast to be unachieved.
- (4R4) – The £0.1m saving linked to the Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset is forecast to be unachieved. The saving has been mitigated in 2017-18 by utilising one off external funding.
- Other smaller scale underachieved savings totalling £0.4m in Sports and Culture

services which are not expected to recur in 2018-19.

4.3.1 Waste, Fleet & Transport

- Fleet & Transport Services are forecast to balance the £0.6m net income budget (£12.8m gross expenditure budget). Reduced income of £0.1m within Licensing and Land charges has been mitigated by savings within Passenger Transport Services and an overachievement of income from the training division.
- Waste Services are forecast to over spend the £22.0m net expenditure budget (£28.1m gross budget) by £1.1m, due to overspends in Waste Disposal.
- This over spend is largely comprised of the following;
- Unbudgeted increase in the interim disposal contract price (from 01/10/17) prior to the commencement of the newly signed 12-year Waste Disposal contract on 1st April 2018 (£0.4m).
- £0.5m costs at the Materials Recycling Facility (MRF), Bowling Back Lane; the MRF operation is unbudgeted, the service plan at the outset was that savings from reduced residual waste would off-set MRF costs. This has only been partly achieved as the full year effect of reduced residual waste (and thus reduced costs) will not be felt until 2018-19.
- Capacity issues at the MRF due in part to contamination of recyclable materials have resulted in additional costs (£0.4m) owing to the need to use third party recycling facilities including additional haulage costs (unbudgeted).
- Shortfall in income received from sale of recyclable materials (£0.3m) due to a combination of capacity issues at the MRF and reduced unit prices for recycle sales.
- Waste operating costs forecast to be £0.45m over budget; this includes running costs for the Bradford & Keighley transfer loading stations (TLSs) and additional haulage costs. The overspend is partly due to higher tonnes of waste going through transfer loading stations that requires haulage to disposal points, as fewer tonnes are direct delivered to our interim residual waste disposal contractor. Odour management issues at their site on Canal Road has meant that Waste services have had to transfer haul more tonnes to other disposal points since September 2017, and the associated costs were not budgeted for.
- The additional costs linked to the new Waste disposal contract including additional haulage costs have been factored into the 2018-19 budget setting process.
- The above overspends (totalling £2.0m) are however being partly offset by reductions in residual waste disposal tonnes and costs, as a result of the roll-out of alternate weekly collections. This is resulting in higher recycling tonnes, lower residual waste tonnes, and fewer tonnes going to costly landfill or alternative treatment than in previous years.
- The forecast at Q3 for disposal of residual waste to the main contractor or landfill is £0.8m lower than the £12.3m budget and highlights the success of AWC and the positive impact it is having on residual and recycling kerbside tonnages.

Mitigating Actions

- Waste Services have introduced a further shift at the MRF to boost capacity. This will ensure that benefits from sortation of recyclates are achieved both in terms of increased income from recyclate sales and reduced need to use third party recycling facilities. Waste services will continue to seek out the best price for recyclate sales in tough market conditions by tendering on a bi-monthly basis. Waste advisors are also following up on the issue of contaminated kerbside recyclates and are targeting specific identified areas of concern.

4.3.2 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services are forecast to under spend the £12.4m net expenditure budget (£18.4m gross budget) by £1.1m as a result of underspends in Uniformed Services (£0.6m) linked to lower expenditure, and higher revenues from car parking and fines than budgeted, and underspends totalling £0.5m in Neighbourhood Services, Customer Services, Youth Services and Street Cleansing.
- Budget savings of £1.4m are forecast to be delivered as planned.
- Within Uniformed Services, revenues from car parking tickets, parking fines and bus lanes fines are forecast to over achieve the budget by £0.3m. However, based on actual revenues to December, it is expected that bus lane fines and fixed penalty notices will be £0.2m lower than prior years, indicating that the cameras and fines regime is changing behaviour as intended.

Uniformed Services	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
9301 Tickets	(1,247)	(1,340)	(1,417)
9303 Contract Parking	(141)	(143)	(117)
9345 Parking Fines & Fixed Penalty Fines	(2,705)	(2,382)	(2,180)
Other Income	(24)	(75)	(65)
TOTAL Income	(4,117)	(3,940)	(3,779)

4.3.3 Sports and Culture

Sports & Culture	Gross Expenditure			Income			Net Expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
AD Leisure Services	0.3	0.5	0.2	0.0	0.0	0.0	0.3	0.5	0.2
Facilities	5.8	6.6	0.8	4.6	4.7	(0.0)	1.2	1.9	0.8
Sports Development	0.5	0.5	0.0	0.2	0.2	0.0	0.3	0.3	0.0
Swimming Development	0.4	0.4	0.0	0.2	0.2	0.0	0.2	0.2	0.0
Sports & Leisure - External	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Technical	0.5	0.5	0.0	0.2	0.1	0.1	0.3	0.4	0.1
Parks Services	3.2	3.2	(0.0)	0.6	0.5	0.2	2.5	2.7	0.2
Bereavement Services	1.8	1.9	0.0	3.2	3.3	(0.1)	(1.3)	(1.4)	(0.1)
Prudential Borrowing / Equip Purch	1.1	1.0	(0.1)	0.0	0.0	0.0	1.1	1.0	(0.1)
Parks & Landscapes - Ext Funding	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Assistant Director Culture	0.0	0.0	(0.0)	0.0	0.0	0.0	0.0	0.0	(0.0)
Libraries	3.3	3.3	0.0	0.2	0.2	(0.0)	3.2	3.2	0.0
Museums	2.1	2.1	0.0	0.2	0.2	0.0	1.8	1.8	0.0
Community Halls	0.4	0.4	0.0	0.3	0.3	0.0	0.1	0.1	0.0
Theatres	7.6	7.5	(0.1)	7.1	7.0	0.1	0.4	0.4	(0.0)
Markets	1.7	1.6	(0.1)	2.9	2.8	0.0	(1.1)	(1.2)	(0.0)
Tourism	0.6	0.7	0.1	0.1	0.1	0.0	0.5	0.6	0.1
Culture Policy & Events	2.3	2.5	0.2	1.0	1.4	(0.4)	1.3	1.1	(0.2)
Sports & Culture	31.5	32.6	1.1	20.9	21.0	(0.1)	10.6	11.6	0.9

- Sports & Culture are forecast to overspend the £10.6m net expenditure budget (£31.5m gross budget) by £0.9m.
- Planned savings of £0.9m are forecast to be underachieved by £0.3m in year (Sports and Culture staffing - £0.1m, Museums staffing - £0.1m and the Review of Tourism - £0.1m). The full year effect of the saving will be delivered in 2018-19.
- Employee costs within Sports Facilities are forecast to overspend the £4.4m budget by £0.7m. This is in the main driven by pressures due to spend incurred on monthly allowances & casual staff as reported previously.
- Sports Facilities have had higher costs, lower income and lower attendances than in prior years, resulting in an increase in the subsidy per attendance at the 3rd quarter. Attendances have reduced in part due to the closure of Eccleshill pool for refurbishment.

	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Sports Facilities			
Gross Costs £000s	4,432	4,854	4,899
Income £000s	(3,009)	(3,068)	(3,022)
Direct Net Costs £000s	1,422	1,785	1,877
Total Attendances 000s	1,330	1,318	1,229*
Gross Managed Cost per attendance	£3.34	£3.68	£3.99
Income Per Attendance	-£2.27	-£2.33	-£2.46
Direct Subsidy per attendance	£1.07	£1.35	£1.52

(YTD = Year to Date)

- Parks services are forecast to overspend the the £2.5m net budget by £0.2m due to lower income than budgeted. This is due largely to reduced fee income from bowls & other activities, tree cutting, gritting and grounds maintenance.
- Bereavement Services are forecast to receive £0.1m more than the £1.3m net income budget linked to the numbers of burials and cremations administered being

higher than budgeted.

- Transitional funding for Libraries and Tourism ceased at the end of 2016-17. The timing of approval of the new destination management plan and tourism strategy has meant full year savings for Tourism will not be achieved resulting in an overspend of £0.1m. It is not expected that the underachievement will recur in 2018-19.
- Libraries, Museums, Community Halls, Theatres and Markets are all forecasting a breakeven position against net budgets of £3.2m, £1.8m, £0.1m, £0.4m & -£1.1m respectively. Markets are forecasting an under achievement of £0.2m against the net income target of £1.1m. However, this is expected to be balanced off at year end either through use of the Markets Reserve, or if the Department prioritises plans in relation to the new markets development through other means subject to available funds.
- Regarding performance, Museum visitor numbers have increased.

Museums	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	1,644	1,690	1,760
Income £000s	(237)	(471)	(254)
Direct Net Costs £000s	1,408	1,219	1,506 ⁹
Number of visits	167,080	163,933	186,155
Net direct cost per visit	£8.43	£7.44	£8.09

(YTD = Year to Date)

- The increase is largely due to the opening of the Hockney Gallery at Cartwright Hall where visitor numbers increased from 31,000 visits to 53,000 in comparison to the same point in 2016-17.
- Library visitor number are continuing to decline, linked largely to reducing provision.

Libraries	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	2,600	2,769	2,523
Income £000s	(123)	(81)	(124)
Direct Net Costs £000s	2,477	2,688	2,399
Books and Media Loans (Sitelib13)	820,621	814,418	755,472
Number of New Borrowers (Sitelib_08)	10,295	10,902	9,805
Number of Visits (Sitelib01)	1,074,238	1,016,892	943,426
Gross direct cost per visit	£2.42	£2.72	£2.67

(YTD = Year to Date)

- At the half year Theatre visits were significantly lower than prior years linked to the closure of St Georges for refurbishment, and 'Wicked' being a well attended show at the Alhambra in the first part of 2016-17. Overall ticket sales are expected to be lower in 2017-18 due to fewer big shows and shorter runs. The pantomime and 'Warhorse' are however expected to sell well in the remainder of the year.

⁹ Net costs have increased as a result of one off costs associated with the creation of the Hockney Gallery, and lower income than last year due to a grant being received in 2016-17.

Theatres	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	7,599	9,421	6,505
Income £000s	(6,200)	(7,138)	(4,694)
Direct Net Costs £000s	1,399	2,284	1,812
Alhambra Ticket Sales	204,000	251,000	188,000
St Georges Hall Ticket Sales	53,000	0	0
Total Ticket Sales	257,000	251,000	188,000

- The Markets service is also seeing reductions in units occupied, due mainly to reductions at the Oastler Market linked to lower footfall following the closure of the adjoining Morrison's supermarket. The service is continuing to review its provision.

Markets	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	969	853	1,225
Income £000s	(2,366)	(2,321)	(2,265)
Direct Net Costs £000s	(1,396)	(1,469)	(1,040)
Indoor Units Occupied	510	495	454
Wholesale Unit Occupied	21	21	19
Outdoor Units Occupied	94	86	62
Total Units Occupied	625	602	535
Visitor Numbers 000s	4,490	4,289	4,046

- Within Strategic Culture Policy & Events a £0.2m underspend is being forecast against a net budget of £1.3m, which is as a result of the success of this year's Bingley Music Live festival.
- The event was a sell-out, and the festival is forecast to have made an operating surplus of £0.2m. This is a significant improvement on last year's event which was loss making. The number of tickets sold and income from ticket sales was significantly improved on prior years reflecting a successful event.

Bingley Music Live	2015-16	2016-17	2017-18
Total Ticket Sales	37,054	26,874	45,000 sell out
Total Ticket Income £000s	654	555	1,050

- Other areas of Strategic Support & Projects are continuing to report a break even position.

Mitigating Actions

- Sports and Leisure have a well understood finance pressure within Sports Facilities operations. Department of Place are finalising a proposal that will introduce a broad plan for bringing the service back into line.

4.3.4 Economy and Development Services

- Economy & Development Services are forecast to underspend the £7.6m net expenditure budget (£11.2m gross budget) by £0.2m.
- Budgeted savings of £0.3m are forecast to be delivered during the year as planned.
- At Qtr. 3 there is a significant saving (£130k) being reported in the delivery side of Economic Development and some greater than planned spend (£39k) in Economic Development Programmes. However, some expenditure on programmes will be deferred to 2018-19 specifically;

£0.125m	for developing local business improvement district
£0.4m	in respect of Executive recommendation for European Structural Investment Fund match funding
£0.2m	relating to Executive's recommendation to commit funding for Enterprise Support
£0.1m	Economic Strategy development (marketing, communications, publications & project development)
£0.821m	TOTAL

- The Development Team continue to deliver the Baildon Business Park which is now reaching the final stage with construction of units on the last 2 plots about to begin. By the end of 2018 the scheme should be completed.
- The team are also working with the owners of the former Harold Town building in Keighley to bring to market up to 150,000 sq ft of much needed industrial space.
- Work has now started on developing projects on the three Enterprise Zone sites in the District. The team are working with land owners, internal colleagues and external agencies to bring forward developments which over the next 10 years could bring to market over 500,000 sq ft of new industrial property.
- The next phase of New Bolton Woods has been approved and house builder Keepmoat will deliver 140 new houses. In addition, Skipton Properties are on site at Crag Road to deliver circa 60 properties in the first phase of a redevelopment of a brownfield site. Further phases of the development should also see improvements to Shipley Station in the form of a new Park and Ride facility.
- One City Park - The site development opportunity was launched at MIPIM UK in mid-October. This initial market exposure is being used to undertake a formal Expression of Interest (EOI) process to decide on a short list of preferred developers. Alongside this, work has begun to identify potential occupiers. The EOI process will take place during the first quarter of 2018 with a view to securing a preferred development partner by the summer of 2018.
- Bradford has been successful in gaining an in principal funding agreement with the European Regional Development Funding Managing Authority (DCLG) and has signed funding agreements with the European Structural Fund Managing Authority

(Department for Work and Pensions) for support for a five year Community Led Local Development (CLLD) programmes for Bradford Central and Keighley. The Council, as Accountable Body, is working with delivery partners Action for Business Ltd and Cnet in Bradford and Airedale Enterprise Services, in Keighley. Subject to funding agreements in place, the planned programmes are Keighley CLLD a £4.8million Programme and Bradford Central a £6million Programme.

- The Programmes Team is looking to commission a three-year programme of support that complements, fills gaps, and provides referral routes into current business and enterprise delivery. The programme will assist businesses in sectors not eligible for European Structural Investment Fund support (i.e. retail, hospitality, etc.) – prioritising small independent visitor economy businesses and market traders in Bradford City Centre and the town centres in the Aire Valley. In addition, the Programme will deliver pre-start support in disadvantaged communities, assisting individuals who are not eligible for current provision or who need additional support to access it. It is proposed that the programme will commence from April 2018.
- Economic Development Programmes Team continues to deliver the City Centre Growth Zone extending the Rates Rebate Scheme to 31st March 2020 and increasing the Priority Streets area to include Darley Street, Kirkgate, Rawson Place, Rawson Square, Ivegate, Tyrrel Street, Bank Street, North Parade, Queens Gate, Piece Hall Yard, Upper Manor Row, New Market Place, Albion Court and Hustler Gate.
- Education Client Services are forecasting an underspend of £0.1m against their £1.6m net budget, which is the result of vacancy savings as well as a significant underspend on school security costs compared to previous years.
- Housing Operations is on track to balance its £1.1m net budget. The Housing Operations team administers the statutory licensing scheme for high risk houses in multiple occupation. Legislation dictates that income generated through this scheme must be used to deliver the scheme. The service has agreed a delivery plan to utilise the income over a 5 year period, but will need to retain the funding in a ring fenced reserve for this purpose.
- The Housing Development service is projecting a balanced budget at year end. Prudential borrowing charges for all the completed affordable housing schemes are now being met from the rental income. This will leave a surplus of approximately £120k which will need to be placed in the sinking fund reserve to fund future maintenance responsibilities.
- Housing Strategy is forecast to balance its £1.9m net budget.
- Bed & Breakfast projected expenditure for 2017-18 has been increased by continued pressure in complex homelessness cases, consisting of individuals and families whom the Council has a statutory duty to accommodate. Changes to the Government Housing Benefit scheme have both reduced Council income, and increased difficulties of client move on from this provision. During this quarter there has been a marked reduction in B&B usage compared to the last quarter. However, despite tight management of B&B, costs have increased and it may be necessary to rely on underspends in other parts of the service to pay for the additional costs incurred.

- The Flexible Homeless Support Grant of £535k is required to be used for homelessness prevention and related activity. The government has announced a 2-year allocation and will be announcing further allocations in due course. The funding has been confirmed as recurring. The expenditure plan aims to meet some of the pressures which will be placed by the Homelessness Reduction Act 2017 as well as the immediate and imminent pressures from welfare reform. Due to tight timescales it is unlikely that the current year allocation will be fully spent in the current year.
- The government has also announced New Burdens funding in relation to the Homeless Reduction Act 2017 and this will be used in line with government expectations and guidelines. The current year allocation will be used towards a new Housing Options and Allocations IT system which is currently out to tender. The New Burdens funding is limited to 3 years and is unlikely to continue beyond that.

4.3.5 Planning, Transportation and Highways

- The service is forecast to overspend the £13.5m net expenditure budget (£20.2m gross budget) by £0.8m, a £0.2m improvement since Qtr.2 due mostly to an increase in planning fees. The adverse forecast outturn position is due to the pressures with Street Lighting Energy and the continuing underachievement of Building Control Fees
- Street Lighting energy costs are forecast to be £0.7m higher than the £2.7m budget. This is partly due to increased energy charges, and the time taken to deliver savings of £0.32m (includes £0.15m (4R11 & 3R14) this year and £0.17m (R19) brought forward from last year. Invest to save investment into more efficient Street Lighting equipment will bring about savings, an initial investment of £0.8m was completed but the second phase of investment worth £1.6m is just getting underway. The issue remains that price increases are offsetting any savings made.
- The service budget action plan to reduce the projected overspends is progressing through a range of measures. Highways Services Finance Board has progressed opportunities for increased income and reduced expenditure, for example the Highways Delivery Unit has secured additional grant funded work which helped release some pressure off revenue funding activity but also is compensating for savings that are taking longer to deliver than expected (e.g. CCTV and Street Lighting). Better coordination in highways scheme delivery between operational and strategic functions has also helped to deliver efficiencies.
- Planning fees have performed above expectations to Qtr. 3 and it is forecasted there will be an overachievement of fees of approximately £130K.
- The favourable improvement in planning fees performance is down to higher fees per application rather than volumes. Performance regarding the speed of applications processed has also improved.

Development Management	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	1,728	1,610	1,796
Income £000s	(1,107)	(1,313)	(1,709)
Direct Net Costs £000s	621	296	87
Major Planning applications processed	69	64	60
Minor Planning applications processed	713	737	725
Other Planning application processed	1,657	2,011	1,858
Total	2,439	2,812	2,643
Major Planning applications processed within 13 weeks	87%	85%	96%
Minor Planning applications processed within 8 weeks	91%	87%	95%
Other Planning application processed within 8 weeks	98%	94%	98%

- It should also be noted that the first planning fee increases for six years has been legislated for by government and will begin to take effect from January 17th 2018, however any additional income generated from this increase has to be reinvested within the Planning Service to improve service delivery.
- Building control is forecast to underachieve the £0.2m net income budget by £0.3m. It is anticipated that the Building Control fees will cover the costs associated with the fee paying Building Control Service, but will not be sufficient to cover the statutory part of the service. In terms of increasing overall fee income, the service is currently exploring other sources of income through increased partnership arrangements with the development sector.
- Progress with the Local Plan is being made, the core strategy was adopted in July 2017, supplementary elements remain a work in progress. As a result, the full budget allocation (£0.5m) this year will not be fully utilised. In addition, the requirement to produce a strategic transport model for the District is intended to be met from local plan funding although this will likely require adding to once the full cost of the model is known.

Mitigating Actions

- The service is seeking to mitigate the forecast overspends through cost efficient practice, strict vacancy management and improved productivity. Street lighting investment will bring a favourable reduction in energy loads and cost although this is being cancelled out by increased energy prices. Highways are adopting better commercial practices (enhanced Quantity Surveyor support for better cost management and pricing) as well as bringing in additional external funding. Planning services will explore further sources of income.

4.4 Corporate Services

- The department is forecast to underspend the £44.4m net expenditure budget (£267.9m gross budget) by £2.2m, a £0.45m increase from Qtr 2 primarily from within Revenues and Benefits and Estates and Property Services. The department is also on track to deliver £5.5m of savings as planned in 2017-18, and has made progress towards delivering further planned savings of £1.9m in 2018-19.

Corporate Services	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Director of Corporate Services	0.3	0.3	-0.0	-0.0	-	0.0	0.3	0.3	-0.0
Finance & Procurement	4.5	4.2	-0.4	-0.4	-0.5	-0.1	4.1	3.7	-0.4
Revenues & Benefits	182.3	182.0	-0.2	-178.5	-178.9	-0.4	3.8	3.2	-0.6
Information & Customer Services	13.8	13.3	-0.5	-1.0	-0.9	0.1	12.7	12.4	-0.3
Estates and Property Services	52.9	49.8	-3.0	-39.4	-37.1	2.4	13.5	12.8	-0.7
Human Resources	5.9	5.8	-0.1	-2.0	-2.1	-0.1	3.9	3.7	-0.2
Legal Services	8.2	8.3	0.1	-2.1	-2.2	-0.1	6.1	6.1	-0.0
Total	267.9	263.7	-4.2	-223.5	-221.6	1.9	44.4	42.1	-2.2

- Strategic Director of Corporate Services and Finance & Procurement are, between them, forecasting an under spend of £0.4m. Half is on savings on contract spend in Procurement with the remainder being primarily on salaries as posts remain vacant pending service reviews and future budget reductions.
- Revenues & Benefits are forecast to underspend by £0.6m, a £0.1m increase from Qtr 2. Pressures on traded areas such as payroll services, and on fines and summonses income totalling £0.3m, is expected to be offset by comparative reductions in contract costs. Additionally, cash handling & security service have undergone a restructuring which has delivered significant in year savings of £0.1m (which will contribute to the £0.16m saving target already agree for 2018-19) while additional income from one off grants amounts to £0.2m.
- 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. This also includes a pressure from reduced income from schools which is forecast to be £0.1m below budget. £1.3m of planned for savings in 2017-18 are expected to be achieved in full.
- Information services overall gross cost has reduced from £22.8m in 2014-15, the last full year of the Serco contract, to a forecast figure of £13.3m in 2017-18. Gross costs per user have also fallen considerably from £3,403 in 2014-15 to a forecast figure of £2,428 in 2017-18.
- Estates and Property Services are forecast to underspend the £13.2m net budget by £0.7m; an increase of £0.2m since Qtr. 2. £2.1m of planned for savings in 2017-18 are expected to be achieved in full.
- 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 savings in year. Building Services has seen a £2m fall in income & expenditure levels due to a reduction in capital works, with the reduced bottom line contribution being offset by Technical services who are expected to be £0.3m under budget due to higher levels of fee income for schools works.

- The Energy Team is forecast to be £0.15m under budget based on projected consumption levels which have reduced significantly following the vacation of property and investment into energy efficiency. Architectural Services is however forecast to be £0.2m below its targeted contribution 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 were lost in September. However, 2 new school contracts were obtained in November and as a result of further improvements in productivity levels and savings they are still anticipating a net underspend of £0.2m, £0.1m up from Qtr2. Improvements in profit margins within School Cleaning and an under spend on Residential Catering linked to reducing numbers have served to offset both the trading pressure on Other Catering and a small overspend on Building Cleaning.
- Estates Operational & the Property Programme are forecasting a £0.1m under spend and expect to achieve both planned for savings and increased rental income linked to the acquisition of investment properties and a review of rents. In 17/18 this has included the acquisition of the Hall Ings NCP car park, the ceasing of the lease and vacation of Kershaw House. Additionally the vacation of Bank House is due for completion at the end of March 2018.
- Estates new income is expected to boost the account by £0.4m is partially offset by additional costs required relating both to taking on such new leases; i.e. capital financing costs, and in undertaking other property related work associated with transitioning to a smaller estate; i.e. relocating staff from Kershaw & Bank House into Sir Henry Mitchell & Margaret McMillan Tower.
- Human Resources (HR) are forecast to underspend the £3.9m net expenditure budget by £0.15m. The service has been able to both maintain income levels from traded services and make savings against its salary budget as it restructures further to achieve both £0.9m of planned savings in 2017-18 and a further £0.2m in 2018-19. HR projections assume work on Council priority programmes such as Organisational Change & the Learner Management System is being funded in 2017-18 via previously established reserves of £0.6m respectively.
- Legal Services are forecast to balance the £6.1m net expenditure budget and achieve budgeted savings of £0.3m in 2017-18. The service has experienced significant demand pressures on its Legal teams partially offset by increasing income from charging for external services. However, a residual pressure exists which has been offset in year by under spends on members support and civic budgets. 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.

4.5 Chief Executive

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	0.2	0.3	-0.0	-0.0	-	-0.1	0.2	0.3
Political Offices	0.2	0.2	-0.0	-	-	-	0.2	0.2	-0.0
Public Affairs	1.4	1.4	0.0	-0.1	-0.1	-	1.3	1.3	0.0
Policy Programme	2.3	2.1	-0.2	-	-0.0	-0.0	2.3	2.1	-0.2
Total	3.9	4.0	0.1	-0.1	-0.1	-0.0	3.8	3.8	0.1

- The Chief Executive's Office is forecast to overspend the £3.8m net expenditure budget (£3.9m gross) by £0.1m. Half of this additional expenditure is on salaries where the service is absorbing the costs of staff subject to redeployment after completion of the restructure. Implementation of the new structure in the 3rd quarter is projected to deliver savings of £0.25m in 2017-18 while £0.2m of work is expected to be undertaken on transformation fund projects. Full year savings of £1m for 2018-19 are expected to be achieved subsequent to the completion of the service restructure in November 2017 and includes projected activity being carried out on transformation/Implementation projects funded from the reserve.

4.6.1 Non Service Budgets

- Non service budgets of £5.9m are forecast to underspend by £0.7m as a result of lower than budgeted spend on West Yorkshire Joint Committees, External Audit and higher than budgeted income from interest and investments.

4.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority, redundancy costs and contingencies.
- Central budgets are forecast to underspend by £8.4m largely as a result of a £5m underspend on the Capital Financing budget due to lower than planned capital expenditure and low interest rates, and £2.5m lower than budgeted redundancy costs. Fewer people have been made redundant than previously expected as services have managed to reduce posts by other means. Additionally, the average redundancy payment was also lower than estimated.
- A £6m reduction in the capital financing budget has been factored into the 2018-19 budget setting process so this underspend is unlikely to recur, and the budget for redundancy costs has also been funded from redesignation of reserves, and is one off in nature.
- The £4.8m of savings associated with Travel Assistance that are forecast to be undelivered, and will be mitigated by £4.8m of centrally held contingencies. Contingencies will continue to mitigate the underachievement, until the delivery plan is finalised.

5. BALANCE SHEET

5.1 Cash Reserves

- Net movements from reserves have led to a £26.6m reduction in total reserves from £153.0m at 1 April 2017 to £126.4m at 31st December (£101.2m Council and £25.2m schools). 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 st Dec 2017 £m
Council reserves	145.8	133.9	127.8	-26.6	101.2
Schools Delegated budget	38.4	33.8	25.2	-0.0	25.2
Total	184.2	167.8	153.0	-26.6	126.4

- The £26m net releases from reserves include the £22m of reserve movements outlined in the Qtr. 2 Finance report, and the following further movements in Qtr.3.

Releases from

- £3.2m Integrated Care
- £0.2m Regional Growth fund
- £0.2m Dilapidation & Demolitions
- £0.2m Markets
- £0.3m Child Exploitation

Appendices 2&3 outline Council and school's reserves.

- Since the last report Housing reserves have been re-profiled and renamed to better reflect the direction of support for Housing Services within the Bradford District.

5.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2018. The forecast is based on information submitted by schools at the end of quarter two, schools do not report their quarter three financial position for 2017-18 until the end of January 2018.

	Balance 1 st April 2017		Balance 31 st March 2018		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	659	7	547	0	112
Primary	106	8,580	100	5,488	6	3,092
Secondary	7	(635)	7	(3,182)	0	2,547
Special	6	354	4	67	2	287
Pupil Referral Units (PRU)	7	666	7	330	0	336
Subtotal	133	9,624	125	3,250	8	6,374
School Contingency		14,650		8,000	0	6,650
Other Activities		943		943	0	0
Total	133	25,217	125	12,193	8	13,024

- The school balances reserve is currently forecast to reduce by £13.0m in 2017-18. There has been seven schools (High Park Special School, Phoenix Special School, Priesthorpe Primary, East Morton Primary, St John CoE Primary, Holybrook Primary and Clayton CoE Primary) that converted to academy status in 2017-18. Two primary Schools (Aire View Infants and Hothfield Junior) have merged to form the new Silsden Primary School.
- Thirteen schools (1 Nursery (£0.01m), 8 Primary (£0.23m), 3 Secondary (£3.74m) and 1 Special (£0.16m)) hold a combined deficit school balance of £4.14m.

6 CAPITAL

- The profiled resource position for 2017-18 for the Capital Investment Plan (CIP) stands at £90.4m. This is a reduction of £14.4m from the Quarter 2 monitor position. To the end of December there has been spend of £51.7m. A summary position by service is shown in the Table below and the detailed Capital Monitor in Appendix 4.

	Budget Exec Nov 2017	Changes	Re - profiled Budget for Year	Actual Spend to 31 Dec	2018- 19 Budget	2019-20 Budget	2020-21 Onwards
	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Adult & Community Services	8.4	-4.1	4.3	2.3	10.4	10.7	0.9
Children's Services	16.0	-1.9	14.1	10.0	16.5	28.8	6.5
Department of Place - Economy & Development	24.2	-3.3	20.9	15.3	22.3	9.2	10.4
Department of Place - Planning, Transportation & Highways	20.3	-0.9	19.4	10.1	28.5	37.0	62.8
Department of Place - Other	15.6	-3.7	11.9	8.1	18.8	20.6	10.5
Corp Services – Estates & Property Services	8.0	0	8.0	5.9	3.6	0.9	0.1
Reserve Sch & Contingencies	12.3	-0.5	11.8	0.0	39.0	34.5	38.0
All Services	104.8	-14.4	90.4	51.7	139.1	141.7	129.2

The main reasons for the reduction in the profiled spend are:

- The re-profiling of £1.8m Affordable Housing Programme 2015-18 scheme into next year due to delays starting on two of the sites.
- The re-profiling of £4.2m Keighley Extra Care and Residential Care schemes into future years.
- Within Department of Place Other, £1.4m of spend for Sedburgh Sports Facilities have been moved into future years and £1.1m for King George V Playing Fields.

New Capital Schemes

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

- £0.25m for Customer Services to invest in new IT technology to improve self-serve, and reduce the number of face to face contacts and telephone calls requiring officer time.
- £0.55m for the advanced acquisition and demolition of a property that is required for the Bradford to Shipley Corridor improvement project. The scheme is to be funded by short term borrowing prior to reimbursement from the West Yorkshire Transport Fund.
- £0.55m for Thornton Road / Toller Lane Junction Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
- £0.11m to replace the Council's underground fuel tanks. The scheme will provide a flexible fuelling facility and minimise the risk to the Council of fuel loss.
- £0.056m additional funding to complete essential repair works to Chellow Dene reservoir.

Capital Resources

- The Council has already achieved the target of £3m in capital receipts. An additional £18.4m in capital grants and contributions has been received so far this year. The Council has £10m of debt due to mature in February at an interest rate of 4.5%.

7. COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- 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.
- A small in year pressure of £0.4m is forecast, which will be carried forward into 2018-19 Council Tax Base. This is because the cost of Council Tax Reduction is higher than expected due to the continuing identification of residents that qualify for full protection under the current scheme. Further, the provision for past years debt is likely to increase, reflecting the on-going challenge of collecting small amounts of Council Tax from low income households. These pressures are partially offset by a higher number of overall households than forecast. Also the 2016-17 prior year surplus was £0.2m lower than budgeted which is also carried forward into 2018-19.

Business Rates

- 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. However, the deficit that outturned in 2016-17 was as expected.

- To date, current year Business Rate income is nearly in line with the amount forecast, with a small £0.15m surplus forecast, which is carried forward into 2018-19. However, a challenge on forecasting Business Rates continues to be monitoring the impact on collection of backdated appeals. While a new appeal process started 1 April 2017, there is insufficient data to assess whether the current year's estimated provision is sufficient.

Collection Rates

- By 31 December 2017 the Council had collected £155.3m (75.5%) of the value of Council Tax bills for the year compared with £146.3m (75.2%) at the same stage last year.

Council Tax Collection	At 31 Dec 15/16	At 31 Dec 16/17	At 31 Dec 17/18
Council Tax - Dwellings administered	213,794	214,864	216,385
BV9 Council Tax collected in year	139,187	146,325	155,313
BV9 % of Council Tax Collected	75.17%	75.2%	75.5%
Council Tax Collection Target by Qtr 3	75%	75%	75%

- The collection figure for Business Rates at 31 Dec 2017 is 78.93% (compared to 78.35% at the same time last year). A direct comparison cannot be made due to the changes as a result of the revaluation of all businesses and the application of the new revaluation relief.

Business Rates Collection	At 31 Dec 15/16	At 31 Dec 16/17	At 31 Dec 17/18
Number of Business Rates bills issued plus the number of summonses	25,716	27,912	31,595
CIS_034 (BV10) - Business Rates collected in year to £000s	115,241	118,300	113,131
BV10 % Business Rates collected in year	79.21%	78.35%	78.93%
Business Rates Collection Target by Qtr 3.	80%	79%	79%

8.0 RISK MANAGEMENT

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

9.0 LEGAL APPRAISAL

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

10.0 NOT FOR PUBLICATION DOCUMENTS

None

11.0 RECOMMENDATIONS

That the Corporate Overview and Scrutiny Committee

- 11.1 Review and comment on the Qtr 3 Finance Position Statement for 2017-18.

12.0 APPENDICES

Appendix 1	Savings Tracker
Appendix 2	Reserves Statement as at 31 st December 2017
Appendix 3	Service Earmarked Reserves as at 31 st December 2017
Appendix 4	Capital Investment Plan

13.0 BACKGROUND DOCUMENTS

- Proposed Financial Plan updated 2018-19 to 2020-21 5th December 2017
- Mid Year Finance and Performance Statement 2017-18 Executive Report 7th November 2017
- Qtr 1 Finance Position Statement 2017-18 Executive Report 11th July 2017
- 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

Savings Tracker

Appendix 1

Ref	Saving Narrative	Budgeted Saving £000s	Forecast Saving £000s	Variance £000s
Health & Wellbeing				
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	165	335
3A6	Changes LD Day Care and Procurement	1,000	0	1,000
3A7	Changes to Housing Related Support	1,000	710	290
3A8	Continue to Review Learning Disabilities Travel Support	360	235	125
3A10	Changes to Contracts for LD Residential and Nursing	1,000	0	1,000
3A12	Review Charging Arrangements for People with MH – 17/18	250	0	250
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.	2,000	1,450	550
Total 2017-18 new budget savings				13,661
3A1	Changes to the Contributions Policy	466	377	89
3A10	Changes to Contracts for LD Residential and Nursing	278	0	278
3A12	Review Charging Arrangements for People with MH	215	70	145
Unachieved savings from prior years				512
Health and Wellbeing Total				14,173
Children's Services				
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	60	180
4C7	Looked After Team – Review of staffing and non-staffing budgets	19	0	19
4C14	Reducing agency spend in Children's Social Care Services	1,025	0	1,025
4C16	Administrative Support restructure – rationalisation of the supervision and management structure	100	35	65
Total 2017-18 new budget savings				1,704
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				3,143

Department of Place

3E1	Support & Encourage Recycling	200	130	70
3E2	Introduction of Charges for Green Waste	310	190	120
3E4	Alternative Week Waste Collection	1,000	575	425
3E9	Sports Facilities – new online booking system	50	25	25
3E11	Restructure Sports & Culture Management Staffing	100	0	100
3E13	Transfer Ownership of Playing Pitches & Facilities to Sports Clubs, Parish Councils & Community Organisations	80	60	20
3E14	Parking Charges at Some Parks and Woodlands	40	10	30
3E19	Museums – restructure of the Service	80	0	80
3E22	Review of Tourism Budget	50	0	50
4R3	Commercialise HDU to increase the range of services provided	223	293	(70)
4R4	Centralisation of urban traffic control	119	0	119
3R13	CCTV – commercial income generation	100	50	50
3R14	Street Lighting - Partial Night Switch Off	100	50	50
3R18	Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125	0	125
<hr/>				
Total 2017-18 new budget savings				1,194
<hr/>				
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
<hr/>				
Unachieved savings from prior years				170
<hr/>				
Department of Place Total				1,364
<hr/>				
Travel Assistance				4,774
<hr/>				
Total Forecast underachievement				23,454
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Reserves Statement as at 31 December 2017

Appendix 2

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,198	358	1,556	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	-2,787	1	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	-520	4,668	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	-1,657	2,299	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	-200	1,800	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	756	
	0	2,500	2,500	To fund Projects associated with delivering 2017-18 savings plans.
Sub Total	38,043	-9,197	28,846	
C. Reserves to support capital investment				
Renewal and replacement	13,283	-7,979	5,304	Funding used to support the capital investment programme.
Markets	1,148	-239	909	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	14,431	-8,218	6,213	
D. Service Earmarked Reserves	41,685	-8,657	33,028	See Appendix 2
E. Revenue Grant Reserves	8,366	-520	7,846	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	25,217	0	25,217	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub total General Fund Reserve & School balances	36,020	0	36,020	
Grand total	153,042	-26,592	126,450	

Departmental Earmarked Reserves Statement as at 31 December 2017

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	1,416	0	1,416	Funding to support invest to save projects
Integrated Care	4,491	-3,200	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	436	-147	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	4,543	-3,000	1,543	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	10,945	-6,347	4,598	
Children Services				
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	-348	0	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	10	-10	0	
Retail Academy (Skills for Employment)	227	0	227	
Child Sexual Exploitation Prevention	300	-300	0	To support the continuation of CSE work in 2017-18.
Training Work Programme (Skills for Work)	927	0	927	
Total Children	13,453	-658	12,795	

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	83	0	83	Set aside to meet Departmental costs associated with delivering a Waste Management solution
City centre regeneration	51	0	51	
Customer Service Strategy	835	-750	85	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	491	-20	471	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
Lidget Moor YC	18	-9	9	To support Youth Services in Lidget Green Area
Empty Homes	125	-125	0	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

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
				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
Stock Condition	95	-95	0	Funding to procure Stock Condition Surveys.
Private Rented Lettings (was Social Lettings)	664	-364	300	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	956	-673	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	0	50	50	
Fresh Start	0	441	441	
B&B Emergency Contingency	0	173	173	
Housing Options IT System	0	415	415	
Department of Place	7,942	-1,084	6,858	

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.

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
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
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
Total Corporate Services	9,345	-568	8,777	
Total Service Earmarked Reserves	41,685	-8,657	33,028	

Appendix 4

Capital Expenditure

Scheme No	Scheme Description	Exec Report	Changes	Re profile	Spend	Budget	Budget	Budget	Budget
		Mid Year		Budget 2017-18	31 Dec 17	2018-19	2019-20	2020-21	2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing									
CS0237	Great Places to Grow Old	0	0	0	0	0	9,138	0	0
CS0237	Keighley Rd Extra Care	4,950	-2,900	2,050	1,317	5,870	488	0	0
CS0237	Keighley Rd Residential Care	2,425	-1,325	1,100	711	2,645	89	0	0
CS0373	BACES DFG	667	0	667	20	443	443	443	443
CS0239	Community Capacity Grant	51	100	151	51	1,452	516	0	0
CS0348	Whiteoaks Respite Centre	86	67	153	153	0	0	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	0	0	0	0	0
CS0312	Integrated IT system	131	0	131	41	0	0	0	0
CS0352	Electric vehicle charging infrastructure	30	0	30	29	0	0	0	0
Total - Health and Wellbeing		8,359	-4,058	4,301	2,322	10,410	10,674	443	443
Children's' Services									
CS0256	2yr old Nursery Educ Expansion	55	0	55	59	0	0	0	0
CS0278	Targeted Basic Needs	74	0	74	40	0	0	0	0
CS0286	Outdoor Learning Centres	33	0	33	4	0	0	0	0
CS0022	Devolved Formula Capital	1,751	-837	914	1,751	0	0	0	0
CS0030	Capital Improvement Work	200	-27	173	86	27	0	0	0
CS0240	Capital Maintenance Grant	6,300	-731	5,569	3,452	3,331	0	0	0
CS0244	Primary Schools Expansion Progr	4,094	0	4,094	2,630	1,409	6,919	0	0
CS0244	Silsden Sch £7.265m Exec 12/04/16	768	0	768	658	2,979	4,088	130	0
CS0244	SEN School Expansions	2,000	-391	1,609	1,010	2,391	0	0	0
CS0360	Early Yrs 30 hrs childcare	487	0	487	218	0	0	0	0
CS0314	Foster Homes Adaptation	16	0	16	4	0	0	0	0
CS0316	Tracks Educational provision	9	-1	8	7	0	0	0	0
CS0322	Horton Park Prim Open Spaces	21	0	21	15	0	0	0	0
CS0362	Secondary School Expansion	150	0	150	44	5,876	10,801	956	0
CS0377	LA SEN Free School	0	50	50	0	500	7,000	5,350	100
CS0343	Childrens Home Build Works	46	0	46	1	0	0	0	0
Total - Children's' Services		16,004	-1,937	14,067	9,979	16,513	28,808	6,436	100

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services									
CS0134	Computerisation of Records	0	0	0	0	10	0	0	0
CS0136	Disabled Housing Facilities Grant	3,858	0	3,858	2,756	2,028	2,028	5,753	2,028
CS0137	Development of Equity Loans	600	200	800	532	1,000	1,300	1,200	1,195
CS0144	Empty Private Sector Homes Strat	750	-150	600	200	662	0	0	0
CS0225	Afford Housing Prog 11-15	92	34	126	70	0	0	0	0
CS0308	Afford Housing Prog 15 -18	13,800	-1,800	12,000	9,874	8,600	1,383	0	0
CS0250	Goitside	5	0	5	4	0	0	177	0
CS0280	Temp Housing Clergy House	263	0	263	4	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	163	0	163	153	4	0	0	0
CS0084	City Park	50	-50	0	0	205	0	0	0
CS0085	City Centre Growth Zone	200	-200	0	-92	1,699	4,451	0	0
CS0189	Buck Lane	41	0	41	6	75	0	0	0
CS0228	Canal Road	0	0	0	0	100	0	0	0
CS0241	Re-use of Fmr College Builds Kghly	660	-508	152	144	506	60	0	0
CS0266	Superconnected Cities	300	-300	0	0	907	0	0	0
CS0291	Tyrils	0	0	0	11	4,800	0	0	0
CS0265	LCR Revolving Econ Invest Fund	2,299	0	2,299	1,148	0	0	0	0
CS0285	Strategic Development Fund	0	0	0	0	1,167	0	0	0
CS0345	Develop Land at Crag Rd, Shply	1,076	-573	503	441	573	0	0	0
Total - Place - Economy & Development Serv		24,157	-3,347	20,810	15,251	22,336	9,222	7,130	3,223
Place - Planning, Transport & Highways									
CS0131	Kghly Town Cntr Heritage Initi	397	0	397	179	0	0	0	0
CS0178	Ilkley Moor	18	0	18	0	0	0	0	0
CS0179	Landscape Environ Imp	23	0	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	-30	0	0	0	30	0	0
CS0071	Highways S106 Projects	72	0	72	35	100	356	0	0
CS0091	Capital Highway Maint	4,968	0	4,968	4,518	0	0	0	0
CS0095	Bridges	806	0	806	496	0	0	0	0
CS0096	Street Lighting	203	0	203	122	0	0	0	0
CS0099	Integrated Transport	431	0	431	834	0	0	0	0
CS0103	WY Casualty Reduction Ptner	36	0	36	42	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	660	0	660	610	0	0	0	0
CS0168	Connecting the City (Westfield)	57	0	57	40	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	320	0	320	20	0	0	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0
CS0264	Highway to Health	234	0	234	201	0	0	0	0
CS0282	Highways Strategic Acquisi	206	0	206	30	0	0	0	0
CS0289	Local Pinch Point Fund	502	0	502	7	0	0	0	0

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0293	West Yorks & York Transport Fund	1,844	0	1,844	270	19,383	26,145	34,062	27,014
CS0296	Pothole Fund	428	0	428	353	0	0	0	0
CS0306	Strategic Transp Infrastr Priorit	1,000	-1,000	0	0	1,260	2,600	0	0
CS0306	Connectivity Project	2	2	4	4	1,196	400	0	0
CS0302	Highways Prop Liab Redn Strat	110	0	110	12	0	0	0	0
CS0307	Bus Hot Spots	0	0	0	1	0	0	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0
CS0317	VMS Signage	39	0	39	0	0	0	0	0
CS0319	Challenge Fund	2,465	0	2,465	238	0	0	0	0
CS0323	Flood Risk Mgmt	285	0	285	68	0	0	0	0
CS0325	Street Lighting Invest to Save	72	126	198	85	0	0	0	0
CS0329	Damens County Park	48	0	48	0	60	0	0	0
CS0332	Flood Funding	919	0	919	509	0	0	0	0
CS0334	Air Quality Monitoring Equip	9	0	9	0	0	0	0	0
CS0350	Street Lighting Invest to Save	825	0	825	0	825	0	0	0
CS0353	Strategic land purch Hard Ings Kghly	434	0	434	238	4,415	3,176	0	0
CS0355	Strat land purc Harrogate Rd/New Line Jct	492	0	492	416	154	3,557	1,733	0
CS0358	SE Bradford Link Road	83	0	83	12	0	0	0	0
CS0365	National Productivity Invest Fund	835	0	835	533	0	0	0	0
CS0370	LTP IP3 One System Public Transport	779	0	779	179	779	779	0	0
CS0371	LTP IP3 Places to Live and Work	629	0	629	51	300	0	0	0
CS0375	Sign Shop	82	0	82	0	0	0	0	0
Total - Place - Planning, Transport & Highways		20,391	-902	19,489	10,105	28,472	37,043	35,795	27,014
Dept of Place - Other									
CS0060	Replacement of Vehicles	3,000	0	3,000	2,880	3,000	3,000	3,000	3,000
CS0066	Ward Investment Fund	0	0	0	0	35	0	0	0
CS0151	Building Safer Commun	0	0	0	0	47	0	0	0
CS0063	Waste Infrastructure & Recycling	677	0	677	676	204	0	0	0
CS0132	Community Hubs	25	-25	0	0	25	0	0	0
CS0283	Above Ground Fuel Storage	60	50	110	0	0	0	0	0
CS0328	Cliffe Castle Various	35	0	35	0	0	0	0	0
CS0374	Cartwright Hall CCTV	45	0	45	0	0	0	0	0
CS0376	Recycling Bins	0	680	680	470	0	0	0	0
CS0340	St George's Hall	5,222	-2,222	3,000	1,437	5,139	0	0	0
CS0121	Roberts Park	65	0	65	64	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	0	83	0
CS0162	Capital Projects - Recreation	80	120	200	133	0	0	0	0
CS0187	Comm Sports Field & Facili	53	0	53	25	0	0	0	0
CS0229	Cliffe Castle Restoration	2,383	75	2,458	2,150	52	0	0	0

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0347	Park Ave Cricket Ground	125	37	162	161	20	0	0	0
CS0367	King George V Playing Fields	1,100	-1,096	4	4	1,096	0	0	0
CS0277	Wyke Manor Sports Dev - demolitn	150	110	260	0	0	0	0	0
CS0245	Doe Park	182	-139	43	6	0	0	0	0
CS0349	Chellow Dene	0	43	43	15	8	0	0	0
CS0356	Sedburgh SFIP	2,365	-1,365	1,000	37	8,865	7,035	49	0
CS0354	Squire Lane Sports Facility	0	0	0	1	0	5,000	4,400	0
CS0359	Community Resilience Grant	32	0	32	10	0	0	0	0
CS0107	Markets	50	2	52	27	35	0	0	0
CS0342	Westgate Carpark	0	0	0	14	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	0	0	0	0	219	5,606	0	0
CS0247	Replace Box Office Equip	5	0	5	1	0	0	0	0
Total - Dept of Place - Other		15,654	-3,730	11,924	8,111	18,745	20,641	7,532	3,000
Corp Serv - Estates & Property Services									
CS0094	Property Programme (bworks)	0	0	0	0	609	0	0	0
CS0262	Margaret McMillan Towers	0	22	22	22	0	0	0	0
CS0318	Property Programme 15/16	30	0	30	25	0	0	0	0
CS0333	Argos Chambers / Britannia Hse	1,171	0	1,171	199	0	0	0	0
CS0344	Property Programme 16/17	544	0	544	937	0	0	0	0
CS0366	Property Programme 17/18	1,000	0	1,000	170	750	0	0	0
CS0368	Dishwasher	31	0	31	0	0	0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	274	0	0	0
CS0269	Burley In Whrfedle Culvert repair	97	0	97	3	0	0	0	0
CS0050	Carbon Management	506	0	506	196	1,000	820	0	0
CS0305	Healthy Heating Scheme	90	0	90	0	77	0	0	0
CS2000	DDA	50	0	50	0	50	50	50	62
CS0378	Cust Serv Strategy	0	33	33	0	299	0	0	0
CS0361	Strategic Acquisitions	4,500	0	4,500	4,351	576	0	0	0
Total - Corp Serv – Estates & Property Services		8,019	55	8,074	5,903	3,635	870	50	62

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies									
	General Contingency	577	-106	471	0	2,000	2,000	2,000	2,000
CS0376	Recycling Bins	680	-680	0	0	0	0	0	0
CS0277	Wyke Manor Ph2 Sports Dev	0	0	0	0	493	0	0	0
	Essential Maintenance Prov	0	0	0	0	2,000	2,000	2,000	2,000
	Bfd City Ctre Townscape Herit	750	0	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	0	0	0	0	10,000	5,000	3,000	0
	Depots	0	0	0	0	3,000	0	0	0
CS0050	District Heating Scheme	0	0	0	0	0	7,000	7,000	0
CS0306	Strategic Acq - Highways	0	550	550	0	0	0	0	0
CS0306	Strategic Acq - Highways	0	0	0	0	550	0	0	0
CS0378	Cust Serv Strategy	250	-250	0	0	0	0	0	0
	Canal Road Land Assembly	0	0	0	0	450	0	0	0
	Bereavement Strategy	0	0	0	0	8,500	8,500	0	0
Total - Reserve Schemes & Contingencies		12,257	-486	11,771	0	38,993	34,500	24,000	14,000
TOTAL - All Services									
		104,841	-14,405	90,436	51,671	139,104	141,758	81,386	47,842



Report of the Interim Director of Corporate Services to the meeting of the Corporate Overview & Scrutiny Committee to be held on 21 February 2018

AD

Subject:

Housing Benefit Appeals Build-up

Summary statement:

In 2017, a Housing Benefit claimant complained to the Local Government and Social Care Ombudsman (LGO) because the Council had delayed referring their case to the First Tier Tribunal Social Entitlement Chamber

Following its investigation, the LGO published a public interest report, which highlighted that a build-up of work prevented the complainant's case from being dealt with in a timely manner

This report sets out the role and functions of the Appeals team, the circumstances leading to the build-up of work, and the actions taken to reduce the build-up and to reduce the time taken to complete appeal cases

Parveen Akhtar
Interim Strategic Director Corporate Services

Portfolio:

Leader of Council

Report Contact: Martin Stubbs
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Benefits & Payroll
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. In 2017, a Housing Benefit claimant complained to the Local Government and Social Care Ombudsman (LGO) because the Council had delayed referring their case to the First Tier Tribunal Social Entitlement Chamber.
- 1.2. Following its investigation, the LGO published a public interest report, which highlighted that a build-up of work prevented the complainant's case from being dealt with in a timely manner.
- 1.3. This report sets out the role and functions of the Appeals team, the circumstances leading to the build-up of work, and the actions taken to reduce the build-up and to reduce the time taken to complete appeal cases.

2. BACKGROUND

- 2.1. The Appeals team within the Revenues, Benefits and Payroll Department deals with disputes in matters relating to Council Tax liability, Housing Benefit, Council Tax Reduction, Discretionary Housing Payments, Disabled Parking Permits and Overpayments of Salary/wages.
- 2.2. Claimants that consider a decision, made in respect of their claim, is incorrect have the right to appeal that decision. The role of the appeals team is to examine the decision, and circumstances, leading to the dispute and consider if decisions are legislatively correct, in line with council policy or guidance, or should be revised in light of new information.
- 2.3. If the appeal is refused, the reason for the decision is explained to the claimant. They are also advised that if they consider that the decision is incorrect, or the appeal has not been handled correctly, they can put their case to an independent arbitrator under either council policies or the relevant legislation.
 - Disputes about Discretionary Housing Payments, are heard by a Panel of Elected Members
 - The Local Government and Social Care Ombudsman will consider cases in relation to Disabled Parking Permits
 - The Valuation Tribunal has the power to determine matters in relation to Council Tax Liability and Council Tax Reduction. The panel is made up of lay persons, completely independent of the Council. Once a submission is made it can then take up to 6 months for the Tribunal to list the case
 - The First Tier Tribunal Social Entitlement Chamber includes matters relating to Housing Benefit and Council Tax Benefit. This is heard by a tribunal judge. Once a submission is made it can then take up to 6 months for the Tribunal to list the case
- 2.4. The number of appeals received is not necessarily reflective of the accuracy or ability of decision makers within the different assessment teams. There are a number of reasons why claimants appeal a decision;
 - they consider that the decision is incorrect
 - they believe all the relevant information has not been taken into account

- appeals are submitted simply because the claimant does not like the decision
 - the claimant does not understand the decision, or how it was arrived at
- 2.5. There are also a considerable number of instances where a case reaches the appeal stage, and upon investigation, the claimant produces previously with-held evidence; which if supplied earlier would have led to a different decision. In these cases, a change in outcome is a new decision, not a successful appeal – the previous decision was correct based on the evidence supplied at the time.
- 2.6. Dealing with appeals in a timely manner has always been challenging. Changes to legislation and Government programmes to reduce fraud and error resulted in an increase in the number of disputes reaching the appeals team; and the time it took to deal with them.

3. OTHER CONSIDERATIONS

Summary of the Case

- 3.1. The claimant appealed a decision not to award Housing Benefit and Council Tax Reduction. The appeal was refused on the grounds that her employment was not effective and that she did not meet the criteria for a right to remain in the UK.
- 3.2. On 25 November 2016, the claimant was informed of her right to have her case referred to the First Tier Tribunal Social Entitlement Chamber for Housing Benefit by the Council, and that she could appeal directly to the Valuation Tribunal regarding the claim for Council Tax Reduction. On 23 December, the claimant asked for her claim for Housing Benefit to be referred.
- 3.3. When referring a Housing Benefit case, the Council must produce a formal submission. Submissions to tribunals are very labour intensive to produce and must include a time line of events, all relevant evidence as well as discussion of legislation and its application in the specific circumstances and relevant case law used as guidance. It is not uncommon for submissions in respect of Housing Benefit decisions to be in excess of a hundred pages.
- 3.4. The Council delayed making the referral in this case for two main reasons. Older Housing Benefit appeals where the resident was facing eviction were being prioritised, and the claimant was awaiting the outcome of an application for permanent residence, which, if granted, may have allowed the appeal decision to be revised.
- 3.5. In February 2017, a claimant complained to the Local Government and Social Care Ombudsman (LGO) that the Council had not referred her case. The LGO undertook to investigate her complaint with regard to the delay - It cannot investigate the Housing Benefit or CTR decisions as they remain the purview of the relevant Tribunals.
- 3.6. A copy of the Ombudsman's report is attached at Appendix 1. The LGO investigation concluded that the Council was not at fault regarding the CTR referral as the claimant should have appealed directly. However, in respect of the Housing

Benefit referral, they concluded that;

- the First Tier Tribunal Social Entitlement Chamber rules say that the Council should make a referral as soon as reasonably practicable once the Council's decision is no longer subject to change
- the Council should not have waited upon the outcome of the claimants appeal for permanent residence - the decision had been made and so the case should have been referred
- a build-up of Housing Benefit appeals prevented the complainant's case from being dealt with in a timely manner

3.7. The Council has agreed with the LGO that;

- all appeals are processed within two months (in line with Council Tax appeal guidance)
- all existing Housing Benefit appeals that fall outside this time limit will have a decision, or be referred to the First Tier Tribunal, by 31/03/2018

How was the 'build-up' of work created?

3.8. Determining an appeal can be complex and resource intensive; and dealing with them in a timely manner has always been challenging. The workload of the appeals team in the years prior to 2016/17 increased significantly as a consequence of legislative and other changes, including;

- the introduction of the Local Government Finance Act 2012 removed certain exemptions for unoccupied properties, increasing the workload in relation to council tax
- legislative changes, introduced in 2014, limited access to means-tested benefits for European Economic Area nationals whose right of residence in the UK is based on their status as a jobseeker
- work to reduce fraud and error within the benefit system over recent years, through different Government schemes, identified a number of overpayments; the recovery of which led to a large number of appeals

3.9. The additional workload created by these changes was difficult to accommodate within the resource available - appeals is a specialised area of work. On top of that, the Council chose to prioritise assessing new claims for benefits over appeal cases (where, in most cases, benefits was or had been paid).

3.10. It is a statutory requirement that Council Tax and Council Tax Reduction appeals are dealt with within 60 days. Failure to do so means that the council tax payer can apply directly to the Valuation Tribunal to have their case considered without having to wait for the Council to make a decision (which would create further work for the appeals team). However, there is no statutory timeframe for Housing Benefit cases. Consequently, Council Tax and Council Tax Reduction appeals were prioritised.

3.11. The Council has continually sought solutions to the challenge this prioritisation has brought. Over the last few years, these have focussed on how to prevent cases becoming appeals and have included;

- improving the processing and the communication of decisions at all stages; designed to give claimants a better understanding of the decision, and reduce the number of unfounded appeals

- making greater efforts to ensure claimants understand the importance of submitting all relevant evidence to support their application
- ensuring timely feed back to decision makers where there has been a misinterpretation of legislation, policy or guidance
- allocating additional resource to new claims, rather than to appeals, to support implementation of the improved processing and the communication working practices – preventing disputes is a significantly better use of resources

3.12. Appendix 2 provides information on the Housing Benefit and Council Tax appeal caseload.

- The work to improve processes and communication reduced the number of disputes reaching the Appeals team from more than 4,000 cases in 2014/15 to 2,500 cases in 2016/17 (Table 1).The number of Housing Benefit cases reduced from 1,568 in 2014/15 to 1,054 in 2015/16 as a result of the work to improve processes and communication
- However, the number of appeals increased to 1,366 in 2016/17 as a consequence of the fraud and error work instigated by the DWP; which resulted in a number of benefit overpayments being identified.
- Table 2 (Appendix 2) shows the number of cases that go to Tribunal. Historically, the number of Housing Benefit cases going to Tribunal was significantly higher than the number of Council Tax cases. Again, the improvement work succeeded in reducing the number of cases going to tribunal.

3.13. This focus on reducing the number of appeals received, and the number of tribunal cases, allowed the appeals team to reduce the number of cases waiting to be dealt with. However, because of workloads and the prioritisation of Council Tax appeals, those cases waiting to be dealt with at the end of 2016/17 included a large number of Housing Benefit cases.

Accelerating Improvement in Performance

3.14. Despite our plans to tackle this problem, the Council had not made sufficient progress and the LGO felt the need to highlight this in the Public Interest Report. An improvement plan was put in place, which would ensure we would reduce the number of cases waiting to be dealt with more than two months, and to ensure that, from April 2018, all appeals would continue to be dealt with within two months.

- A full review of all cases was undertaken to ensure that all cases outside the two month timeframe were identified, other cases were prioritised chronologically, the 'complexity' of individual cases, and the impact the decision could have on the claimant
- Appeals work is a specialised area of work, so increasing capacity is problematical. Some additional resource was found from within the service to deal with the more straight forward cases. Temporary assistance was also provided by colleagues at Wakefield Council

- The Teams have been encouraged, in complex cases, to ring the customer up and explain the decision that has been made and answer any questions at that point rather than simply issuing letter and that being the first the customer knows about the outcome of their application
- In more complex cases, face to face meetings were arranged with the customer so that a full explanation could be provided with all their paperwork to hand and answer any questions raised
- Key messages were given to colleagues in Customer Services, about explaining the decisions rather than simply advising customers to appeal
- The standard letters issued to customers have been reviewed to make the explanations clearer
- We have, in some cases, reduced the written submissions we are making to the Tribunal to save on time

3.15. At the time of the LGO report (August 2017) there were 519 HB cases which fell outside this 'two month' requirement. As at 01 January 2018 the 'build-up' had reduced to 97 HB cases, and will be zero by 31 March.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. A payment of £100 has been made to the complainant, for the time and trouble involved in pursuing the appeal, in accordance with the LGO's recommendation.
- 4.2. Working practices and procedures have been amended to ensure that all appeals are dealt with within statutory and advisory timescales.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. The LGO does not have legal powers to force organisations it investigates to follow its recommendations. However, failure to comply with LGO recommendations could result in the publication of a non-compliance notice; impacting adversely on the reputation of the Council, and risks bringing the Council into disrepute.

6. LEGAL APPRAISAL

- 6.1. The Local Government Finance Act 1992 establishes the requirement for the Council to deal with Council Tax Liability disputes within 60 days.
- 6.2. The Housing Benefit (Habitual Residence) amendment regulations 2014 limits access to United Kingdom (UK) means-tested benefits for nationals of European Economic Area (EEA) countries whose right of residence in the UK is based on their status as a jobseeker.

6.3. The Local Government and Social Care Ombudsman investigate complaints about 'maladministration' and 'service failure'. It operates under authority of the Local Government Act 1974 (as amended).

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None arising from this report

7.7 WARD IMPLICATIONS

None

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

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee;

- Note the contents of the report and the work undertaken to reduce the build-up of appeal cases

11. APPENDICES

- Appendix 1: LG&SCO Report
- Appendix 2: Housing Benefit and Council Tax Appeal Caseload

12. BACKGROUND DOCUMENTS

- Local Government Finance Act 1992
- Local Government Act 1974

**Report by the Local Government and
Social Care Ombudsman**

**Investigation into a complaint against
City of Bradford Metropolitan District Council
(Reference number: 16 016 533)**

11 August 2017

The Ombudsman's role

For 40 years the Ombudsman has independently and impartially investigated complaints. We effectively resolve disputes about councils and other bodies in our jurisdiction by recommending redress which is proportionate, appropriate and reasonable based on all the facts of the complaint. Our service is free of charge.

Each case which comes to the Ombudsman is different and we take the individual needs and circumstances of the person complaining to us into account when we make recommendations to remedy injustice caused by fault.

We have no legal power to force councils to follow our recommendations, but they almost always do. Some of the things we might ask a council to do are:

- > apologise
- > pay a financial remedy
- > improve its procedures so similar problems don't happen again.

Investigation into complaint number 16 016 533 against City Of Bradford Metropolitan District Council

Contents

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Legal and administrative background	2
How we considered this complaint.....	3
Investigation	3
Conclusions.....	4
Decision	4
Recommendations	5

Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Mrs X - the complainant

Report summary

Housing Benefit Appeal

Mrs X's complaint relates to her appeal for Housing Benefit and a Council Tax reduction.

The Council has delayed referring Mrs X's Housing Benefit appeal to the First Tier Tribunal. It has also identified a further 519 appeals it needs to refer to the Tribunal.

Finding

Fault found causing injustice and recommendations made.

Recommendations

While the outcome of Mrs X's appeal and the other outstanding cases cannot be known the fault identified has caused a delay in Mrs X's right of appeal and that of 519 others. We recommend the Council should:

- apologise to Mrs X and pass her appeal to the Tribunal; and
- pay Mrs X £100 for her time and trouble in pursuing her appeal for such a length of time.

The Council has accepted these recommendations.

Within three months we recommend the Council should:

- review all outstanding appeals and pass the backlog to the Tribunal;
- review its procedures to ensure it complies with the Tribunal rules; and
- report back to us evidencing how it has changed its procedures and confirming how many of the outstanding appeals it has progressed.

The Council has explained this would be difficult due to the number of cases outstanding. The Council also wants to ensure it prioritises those appeals where the decision is impacting on a person's current entitlement to Housing Benefit. The Council has agreed to:

- pass the remaining backlog of appeals to the Tribunal by April 2018, prioritising those appeals where the decision impacts on the person's current entitlement to Housing Benefit; and
- review its procedures to ensure from April 2018 it processes all appeals within two months (in line with Council Tax appeal guidance).

The Council will report its progress to us every quarter until April 2018. It will also evidence how it has changed its procedures. We are satisfied this is a suitable response.

Introduction

1. Mrs X complains the Council has delayed her appeal to claim Housing Benefit and a Council Tax reduction.

Legal and administrative background

2. We investigate complaints about 'maladministration' and 'service failure'. In this report, we have used the word fault to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. *(Local Government Act 1974, sections 26(1) and 26A(1), as amended)*
3. The law says we cannot normally investigate a complaint when someone can appeal to a Tribunal. However, we may decide to investigate if we consider it would be unreasonable to expect the person to appeal. *(Local Government Act 1974, section 26(6)(a), as amended)*
4. We may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. *(Local Government Act 1974, section 26D and 34E, as amended)*

Housing Benefit

5. Housing Benefit helps people on low incomes to pay their rent. It is a means tested benefit, taking both capital and income into account. Claimants are responsible for ensuring they update the council with any changes in their circumstances. Failure to do so can affect the Housing Benefit paid.
6. The council must make a decision about Housing Benefit in writing. The decision notice must also advise claimants of their rights to ask for more information and to appeal. If a claimant disagrees with a decision they can ask the council to reconsider it. The council must then review the decision again. *(Housing Benefit Regulations 2006)*
7. If a claimant remains unhappy after a review they can ask the council to pass their appeal to the Social Entitlement Chamber of the First-Tier Tribunal (the Tribunal). Claimants must send their appeal to the council within one month and the council will refer the appeal to the Tribunal. The council can consider appeals up to 13 months from the date of its original decision. *(The Tribunal Procedure (First-Tier Tribunal) (Social Entitlement Chamber) Rules 2008)*
8. Where the council receives an appeal they can reconsider the decision before passing it to the Tribunal. If the decision remains unchanged they must pass the matter to the Tribunal "as soon as reasonably practicable". *(Rule 24(1A) of The Tribunal Procedure (First-Tier Tribunal) (Social Entitlement Chamber) Rules 2008)*
9. In February 2004 we issued a special report offering advice and guidance to councils on arrangements for forwarding housing benefit appeals to the Tribunal. We found a pattern of excessive delays by some councils in passing housing benefit appeals to the Tribunal. We recommended that no more than four weeks should usually be needed before

passing an appeal to the Tribunal, a standard which many councils adopted. The report is no longer available on our website due to the legislation the report refers to being amended.

Council Tax reduction

10. The Council Tax (Administration and Enforcement) Regulations 1992 SI 613 covers both the way councils collect payments of Council Tax and how they can recover Council Tax debt.
11. From 1 April 2013 Council Tax benefit was replaced by Council Tax Reduction Schemes (also known as Council Tax Support). Each council in England has its own scheme setting out who is entitled to a reduction in their annual Council Tax bill.
12. Any dispute about liability for Council Tax is a matter for the Valuation Tribunal. The tribunal is an expert unbiased body whose decisions are binding on a council. Unlike the First Tier Tribunal for Housing Benefit, complainants can appeal direct to the Valuation Tribunal.

How we considered this complaint

13. We produced this report after examining relevant files and documents.
14. We gave the complainant and the Council a confidential draft of this report and invited them to comment. We took their comments into account before finalising the report.

Investigation

15. Mrs X applied to the Council for Housing Benefit and Council Tax reduction on 4 August 2016. The Council responded on 14 September 2016 and refused the application. The Council said Mrs X's self employment "was not effective" as she did not earn enough. It also said Mrs X did not satisfy the criteria for a right to remain in the UK. In its decision notice the Council told Mrs X how to appeal the decision.
16. Mrs X appealed the Council's decision on 20 September 2016. The Council responded to Mrs X on 25 November 2016. The Council refused Mrs X's appeal. It told Mrs X of her right to appeal to both the Tribunal for Housing Benefit and the Valuation Tribunal for Council Tax.
17. Mrs X asked the Council for an appeal to the Tribunal on 23 December 2016. Mrs X said she made a profit from self employment and was applying for permanent residence.
18. In February 2017 Mrs X complained to us. She said the Council had not referred her appeal to the Tribunal. Following Mrs X's complaint the Council wrote to Mrs X. It said her appeal was waiting to be considered but it was prioritising older cases and cases where a resident was facing eviction.

19. Following our enquiries the Council said it had 519 appeals waiting to be passed to the Tribunal, the oldest of which was from 6 February 2015.

Conclusions

Mrs X's Council Tax Appeal

20. Mrs X had a right of appeal directly to the Valuation Tribunal about the Council Tax reduction. The Council told Mrs X of her right of appeal and we see no reason Mrs X could not appeal. The Council is not at fault.

Mrs X's Housing Benefit Appeal

21. Mrs X asked the Council to pass her appeal about her claim for Housing Benefit to the Tribunal. As the Tribunal will consider Mrs X's Housing Benefit claim we have not investigated whether Mrs X is entitled to Housing Benefit. We have investigated the Council's handling of Mrs X's request for an appeal to the Tribunal.
22. The Tribunal rules say the Council should make a referral "as soon as reasonably practicable" once a council's decision is no longer subject to change. Our view is this should usually take no longer than four weeks. The Council says it has not passed the appeal on as it has older cases waiting to be considered. In addition, it is awaiting the outcome of Mrs X's application for permanent residence.
23. We do not consider it practicable for the Council to wait indefinitely for the outcome of Mrs X's residence application before referring her appeal to the Tribunal. The Council has already reviewed Mrs X's claim and should not use the appeals process as an additional review stage, delaying Mrs X's appeal. Mrs X asked the Council for an appeal to the Tribunal on 23 December 2016 and has since complained about the delay. Mrs X wants the Council to refer her appeal to the Tribunal and the Council has failed to do that.
24. Additionally, the Tribunal rules say its "overriding objective" is to deal with cases fairly and justly, including avoiding delays. The rules require the Council to help the Tribunal achieve this objective. Mrs X's appeal started when she sent her appeal to the Council. The Council has failed to comply with its duty to help the Tribunal achieve its overriding objective.
25. We may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. The Council has identified 519 appeals waiting to be referred to the tribunal. The oldest appeal is from 6 February 2015. The Council has failed to process appeals "as soon as reasonably practicable" and this is likely to have caused injustice to others.

Decision

26. There was fault by the Council causing injustice to Mrs X.

Recommendations

27. While the outcome of Mrs X's appeal and the other outstanding cases cannot be known the fault identified has caused a delay in the Mrs X's right of appeal and that of 519 others. We recommend the Council should:

- apologise to Mrs X and pass her appeal to the Tribunal; and
- pay Mrs X £100 for her time and trouble in pursuing her appeal for such a length of time.

The Council has accepted these recommendations.

28. Within three months we recommend the Council should:

- carry out a review of all outstanding appeals and pass the backlog to the Tribunal;
- review its procedures to ensure it complies with the Tribunal rules; and
- report back to us evidencing how it has changed its procedures and confirming how many of the outstanding appeals it has progressed.

29. The Council has explained this would be difficult due to the number of cases outstanding. The Council also wants to ensure it prioritises those appeals where the decision is impacting on a person's current entitlement to Housing Benefit. The Council has agreed to:

- pass the remaining backlog of appeals to the Tribunal by April 2018, prioritising those appeals where the decision impacts on the persons current entitlement to Housing Benefit;
- review its procedures to ensure from April 2018 it processes all appeals within two months (in line with Council Tax appeal guidance).

The Council will report its progress to us every quarter until April 2018. It will also evidence how it has changed its procedures. We are satisfied this is a suitable response.

Housing Benefit and Council Tax Appeal Caseload

Table 1: Housing Benefit and Council Tax Appeals Processes

	2013/14	2014/15	2015/16	2016/17	2017/18*
All Appeal Processes**	4105	4035	3184	2509	1585
Of Which:					
Housing Benefit Appeal	1538	1568	1054	1366	571
Council Tax Appeal	165	261	228	277	185

* To 31 December 2017

** Appeal processes are not necessarily Appeals. In a large number of cases the claimant produces previously with-held evidence. This 'appeal' is then classed as a request to revise the decision based on new evidence (the original decision was correct based on the evidence supplied at the time)

Table 2: Housing Benefit and Council Tax Tribunal Cases

	2013/14	2014/15	2015/16	2016/17	2017/18*
Housing Benefit - All	23	27	34	19	10
Decision in Council's favour	22	24	30	14	10
Decision in claimant's favour	1	3	4	5	0
Council Tax – All	10	8	23	14	9
Decision in Council's favour	8	8	17	13	6
Decision in claimant's favour	2	0	6	1	3

* To 31 December 2017



Report of the Interim Director of Corporate Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 21 February 2018

AE

Subject:

Discretionary Payments

Summary statement:

This report provides an update on the support provided by the Council, to financially vulnerable residents, through the Discretionary Housing Payments (DHP) scheme and the Local Welfare Assistance Scheme during the period 1 April 2017 to 31 December 2017

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Portfolio:

Leader of the Council

Overview & Scrutiny Area:

Corporate

1. SUMMARY

This report provides an update on the support, provided by the Council, to financially vulnerable residents, through the Discretionary Housing Payments (DHP) scheme and the Local Welfare Assistance Scheme during the period 1 April 2017 to 31 December 2017.

2. BACKGROUND

At a Committee meeting on 2 February 2017, when a report was presented on progress with the Discretionary Housing Payments scheme and the Assisted Purchase Scheme the Committee resolved to ask for a further progress report in 12 months time.

This report therefore gives an update on the support provided from 1 April 2017 to 31 December 2017 on both the Discretionary Housing Payments (DHP) scheme and the Local Welfare Assistance Scheme including the Assisted Purchase Scheme (APS).

It also outlines some ideas for change to ensure the Local Welfare Assistance offer continues to act as a 'safety net' for the most vulnerable in Bradford.

3. OTHER CONSIDERATIONS

3.1 Discretionary Housing Payments (DHP)

Members of the Committee will recall that the DHP scheme provides additional support with housing costs. This national scheme, administered by Councils, helps people entitled to Housing Benefit and increasingly those in receipt of Universal Credit, where there is a Housing Element, with certain housing costs that otherwise could not be met. The legislation sets the broad parameters of the scheme, and allows the Council to develop the scheme in support of local housing needs and priorities.

This year the Council has chosen to prioritise the use of this funding still further, to support the most vulnerable. The scheme has been amended to give more support to households who have children. It is clear that families with children have borne the brunt of many of the changes; limiting the support provided through Child Tax Credit to two children; removal of the 'family element' of £545 per year in the calculation of various benefits; and the reduced level of income at which the benefits cap now applies. Information on how to claim Discretionary Housing Payments is now available in all council maintained schools for the benefit of parents. In the period to 31 December 2017, 917 families were assisted this is an increase of 328 on the same period last year, a 64% rise.

In addition, the Council has revised the scheme by linking an award for DHP to the need to actively seek employment or take up skills training. Working closely with colleagues in Children's Services, the team now provide information on how to obtain details of skills and training for employment with each award letter. It is also made clear that there is a requirement to take up any opportunities which may arise or any future award of a DHP may be affected. So far this year the Council had assisted 215

applicants with help whilst they find employment and 242 applicants whilst they adjust to having found employment. Additionally 35 applicants have been taken out of benefit altogether, having found employment.

Table A below, shows the number of DHP applications received by the Council, in the last 3 years. This is split between those who receive a lump sum payment, ie for rent in advance, and those households who are assisted weekly with the shortfall between what they have to pay in rent and what they receive in Housing Benefit (or Universal Credit).

Table A	2015	2016	2017 (to 31 Dec)
Number of Applications	3,975	4,573	3,266
Number of Households Assisted (weekly)	2,513	2,480	1,969
Number of Lump Sum Payments	559	485	438

As Table A indicates, not all claims for DHP's are successful.

Table B shows the main reasons for refusing an award as a percentage of all refusals. There has not been a great deal of fluctuation in the numbers or the reasons for refusal in the three years shown, although the Council will have to continue to monitor this, especially if claims that provide insufficient information continue to grow.

Table B	2015	2016	% refused to 31 Dec 17
Income sufficient to pay shortfall	15%	19%	21%
Requires a perm/long term award	5%	5%	2%
No shortfall	6%	6%	5%
Excessive expenditure	3%	5%	4%
Ineligible (no benefit claim)	15%	9%	7%
Insufficient Information	8%	11%	14%

Table C shows the main reasons for an award being made, as a percentage of all DHP awards

Table C	2015	2016	2017 (to 31 Dec)
Reduction in Social Sector Size Criteria	51%	43%	32%
Other reasons	38%	40%	37%
Benefit Cap	4%	7%	24%
Changes to shared accommodation rate	7%	10%	7%

This shows the significant rise in support provided for those affected by the reduced benefits cap and reflects the Council's efforts to support families. The team have targeted those claimants adversely affected to ensure they receive the help available to them. To date 378 claimants affected by the cap have been helped this year compared with 178 for the 2016/17 year.

Lump Sum Payments

Lump sum payments can be made in a number of cases and **Table D** below shows the main reasons for the payment and the number paid, to 31 December 2017

TABLE D	2015	2016	2017 (to 31 Dec)
Reason For Lump Sum payment			
Rental Bonds	162	94	60
Rent in Advance	214	161	120
Removals, no shortfall	74	65	45
Removals, reduced shortfall	26	22	6
Removals, out of area	3	3	7
To clear Arrears	37	25	112
Housing Options	43	87	80

DHP's can be used to clear arrears in those cases where eviction is imminent and there is the potential of homelessness as a result. This year there has been a significant increase in cases where a DHP has been used to reduce or clear arrears and as a consequence remove the immediate threat of eviction. Registered Social Landlords have instigated eviction proceedings on an increased number of tenants who have failed to engage with them. These tenants are in the main those that have been affected by the Social Sector Size Criteria or the Benefit Cap.

Funding removals can be for a variety of reasons not just as a result of the SSSC. For example there may be cases where claimants are fleeing domestic violence situations.

The Housing Options team can deal with people who ordinarily would qualify for a DHP, but, because they are not in receipt of Housing Benefit or the housing element of UC, their application would be refused (the regulations state that to receive a DHP an applicant must be in receipt of one of these benefits). Some landlords are not prepared to wait for a successful claim for bonds or rents in advance. However, working with the team, Housing Options are able to make payments to landlords, in lieu of a DHP being awarded, which results in a positive outcome for the applicant and the council.

3.2. Local Welfare Assistance

As Members of the Committee will recall the Government announced, in January 2014, that there would be no further funding available for local welfare assistance. Because of this, the Council took the decision to discontinue the local welfare scheme of Community Care Grants and Crisis Awards, known collectively as Discretionary Support Payments (DSP), in favour of an Assisted Purchase Scheme (APS). This can assist in purchasing essential household goods and for those experiencing severe financial hardship and provides funding to the Advice Services to support the provision of food parcels and fuel top up.

Three years on, it is time to review the scheme and ensure it is still meeting its purpose. Consultation with users and providers showed us that take-up is low and may not be as

accessible as it could be. The Portfolio Holder has asked that a report be brought to the Council's Executive to review the scheme and some of the ideas that they might consider are set out below.

The Corporate Overview and Scrutiny Committee's view on these would be welcome.

3.2.1 Assisted Purchase Scheme (APS)

This scheme replaced the Discretionary Support Payment (DSP) scheme and is intended to help low-income households to buy or replace essential household items, such as cookers and beds, in order to maintain or improve their own health and well-being, or that of their family. It consists of two elements; the provision of new items, and the provision of second-hand/reconditioned items.

Low income households (or individuals) who are able to apply to the scheme are:

- those leaving a care home, prison, hospital or similar e.g. a women's refuge, to become established in the community
- those who are at risk of entering a care home, hospital or similar if they are not able to obtain certain essential items
- those fleeing domestic violence
- those who are experiencing extreme financial pressure

The Council assesses whether the applicant is eligible under the scheme, and if so, provides the applicant with details of how to proceed with making a purchase through Smarterbuys for new goods and CHAS/St Vincent's, British Heart Foundation or Newlands Furniture Project for used goods.

Table E below, shows the numbers of applications made for both new and used goods

Table E	To 31 Dec 2017
NEW GOODS	
Number of applications accepted on website	621
Number approved to go to Smarterbuys	24
Number who choose go to Smarterbuys	8
% who choose go to Smarterbuys	33%
Number who obtain new goods	1
USED GOODS	
Number of Applications received	390
Number of applications approved	185
% who are approved for used goods	45%

Help for people in severe financial hardship

Residents can often find themselves in such dire financial circumstances that they do not have enough money to buy food or to meet energy costs for cooking and heating. Experience of the previous DSP Crisis Award scheme has shown that it is often difficulties with the benefits system; poor money management; a lack of financial planning; personal

or social issues; or a combination of these, which is the cause of the difficulties.

Since 1 April 2015, the Council has been signposting to Bradford District Community Advice Network to support this group with the provision of a food parcel or a top up of a fuel pre-payment card. Applicants can receive a top-up of up to a maximum of £80.00 per year. In 2015/16 the Council paid out £31,830 and last year saw this amount increase to £49,837. In the year to 31 December 2017, the Council spent £30,408 on fuel top up.

A key element of this scheme is the need to accept debt advice before support can be offered. In this way the resident is better placed to manage their finances going forward and the future demand on the fund is minimised.

Management information about this scheme is poor and the aforementioned review will propose improvements.

3.2.2 Local Welfare Provision in the future

The consultation undertaken last year involved a number of stakeholders and the information obtained and recommendations have informed a number of changes to make the scheme more responsive to needs.

These include

- The provision within the loan to cover the cost of installation of any white goods which was not previously provided for and was seen as an obstacle to some applicants who would otherwise have benefited from the scheme.
- Amendments to the way the team recovers outstanding loans to ensure that the most vulnerable of all are not excluded from the scheme.
- Including essential non food items such as toiletries, sanitary products, household cleaning materials and baby products. Whilst provision of food either in the form of parcels or a hot meals service is well provided for, provision of essential non food items is very sporadic and dependent upon donations received. The most effective way of addressing this need may be to provide one off funding of a fixed amount to one or more of the most prominent agencies working in this area. Members may recall a similar approach to providing funding for food parcels back in April 2015.
- Bringing together the existing Fuel Top-Up Scheme with element of the previous Warmer Homes Healthy People (WHHP) scheme, which assisted customers with payment towards fuel arrears, by adopting a new Fuel Assistance Scheme

Members may recall that previous funding for this support, under the WHHP scheme has ended and that part of the scheme was procured by Groundworks for the next two years who upon receiving referrals from advice agencies provide effective assistance, advice and information on how to prevent fuel loss and sustainability. The proposed Fuel Assistance Scheme will run alongside the current Groundworks offer.

4 FINANCIAL & RESOURCE APPRAISAL

4.1 DHP Scheme

The DHP scheme is funded by Government and the Council can top up the funding if it so wishes. The Government announced that Discretionary Housing Payments (DHP) funding will be £800m nationally over the 5 years commencing April 2017 with £150m of that being earmarked for this financial year and £185m next. Bradford received £1,416,491 for this year. It has been announced that next year we will receive £1,367,497. The Council will continue to endeavour to allocate all of this funding

4.2 LWA Scheme

The Committee will recall that the Council decided to set aside the under spend from the Discretionary Support Payments scheme in 2014/15, totalling £1,848,000, to fund the new arrangements for 2015/16 onwards.

The proposals that will be presented to the Executive will mean that this funding will allow the Council to continue to deliver this support for five further years.

5 RISK MANAGEMENT AND GOVERNANCE ISSUES

The extent to which Discretionary Housing Payments can mitigate the impacts of the Local Housing Allowance and other welfare changes must be viewed against a total spend on Housing Benefit in the District of over £180m.

The continuing roll out of Universal Credit will impact on the current ways of working of the team administering DHP's. The need to limit the length of awards to mitigate the risk of overpayment is something that could put pressure on resources and this will need to be monitored and managed carefully.

If the Government publishes an indicative amount that it considers the Council should be spending on Local Welfare Provision, public expectations could be raised which the Council may not be able to meet. It would also make the Council's budget setting process more challenging, particularly as budget proposals, and consequent consultation, do not take this into account.

6 LEGAL APPRAISAL

The regulations covering Discretionary Housing Payments are The Discretionary Financial Assistance Regulations 2001. Although the legislation gives a very broad discretion, decisions must be made in accordance with ordinary principles about good decision making. In particular, the council has a duty to act fairly and consistently.

Bradford Council's administration of Discretionary Housing Payments complies with both the legislation and the Discretionary Housing Payments best practice guide.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The provision of support described in this report is based on need and income, and access to support by people with protected characteristics is not restricted. Provision is available to all low income households. National research indicates that Black and Ethnic Minorities communities are more likely to live in poverty, and in the district, there are substantial populations of these communities. In the absence of other support networks, these communities could be more likely to access the scheme than other communities.

7.2 SUSTAINABILITY IMPLICATIONS

The schemes support improvement in the well being of individuals and families. It helps people to return to, or maintain themselves in, the community which helps people to remain within their community and support networks; thereby supporting the development of more sustainable communities.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emissions impacts

7.4 COMMUNITY SAFETY IMPLICATIONS

An inability to meet demand for financial support may result an increase in acquisitive crime.

Helping to keep residents in their own homes, keeping families together, supporting the vulnerable or the elderly in the local community and assisting citizens through personal and difficult events all contribute towards improving community safety.

7.5 HUMAN RIGHTS ACT

The Bradford Council DHP scheme complies with both the legislation and the Department for Work and Pensions best practice guide which has not raised any significant Human Rights implications.

7.6 TRADE UNION

Any reductions in staffing levels as a result of any potential changes to either scheme will be consulted upon in the normal way;

7.7 WARD IMPLICATIONS

Not applicable

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

Not applicable

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

That the Committee;

- Note the contents of this report and the work that has taken place on both Discretionary Housing Payments and Local Welfare Support
- Consider the ideas outlined in 4.3 above and provide any feedback for consideration by the Executive.

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

None

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Report of the Assistant Finance Director to the meeting of the Corporate Overview & Scrutiny Committee to be held on 21 February 2018

AF

Subject:

Universal Credit

Summary statement:

This is an update of the reports that this committee received in September 2015 and December 2016 that detailed the introduction of Universal Credit in Bradford and highlighted some of the cultural, organisational and logistical challenges and concerns faced by residents, the Council and others, and the action taken to respond to these challenges

This report sets out progress of the roll out in Bradford, highlighting the key issues for the district and the actions taken, and planned, over the coming months and years to ensure it is implemented successfully

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. This is an update of the reports that this committee received in September 2015 and December 2016 that detailed the introduction of Universal Credit (UC) in Bradford and highlighted some of the cultural, organisational and logistical challenges and concerns faced by residents, the Council and others, and the action taken to respond to these challenges. The minutes of these meetings (Appendix 1) includes matters raised and discussed by Members.
- 1.2. This report sets out progress of the roll out in Bradford, highlighting the key issues for the district and the actions taken, and planned, over the coming months and years to ensure it is implemented successfully.

2. BACKGROUND

- 2.1. Universal Credit (UC) is one of the key welfare changes underpinning the Government's overall welfare reforms. It is important to differentiate between most of the welfare changes already made, which have predominantly seen reduced amount of entitlement to support, with the introduction of UC, which is not intended to reduce the benefits bill, but to simplify the system and ensure people are always better off in work.
- 2.2. UC replaces six benefits and tax credits with a single monthly payment; and changes the way in which benefit claimants are assessed. The benefits and tax credits that fall within the scope of UC are;
 - Income-based Jobseekers Allowance
 - Income-based Employment and Support Allowance
 - Income Support
 - Working Tax Credit
 - Child Tax Credit
 - Housing Benefit
- 2.3. Only people of working age will be able to claim UC. There are no plans for Pension age residents to fall within the scope of a national benefit. Pensioners will, therefore, continue to claim their benefits in the current manner; with the Council retaining responsibility for administering their Housing Benefit.
- 2.4. The Government has taken a phased approach to rolling out UC across the country. Initially, what the DWP term 'UC Live Service' is introduced into an area and is restricted to single newly unemployed people. Live service requires claimants to make their claim online, but the claim itself is managed by phone. Live Service was introduced in the Bradford District in November 2015. There are currently 4,065 residents receiving UC in Bradford
- 2.5. The next stage is to introduce what DWP term 'UC Full Service' for all working age claimants. In full service areas, claimants have an online UC account to manage their claim; such as reporting changes and messaging their work coach and finding support. Full service will be introduced across the Bradford District during 2018.

- 2.6. The Government has recognised that Local Authorities are well placed to provide localised support to new UC claimants. The Council has entered into a framework agreement, known as Universal Support - delivered locally (USDL), with the DWP to help residents prepare for the introduction of UC and to manage the transition to monthly payments.
- 2.7. The implementation and operation of UC has faced increasing criticism, nationally, since the roll-out began. Concerns have been raised about the adverse impact that waiting six weeks to receive the first UC payment has had on claimants (and their families); an issue raised by Members during discussions at the September 2015 meeting.
- 2.8. Landlords have also identified that UC claimants have increased rent arrears compared to non-UC claimants, which has raised concerns amongst support agencies, and others, that some private landlords may not accept tenants claiming UC. A concern also raised by the Committee at the December 2016 meeting.
- 2.9. In the Autumn Budget statement (22 November 2017) the Chancellor responded to these concerns by;
- removing the seven-day waiting period for new Universal Credit claimants
 - increasing the amount a claimant can receive as an advance from 50% to 100% of their estimated entitlement, repayable over 12 months
 - giving claimants who were previously receiving Housing Benefit (HB) and are moving on to Universal Credit a transitional (non-recoverable) payment of two weeks support
 - issuing new guidance to DWP staff to ensure that claimants in the Private Rented Sector, who have managed payments to landlords for their legacy HB, are offered this option when they join Universal Credit, provided the relevant criteria continue to be met
- 2.10. A briefing note previously circulated to committee Members (Appendix 2) outlines the position before the changes to UC were announced, and considers some of the key issues those claimants may face.
- 2.11. The extent to which these measures will better support new UC claimants and provide sufficient assurances for landlords not to exclude UC claimants from renting property will not be known until much later this year: following the roll-out of full service UC across the Bradford District.
- 2.12. In order to implement these changes, the introduction of UC full service across the Bradford District, originally planned for March 2018, will now start in June 2018.
- 2.13. Despite this delay, the Government expects that the full national roll out will be completed by December 2018; and that UC will be fully implemented by the end of 2021/22.

3. OTHER CONSIDERATIONS

Timetable for the Bradford District

- 3.1. Once full service is introduced across the Bradford District, existing claimants will continue their claim as they currently do until such time as they have a change of

circumstances that requires them to claim UC. This process of moving from existing claim arrangements to UC in this way is known as 'natural migration'; a list of qualifying changes of circumstances is provided in Appendix 3.

3.2. At a time to be confirmed between July 2019 and March 2022, the DWP will start to move any remaining claimants onto UC; a process known as 'managed migration'. It is not known at this time how that process will be implemented.

3.3. There will be different arrangements for those in Sheltered or Supported accommodation. The DWP is currently proposing that, from April 2020, housing costs for;

- Working age claimants in sheltered accommodation will be met through UC. (Sheltered accommodation is usually designated for older people with support needs, but can include working-age tenants where appropriate)
- long-term supported accommodation (where the landlord also provides the claimant with care, support or supervision) will be met through UC
- short-term and transitional supported accommodation will be met through a ring-fenced grant, administered by the Council; and will replace funding previously paid through Housing Benefit

Timetable for the Bradford District

- No new UC claims until full service is introduced (Live service closed to new applications 31/12/2017)
- Full service will be introduced across the Bradford District 20 June 2018 for all working age households with up to two children
- Full service will be extended to include all working age households with three or more children from Jan 2019
- Natural migration will start from the point at which claimants are able to claim UC (June 2018 or Jan 2019 as appropriate)
- Managed migration will happen sometime between July 2019 and March 2022. This is a broad window set out by DWP; a more accurate timescale has not yet been published
- From April 2020, the current proposal is that working age claimants in;
 - long-term supported accommodation or sheltered accommodation will have their housing costs met through the housing costs element of UC
 - short term and transitional supported accommodation will have their housing costs met through a new ring-fenced grant

Fig 1

Impact on residents

3.4. UC aims to simplify the benefits system by incorporating the six benefits and tax credits so that claimants only have to make a single application. It is also the intention that claimants will be better off in work by reducing support at a lower rate, because of earned income, than would be the case under the current system.

3.5. Applications for UC can only be made on-line, and claimants will be paid their benefits,

including support with housing costs, in a single monthly payment. This will, however, present a number of challenges for claimants, and those that support them, including;

- Access to the Internet
- understanding what is required by the application/assessment process
- having basic literacy and numeracy skills
- having a suitable bank account
- being able to budget monthly
- paying priority debts

3.6. The Government has said that anyone that is 'managed migrated' over to Universal Credit will not lose out in cash terms (subject to the limits of the Benefit Cap). DWP will compare the claimant's monthly UC entitlement at the point of transfer with their monthly income from benefits and tax credits just before the transfer.

3.7. The additional amount awarded as transitional protection in the claimant's UC award is not up-rated and remains at the same level throughout the UC award. Although the additional amount cannot increase, it can decrease if the overall UC award increases. Where this happens, the UC award will not change until all of the transitional protection is used up.

Impact on Housing Benefit and Council Tax Reduction

3.8. As the roll out of UC progresses, the administration of Housing Benefit for working age claimants will reduce until it ceases to be a Council function. However, the Council will still administer Housing Benefit for Pension-age claimants. At the time of writing there are 4,065 people across the district on UC (1,237 are in work, 2,828 are not in work).

3.9. Currently, eligibility for CTR is considered as part of a Housing Benefit assessment to ensure claimants do not lose entitlement. The information required to make an assessment for CTR is the same as that required for assessing Housing Benefit. Consequently, for these 'joint' cases, the cost of undertaking the CTR assessment is minimised. Low income households without a housing benefit claim must apply separately for CTR; a comparably more costly assessment.

3.10. There are 36,626 working age HB claimants, 28,974 of whom are in receipt of CTR; i.e. 'joint' cases. Once claimants move on to UC, claims for CTR from all working-age claimants will have to be made by formal application process as is currently the case for non HB applicants. The overall administrative cost of CTR assessment will, therefore, increase.

3.11. Similarly, the link between Housing Benefit and Discretionary Housing Payment (DHP) will also be lost; increasing the cost of assessing DHP applications. There are 438 households currently in receipt of DHP.

3.12. DWP assess claimants' UC entitlement monthly, and notify the Council of changes if the claimant is in receipt of CTR. These continual revisions of liability will significantly increase the administrative burden of the CTR scheme for the Council. Each notification will have to be assessed; and a revised council tax bill issued if there is a change, however small, to CTR entitlement. Councils that have already moved to UC report collection difficulties as a result of continual revisions of liability that

monthly UC assessment creates.

3.13. To mitigate this, The Council has recently agreed that only changes in entitlement (individually or cumulatively) of £1 or more would require a new council tax bill to be issued.

Impact on housing providers

3.14. Housing costs will be paid directly to the claimant with the expectation that this, together with any additional amount necessary, will be used to pay the landlord the rent due. This will create collection difficulties and landlords may need to look at how and when they collect their rent, and the level of support some of their tenants will need to make the transition to a single, direct, monthly payment. This will be more complex for landlords that have 'rent free' weeks.

3.15. It is likely that even with support, some tenants will not pay their rent, either in full or in a timely manner; resulting in increased rent arrears and the risk of eviction. Experience from areas that have already gone live with UC suggest that rent collection rates, at least initially, have reduced significantly.

3.16. There are a number of reasons why a tenant may fail to meet their rent liability, such as;

- an inability to manage a budget monthly
- using the money to pay other debts
- a conscious decision to use the money to meet an urgent short term need
- spending on addiction habits – such as drugs, alcohol and gambling
- using the money to 'see them through' while the work related element of their UC is sanctioned

3.17. Alternative Payment Arrangements for rent are available in some circumstances. This might mean a claimant having a managed payment made to their landlord, a split payment, or a more frequent payment. However, this is only available to claimants who genuinely cannot manage the single monthly payment, and as a result are at risk of financial harm to themselves and/or their family.

3.18. Incommunities report that "...there are currently 371 of their customers in receipt of UC. Officer time to help set up claims and maintain rent payments has increased from 1.5 hours under the previous legacy benefit arrangements to 4 hours per UC claimant. At the same time customer debt of UC claimants has risen by an average of £249.20. The majority of time spent with customers is helping manage the journey through the claim process and chasing payments thereafter. A third of customers who did not have a rent debt of more than 8 weeks at the point of UC application did so after the claim was sorted; this is a mixture of time taken to set up the UC claim and the time taken to make a rent payment to Incommunities."

3.19. Nationally, there has been at least one instance of a private landlord indicating that they will no longer accept tenants claiming UC. Whether such blanket prohibitions would be applied in Bradford is questionable, but potentially peoples' options could become more limited, i.e. people with an arrears history, increasingly moving in to less satisfactory accommodation.

- 3.20. Key messages for landlords are, therefore, around the need to change rent periods to match the monthly UC payment cycle and more generally about supporting tenants transferring onto UC (and then into work) and options for recovering rent arrears.
- 3.21. To better communicate and engage with private landlords and agents, we have set up Stay Connected newsletter, which now has over 1,000 subscribers, and updated information on the Council website. It is worth noting that previous attempts to engage with private landlords have met with limited success, but Stay Connected does seem to have significantly expanded our reach.

Support for those claiming UC

- 3.22. Whilst UC is a significant change for our residents, it is also a significant change for those charged with supporting them and no one yet knows the true impact nor the best means of support.
- 3.23. Claimants will need to be able to apply for, and maintain, a UC claim; and to manage their financial affairs effectively. For some, the introduction of UC will not cause any undue difficulties, but some will need help; some at a very basic level while others may require more intensive support.
- 3.24. The Council is working with the DWP, Advice Services and representatives of social landlords, through the Universal Support Delivered Locally (USDL) working group, to prepare the district and its residents for the introduction of UC full service.
- 3.25. The district wide arrangements, commissioned by the Council, for the provision of advice services reflect the need for advice and support as a consequence of the introduction of UC. To ensure a coherent approach to supporting the district's residents, the Advice Service contract holders have representation on the USDL working group.
- 3.26. In addition to the support provided by the advice services, the Council continues to support the work of the Bradford District Credit Union; including providing funding for the delivery of financial inclusion work. They now have a budgeting account that will help those who may struggle to budget monthly
- 3.27. The Council's Local Welfare Assistance scheme, which provides the safety net to avoid the most severe impacts of welfare reform, is being reviewed to ensure it still provides the maximum benefit from its limited funding.

Personal Budgeting Support

- 3.28. The Council has put arrangements in place with Incommunities and Citizens Advice Bureau to provide Personal Budgeting Support (PBS). PBS is about helping claimants adapt to 3 key changes:
- a single household payment
 - being paid monthly and
 - rent paid directly to the claimant instead of to the Landlord
- 3.29. Some claimants will need no or minimal support while others may require more intensive support; such as creating e-mail accounts, opening bank accounts, maintaining claimant commitment and updating journals. The purpose is, ultimately,

to help people to manage on their own without the need for on-going support.

- 3.30. Claimants needing PBS are identified by the DWP as part of its claimant support process, and the details passed to the Council. There have been 253 people referred for PBS since UC was introduced. While only a small number so far, once UC full service is introduced the number of referrals will increase.
- 3.31. PBS has never been considered before and a sub-group of the USDL group, including Council Officers, the DWP, the advice sector and social landlords, continues to plan for the anticipated rise in demand for PBS and has piloted different approaches. The latest trial has seen a member of staff from a social landlord spend a day a week in 3 local job centres to provide PBS and to enhance working relations with the DWP. Early results are promising. While the number of referrals has remained about the same, around 85% of referred claimants are now taking up PBS - previously uptake was around 35%.
- 3.32. Emerging findings from the work with those receiving PBS also suggests that this cohort requires debt advice as much as they need budgeting skills; this has been fed back to the DWP. The Chancellor, in his Budget statement, said that Government is currently exploring with Citizen's Advice the scope for greater collaborative working to help claimants locally as they move to Universal Credit, and hope to be able to offer an update on this in due course.

Digital Support

- 3.33. The Council's website includes the latest information on the requirements of UC, and sources of other support, so that residents can be better prepared if they have to claim UC. It also details places where residents can get access to a computer, and support to make an application for UC, including Customer Services, advice services, housing providers, libraries etc.
- 3.34. Once UC full service is introduced, it is anticipated that the need for digital support will increase and support needs may be greater than just providing access to the internet and helping with applications. The Council has agreed with the DWP, through the delivery partnership agreement, to provide this support; known as Assisted Digital Support (ADS). An outline of the objectives and work covered by the agreement is provided in Appendix 4.
- 3.35. Arrangements are currently being finalised for the provision of ADS through the Council's Customer Service teams and partners in the Advice and Social Housing sectors. Planned enhancements to the Council's website will include details of where ADS can be accessed.

Benefit Calculators

- 3.36. A Universal Benefit and Budgeting calculator has been purchased that enables users to better plan their finances, and understand how UC and earnings from work will affect their household income. Key features of this new tool include;
- A budgeting calculator to help with everyday planning and budgeting
 - A Universal Credit calculator, which enables a financial comparison between UC and the current benefits system
 - A better-off in work calculator, that links earnings or changes in earnings to benefit eligibility to demonstrate the advantages of being in work, or of increasing their

earnings

- 3.37. Advisors working in the Council's Customer Services and Housing Options teams, Citizens Advice Bureau and Incommunities have access to the full system (other advice agencies could be included in the future). There are currently 32 advisors using the full system to support their clients.
- 3.38. Residents can also use the calculator as a self service tool via the Council's website. They do not need to involve an advisor at that stage. If, however, they decide they need further support from an advisor, the calculator is linked to each of the participating advice services.

Communications

- 3.39. Until recently, additional resource has been allocated to the Council's Marketing & Communications team to ensure our work, and that of our Partners, in preparing residents for these changes was co-ordinated. The Officer undertaking this work has moved on to another organisation and we are currently recruiting to this post.
- 3.40. Information for new or potential UC claimants is provided on the Council and Partner websites. This includes information on what claimants will need to do to prepare themselves for UC. This includes a link to the DWP website which has a tool that claimants can use to test their readiness for UC, and what further steps they might have to take. The test can be found at;
<https://www.bradford.gov.uk/benefits/universal-credit/universal-credit/>
- 3.41. The Council will increasingly promote the requirements of UC and the support that will be available leading up to the introduction of full service, and beyond, through a number of communication channels including online, social media, frontline services, advice services etc.
- 3.42. To support our residents, it is vital that all our staff and Members have a good understanding of UC and are able to support those that may struggle when they move on to it. In addition, many Council employees may also be required to claim UC themselves, so it is equally important that they understand how UC will affect them.
- 3.43. An e-learning training package has been developed which provides an overview of Universal Credit. This will be made available to all Council officers from February 2018; with senior management committed to encouraging all their staff to participate. It will also be available to Members, and a Councillor 'drop-in' session on welfare reform, including UC, is planned for March.
- 3.44. Training on the more technical aspects will be rolled out to appropriate staff in advance of Universal Credit Full Service being launched in June 2018.

Understanding Impacts

- 3.45. Building on previous work about the impact of welfare reform on the district's residents, generally, analysis work has been commissioned that will, over time, provide greater, and more holistic, insight into the impact of UC, changes to the Council's CTR scheme, the reforms to welfare, and the cumulative financial impact on household incomes and poverty. The results of the analysis will be disseminated to relevant services and bodies; and will be of particular interest to the anti-poverty

coordination group which has a broader remit than just the impact of UC.

- 3.46. To better understand and respond to the impact that paying UC directly to claimants will have on rent collection and arrears, two 'Direct Payment' pilot studies have been undertaken in conjunction with Incommunities and Manningham Housing association (MHA). For the pilot exercise, HB was paid directly to the tenant in 20 cases (in each pilot) where previously it had been paid to the landlord.
- In the case of the Incommunities pilot, only 13 cases retained direct payments. The remaining 7 reverted to having their HB paid to the landlord. Of these, 2 were ended at the request of the participants who were struggling to manage their finances; the remaining 5 were cancelled because they fell into significant arrears
 - In the case of the Manningham Housing pilot, and at the end of the pilot 18 still retained direct payments. However, Manningham reported that the management of these 20 accounts did take a disproportionate amount of a Housing Officers' time. Despite this, they are keen to expand the pilot to test and refine their administration processes and increase the number of claimants receiving direct payment of HB.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The gradual removal of Housing Benefit for working age residents will lead to a reduction in the amount of administration funding the Council receives. This will accelerate over the coming years. However, there will also be a consequent reduction in staffing requirement. The implications for staffing are not yet known; as these become clearer and better understood, consultation will take place with trade unions and affected staff. There may be some marginal off-set of these reductions as a result of the implementation of new arrangements needed to support Universal Credit.
- 4.2. The collection of Council Tax and Housing Benefit overpayment debt from UC claimants will become more problematical; certainly over the short-term and may continue for some time. While existing problems when obtaining an attachment to a claimants UC account would be expected to continue, experience to date shows that requests are not being handled in a timely manner. The delay means that, if the attachment is applied, it is so late in the year that the debt cannot be collected in year - leading to multi-year debt - or if it is refused, the delay has fettered other, more timely, means of recovery.
- 4.3. The problem of collecting debt may also be compounded by UC claimants not applying for CTR to which they may be entitled. Because they cannot pay the full charge they fall into arrears very quickly. We can send an invite to claim, however, the citizen is not forced to return the CTR application.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. Failing to make staff aware of these changes could have a negative impact on service processes and service delivery and consequently on the residents of the district. To enhance Officers' understand the operation of Universal Credit, and the potential impacts on services and service delivery, a training package is being developed and will be deployed across the Council. Members will also have access the training package.

6. LEGAL APPRAISAL

- 6.1. The primary legislation enabling the introduction of Universal Credit is contained in the Welfare Reform Act 2012.
- 6.2. There is no statutory requirement for the Council to participate in the development and delivery of support arrangements for residents affected by the introduction of UC.
- 6.3. Section 17 of the Children's Act 1989 places a duty on Local Authorities to safeguard and promote the welfare of children in need. Those unable to move into work may not be able to mitigate the impact of the welfare reforms that reduce entitlement to benefits. This could increase demand for support from Council services and other providers.
- 6.4. The Council can provide financial support for certain housing costs. The legislation enabling the payment of Discretionary Housing Payments by the Council is contained in the Discretionary Financial Assistance Regulations 2001.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There are no Equality and Diversity issues for the Council arising from the introduction of Universal Credit as this is a Government scheme.

Any Equality and Diversity issues relating to local support arrangements for Universal Credit claimants will be addressed as part of the development and implementation of the Delivery Partnership Agreement.

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

There are no Human Rights issues for the Council arising from the introduction of Universal Credit as this is a Government scheme

7.6 TRADE UNION

The trade unions have been kept up to date, through Departmental Consultation meetings, on the proposals for the implementation of Universal Credit. The Revenues and Benefits Service may be required to review its organisation design in Benefits administration. This process will comply with Bradford Council's policies and procedures on Trade Union consultation and workforce change

7.7 WARD IMPLICATIONS

None

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

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee;

- note progress made in the development of arrangements to support residents, and in responding to adverse impacts on Council service delivery
- consider the issues raised in this report, the likely impacts on the district's residents, the Council, and other providers and agencies and provide any comments and views for consideration by the local delivery partnership

11. APPENDICES

- Appendix 1: CO&SC meeting minutes – 8 September 2015 & 1 December 2016
- Appendix 2: Universal Credit Briefing Note
- Appendix 3: Changes in circumstances that mean a claim for UC
- Appendix 4: Assisted Digital Support Requirements

12. BACKGROUND DOCUMENTS

- CO&SC Report: Universal Credit, 1 December 2016
- CO&SC Report: Universal Credit, 8 September 2015
- Welfare Reform Act 2012

Minutes of CO&SC meeting – 8 September 2015

UNIVERSAL CREDIT

The Department for Work and Pensions was introducing a new benefit payment system called Universal Credit. This would change the way housing and employment related benefits were assessed and paid.

The introduction of Universal Credit would create significant challenges for the district and its residents; by creating a new relationship between citizens and the state, reshaping the services and infrastructure necessary to deliver Universal Credit, and required the development of new or revised arrangements to support residents.

The Director of Finance submitted a report (**Document “P”**) which set out the challenges and expectations that the introduction of Universal Credit created for the Council, residents and other providers.

The Assistant Director, Revenues, Benefits and Payroll gave a summary of the emerging issues affecting the implementation of Universal Credit in the district as well as the challenges and the expectations. He added that Universal Credit would go live on 30 November 2015; however it would be rolled out on a gradual basis.

The Assistant Director alluded to the support arrangements that would have to be in place to help residents apply for and claim the new benefit, stressing that he was confident that the arrangements with the Department for Work and Pensions (DWP) would be in place to deliver the Credit, which would also include an Agreement which sets out how Universal Credit support arrangements would be delivered at a local level.

The Assistant Director acknowledged that he envisaged some problems with the new benefit; particularly in relation to larger families and that more support may be required for this cohort of claimant, however in general he was confident that the Council had prepared well for the introduction and roll out of the new benefit.

During the discussion Members asked a number of questions, the questions together with the responses are detailed below:

- A Member commended the Assistant Director for providing a detailed and comprehensive report, however she expressed a concern that given Universal Credit would be paid in arrears and a claimant receiving their first payment would have to wait 1 month and 7 days, and this could cause hardship. In response the Assistant Director stated that this concern had been highlighted to the DWP from the outset and that some help would be available in the form of an advancement payment on Universal Credit which claimant's could apply for.
- In relation to a question regards landlords and Universal Credit, the Assistant Director stressed that although work on the Credit had taken place with Social Landlords, he envisaged problems with some of the private sector landlords, in particular as Bradford had a large number of them. In addition only the landlords the Council paid Housing Benefit to were on a register of landlords, however colleagues

in Private Sector Housing would have this information, but historically contacting private sector landlords had been difficult.

- In relation to a question on how staff in the Service were equipped to deal with the new changes and if there was a concern that experienced staff may be lost, the Assistant Director stated that he was confident that staffing arrangements were in place to deal with the administration of the new benefit and he did not foresee any immediate staffing issues.
- In response to a question regarding the provision of advice to claimants and the Councils shift in the provision of advice services, the Assistant Director acknowledged the challenges and stated that the re-commissioning of the advice services was being progressed and that how advice on Universal Credit was provided would be addressed as part of this.
- In response to a question regarding the impact of the welfare changes and whether Children's Services were aware of any emerging issues, the Assistant Director stated that the impact of the welfare changes were being tracked by senior management within Children's Services and its potential impacts, in particular on larger families. In addition the Assistant Director stated that the Bradford District Partnership was also looking at the impact of the welfare changes which consisted of Council representatives, as well as Housing Associations, Police, Probation and members from the voluntary sector.
- In relation to a question on the cost of administering the new benefit, the Assistant Director stressed that they were confident the benefit could be administered within the agreement reached with the DWP; however other aspirational work around the wider aspects of poverty would be difficult to deliver in the context of Universal Credit.
- In response to a question on the governance and reporting arrangements for the Local Delivery Partnership that would be responsible for specific support services for claimants, the Assistant Director stated that membership of the Partnership was still being finalised, however it was intended that progress and outcomes would be tracked as Universal Credit is rolled out.

Resolved –

(1) That this Committee requests that a progress report relating to the implementation of Universal Credit, as well as the development of the Local Delivery Partnership be presented to this Committee in 9–12 months.

(2) That a progress report be presented to this Committee in 6 months time on the re-commissioning of Strategic Advice Services and on the work undertaken by the Strategic Coordination Group.

ACTION: Assistant Director, Revenues, Benefits and Payroll

Minutes of CO&SC meeting – 1 December 2016

UNIVERSAL CREDIT

The Director of Finance submitted a report (**Document “Z”**) which set out progress in rolling out Universal Credit, both locally and nationally, and the support arrangements that had been introduced to support residents claiming Universal Credit.

The Assistant Director Revenues, Benefits and Payroll explained that Universal Credit was introduced in the Bradford District in November 2015, and had, so far, been restricted to single newly unemployed people. The Council has recently learned that couples and families will start to apply for the new benefit from March 2018.

The Department for Work and Pensions had put a number of support arrangements in place, such as coaching and training better tailored to the claimants' circumstances. However, the Government had recognised that Local Authorities were best placed to provide this support locally. Locally provided support, by both the Council and DWP, was outlined in Appendix 1 to Document “Z”.

To formalise the working relationship between the DWP and the Council a framework agreement, known as Universal Support - delivered locally (USDL), had been established. This included the Delivery Partnership Agreement, which sets out how UC support arrangements will be delivered at the local level; including the establishment of a 'Local Delivery Partnership' to deliver specific support services to claimants.

The scope of the USDL agreement was set out in Appendix 2 to Document “Z”. The current agreement ends on 31 March 2017; a new agreement will be negotiated for 2017/18, informed by the lessons learnt to date.

During the discussion Members asked a number of questions which are detailed below with the responses.

In relation to a question on the full extent on the number of people claiming UC, it was explained that currently 55,000 families claimed tax credits, of this how many were in receipt of UC or housing benefit was difficult to extrapolate.

In response to a question regarding pensioners it was pointed out that although pensioners were outside of the scope of UC, currently 20,000 pensioners received Council Tax support and just a slightly lesser number were in receipt of housing benefit.

A Member stated that as a result of housing benefit changes being paid directly to the claimant, rent collection rates may fall as a consequence and this may have a corresponding impact on the budgeting support that would be offered as part of Universal Credit. In response the Assistant Director acknowledged that there were a number of issues he could foresee, including the fact that Universal Credit was paid in arrears, this could lead to claimants being in arrears with their rent and it may be difficult in future to determine who was genuinely in arrears.

A Member stressed that the need to monitor those individuals most at risk. The Assistant Director stated that in relation to risk, people can move in and out of risk, depending on their circumstances, however the transitional nature of Universal Credit would allow people to make this transition and enable any problems to be identified at an early stage. The

Assistant Director also stressed that fewer people would be affected by the impact of Universal Credit, than the more profound impact resulting from the wider welfare reform changes.

A Member highlighted that vulnerable groups could be more at risk given the delays being experienced in relation to the commissioning of advice services.

In relation to the cap being placed on the amount of housing benefit an individual can claim, the Assistant Director confirmed that the relevant service was trying to engage with private landlords on the impact the changes will have on their tenants. On a related point a Member stated that the changes could lead to more private landlords refusing to house tenants in receipt of housing benefit, which in turn could place pressure on the social housing sector.

It was suggested that Members should be provided with further details on Universal Credit, together with information on the broader welfare changes, and it was therefore:

Resolved –

(1) That a briefing note be circulated to Members of this Committee on Universal Credit, which includes its likely impacts and the number of people in the district that will be affected.

(2) That a briefing note on the broader welfare changes also be circulated to all Members of Council.

ACTION: Assistant Director Revenues, Benefits and Payroll

Universal Credit

Overview

The Department for Work and Pensions (DWP) is introducing a new benefit payment system, called Universal Credit (UC). UC replaces a number of existing benefits, known as legacy benefits. Specifically these are, Job Seekers Allowance, Employment Support Allowance, Income Support, Child Tax Credit, Working Tax Credit and Housing Benefit.

UC went live in the Bradford District on 30 November 2015 but is currently only available to some unemployed single people. The scheme at present is known as Universal Credit Live Service (UCLS)

It is planned that UC Full Service (UCFS) will be rolled out in the district from **21 March 2018**. UCFS will be available to all claimant types, for example;

- singles
- families
- people in work
- couples
- people out of work
- people who are ill or disabled
- carers

From 21st March 2018 the only time someone of working age will be able to claim Housing Benefit is if they live in supported accommodation or if the household has more than 2 dependent children. It is currently planned that those living in supported accommodation will claim HB until March 2019, however this is subject to final confirmation. Claimants with 3 children or more will be unable to make a new claim for UC until November 2018.

Existing UCLS claimants in the district will need to transfer to the Full Service by creating a new online account, The DWP will write to them to advise what actions they need to take and by when.

The roll out of UCFS has to date averaged 5 job centres per month, from October 2017 the roll out is planned to increase to around 50 Job Centres per month. It is expected that all Job Centres will be UCFS by September 2018. This would mean that no new claims for legacy benefits would be possible from that date, subject to certain exceptions..

Pensioners are not currently within the scope of UC, and will continue to claim their benefits in the current manner. The Council will, therefore, retain responsibility for administering Housing Benefit for Pensioners.

Those of working age currently claiming Housing Benefit will migrate to UC either when they have a relevant change in circumstances, known as natural migration or are part of the managed migration process. The latter is planned to take place between July 2019 and March 2022 but there are no details yet as to how this will work in practice.

Statistics

In August 2017:

- Around 590,000 people were on UC
- This is around 8% of the final caseload forecast by DWP
- 101 jobcentres (14%) operated the Full

- Around 227,000 people claimed UC via the Full Service

As roll-out continues this winter:

- 134 more jobcentres will launch the Full Service by the end of the year
- The UC caseload might rise by around 370,000 by April 2018, a 63% increase
- At least 90,000 more people might claim via the Full Service by Jan 2018
- On average 63,000 people a month might start a new UC claim till Jan 2018
- Of these 63,000 new starts, around 40,000 (64%) might wait at least six weeks for their first payment and the remainder at least five weeks

Source; HoC Briefing Paper number 8096 Oct 17

The DWP estimate that when full roll out is completed by March 2022 there will be around 7.3 million claimants in receipt of UC.

Key Issues

Universal Credit represents a significant shift in the way claimants apply for, and maintain, their benefit payments, and in the way that those benefits are paid. The key points to note are;

- Claims for UCFS will be made and maintained digitally. Claimants will be expected to check the progress of their claim, details of payments and report changes of circumstances on-line. All claimants will be required to have an e-mail address and a bank account.
- The minimum wait before first payment is either 5 or 6 weeks, depending on a claimants' circumstances. With certain exceptions a seven day waiting period is applied before people can be entitled to UC. UC entitlement is assessed monthly and should be paid directly into the claimants account within 7 days of the last day of the monthly assessment period. This means that a new claimant is likely to wait one month plus 2 weeks (including the 1 week waiting period) for their first payment. People moving from existing legacy benefits to UC by natural migration, that is following a change in circumstances, don't have to serve the 7 day waiting period, their minimum wait for first payment would be 5 weeks. 36% of new UC claimants between May 2016 and June 2017 were not required to serve the 7 day waiting period, 64% were.
- Universal Credit advance payments are available to those who are in "financial need" and are waiting to be paid UC which the DWP think they will be entitled to. The maximum award of an advance is 50% of estimated entitlement . Any advance has to be paid back, the maximum repayment period being 6 months. In July 2017, 49% of new claimants in Full Service areas were paid an advance.
- UC claimants will have their benefits paid directly into their bank account in a single monthly payment, which will include any support with their housing costs that they are due. The claimant is expected to be able to manage their budget on a monthly basis (rather than two weekly as is now usually the case). This includes ensuring they pay their rent directly to their landlord.
- Some claimants may not be able to manage a monthly budget, for example because of their particular vulnerability, high levels of unmanaged debt, domestic dispute, lack of basic money management skills etc. In these cases the DWP could

agree to make an Alternative Payment Arrangement (APA). This could include payment of rent directly to the landlord, payment to individual claimants in cases of domestic dispute etc. APA's are expected to be a short-term solution, usually until the claimant has developed the necessary skills to manage their budget or a particular situation has been resolved. In a few instances, where circumstances dictate, the APA may be longer-term; but these are very much expected to be the exception rather than the norm.

- In all cases, UC claimants will have to agree a Claimant Commitment, which primarily sets out what they must do to increase their current earnings or prepare for and look for work. It will also include expectations about the actions a claimant needs to take in order to bring an APA to an end; such as getting budgeting advice. Failure to meet the agreed commitments could result in a reduction a claimant's overall UC payment or in sanctions.
- Changes made to UC since it was initially proposed do suggest that it will be less generous overall than the legacy benefits it replaces. These changes include the freezing of UC elements, reductions in work allowances for most claimants and limits to support for children and for adults with limited capability for work.
- Where existing claimants who migrate to UC are entitled to less support under UC than they were receiving through legacy benefits and tax credits, they may be entitled to a top-up payment so that they do not lose out at the point of transfer. However, this "transitional protection" will only be available to claimants moved onto UC by managed migration. There is no such transitional protection for claimants moving onto UC by natural migration

Changes in circumstances that mean a claim for UC

<i>Change of circumstance(s)</i>	<i>What could happen before UC?</i>	<i>What happens in a 'full service' UC area?</i>
Change in employment status		
On IB-JSA / IS / IR-ESA and start or increase working hours to satisfy WTC amount (to 16, 24 or 30 hours)	Claim WTC i	Claim UC
On 'legacy benefit', e.g. IB-JSA and HB, and start work but not enough hours to satisfy WTC	'Legacy benefits' adjusted	Choice – remain on adjusted 'legacy benefit' or claim UC if better off. See 'Swapping from 'legacy benefit' to claim UC' below
On WTC and hours fall below 16	Claim IS / IB-JSA	Claim UC
On IR-ESA doing permitted work and work becomes permanent, hours increase over 16 or other reason for not satisfying permitted work rules	Potential WTC claim	Claim UC
On CTC only and start work to satisfy WTC rules	Claim WTC	Remain on CTC and claim WTC
On WTC and increase hours	Stay on WTC	See choice above
On WTC and becomes sick	Claim IR-ESA	Claim UC
Change in family circumstances		
On IS / IR-ESA / IB-JSA / HB and household become responsible for a first child	Claim CTC	Claim UC
On WTC only and household become responsible for a first child	Remain on TC and claim CTC	See choice above
Lone parent on IS and youngest child turns	Unless another reason to stay on IS, claim	Unless another reason for staying on IS,

5	IB-JSA	claim UC
On IB-JSA and baby due within 11 weeks	Claim IS	Claim UC
Partner leaving / joining household. If it means a new claim to a 'legacy benefit', claim UC. For example:		
Couple on TC separate	Make separate claims for 'legacy benefits'	Both claim UC
Lone parent on IS becomes a couple	Claim e.g. IB-JSA or IR-ESA	Claim UC
Couple on IB-JSA with child under 5 becomes a lone parent	Claim IS / IB-JSA	Both claim UC
Single person under pension age on 'legacy benefit(s)'. Becomes a couple with person of Pension Credit qualifying age	Claim Pension Credit until UC fully rolled out across the country ii	Claim UC when fully rolled out
Carers		
Satisfies Carer's Allowance rules which means a new 'legacy benefit' claim	Claim the relevant benefit 'legacy benefit(s)' e.g. IS	Claim UC
On IS and stops being a carer	Unless another reason to stay on IS, claim IB-JSA	Claim UC
Tax Credits (see also Change in employment status above)		
TC Renewal	Remain on TC	See choice above
On TC and change does not lead to a claim for a new 'legacy benefit' e.g. less income	Remain on TC	See choice above
Sickness (see also Change in employment status above)		
On IR-ESA and fails Work Capability Assessment (WCA) iii	Claim IB-JSA	Claim UC (if claimant challenges WCA and wins, remains on UC)
On IB-JSA and becomes sick	Claim IR-ESA	Claim UC
Moving area / taking up a tenancy		
HB claimant moves into 'full service' area (different Local Authority)	New claim for HB	Claim UC
HB claimant moves into 'full service' area (same Local Authority)	Remain on HB	See choice above
On TC / IS / IR-ESA / IB-JSA and takes up a tenancy	Claim HB	Claim UC
Other		
On IB-JSA and attends court / jury service	Claim IS	Claim UC
On IB-JSA and remanded in custody	Claim IS	Claim UC iv

On IS and ceases full time education	Claim IB-JSA	Claim UC
Income and /or capital goes over different threshold	Claim 'legacy benefit' (depending on income / capital rules)	Claim UC (depending on income / capital rules)
On contribution based JSA or ESA and believes entitled to IB-JSA or IR-ESA	Claims IB-JSA or IR-ESA	Claim UC (treated as a new claim)

Swapping from 'legacy benefit' to claim UC

It is possible for those on 'legacy benefits' in a 'full service' area to choose to claim UC without a needing a change in circumstances. If so, UC 'full service' will contact benefit centres, local authorities and / or HM Revenue & Customs to stop the existing claim(s). Note the risk of gaps and delays in payment due to UC monthly payments in arrears and assessment periods.

What if the claimant's UC is lower than their previous 'legacy benefit'?

Where a claimant on a 'legacy benefit' has to claim UC as described in this document, they will not be protected against any possible drop down to a lower UC amount. An example of a drop could mean the loss of £61 or £41 per week for a severely disabled person who is single, lives alone and receives the daily living component of PIP. However, there are many other examples and UC may be higher in other circumstances.

Transitional protection does not apply to these 'natural migrations'. Transitional protection will only apply for 'managed migration' cases when the DWP transfer the remaining people on 'legacy benefits' across to UC after the roll out is completed sometime in 2018 or later.

Abbreviations

CTC	Child Tax Credit	IB-JSA	Income based JSA
PC	Pension Credit	UC	Universal Credit
ESA	Employment and Support Allowance	IS	Income Support
SSP	Statutory Sick Pay	WCA	Work Capability Assessment
HB	Housing Benefit	IR-ESA	Income related ESA
TC	Tax Credits	WTC	Working Tax Credit
		JSA	Jobseekers Allowance

Endnotes

i The principle is that if on a 'legacy benefit' and it does not mean a claim for another 'legacy benefit', then they remain on the 'legacy benefit'.

- ii Pending legislation (specifically a Commencement Order) to make this change.
- iii Meaning 'not sick' / fails the 'limited capability for work test'.
- iv There is a potential problem with claiming UC here as Regulation 19 of the UC Regulations 2013 basically says no UC arises for a prisoner unless (amongst other things) they were entitled to UC immediately before becoming a prisoner (which included housing costs). Clearly, they would not have been so entitled. On the face of it, a classic 'catch 22'. We will update this when we receive clarification.
- v The rules are contained in each Commencement Order introducing 'full service' areas. See, for example, Article 7 (read with Article 4) of S.I. 2016 No.33.
- vi Regulation 5 Universal Credit (Transitional Provisions) Regulations 2014 No.1 230: IB-JSA and IR-ESA are abolished for affected claimants under separate provisions at Article 4 of The Welfare Reform Act 2012 (Commencement No.9 and Transitional and Transitory Provisions and Commencement No.8 and Savings and Transitional Provisions (Amendment)) Order 2013 No.983 ('the No.9 Order'); and similar provisions in individual Commencement Orders introducing 'full service' areas (see, for example, Article 4 of S.I. 2016 No.33).
- vii Article 4 No.9 Order and similar provisions in individual Commencement Orders introducing 'full service' areas (see, for example, Article 4 of S.I. 2016 No.33 – but note there is no reference to the claimant satisfying gateway conditions in the 'full service' area).

Assisted Digital Support for UC full service

Make a claim

- Support the claimant to transact with UC using Personal Computer or their specific device
- Security awareness: to ensure claimant keeps (log-in) credentials safe
- Setting up a personal email address, if claimant doesn't already have one, on whatever device they have access to
- Claimant able to access email account to retrieve the email code
- Phone number (NB if the claimant does not have a mobile phone, the standard entry on the application should be a series of 11 zeros and not a telephone number that the claimant does not control and the claimant should select email as their preferred method of contact)
- Claimant is aware of the details they need to have to hand to (safely) complete their identity verification and claim UC
- Support to complete on-line claim data gather
- Understand how to access the 'Partner code' and requirement for their partner to complete their on-line claim (using the Partner code)

Digital Support for transactions to maintain Claim

- Manage UC via the online UC account on whatever device they have access to
- Manage own email account on whatever device they have access to
- Navigate and clear 'to do's'
- Make journal entries (and actually raising an entry to confirm they have been helped by USdl and the name of the LA)
- Upload documents including CV/Med Cert
- Notify change of circumstances
- Generate and make enquiries
- Print documents

If the resident has no/or extremely low IT skills and requires more intensive Digital Support to carry out other on-line activities, it may also be appropriate to signpost them to existing locally available opportunities (for example Adult Education) in addition to receiving Universal Support for their UC transactions. For example to enable them to;

- Produce/amend/save documents onto a PC/Laptop
- Set up an online transactional [bank] account
- Set up and use the Internet for Job search including
- Universal Jobs-match
- Skype/social media for interviews
- Electronic CVs



Report of the Director of Place to the meeting of Corporate Overview and Scrutiny Committee to be held on 21 February 2018.

AG

Subject:

Draft Bradford District Strategic approach to Tackling Poverty 2018-2020

Summary statement:

The report presents the draft Bradford District Strategic Approach to Tackling Poverty 2018-2020 along with data measures that will be used to evidence impact of activity at a District and lower levels.

Steve Hartley
Strategic Director of Place

Portfolio:

Neighbourhoods and Community Safety

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Johnston/Martin Stubbs
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

The report presents the draft Bradford District Strategic Approach to Tackling Poverty 2018-2020 along with data measures that will be used to evidence impact of activity at a District and lower levels.

2. BACKGROUND

2.1 The Strategic Director of Place, Steve Hartley, presented Corporate Overview and Scrutiny Committee of the 2 February 2017 with a progress report on implementation of the recommendations made by Corporate Overview and Scrutiny Committee of the 29 June 2016 and Council Executive of the 19 July 2016 that followed the Bradford Poverty Scrutiny Review.

2.2 Corporate Overview and Scrutiny resolved as follows:

That this Committee requests that the Poverty Strategy be presented to this Committee, which also includes quantifiable data that analyses the impact of activities that are being undertaken as part of the Strategy.

2.3 The draft Bradford District Strategic Approach to Tackling Poverty 2018-2020 has been developed with consideration of the Scrutiny Review recommendations and following workshops and consultation with the multi-agency Bradford District Anti-poverty Co-ordination Group (APCG).

2.4 Drawing on the Joseph Rowntree 5 Point Plan for Solving Poverty, the Approach has five priorities as follows:

1. Boost income and reduce costs
2. Deliver an effective benefits system
3. Improve education standards and raise skills
4. Strengthen families and communities
5. Promote long-term economic growth benefitting everyone

2.5 Whilst much action to address the recommendations within the Scrutiny Poverty Review is taking place across the District, there are additional actions within the strategic approach that aim to bring work together to improve outcomes for people such as the Anti-poverty Co-ordination Group working together and through their own individual organisations to raise awareness around Universal Credit and entitlement to other welfare benefits, promoting membership of Credit Unions.

2.6 A further action within the Approach is to involve people with a lived experience of poverty in developing local response to it. The Large families conference, described in 3.3 below, brought home to those present the importance of hearing about the impact of policy on people's lives. Experience from other areas where the Poverty Truth Commissions have operated shows that people with a lived experience of poverty have valuable insight into what would help and what does not. The Commissions are made up of local decision-makers, leaders and people. The Leeds Poverty Truth Commission reported back on the 2 February 2018 and launched its Humanfesto. – the key points in this manifesto are:

- People experiencing poverty should be in the leadership of programmes to address it
 - People writing about poverty should take care to use language that is respectful to those experiencing it
 - Poverty creates isolation. People should reach to those experiencing poverty. This will help to build stronger and more resilient communities
- 2.7 The Approach acknowledges that work is already undertaken across the District to reduce and mitigate the impacts of poverty and that this work will and should continue, for this reason this Approach aims to:
- Reduce duplication in effort by maintaining a broad overview of strategy, plans and activity across the District
 - Influence and encourage strategic and delivery partnerships, groups and providers to develop and deliver their plans and actions to reflect the five anti-poverty priorities within this approach
 - Concentrate effort where further collaborative partnership working would make an impact
 - Identify gaps or barriers to progress and consider how these can be filled or removed
 - Try out new approaches where gaps or barriers to progress have been identified
 - Collaborate with partners across West Yorkshire, the region, nationally, globally or virtually where this would support delivering on our priorities.
- 2.8 The Approach is underpinned by a delivery framework along with a set of quantifiable data that will evidence impact of activity at District and lower levels and over time.
- 2.9 Once the Approach is endorsed by the Anti-poverty Co-ordination Group, consideration will be given to implementation of each specific activity and if any additional data can be used to evidence impact of implementation.
- 2.10 Further comments on this draft are being sought from the APCG and Corporate Overview and Scrutiny Committee before it will be shared with wider partners and other interested parties.
- 2.11 The Strategic Approach will be a live document, with additional activities being added as need is identified and being removed as issues are addressed.
- 2.12 The APCG will develop and deliver awareness and workshop sessions with partners, groups and others with a role in tackling poverty to support them to reflect the five priorities in this plan in their own plans and activities.
- 2.13 APCG will also collaborate with others to promote and provide partner and public awareness events across the District as need and capacity allows.

2.14 The draft document is at Appendix A to this report.

3. OTHER CONSIDERATIONS

3.1 Whilst developing this strategy the APCG has also been actively engaged in developing, promoting and delivering events aimed at raising awareness of the impacts of poverty and of support available to help people who are experiencing it.

3.2 During Financial Inclusion Week 2017 the Group was involved in all aspects of the locally organised 'Manage your Money Week' activities that ran from 30 October to 3rd November 2017.

Workshop

The week started with a workshop for Voluntary and Community Sector organisations, along with other partners, in City Hall where information about help available to sign-post and support people in poverty was provided along with an update on the experience of our partner, Incommunities, of supporting tenants moving over to Universal Credit and the impact this had had on these families. The event was opened by Council Leader Cllr Susan Hinchcliffe and chaired by our own Anti-Poverty Champion Cllr Cath Bacon. The event also provided an opportunity for individuals from organisations to meet and develop useful networks

Feedback from the event suggests that more of these events would be welcomed.

Roadshows

This also saw two road shows delivered to the public at Keighley and Bradford where people could get a wide range of information ranging from the benefits of joining a credit union through to switching their energy provider to White Rose Energy.

Members of the public who provided feedback about the event they attended, indicated that they had been provided with useful information to help them manage their money.

3.3 The Group was also a key partner, with Liverpool University and the Children's Society, in developing and delivering a national conference that considered the impacts of poverty and welfare reform on large families.

Large families, poverty and welfare reform conference 13 November 17

The conference opened with members of the local community activist group 'Hope Rising Action Group' giving personal accounts of how changes to the welfare system had affected their families. The accounts were moving – and some in the room were moved to tears. The packed conference heard about children being sent home from school as their parents were unable to afford to buy the 'logoed' trousers that made up part of their school uniform or hiding that they'd grown out of their shoes knowing that their parents didn't have the money to replace them. Delegates also heard about women making the choice between heating or eating food.

Hearing from real people, who at that moment were experiencing poverty, set the tone for the conference and also brought it home that peoples' voices must be heard when developing any policy or strategies that impact them.

After hearing the accounts of real people, the Council's own Anti-Poverty Champion, Cllr Cath Bacon, committed at the conference to re-look at the Council's Discretionary Housing Benefit policy.

- 3.4 The review of the Bradford District Partnership (BDP) may require some reporting arrangements to be changed.
- 3.5 The Anti-Poverty Co-ordination Group will endeavour to work with the BDP led Keighley East Locality Prevention and Early Help Project with a view to implementing and testing new collaborative and small scale approaches.

4. FINANCIAL & RESOURCE APPRAISAL

There are none arising from this report

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are none arising from this report

6. LEGAL APPRAISAL

There are none arising from this report

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- 7.1.1 The Poverty Scrutiny Review highlighted a number of equality and diversity related issues. Research has also highlighted similar issues, such as a link to poorer health, lower educational outcomes etc.
- 7.1.2 The Anti-Poverty Co-ordination Group will consider equality and diversity issues in relation to its work.
- 7.1.3 Key Performance Indicators will be used to evidence overall outcomes of anti-poverty work across the District as well as the impact on individuals, groups and communities with protected equality characteristics.

7.2 SUSTAINABILITY IMPLICATIONS

There are none arising from this report

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are none arising from this report

7.4 COMMUNITY SAFETY IMPLICATIONS

There are none arising from this report

7.5 HUMAN RIGHTS ACT

There are none arising from this report

7.6 TRADE UNION

There are none arising from this report

7.7 WARD IMPLICATIONS

The Anti-poverty Co-ordination Group intends to work directly with Council officers with a direct remit of developing and monitoring ward action plans.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee:

- 10.1 Accept the progress made to date against the recommendation of the Corporate Overview and Scrutiny Committee of the 2 February 2017
- 10.2 Provide their comments on the draft Strategic Approach presented
- 10.3 Suggest other action the Committee believes the Anti-poverty Co-ordination Group should or could be taking to make a positive impact against poverty in the District.

11. APPENDICES

Appendix A: Draft Bradford District Strategic Approach to Tackling Poverty 2018-2020

12. BACKGROUND DOCUMENTS

[Scrutiny Poverty Review report 2016](#)

[Corporate Overview and Scrutiny Committee 29 June 2016](#)

[Council Executive 19 July 2016](#)

[Corporate Overview and Scrutiny Committee 2 February 2017](#)

[JRF 5 Point Plan for Solving Poverty](#)

Leeds Poverty Truth Commission - [Humanefesto](#)

Bradford District's Strategic approach to tackling poverty 2018-2020

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V0.01

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Foreword

Bradford has ambitious plans to be a great place for everyone. A place where all our children have a great start in life, where businesses are supported to create good jobs and workers have the skills to succeed, a place where people live longer and have healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.

However despite the many successes and developments, it is clear that not all of Bradford's residents are sharing in these benefits. The significant levels of poverty which continue to exist in many parts of the district are preventing many residents from reaching their potential. For young people in particular, growing up in poverty means they are almost four times more likely to become poor adults than their peers¹.

Our Strategic Approach to Tackling Poverty sets out our commitment to tackling poverty and inequality and sets out the steps we will take over the next few years to give residents the best chance of a poverty free future.

The approach also acknowledges the policy and financial challenges faced by local authorities and the wider public sector, and that partnership working, and community level actions will be critical. We must coordinate what resources and community assets the district does have more effectively, to improve outcomes for as many people as possible.

I would like to take this opportunity to offer my thanks to all those involved in the development of this strategic approach and I look forward to working with you all to ensure its effective implementation – making the best use of resources with the aim of reducing and mitigating the effects of poverty.

Cllr Abdul Jabar
Portfolio Holder Neighbourhoods & Community Safety

1. Executive Summary

(To create following comments)

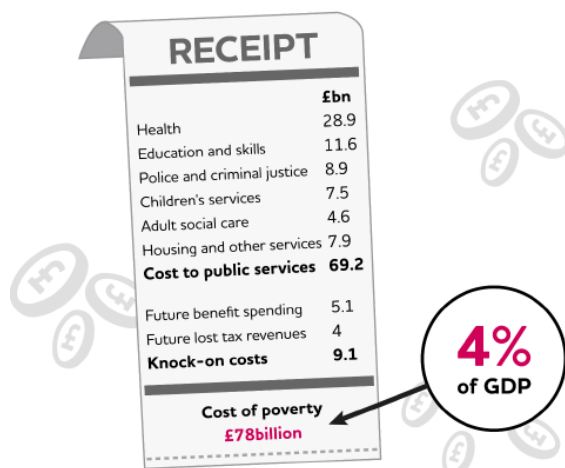
2. Vision

“By working together we aim to tackle the cycle of poverty and deprivation in Bradford District. We aim to ensure everyone living or working in the District has the resources, opportunities and choices to live a decent and secure life.”

Anti-Poverty Co-ordination Group

3. What do we mean by poverty?

Poverty is defined and measured in various ways. This strategy aligns with the Joseph Rowntree Foundation’s (JRF) view that poverty is when a person’s resources are well below their minimum needs, including the need to take part in society. It means not being able to heat your home, pay your rent, or buy the essentials for your children. It means waking up every day facing insecurity, uncertainty, and impossible decisions about money. It means facing marginalisation – and even discrimination – because of your financial circumstances. The constant stress it causes can overwhelm people, affecting them emotionally and depriving them of the chance to play a full part in society.



Joseph Rowntree Foundation

Poverty wastes people’s potential, depriving our society and economy of the skills and talents of those who have valuable contributions to make. The cost of poverty is now recognised as not only affecting individuals and families but also the whole economy¹.

It has been estimated that poverty costs the UK economy £78bn per year and that one fifth of spend on public services contributes to addressing the effects of poverty on people’s lives².

Research has demonstrated that people living in poverty are more likely to be affected by:

- under-achievement at school

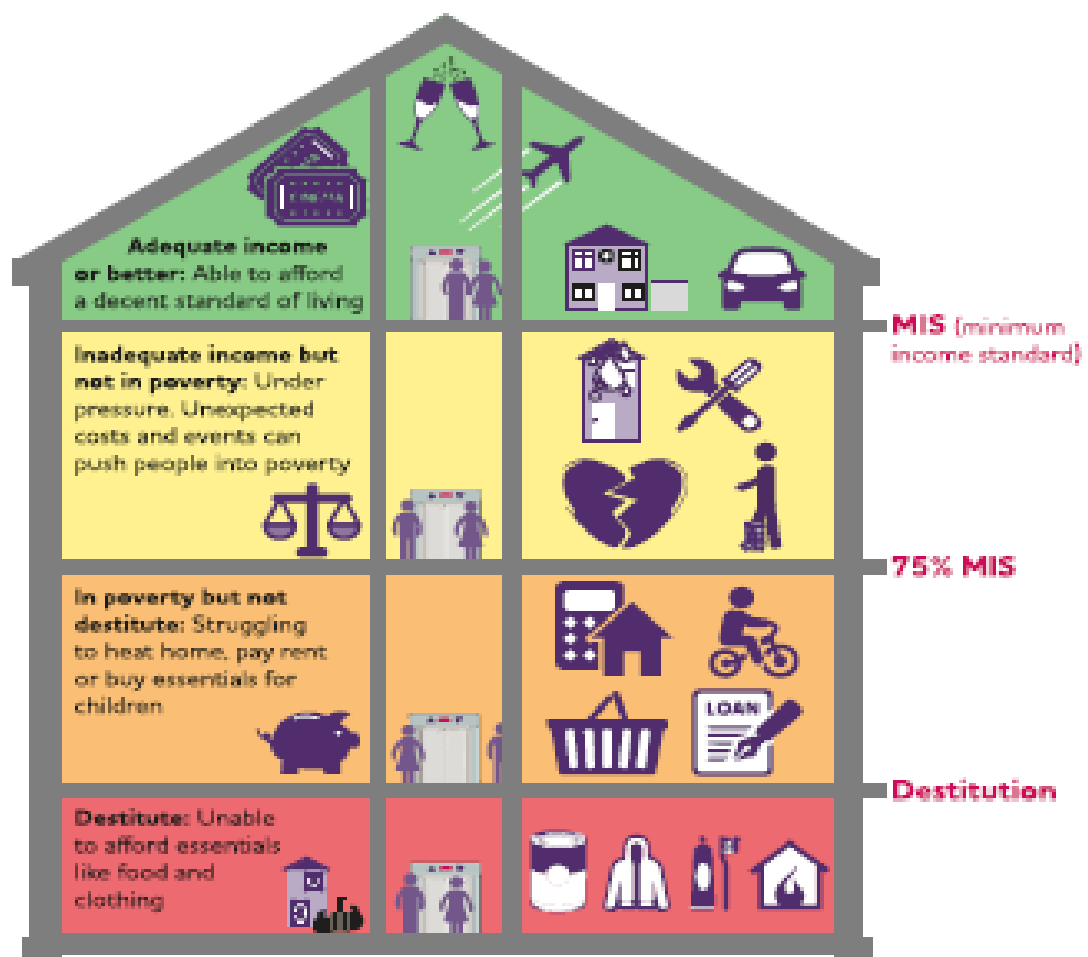
¹ UK Government Child Poverty Strategy, 2014-17

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- unemployment
- health problems (physical and mental)
- abuse of alcohol, drugs and other stimulants
- debt
- poor quality accommodation
- insecure housing and homelessness

Living in poverty is particularly harmful to children, in terms of both their current health and development and their long-term socioeconomic and health prospects. Early childhood is an important period for social, cognitive and physical development, as well as for the development of behaviours and lifestyles. The conditions of early life influence child development, with direct influences on health. They also have a powerful influence on adult socioeconomic position, with an indirect effect on adult health. Ensuring good quality and equitable schooling and improving educational achievement among disadvantaged children should therefore be considered a prerequisite to improving their pathways into adulthood.

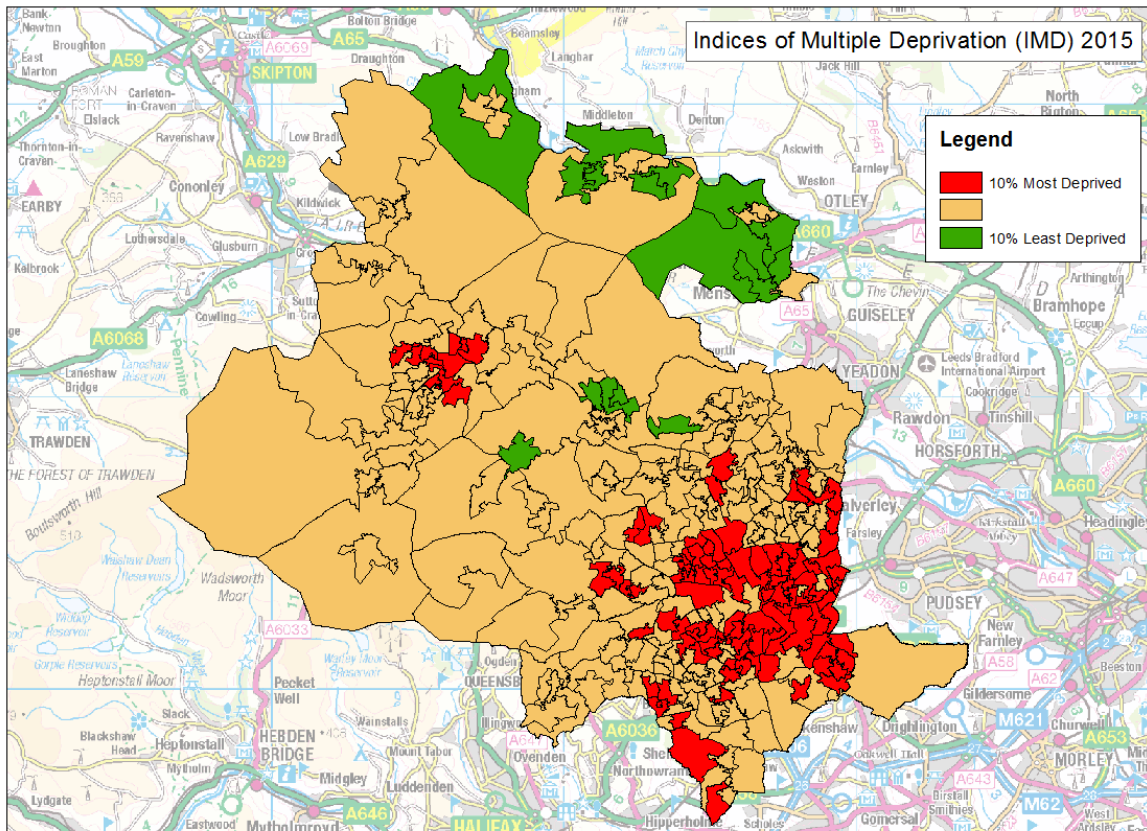
The diagram below shows the different levels of poverty:



JRF UK Poverty: Causes, costs and solutions

4. Poverty in Bradford District

Bradford is a diverse district in many aspects including the relative affluence of its residents: a minority live in the best-off areas compared to the rest of England, whereas just under a third (about 150,000 people) live in the 10% most deprived areas in England.



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Public Health Analysis Team, Bradford

Key facts:

- The District is home to 534,300 people living in 206,455 households
- 126,629 (23.7%) of the population are young people under 16 years-old
- 76,939 (14.4%) of our residents are aged 65 or over
- Bradford is the 5th most income deprived local authority in England
- 15% of all households are in fuel poverty
- 29% of children are living below the poverty line
- 51% of children in poverty live in couple-headed households
- 23% of older people (60+) live in income deprived households
- The average 'Attainment 8' for Bradford pupils is 41.9
- 76.7% of pupils attend a Good or Outstanding primary school
- 63.9% of pupils attend a Good or Outstanding secondary school
- 13.8% of working-age people have no qualifications

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- 2.8% of our young people are NEET (not in education, employment or training)
- 10.9% of the working age population claim out of work benefits
- 41,100 working families receive Working Tax Credit and/or Child Tax Credit
- 0.69 jobs are available for every person of working age
- Life expectancy for women in the District is 81 and for men 78 years, with an expectation that, respectively, 61 and 63 years of these years will be healthy
- 1.99 households in every 1,000 households are accepted as being 'statutory homeless'.

Tackling poverty in Bradford District

There is already a wealth of action and work taking place across the District through a range of partnerships and agencies to address poverty. This Strategic Approach realises the Scrutiny Poverty Report recommendation for a comprehensive strategy that considers the multiple factors relating to poverty. Outlined in this strategic approach are key actions to be achieved. Implementation of these actions will be tracked through its delivery plan.

Under the Bradford District Partnership, the Anti-Poverty Coordination Group (APCG) has been formed to support the development and implementation of this strategic approach. This multi-disciplinary partnership includes representation drawn from the public, private, faith, voluntary and community sectors.

The APCG does not seek through this strategic approach to replace activity being currently undertaken but aims to:

- Reduce duplication in effort by maintaining a broad overview of strategy, plans and activity across the district
- Support strategic and delivery partnerships, groups and providers to embed and deliver the five anti-poverty priorities within this approach to reducing poverty in their strategies, plans and actions
- Support people with a lived experience of poverty to be involved in developing local solutions and responses
- Use data to determine the impact of interventions and to inform additional activity
- Concentrate effort where further collaborative partnership working could have an impact
- Identify gaps or barriers to progress and consider how these can be filled or removed
- Try out new approaches where gaps or barriers to progress have been identified
- Collaborate with partners across West Yorkshire, the region, nationally, globally or virtually where this would support delivering on our priorities
- Determine how and when to undertake lobbying activity with the aim of reducing negative impacts of decisions taken outside of the District.

Delivering on our strategic approach to tackling poverty

Working together across the family of partnerships, organisations and agencies that make up Bradford District Partnership, , these are some of the local strategies, plans and programmes where we will be able to deliver on the priorities within this plan aimed at reducing and mitigating against poverty across the district.

- District Plan 2016-2020
- Local Health and Well Being Plan for Bradford and Craven
- Joint Health and Wellbeing Strategy
- Economic Growth Strategy
- Bradford District Food Strategy, 2012
- Fuel Poverty: A Framework for Action for the Bradford District, 2015
- Bradford Children, Young People and Families Plan 2017 – 2020
- Safer and Stronger Communities Strategic Plan 2017-20
- Area and Ward Plans
- Education Opportunity Area Programme
- Immigration Impact Fund Programme
- Keighley East Locality Prevention and Early Help project

In consultation with leads officers or organisations responsible, APCG will consider how any additional externally funded programmes operating in Bradford could support delivery on our five anti-poverty priorities.

Whilst we want to ensure that overarching strategies and plans deliver on our anti-poverty priorities, we are also keen that the priorities or actions to deliver on them are happening on the ground where people live and work. To this end, APCG are keen to work with partners with the aim of reflecting anti-poverty actions within ward plans across the district.

Those living and working in Bradford District can do much to affect positive change here to support people who are experiencing poverty now, support people to get out of poverty and to ensure no one in the future experiences poverty. Despite these best endeavours, sometimes decisions that impact our people are taken elsewhere, for instance by central government or sub-regionally by West Yorkshire Combined Authority . For this reason APCG will also seek opportunities to respond to consultations and determine appropriate lobbying activity.

5. A strategic approach for Bradford

Poverty is seldom the result of a single factor. In the UK today there are five key causes that need priority action: unemployment, low wages and insecure jobs; lack of skills; family difficulties; an inadequate benefits system; and high costs. These result from an overlapping and shifting series of influences that include market opportunities, state support and individual decisions. This strategy is guided by the Joseph Rowntree Foundation’s evidence based five point plan to solve poverty in the UK.

The five priorities within this strategic approach are to:



Joseph Rowntree Foundation

Priority 1: Boost incomes and reduce costs

Why is this important

Nationally, 55% of people in poverty are living in working households, and almost half of these people are children³. However increasing the number of people in work does not necessarily decrease the number of people in poverty. Work should offer a route out of poverty, but a combination of low wages, not enough hours, insecurity, the high cost of housing and childcare, poor health, discrimination and low-level skills all present considerable barriers.

What will help?

- Creating more jobs offering a living wage, with greater job security and opportunities for progression
- Raising and protecting family incomes so they can afford essentials, reduce stress and give children the opportunity to participate socially and educationally
- Giving access to high-quality, flexible and affordable childcare to parents on low incomes, allowing them to work and improving children’s pre-school development

What’s already happening here

- Developing an economic growth strategy for Bradford District 2018–2030
- Promoting White Rose Energy to residents for the supply of fair and competitively priced energy where any profit is re-invested in initiatives to reduce fuel poverty
- Promoting take-up of free school meals

<ul style="list-style-type: none"> Working with partners to prepare for role out of Universal Credit including ensuring claimants have access to the internet and support to submit their applications on line Strengthening the existing network of partner agencies involved in delivering affordable warmth and promoting benefits, schemes etc. to all residents Partnership working to deliver events that help people to manage their money more effectively. Keighley East Locality Prevention and Early Help Project 	
<i>What else we will do</i>	<i>Data measures</i>
Encourage local businesses to pay good wages, providing their employees with greater job security and opportunities for progression	<ul style="list-style-type: none"> Number of in work benefit claimants Percentage of people receiving low earnings Take up of free childcare places Percentage of households in fuel poverty Number of households in every 1,000 households accepted as being 'statutory homeless' Percentage of working families receive Working Tax Credit and/or Child Tax Credit Percentage of older people (60+) living in income deprived households
Ensure residents are aware of and claiming benefits they are entitled to, including Tax-free childcare	
Work with partners to develop predictive analytics to enable us to identify those most vulnerable to experiencing poverty, where they are and when they are most likely to become vulnerable – in this way, interventions and support could be targeted more effectively.	
Encourage people in paid work to join a Trade Union	
Priority 2: Deliver an effective benefits system	
<p><i>Why is this important</i></p> <p>Good quality, stable work offers a way out of poverty. Where people cannot work for good reasons, the benefits system should be there to prevent them from falling into poverty. The way services are delivered makes a big difference to whether individuals are able to engage with them and get the support they need to move out of poverty. It is also important to consider the needs of vulnerable groups, such as refugees, and asylum seekers, and what collaborative actions are needed to ensure they receive support they are entitled to.</p>	
<p><i>What will help</i></p> <ul style="list-style-type: none"> Refocus employment support services to focus on delivering high employment and earnings, rather than simply moving people off benefits Co-locating Jobcentre Plus with appropriate community services and settings to create a 	

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<p>single gateway to a range of statutory, voluntary and community sector services</p> <ul style="list-style-type: none"> • Involve people with first-hand experience of poverty in shaping services where people who are vulnerable to poverty are likely to engage (e.g. Jobcentre Plus, housing associations) 	
<p><i>What's already happening</i></p> <ul style="list-style-type: none"> • Working with partners to prepare for roll out of Universal Credit including ensuring claimants have access to the internet and support to submit their applications on line • Ensuring those claiming Discretionary Housing Payments (DHPs) are aware of entitlement to other benefits and taking them up • Encouraging families claiming DHPs to take up offer of skills and employment training • Work with WYCA colleagues to develop 'poverty standards' to ensure all residents across West Yorkshire have access to a range of support wherever they live. 	
<i>What else we will do</i>	<i>Data measures</i>
Ensure residents are aware of and claiming benefits they are entitled to, including hardship fund provision for the most vulnerable residents	<ul style="list-style-type: none"> • Rate of benefit sanctions • Take up of skills and employment training of eligible adults in families claiming DHPs • Percentage of in-work claimants
Ensure residents are aware of what they are expected to do to ensure continued receipt of their benefits	
Raise the profile of financial capability	
Increase communication and information sharing across frontline agencies to maximise individuals accessing appropriate support	
Assess the location of benefit assessments with the aim of wherever possible they take place in appropriately confidential locations, preferably nearby to a range of statutory, voluntary and community sector services within communities	
Develop and deliver awareness and information sessions to service providers to ensure people can be alerted to support and signposted to it.	
Understand the needs and entitlements of refugees through a mapping exercise, including the involvement of local refugees.	
Respond to consultations about changes to the benefits system	
Determine when and how to lobby for change where decisions are taken outside	

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of the district that impact people here	
Preparing for Universal Credit – consider mapping need and capacity	
Priority 3: Improve education standards and raise skills	
<p><i>Why is this important?</i></p> <p>Building human capital through education and training is vital not just to individuals, but to the economy as a whole. There has been a significant rise, both nationally and locally, in the number of working households in poverty over the last decade. Many low-paid workers are in insecure jobs where they are less likely to receive the training needed to progress on to higher earnings.</p>	
<p><i>What will help</i></p> <ul style="list-style-type: none"> • Supporting people to gain the skills and capabilities to find a job and progress once in work • Identify barriers to learning at all levels 	
<p><i>What's already happening here:</i></p> <ul style="list-style-type: none"> • Bradford Education Covenant • Bradford Education Opportunity Area Programme • Health and Social Care Education, Employment and Skills Partnership established • Bradford Pathways framework • Bradford Apprenticeship and Employment Programme • Immigration Impact Fund Programme 	
<i>What else we will do</i>	<i>Data measures</i>
With Children's Service, consider how volunteering support for reading and maths in schools could be further extended	<ul style="list-style-type: none"> • Standard in reading, writing and mathematics at Key Stage 2 • Percentage of out of work benefit claimants • Percentage of in work benefit claimants • Percentage of NEETs • Percentage of unauthorised pupil absence • Percentage of working-age people qualified to at least Level 3 • Percentage of people qualified to NVQ level 3 and 4 • Percentage of people with no qualifications • Take up of apprenticeships by location and other equality characteristics • Percentage of pupils achieving or
Use community venues to run skill development sessions	
Support current programmes, such as Education Opportunity Area Programme, to consider further support for schools with poor performance and high truancy with the aim of improving outcomes for children living in poverty.	
With Children's Service, consider further actions that would poverty proof the school day	
Targeting apprenticeship levy to most vulnerable residents	

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	<p>exceeding the average 'Attainment 8'</p> <ul style="list-style-type: none"> • % of pupils attending a Good or Outstanding primary school • % of pupils attending a Good or Outstanding secondary school
Priority 4: Strengthen families and communities	
<p><i>Why is this important</i></p> <p>Children who grow up in low-income households have poorer mental and physical health, and are more likely to leave school with lower educational attainment. We need to build upon the previous Child Poverty Strategies, as child poverty is projected to increase in Bradford due to the impact of welfare reform plans. We need to make sure local areas have the powers, incentives and capacity to tackle poverty.</p>	
<p><i>What will help</i></p> <ul style="list-style-type: none"> • Poorer parents supported to help support their children's early years educational development • Involve people with first-hand experience of poverty in shaping policies and approaches to prevent poverty and enable people to get out of poverty 	
<p><i>What's already happening in Bradford</i></p> <ul style="list-style-type: none"> • Bradford Education Opportunity Area • Bradford Education Covenant • Immigration Impact Fund • Ward Action Plans • Voluntary and Community Sector – services, groups and activities • People Can 	
<i>What else we will do</i>	<i>Data measures</i>
Involve people with first-hand experience of poverty in shaping policies and approaches to prevent poverty and enable people to get out of poverty	<ul style="list-style-type: none"> • Percentage of children living in poverty • Percentage of people who agree that their local area is a place where people live together harmoniously • Life expectancy
Establish a Poverty Truth Commission, including local people with lived experiences of poverty to lead on co-produced interventions	
Enable food to be accessed outside of term time and assess the extent of food poverty within communities*	
Raise aspirations through role-models who have come out of poverty	

Facilitate community-led solutions to poverty through an asset-based approach within communities, recognising the strengths and skills already present	
Encourage initiatives to reduce the risk of social isolation	
Support VCS and better understand how they can contribute to the anti-poverty agenda	
Outline how groups across Bradford District link up and contribute to the anti-poverty agenda	
Foster connections between voluntary, community and faith groups, social enterprises, schools, colleges, housing associations, local companies and public service providers to identify contributions reducing and mitigating poverty across the District	
Housing strategy (for u35, u21, and ‘tsunami’ of destitution)	

Priority 5: Promote long-term economic growth, benefitting everyone

Why is this important

Work and housing markets alone will not guarantee shared prosperity for all. Bringing down poverty levels requires a comprehensive long-term approach.

What will help

- National, regional and local leaders setting a clear vision and co-ordinating efforts across sectors.
- Enabling ‘Anchors’ – the big employers and spenders across Bradford – using their purchasing power and networks to connect to local businesses and neighbourhoods, and big businesses and investors helping rebalance the economy, driving growth up in ways that drives poverty down.

What’s already happening in Bradford

- Launching our economic growth strategy for Bradford District 2018–2030 in March 2018
- Supporting business growth through community led development, Invest in Bradford, collaborating on inward investment across Leeds City Region, SME hub supporting businesses with growth ambitions, scope of Business Covenant agreed
- City centre business support including Growth Zone, Priority Streets
- City Centre development – including the Odeon, Bradford markets, Broadway Phase 2 nearing completion

<ul style="list-style-type: none"> • Business support through WYCA/ESIF funded programmes, Northern Max and Enterprise Europe Network • Core Strategy adopted – area action plans for the City Centre and Canal Road Corridor. • NPR Bradford station on the map • Destination management plan to support tourism • Get Bradford Working and the ESIF STEP programmes 	
<i>What else we will do</i>	<i>Data measures</i>
Encourage local big employers (such as university, hospitals and local authorities) to become local ‘anchors’ by using their collective spending power to better connect jobs and opportunities to neighbourhoods and businesses that would benefit most.	<ul style="list-style-type: none"> • Number of ‘good’ jobs created locally • Percentage of in work benefit claimants • Number of jobs for every working age person • GVA Per worker

6. Data, performance and monitoring

An evidence review published by the Joseph Rowntree Foundation reported that Anti-Poverty strategies are more likely to succeed when they have⁴:

- political commitment;
- clear lines of accountability;
- links to economic policy;
- dedicated institutions or systems of governance;
- co-ordination across government;
- external stakeholder involvement;
- an effective system of monitoring and review

Delivery of this strategy will be overseen by the Anti-Poverty Coordination Group which will report to the Bradford District Board (through the Health and Wellbeing Board) and to the Council’s Corporate Overview and Scrutiny Committee.

Data

The following data will be used to consider if the anti-poverty actions taken across the District and through this strategic approach have been effective. Where possible, data will be reported at a district, constituency and ward level. This will allow the APCG to drill down to identify where an approach is or is not being affective and where additional effort may need to be targeted. This will also enable us to identify best practice so that this can be replicated across all our localities.

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Priority	Data Measures	Reporting level			Trend	
		District	Constituency	Ward	Previous	Latest
1: Boost incomes and reduce costs	Number of in work benefit claimants	✓	✓	✓		
	Take up of free childcare places					
	Percentage of households in fuel poverty	✓	✓	✓		
	Number of households in every 1,000 households accepted as being 'statutory homeless'					
	Percentage of older people (60+) living in income deprived households					
	Percentage of people receiving low earnings	✓				
2: Deliver an effective benefits system	Rate of benefit sanctions	✓				
	Take up of skills and employment training of eligible adults in families claiming DHPs.	✓	✓	✓		
	Percentage of in-work claimants					
	Percentage of working families receive Working Tax Credit and/or Child Tax Credit					
3: Improve education standards and raise skills	Standard in reading, writing and mathematics at Key Stage 2					
	Percentage of out of work benefit claimants					

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	Percentage of in work benefit claimants					
	Percentage of NEETs	✓	✓	✓		
	Percentage of unauthorised pupil absence					
	Percentage of working-age people qualified to at least Level 3 and 4					
	Percentage of people with no qualifications					
	Take up of apprenticeships by location and other equality characteristics					
	Percentage of pupils achieving or exceeding the average 'Attainment 8'					
	Percentage of pupils attending a Good or Outstanding primary school					
	Percentage of pupils attending a Good or Outstanding secondary school					
4: Strengthen families and communities	Percentage of children living in poverty	✓	✓	✓		
	Life expectancy	✓	✓	✓		
	Percentage of people who agree that their local area is a place where people live together harmoniously					
5: Promote long-term economic growth, benefitting	Take up of apprenticeships by location and other equality characteristics					

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everyone	Number of 'good' jobs created locally					
	GVA Per worker					
	Number of jobs for every working age person					

Where required, specific data will be identified to evidence the impact of specific actions or projects undertaken through this approach.

Impacts of other strategies and plans will continue to be reported in line with the requirements of existing governance arrangements. The APCG will seek to hear from partnership groups and other bodies where their activity aimed at tackling poverty is not progressing as expected. APCG will consider how barriers can be removed or new approaches to adopt and present these to the appropriate partnership, group or body for their consideration.

Performance monitoring

Progress reports will be presented for consideration at each APCG meeting. These reports will describe action taken since the previous meeting, any impact and, where available, be supported by data.

Reports will also be prepared for and presented to Bradford District Partnership's (Health and Well Being Board and the Council's Corporate Overview and Scrutiny Committee to their requirements.

Appendix 1: Anti-poverty Co-ordination Group Terms of Reference

1. AIM AND OBJECTIVES

The Anti-Poverty Co-ordination Group (APCG) will provide policy direction and oversight to reduce poverty as part of the delivery of the District Plan outcomes. The APCG will also ensure that this work is prioritised by partners both as individual organisations and through their work within the Strategic Delivery Partnerships, sub groups and networks.

The APCG will do this by:

- Developing and implementing a delivery plan which focuses on gaps in services and includes commitments from key partner agencies.
- Providing policy challenge, steer, direction and oversight of thematic areas of work.
- Championing campaigns to promote anti-poverty related activity.
- Identifying and removing any barriers which may impede progress and solutions.
- Ensuring that any delivery plans developed address the specific needs of the District's vulnerable and socially excluded groups who are more likely to experience poverty and deprivation.
- Ensuring that work to mitigate the impact of poverty on residents is collaborative and well co-ordinated and has maximum impact.
- Providing recommendations for prioritisation of resources to BDP Board and partner organisations.
- Overseeing the development of an effective impact assessment and monitoring system (Performance Management Framework) which helps demonstrate the effectiveness of interventions and the difference made on the lives of residents of Bradford District.

2. APPROACH

Our approach will be built around the following:

- Evidence-based, needs-led intervention;
- Maximisation of external funding/resource options.
- Holistic, person-centred approach, consistent across services in Bradford.
- Collaborative working.
- Responsive and flexible to the unique needs of individuals and families, able to adapt and evolve to assist and support the pathways of people.
- Break existing cycles of poverty, deprivation and social exclusion in order to provide long-term improvements in quality of life for people.
- Help people to develop their own solutions, using accessible, high quality public, private and voluntary sector services, as required.
- Celebrate diversity and actively challenge prejudice and discrimination.
- Safeguard and enhance outcomes.

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- Be proactive for foreseeable future challenges e.g. Housing requirements - impact of climate change and energy costs on, affordable warmth.

3. DELIVERY OUTCOMES:

The Anti-Poverty Co-ordination Group (APCG) will oversee the implementation of our shared interventions as outlined in Bradford District Anti-Poverty Framework and associated delivery plan.

4. REPORTING ARRANGEMENTS:

The Anti-Poverty Co-ordination Group (APCG) will report to the Bradford District Partnership Board and the Council's Corporate Overview and Scrutiny Committee on progress and developments.

5. MEMBERSHIP:

Membership of the Anti-Poverty Coordination Group (APCG) will consist of named representatives from the Council and Partner organisations. In order to ensure effective working, the membership of the Anti-Poverty Co-ordination Group (APCG) needs to be kept to a manageable number. Consistency of representation is also vital, to enable the group to develop a shared understanding and commitment to the project.

Members of the group are expected to:

- make policy and service delivery related decisions on behalf their respective organisations
- Provide leadership (champion / sponsor) and direction for thematic areas of work and key activities
- Facilitate linking with partners who are working towards similar objectives and/or with similar client groups
- Assess the feasibility of proposed interventions
- Make resources available for priority areas of work
- Share information and data about service provision and performance in relation to agreed objectives to reduce inequalities

Members will include representation from the following partners:

- Council Executive member – Portfolio Holder for Regeneration, Planning and Transport - Chair
- Council Member Champion
- Bradford Council – Senior Officer representative x4 (One of these to be the nominated officer champion)
- Voluntary Sector: one representative to be appointed by the District Assembly
- Businesses / Employers representative
- Clinical Commissioning Group representative
- Department of Work and Pensions representative

- Housing representative (Social sector landlord representative)
- Faith Group representative
- Protected characteristics groups representative
- Migrant/refugee groups representative

6. CHAIR

The Anti-Poverty Co-ordination Group (APCG) Board will be chaired by the Portfolio Holder for Regeneration, Planning and Transport.

7. FREQUENCY OF MEETINGS

The group will meet on a quarterly basis. Additional meetings will be called at the Chair's discretion.

8. SUPPORT

The Anti -Poverty Co-ordination Group (APCG) will work closely with Strategic Delivery Partnerships and their sub groups to ensure delivery of key actions and to provide a platform for escalating issues for policy steer or the removal of barriers and blockages. The APCG will also when required commission the set up of specific task and finish groups. These groups will inform the work of the APCG and will provide regular updates and escalate issues when required.

Programme management support to the Anti-Poverty Co-ordination Group (APCG) will be provided by the Council's Office of the Chief Executive, with other support arrangements from Partners when necessary.

9. GOVERNANCE ARRANGEMENTS

The group will report s directly to the BDP Board.

¹ UK Government Child Poverty Strategy, 2014-17

² Counting the cost of UK Poverty, August 2016

³ Joseph Rowntree Foundation (2016) In work poverty hits record high as the housing crisis fuels insecurity, accessed online 29th September 2017 <https://www.jrf.org.uk/press/work-poverty-hits-record-high-housing-crisis-fuels-insecurity>

⁴ MacInness, Bushee et al (2014) "International and historical anti-poverty strategies: evidence and policy review", New Policy Institute, accessed online on 21st August 2017 <http://www.npi.org.uk/publications/income-and-poverty/international-and-historical-anti-poverty-strategies-evidenc/>

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Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Wednesday 21 February 2018

AH

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2017/18

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18.

Cllr Arshad Hussain
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
Email: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18, which is attached as appendix 1 to this report.

2. BACKGROUND

- 2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).

- 3.2 The remit of this Committee also includes:

- the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
- supporting the Executive through its contribution towards the improvement of the Council’s performance;
- co-ordinating the development of the Overview and Scrutiny role within the Council.

- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.

- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Maintaining and Overview of the Councils Financial position, is a key area of work for the Corporate Overview and Scrutiny Committee.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

A key priority of work for this Committee related to the Overview and Scrutiny of the strategies, plans, policies, functions and services directly relevant to the priority of Safer and Stronger Communities.

As well as this, the Corporate Overview and Scrutiny Committee is also the authority's Crime and Disorder Committee under the provisions of Section 19 of the Police and Justice Act 2006.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2017-18 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

- 9.1 That members consider and comment on the areas of work included in the work programme.
- 9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2017-18 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 19th July 2017 at City Hall, Bradford.			
Chair's briefing 28/06/2017. Report deadline 06/07/2017.			
1) Annual Finance and Performance Outturn Report 2016-17.		Stuart Mckinnon-Evans/Andrew Cross/Dave Preston.	
2) Medium Term Financial Strategy.		Stuart Mckinnon-Evans/Tom Caselton.	
3) First Quarter Financial Position Statement.		Stuart Mckinnon-Evans/Andrew Cross.	
4) Council Tax Reduction Scheme.	Report to include further options for the development and delivery of future Council Tax Support.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
5) DRAFT 2017-18 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt.	
Tuesday, 8th August 2017 at City Hall, Bradford.			
Report deadline 28/07/2017.			
1) Council Tax Reduction Scheme.	Proposals for the new scheme.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 19 July 2017.
Thursday, 28th September 2017 at City Hall, Bradford.			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
1) Prevent Action Plan for the District.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 12 August 2016.
2) LGA Peer Review.	Key Findings and recommendations.	Kate McNicholas David Greenwood.	
3) Business Rates.		Martin Stubbs.	

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 28th September 2017 at City Hall, Bradford.			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 26th October 2017 at City Hall, Bradford.			
Chair's briefing 09/10/2017. Report deadline 12/10/2017.			
1) Review of the Councils response to the December 2015 Floods.		John Major.	
2) Water Management Scrutiny Review.	Key Findings and Recommendations. Progress update, with a specific focus on service areas where sickness levels are significantly high such as Children's Services, Health and Wellbeing and Environment & Sport.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
3) Council Wide Managing Attendance.		Sue Dunkley/Michelle Moverley.	
4) Talent Management: A Workforce Development Programme for Bradford Council.		Sue Dunkley/Tina Lafferty.	
5) Equality Objectives.	Progress against the Equality Objectives.	Kathryn Jones.	
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 22nd November 2017 at City Hall, Bradford.			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
1) Mid Year Finance and Performance Outturn Report.		Stuart McKinnon-Evans/Andrew Crookham/Dave Preston.	
2) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.		Jenny Cryer/Mark Griffin.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 October 2016.

Corporate O&S Committee
 Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Wednesday, 22nd November 2017 at City Hall, Bradford.			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
3) Families First.	Report to focus on actual outcomes for families on the programme and the cost benefit analysis for Bradford's Families First Programme.	Martyn Stenton/Mark Anlsow.	Corporate Overview & Scrutiny recommendation from Thursday 11 August 2016. Further updates after 10 October 2017 Executive.
4) Work Planning.	There is a need to regularlay review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 20th December 2017 at City Hall, Bradford.			
Chair's briefing 29/11/2017. Report deadline 07/12/2017.			
1) Bradford District Partnership.	Annual report, which also provides a breakdown of the costs associated with the work of the Partnership.	Alison Milner/Kate McNicholas.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 14 December 2016.
2) Safer & Stronger Communitis Plan.		Ian Day/Rebecca Trueman.	
3) Community Cohesion.	Update on projects undertaken in the last 12 months, with key outcomes. To also include Hate Crime and and update and baseline information for Bradford, in comparison with other authorities.	Ian Day/Michael Churley.	Request from Chair.
4) Odeon - Call-In.		Stuart McKinnon-Evans/Michael Bowness.	
5) Work Planning.	There is a need to regularly review the work programme, in order to pioritise and manage resources.	Mustansir Butt.	
Thursday, 25th January 2018 at City Hall, Bradford.			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
1) Taxi Procurement.		Geoff Binnington.	Constitutional requirement.

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 25th January 2018 at City Hall, Bradford.			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
2) Risk Management across the Council.	Progress report.	Stuart McKinnon-Evans/Mark St Romaine.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 11 January 2017.
3) Call-In.	Strategy for growth in ncome from Council Tax, Business Rates and Investment.	Martin Stubbs/Ben Middleton.	Constitutional requirement.
4) Odeon.		Stuart McKinnon-Evans/Ben Middleton.	Referral from the Executive.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 21st February 2018 at City Hall, Bradford.			
Chair's briefing 06/02/2018. Report deadline 08/02/2018.			
1) Third Quarter Financial Position Statement.		Andrew Crookham.	
2) Housing Benefit Appeals Backlog.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) Discretionary Housing Payments.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommednation from Thursday 2 February 2017.
4) Implementation of Universal Credit across the District.		Martin Stubbs.	Request from Corporate O&S Chair and Deputy Chair.
5) Poverty.	Proverty Strategy be presented, which also includes quantifiable data that analyses the impact of activities that are being undertaken as part of the Strategy.	Martin Stubbs/Helen Johnstone/Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

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Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 22nd March 2018 at City Hall, Bradford.			
Chair's briefing 28/02/2018. Report deadline 08/03/2018.			
1) Prevent Action Plan for the District.	Progress update and also clarification on reporting progress against Bradford's Prevent Action Plans. Report to also contain a breakdown of grants that are made available for Bradford's Prevent Programme.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 28 September 2017.
2) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	Alison Milner/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) Members heard that ethnic minorities make up 36% of the Districts population and that this is not representative of the Councils Workforce Profile – grades by ethnicity. The Committee requests that a further report be presented to this Committee which		Michelle Moverley/Simon Jenkins.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
4) DRAFT Terms of Reference.	Managing Attendance Scrutiny	Mustansir Butt.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 22 November 2018.
5) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 19th April 2018 at City Hall, Bradford.			
Chair's briefing 28/03/2018. Report deadline 05/04/2018.			
1) Councils' IT Digital Strategy.		David Cawthray.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 29 June 2016.
2) Industrial Services Update. 8th February 2018		Peter Keeley.	Request from Members.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda

Thursday, 19th April 2018 at City Hall, Bradford.

Chair's briefing 28/03/2018. Report deadline 05/04/2018.

3) Business Rates.

4) Council Tax Collection.

5) Resolution Tracking.

6) Work Planning.

Description

Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.

There is a need to regularly review the work programme, in order to prioritise and manage resources.

Report

Martin Stubbs.

Mustansir Butt.

Mustansir Butt.

Mustansir Butt.

Comments

Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.

Democratic Services - Overview and Scrutiny Scrutiny Committees Forward Plan Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Management
1	Drugs and Alcohol Scrutiny Review Progress against the recommendations made against the review recommendations.	Mustansir Butt.	
2	Action Planning from the Joint Review - (Domestic Violence).	Jenny Cryer.	
3	Industrial Services Updates. Quarterly Updates to members.	Ben Middleton/Peter Keeley/Paul Egan.	
4	Policing in the District. Information on progress to be circulated to members.	Ian Day.	
5	To consider the internal finance options for the Council's Commercial Services.		
6	Verbal update from Bradfords representatives on the West Yorkshire Police and Crime Panel.	Cllr Tariq Hussain/Cllr Steve Pullen/Cllr Adrian Mallinson.	
7	LGA Peer Review. Progress against the Improvement Plan be considered in 12 month time.	Alison Milner/David Greenwood.	
8	Council wide managing attendance.		12 month progress report. Michelle Moverley.
9	Bradford Councils Workforce Development Strategy 2015-2021. 12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty.	
10	Progress against the Flooding Scrutiny Review recommendations. To also include progress against the Flooding Resilience Action Plan.	John Major.	

Corporate O&S Committee

Agenda item

Item description

Author

Management

11 The impact of leaving the European Union on the Bradford District.
 Lisobon being triggered. John Ohare.

Further report be presented within two months of Article 50 of the Treaty of

12 Safer and Stronger Communities Performance reporting. To be considered in June 2018.

Rebecca Trueman.

13 Bradford District Safer and Stronger Communities Strategic Plan 2017-20. Ian day/Rebecca Trueman.

That a progress report on the Bradford District Safer and Stronger 20 be considered in 12 months time, which includes outcomes and indicators.

14 Property Transactions. That an item on Property Transactions be added to the work programme, to be considered in February 2018 and to also include the process of selling assets and buildings

Ben Middleton.

15 CSE. That the report be noted and that a further update on the progress of the response to CSE be submitted in 12 month's time.

Mark Griffen.

16 Families First Programme. A progress report be submitted in 12 months time.

Martyn Stenton.

17 Equality Objectives. 12 month progress report.

Alison Milner/Kathryn Jones.

18 New Ways of Working. Scrutiny Review.

Mustansir Butt.

19 Domestic Violence Commissioning.

June/July 2018. Sarah Possingham.

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