



Agenda for a meeting of the Executive to be held on Tuesday, 5 February 2019 at 10.30 am in Committee Room 1, City Hall Bradford

Members of the Executive – Councillors

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

Notes:

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

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

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To:

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

2. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

3. **RECOMMENDATIONS TO THE EXECUTIVE**

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

4. **MEETINGS OF COUNCIL AND THE EXECUTIVE 2019/20**

1 - 6

The City Solicitor will submit a report (**Document “AP”**) which recommends a schedule of ordinary meetings for Council and the Executive for the municipal year 2019-20.

Recommended –

- (1) **That the schedule of meetings of the Executive for 2019-20 as set out in Appendix 1 to Document “AP” be approved.**
- (2) **That it be a recommendation to the annual meeting of Council that the ordinary meetings of Council for 2019-20 as set out in Appendix 1 to Document “AP” be approved.**

Corporate Overview and Scrutiny Committee

(Jill Bell/Yusuf Patel – 01274 434580/4579)

B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

5. **2019-20 BUDGET UPDATE**

7 - 16

On 4 December 2018 the Executive approved, amended and new, budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions.

The Director of Finance will submit a report (**Document “AQ”**) which provides the Executive with an update on national announcements and local decisions since 4 December 2018. It also identifies issues and

uncertainties which could still have a bearing on the final size of the funding gap for the financial years 2019/20 and 2020/21 to be closed by Budget decisions.

Recommended –

Executive are asked to note the contents of this report and to have regard to the information contained within this report when considering the recommendations to make to Council on a budget for 2019/20 and budget proposals for 2020/21 at their meeting on 19 February 2019.

Overview and Scrutiny Committee: Corporate

(Tom Caselton - 01274 434472)

6. CONSULTATION FEEDBACK AND EQUALITY ASSESSMENT FOR THE 2019-20 COUNCIL BUDGET AND PROPOSALS FOR 2020-21 COUNCIL BUDGET 17 - 40

On 4 December 2018 the Executive approved new budget proposals for consultation with the public, interested parties, staff and the Trade Unions.

The Assistant Director, Office of the Chief will submit a report (**Document “AR”**) which provides feedback from the public engagement and consultation programme and sets out a summary of the equality assessments carried out on the Executive’s Budget proposals for 2019-20 and 2020-21. There is particular reference to the Council’s responsibilities under equality legislation to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2019-20 and proposals for 2020-21 budget.

Recommended –

That in accordance with Section 149 of the Equality Act 2010, the Executive has regard to the information contained in this report, appendices and equality assessments when considering the recommendations to make to the Council on a budget for 2019-20 and proposals for 2020-21 on 21 February 2019.

Overview and Scrutiny Committee: Corporate

(Kathryn Jones 01274 433664)

7. INTERIM TRADE UNION FEEDBACK ON THE COUNCIL'S BUDGET PROPOSALS FOR 2019/20 AND 2020/21 41 - 72

The Director of Human Resources will submit a report (**Document “AS”**) which provides interim feedback from the Council’s Trade Unions on the Council’s budget proposals for 2019/20 and 2020/21 for consideration by Executive.

Recommended –

That Executive considers and has regard to the interim feedback received from the Council’s Trade Unions in relation to the budget proposals when considering the recommendations to make to Council on a budget for 2019/20 and proposals for 2020/21 on 21 February 2019.

Overview and Scrutiny Committee: Corporate

(Michelle Moverley - 01274 437883)

8. QTR. 3 FINANCE POSITION STATEMENT FOR 2018-19 73 - 130

The Director of Finance will submit a report (**Document “AT”**) which provides Members with an overview of the forecast financial position of the Council for 2018-19.

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

Recommended –

That the Executive:

- (1) Note the contents of this report and the actions taken to manage the forecast overspend.**
- (2) Approve the following capital expenditure scheme.**
 - £0.440m for additional works as part of the Council property programme and the Above Ground Fuel Storage scheme.**
 - £0.1m for a Café at Cartwright Hall subject to final PAG appraisal.**

Overview and Scrutiny Committee: Corporate

(Andrew Cross - 01274 436823)

C. PORTFOLIO ITEMS

<p style="text-align: center;">REGENERATION, PLANNING & TRANSPORT PORTFOLIO <i>(Councillor Ross-Shaw)</i></p>
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9. **CONSIDERATION OF A PETITION IN RELATION TO HEALTH AND ENVIRONMENT IN SHIPLEY**

131 -
146

A petition was received by Full Council on 16 October 2018 and referred to Executive for consideration. This petition required the Council to respond to local concerns relating to the environment and health of residents in developing its proposals for the junction improvements at the site of the former Branch Public House and at the Otley Road / Valley Road junctions.

The Strategic Director Place will submit a report (**Document "AU"**) which updates Executive on the actions taken in response to this petition and progress which has been made on developing proposals for this junction.

Recommended –

- (1) **That Executive note and support:**
 - a) **The arrangements for the engagement and consultation with the local community, commuters and other interested stakeholders which are currently on-going;**
 - b) **That the proposals for improvements associated with the Bradford to Shipley Route Improvement scheme are still being developed and that an outline strategy for the on-going engagement and participation of the affected communities has been identified.**
 - c) **That due consideration will be given to the concerns raised in the petition in developing proposals for the outline business case submission to the Combined Authority for the project.**
- (2) **That Executive receive a further report on the development of proposals for the Bradford to Shipley Route Improvement scheme prior to the submission of the Outline Business Case in order that the benefits in relation to improvements of journey times and the environment of Shipley, particularly those in close proximity to Shipley C of E Primary school, can be fully understood.**
- (3) **That the lead petitioner be informed accordingly.**

Overview and Scrutiny Committee: Regeneration and Environment
(Richard Gelder - 01274 437603)

10. STREET LIGHTING INVEST TO SAVE STRATEGY

147 -
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The Strategic Director of Place will submit a report (**Document “AV”**) which provides information to the Councils Executive regarding the Street Lighting Invest to Save Strategy. It provides details of the Invest to Save project to replace all street lighting lanterns with energy efficient LED units and the replacement of life expired street lighting columns.

Recommendation –

The Executive approve the introduction of the Street Lighting Invest to Save project in the Capital Investment Plan and proceed to implementation at the earliest possible opportunity.

Overview and Scrutiny Committee: Regeneration and Environment

(Allun Preece - 01274 434019)

11. QUEENSBURY TUNNEL

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Queensbury tunnel is a disused railway tunnel constructed in the 1870's situated between Bradford and Halifax which passes directly beneath Queensbury. The tunnel is approximately 2.3km in length and formed from masonry and brick arches which span some 8 metres. At its deepest the tunnel is 115 metres below the surface.

The Strategic Director Place will submit a report (**Document “AW”**) which outlines the key implications to the Council of taking over the ownership and responsibility for the tunnel to facilitate its ultimate conversion to a leisure cycling facility connecting Bradford and Halifax.

Recommended –

- (1) That Executive commend the work of Queensbury Tunnel Society in bringing forward the work which has been done to date to identify the issues and risks associated with the conversion of Queensbury Tunnel to a leisure cycling facility as well as their advocacy of the benefits of such a scheme to stakeholders.**
- (2) That Executive fully recognise and support the benefits in saving the tunnel for the enjoyment of future generations and that its potential conversion to a leisure cycling facility connecting Bradford city centre and Halifax town centres.**
- (3) That Executive acknowledge that the offer of Historic Railways Estate to transfer ownership of the tunnel to the Council, together with the residual of any unspent abandonment funding, as a dowry for its future**

maintenance is an interesting proposition. But, given the indicative repair costs and funding gap identified for the stabilisation works, Executive reluctantly confirm that it is currently unable to agree to the proposed transfer of ownership.

- (4) That the Strategic Director of Place in consultation with the Portfolio Holder continue to lobby Highways England / HRE to delay their abandonment works to allow the Council and its partners time to explore further potential sources of funding for the scheme through development of an advocacy document.**

Overview and Scrutiny Committee: Regeneration and Environment

(Richard Gelder - 01274 437603)

CHILDREN AND FAMILIES PORTFOLIO

(Councillor Farley)

12. PREVENTION AND EARLY HELP ESTATES STRATEGY

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The Interim Strategic Director Children's Services will submit a report (**Document "AX"**) which sets out a proposed new model to support families and communities for the future, including proposed changes to how we provide the Children's Centre core offer across the District).

As a result of consultation carried out between November 2017 and February 2018 on the creation of a new 0-19 years Prevention and Early Help service a recommendation was taken to Executive in April 2018 that the use of buildings across the district be reviewed to look for ways in which the two year additional funding for staffing could be sustained through different use of buildings assets.

This Report sets out a proposal in relation to the buildings use within Prevention and Early Help Service and requests permission to go out to public consultation as recommended by Executive.

Recommended –

- (1) That Executive authorise the Interim Strategic Director for Children's Services to commence a formal consultation on 12th February 2019 until 7th May 2019 on the proposal set out in this report.**
- (2) That Executive receives a further report in July 2019 following formal consultation.**

Overview and Scrutiny Committee: Children's Services

(Gillian Mayfield - 07816 071943)

HEALTHY PEOPLE AND PLACES PORTFOLIO

(Cllr Ferriby)

13. PETITION AGAINST CONSIDERATION OF LITTLEMOOR PARK AS A SITE FOR A NEW CREMATORIUM 195 - 202

The Strategic Director Place will submit a report (**Document “AY”**) which sets out a petition against consideration of Littlemoor Park as a site for a new crematorium which was received by Full Council on 15 January 2019 and referred for consideration to the Executive.

The petition relates to the inclusion of Littlemoor Park as one of 2 sites under consideration for the building of a new crematorium to replace the facility at Scholemoor cemetery.

Recommended –

It is recommended that the Executive:-

- (1) Note receipt of the petition and its content.**
- (2) Instruct the Director of Place to ensure that the contents of the petition are considered within the current Feasibility Study**
- (3) Instruct the Director of Place to include the petition as part of the future report presenting recommendations for the potential locations to build crematoria in line with the Bereavement Strategy.**

Overview and Scrutiny Committee: Regeneration and Environment

(Phil Barker -01274 432616)

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Report of the City Solicitor to the meeting of Executive to be held on Tuesday 5 February 2019

AP

Subject:

MEETINGS OF COUNCIL AND THE EXECUTIVE 2019/20

Summary statement:

This report recommends a schedule of ordinary meetings for Council and the Executive for the municipal year 2019/20.

Parveen Akhtar
City Solicitor

Portfolio:

Leader of Council

Report Contact: Jill Bell/Yusuf Patel
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The Executive is asked to consider a proposed schedule of ordinary meetings for Council and the Executive for the municipal year 2019/20.

2. BACKGROUND

- 2.1 Paragraph 4.1 of Part 3D of the Constitution - Executive Procedure Rules provides that the Executive may agree and publish a schedule of meetings and make a recommendation to the Council on dates for ordinary meetings of the Council for the municipal year prior to the commencement of that municipal year.
- 2.2 The suggested schedule of meetings for the Council and the Executive is set out in the appendix to this report.

3. OTHER CONSIDERATIONS

- 3.1 Part 1 of Schedule 12 to the Local Government Act 1972 provides that:-

- (1) A principal Council shall in every year hold an annual meeting.
- (2) The annual meeting of a principal Council shall be held (a) in a year of ordinary elections of Councillors to the Council, on the eighth day after the day of retirement of Councillors or such other day within the 21 days immediately following the day of retirement as the Council may fix; and (b) in any other year, on such day in the month of March, April or May as the Council may fix.

- 3.2 In recommending this schedule of meetings, account has been taken of Bank and School Holidays, Party Conferences and religious festivals.

4. OPTIONS

- 4.1 No other options are relevant.

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1 There are no direct financial implications arising from this report.

6. RISK MANAGEMENT

There are no significant risks arising out of the implementation of the proposed recommendations.

7. LEGAL APPRAISAL

- 7.1 The relevant legal considerations are set out in paragraph 3.1 of this report.

8. OTHER IMPLICATIONS

8.1 EQUAL RIGHTS

None

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

None

8.7 WARD IMPLICATIONS

None

8.8 IMPLICATIONS FOR CORPORATE PARENTING

None

8.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

- 10.1 That the schedule of meetings of the Executive for 2019/20 as set out in appendix 1 to this report be approved.
- 10.2 That it be a recommendation to the annual meeting of Council that the ordinary meetings of Council for 2019/20 as set out in appendix 1 to this report be approved.

11. APPENDICES

- 11.1 Appendix 1 – schedule of meetings of Council and the Executive for 2019/20.

12. BACKGROUND DOCUMENTS

None

COUNCIL AND EXECUTIVE DATES 2019/20

COUNCIL (Tue)	EXECUTIVE (Tue)
16 July 2019	11 June 2019
15 October	9 July
10 December	10 September
14 January 2020	8 October
20 February (Thursday Budget)	5 November
17 March	3 December
19 May (AGM)	7 January 2020
	4 February
	18 February (Budget)
	3 March
	7 April

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Report of the Director of Finance to the meeting of Executive to be held on 5 February 2019.

AQ

Subject:

2019-20 BUDGET UPDATE

Summary statement:

On 4 December 2018 the Executive approved, amended and new, budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions.

This report provides the Executive with an update on national announcements and local decisions since 4 December 2018. It also identifies issues and uncertainties which could still have a bearing on the final size of the funding gap for the financial years 2019/20 and 2020/21 to be closed by Budget decisions.

Executive will need to have regard to the information contained in this report when considering the recommendations to make to Council at their meeting on 19 February 2019.

Andrew Crookham
Director of Finance

Portfolio:

Leader of Council

Report Contact: Tom Caselton –
Finance Manager
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report provides an update on the national announcements and local decisions taken since 4 December 2018 when the Executive approved for consultation amended and new budget proposals for 2019/20 and 2020/21. It also identifies issues and areas of uncertainty which could have a bearing on the final size of the 2019/20 and 2020/21 funding gap.

2. MAIN MESSAGES

- 2.1 The Provisional Local Government Settlement published on 13 December 2018 had several announcements that will affect Bradford Council.
- Confirmation of the Council Tax Referendum limit at 3%;
 - No change to the social care precept rates;
 - One off redistribution of surplus on national Levy account;
 - Approval of the Leeds City Region and North Yorkshire 75% business rate pool;
 - Consultation on the introduction of new Fair Funding formula;
 - Consultation on the move to 75% Business Rate Retention
- 2.2 New Homes Bonus confirmation of provisional allocations for 2019/20 with no amendment to the deadweight factor. This has resulted in a one off monies of £607k for 2019/20 compared to the budget consultation papers. Further details are set out at 3.1.7 below.
- 2.3 Confirmation of the Social Care monies announced in the Autumn Budget which result in £74k less than anticipated in the budget consultation papers
- 2.3 Continuing negotiations with West Yorkshire Combined Authority regarding the levy payments.
- 2.4 The Financial Position Statement for the Third Quarter continues to highlight pressures within Adults and Children's Social care and increasing pressure on waste disposal and street lighting.
- 2.5 Revision to the Council Tax and Business Rate Baseline figures.

3. NATIONAL ANNOUNCEMENTS

- 3.1 Provisional local government settlement

The provisional local government settlement was announced on Thursday 13 December 2018 and the consultation formally closed on 10 January 2019 with the final settlement expected to be laid before Parliament in February 2019.

Key announcements from the provisional settlement were:

- 3.1.1 Levy Account Surplus redistribution – Local authorities are able to retain growth in the local share of business rates subject to a levy which will ensure that for every 1% increase in the amount of business rates an authority collects above a baseline amount, it will get to keep no more than the equivalent of a 1% increase in its baseline funding level. The levy collected through this mechanism is used to pay for those local authorities that require additional funding in instances where their business rate collection has taken them below the safety net threshold.

It is the surplus on the levy amounts collected and not utilised that MHCLG have redistributed back to local authorities. Bradford's share is £2.1m and will be recognised in the financial year 2018/19. This would reduce the forecast overspend and reduce the potential call on reserves in order to secure a balanced outturn for 2018/19. The money is one off and the consultation on 75% business rate retention suggest that the levy system will be reformed in future years so it is unlikely that there will be any sizeable redistribution for 2019/20.

- 3.1.2 Council Tax Referendum limit - the limit at which a metropolitan local authority must hold a referendum on council tax rises has been confirmed for 2019/20 as 3% which is the assumption used in the budget consultation papers approved on 4 December 2018. The same assumption has been used for 2020/21 although this has not been formally confirmed by MHCLG.
- 3.1.3 Parish Council precepts – the Government has announced it will continue to defer the setting of referendum principles for town and parish councils. This is conditional on the sector demonstrating clear evidence of restraint.
- 3.1.4 Adult Social Care Green Paper – the green paper on Adult Social Care that was due in 2017 has been deferred again and will be published “at the first opportunity in 2019”.
- 3.1.5 Winter Pressures and Social Care Support Grant - The allocation of the additional monies for social care announced in the Autumn Budget have been confirmed and the estimate used in the budget consultation papers issued 4 December 2018 were overestimated by £74k. This is because when announced by the Chancellor the monies were for both Adult and Children's social care. The allocations have been distributed using just the Adult Social Care relative needs formula. If the monies had been distributed using an element of Children's Social care relative needs then Bradford's share would have been higher. The money has already been factored into the budget workings to part fund the additional investment lines for Adults and Children's set out in Appendix C - Document Z Proposed Financial Plan Updated 2019/20 to 2020/21 Executive Report 4 December 2018.
- 3.1.6 Improved Better Care Fund – no changes to the allocations of previously announced Improved Better Care fund were made.
- 3.1.7 New Homes Bonus - no new changes in the way the New Homes Bonus works and the baseline will be retained at 0.4%. Locally we had assumed that the deadweight factor would be increased to 0.44% as indications suggested the national control total would be breached. The government has put in extra monies to top up the 2019/20 New Homes Bonus. This adjustment together with a cautious estimate in the budget consultation paper issued on 4 December 2018 means there is an extra £607k available to help close the gap for 2019/20.

- 3.1.8 75% Business Rate Pilots – the Leeds City Region (LCR) together with North Yorkshire 75% Business Rate Pilot was approved by MHCLG. This means that if the member authorities of the pilot accept MHCLG’s offer they will forego their Revenue Support Grants and in return for retaining 75% of any growth or in the unlikely event dealing with any deficit. Further work is currently underway to repopulate the pilot model with updated NNDR1 figures and also s31 grant allocations.

Under the terms of the pilot member authorities will retain 75% of growth above business rates baseline income, with the remaining 25% being paid to government. The income will be shared out so that member authorities receive two thirds of the additional income generated through the 75% business rate retention, one third in proportion to their share of total growth achieved above the 75% baseline and one third in proportion to population, the remaining third of additional income being retained by the pool.

It is estimated that there would be a net gain to Bradford of £3.7m from the 75% business rate pilot including the adjustments to s31 grants and top up grant. This pilot has only been agreed for one year as the government are consulting on a permanent 75% business rate retention model from April 2020.

It is also important to note that for this pilot the government will no longer indemnify local authorities for any shortfall in the business rate income whereby they would be worse off than if they had not accepted the 75% pilot.

- 3.1.9 The government also announced funding to cancel the effect of negative Revenue Support Grant (RSG). The Settlement Funding Assessment announced by the government for each local authority is a combination of RSG and Baseline Funding Level (BFL). BFL is indexed each year in line with the business rates multiplier so any cuts applied to the Settlement Funding Assessment (SFA) are made against the RSG. Negative RSG is where a local authority’s Settlement Funding assessment is lower than its BFL. The BFL was set by central government in 2013/14 as the amount of funding available through a local authority’s share of the total business rates collected.

In effect the cost of the £153m of negative RSG that would have affected 168 local authorities has been redistributed amongst all the other remaining local authorities. In other words they are taking a share of the cuts the 168 councils would have had. If we used Bradford’s share of the 2018/19 SFA as a proxy for allocation this equates to £1.8m loss of funding for Bradford.

- 3.2 Public Health Grant - On 20 December 2018 the Public Health Grant allocations for 2019/20 were announced and the allocations for Bradford of £40.7m for 2019/20 were in line with expectations i.e. a 2.6% cut in funding and this was reflected in the budget consultation paper. No allocations have been announced beyond 2019/20 as the Fair Funding Review consultation indicates that Public Health will be one of the seven Service Formulas in addition to the Foundation formula. Please see section 6.5 below.

- 3.3 School Funding - the Dedicated Schools Grant figures were released on 17 December 2018 and they are in line with expectations. The government also announced additional one off funding for High Needs of which Bradford is due to receive £1.47m in 2019/20 and 2020/21. Due to damping and transitional arrangement on the National Schools funding formula there is significant pressure on the High Needs Block educational expenditure and the estimated cost to Bradford of these is £12.4m. Whilst the temporary money of £1.47m for two years is welcome it still leaves a large pressure for the High Needs educational purposes. Discussions are taking place with the Schools Forum in relation to the High Needs block.
- 3.4 There will be other specific grants announced between now and April 2019 that will affect local government finances.

4. LOCAL ISSUES

4.1 Council Tax

At the meeting of the Executive held on 8 January 2019 the Council Tax base for 2019/20 was approved as a total number of Band D equivalent properties of 142,200. This is an increase of 526 Band D equivalent properties on the figure used in the budget consultation report and will result in an increase of £722k for the estimate of council tax in 2019/20.

4.2 Business Rates Base

As explained in paragraph 3.1.8 above the LCR/North Yorkshire 75% Business Rate Pilot was approved by MHCLG. The implications of accepting this offer would be that the government will need to recalibrate the business rate distribution mechanism to ensure that the members of the pool are no better or worse off compared to their business rate baselines. To undertake this recalibration the government will firstly extinguish the Revenue Support Grant (RSG) of the pool members and then adjust their respective Tariff and Top Adjustments.

The report to Executive on 8 January 2019 sets out in further detail the calculation of the forecast business rate income.

4.4 New Pressures

- 4.4.1 Other than the savings that were identified as being at risk in Appendix F of Document Z - Proposed Financial Plan Updated 2019/20 to 2020/21 Executive Report 4 December 2018 it is assumed that all other savings will be delivered in full.
- 4.4.2 Discussions are taking place with the West Yorkshire Combined Authority (WYCA) on the levy that will payable by the Councils. It is envisaged that the levy payable will be in line with the budget proposals for 2019/20 and 2020/21. The final levy payable to WYCA will become known in early February 2019.
- 4.4.3 The Quarter 3 Financial Monitor indicates continuing pressure on Adult's and Children's Social care. Additional pressure is also being reported on Waste collection and disposal and Street Lighting. In the budget consultation papers money has been proposed for reinvestment in these areas.

4.5 Potential Effect of Items Highlighted in this Report

The potential effects of the items highlighted in this report are set out in the Table 1 below:

Table 1: Potential Impact of Items Highlighted in this Report

	2019/20	2020/21	2020/21
	£m	£m	£m
Social care support grant (3.1.5)	(0.1)		
New Homes Bonus (3.1.7)	0.6		
75% Business Rate Pilot (3.1.8)	3.7		
Council Tax base revision (4.1)	0.7	0.7	0.7
Potential additional income	4.9	0.7	0.7

The figures in Table 1 are shown on a cumulative basis

As can be seen in Table 1 it is only the council tax base that provides a continuing benefit, the rest of the money is one off for 2019/20. Given the required use of reserves for 2019/20 and the gap for 2020/21 it would be recommended that the above sources of income are used to reduce the call on reserves in 2019/20 and help close the forecast gap for 2020/21.

5. CAPITAL EXPENDITURE

- 5.1 There are no proposed changes to the current size of the capital investment plan that is fully funded in the budget papers.

6. OTHER MATTERS TO TAKE INTO CONSIDERATION

- 6.1 At 31 December 2018 the unallocated reserves stood at £14.5m. The current budget proposals assume that £7.3m of earmarked reserves would be used in 2019/20 to close the forecast gap. Given the one off nature of the funding changes outline in Table 1 above it would be recommended that these monies are used to reduce the potential call on reserves in 2019/20.

It is also recommended that unallocated reserves are maintained at their current level given the underlying budgetary pressures facing the Council.

- 6.2 In a separate report to this meeting the Executive will consider feedback received to date from the on-going consultation processes on the budget proposals which includes feedback received from the public, interested parties and key stakeholders and the Trade Unions and will also consider the equality implications of the proposals.
- 6.3 The nature of the consultation means that at this stage it is not possible to provide a financial assessment on the implication of any of the feedback received to date. In proposing the final budget the Executive will need to have due regard to the information contained within this report, the consultation feedback received to date and the public sector equality duty as set out in section 149 Equality Act 2010.

6.4 The government also issued two new consultations on 13 December 2018:

- Review of local authorities' relative needs and resources; and
- Sharing risk and reward, managing volatility and setting up the reformed system.

The first one is a continuation of further work on the fair funding review and the second is the proposed move to a 75% business rate retention scheme. Both changes are planned to take effect from April 2020.

Both consultation papers are setting out principles and it is unlikely that detailed exemplification will be provided for the effect on individual local authorities until late in 2019. The closing date for responses to the consultations is 21 February 2019.

6.5 Fair Funding Review – the key points are:

A Foundation Formula with seven additional service based blocks, Adult Social Care, Children and Young People's Services, Public Health, Highways Maintenance, Fire & Rescue, Legacy Capital and Flood Defence & Coastal Protection.

The main driver for the Foundation Formula will be population estimates together with an Area Cost Adjustment that will include an adjustment for rurality and also density. Deprivation is not proposed to form part of the Foundation formula which will have a negative impact on Bradford. Deprivation may be used in some of the service based blocks but it is not clear what weighting might be applied.

In relation to relative resources the proposal is to use a level of notional council tax levels rather than actual council tax levels.

The consultation indicates that sales, fees and charges will not be included in the relative resources of local authorities but the option to include on and off street car parking income is still under consideration.

Principles are proposed regarding transitional arrangements for the introduction of the fair funding reforms but the actual methodology will not be known until later in the process.

The key issues are the lack of detail on the weighting of indicators and the data sources to be used, together with the absence of a deprivation factor in the Foundation Formula.

6.6 Business Rate Reform – Ministers are indicating that they prefer a full business rates baseline reset in 2020/21 which they say will allow full implementation of reforms to the Business Rates system, the Fair Funding review and SR2019. Post 2020/21 the government are consulting on the type of reset to be applied and the period of time such a reset would cover.

The two types of reset proposed are:

- Partial reset – some of the growth is retained between resets
- Phased reset – each year a new year's growth is added to the amount

retained and after a set period the first year's growth is redistributed amongst local authorities in relation to Baseline Funding Levels.

The government cannot remove the levy (the amount of business rate growth above a certain level that is paid over to government) without primary legislation. As an alternative the government is considering the introduction of a cap on the level of business rates growth that could be retained. The levels proposed are quite high and a cap of 150% against Baseline Funding Level would only have seen 18 local authorities caught by this using 2016/17 data, falling to only 4 local authorities if a cap of 250% were to be used. These proposals will clearly favour those local authorities with high business rate growth.

The consultation paper also includes a potentially modified business rate retention system that would make appeals a national issue but further work is required on this proposal, especially on how to establish the level of growth that could be retained by a local authority.

It is proposed that the safety net system is continued but the level of the safety net will not be established until the end of the process.

The paper also considers the tier splits but this does not directly affect Bradford.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

The uncertainties regarding the funding that will be available to the Council are considered within this report.

8. LEGAL APPRAISAL

It is necessary to ensure that the Executive have comprehensive information when considering the recommendations to make to Council on a budget for 2019/20 and budget proposals for 2020/21 at their meeting on 19 February 2019. It is a legal requirement that Members have regard to all relevant information and the information in this report is considered relevant in this context.

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

The equality implications are considered in a separate report to be presented to this meeting of the Executive.

9.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications resulting from this report.

9.3 GREENHOUSE GAS EMISSIONS IMPACTS

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

9.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct community safety implications resulting from this report

9.5 HUMAN RIGHTS ACT

There are no Human Rights implications resulting from this report

9.6 TRADE UNION

The interim Trade Union feedback on the budget proposals is considered in a separate report to be represented to this meeting of the Executive.

9.7 WARD IMPLICATIONS

There are no direct Ward or area implications resulting from this report.

9.8 IMPLICATIONS FOR CORPORATE PARENTING

None identified.

9.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None identified.

10. NOT FOR PUBLICATION DOCUMENTS

None

11. RECOMMENDATIONS

- 11.1 Executive are asked to note the contents of this report and to have regard to the information contained within this report when considering the recommendations to make to Council on a budget for 2019/20 and budget proposals for 2020/21 at their meeting on 19 February 2019.

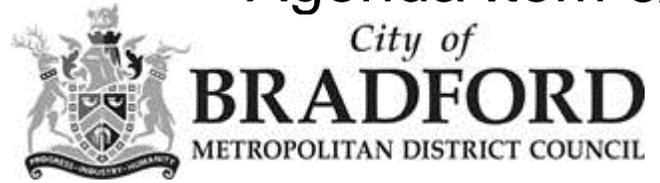
12. BACKGROUND DOCUMENTS

Document Z - Proposed Financial Plan Updated 2019/20 to 2020/21 Executive Report 4 December 2018

Document AF – Calculation of Bradford’s Council Tax Base and Business Rates Base for 2019/20 Executive Report 8 January 2019

Document AT – Financial Position Statement for Third Quarter Executive Report 5 February 2019

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Report of the Assistant Director, Office of the Chief Executive to the meeting of Executive to be held on 5 February 2019.

AR

Subject:

Consultation feedback and equality assessment for the 2019-20 Council budget and proposals for 2020-21 Council budget.

Summary statement:

On 4 December 2018 the Executive approved new budget proposals for consultation with the public, interested parties, staff and the Trade Unions. This report and appendices provide feedback from the public engagement and consultation programme and sets out a summary of the equality assessments carried out on the Executive’s Budget proposals for 2019-20 and 2020-21. There is particular reference to the Council’s responsibilities under equality legislation to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2019-20 and proposals for the 2020-21 budget.

David Walmsley Assistant Director: Office of the Chief Executive	Portfolio: Corporate
Report Contact: Kathryn Jones, Policy Officer Phone: (01274) 433664 E-mail: k.jones@bradford.gov.uk	Overview & Scrutiny Area: Corporate

SUMMARY

- 1.0 On 4 December 2018 the Executive approved new budget proposals for consultation with the public, interested parties, staff and the Trade Unions. This report and appendices provide feedback from the public engagement and consultation programme and sets out a summary of the equality assessments carried out on the Executive's Budget proposals for 2019-20 and 2020-21. There is particular reference to the Council's responsibilities under equality legislation to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on a budget for 2019-20 and proposals for the 2020-21 budget.

BACKGROUND

2. Best Value and the Equality Act

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

- 2.6 There is a range of guidance materials on the Public Sector Equality Duty from The Equality and Human Rights Commission (EHRC), last updated in 2014, to assist the bodies that are subject to the duty, to understand the duty and meet their responsibilities. This notes that a public body will only be able to comply with the general equality duty in relation to a decision, if the ultimate decision maker:
- understands the body's obligations under the general equality duty.
 - has sufficient information.
 - demonstrably takes this information fully into account throughout the decision-making process.
- 2.7 The EHRC emphasises the importance of ensuring that the duty is complied with before a decision is taken, while options are being developed and appraised, as well as at the time of the actual decision. The duty cannot be used retrospectively to justify a decision.

OTHER CONSIDERATIONS

3. Supporting the 2019-20 and 2020-21 Budget Setting Process

- 3.1 The public engagement and consultation programme in relation to the budget proposals for 2019-20 and 2020-21 was agreed by the Executive at its meeting on 4 December 2018. At the meeting the Executive reaffirmed its commitment to a public engagement and consultation programme designed to meet the legislative duties and to fulfil the following objectives:
- Support the 2019-20 and 2020-21 budget setting process in as fair and as transparent a way as possible.
 - Ensure that the Council meets its specific duties under equality legislation, in particular that the potential impact of the proposals on groups or individuals who share protected characteristics are considered, assessed and consulted upon. This would also be extended to those on low income/low wage.
 - Ensure that Trade Unions and staff are consulted appropriately and in a timely manner.
 - Meet Best Value Statutory Guidance regarding the way local authorities should work with Voluntary and Community Sector (VCS) organisations and small businesses when facing difficult funding decisions.
 - Comply with the principles on consulting and engaging with the VCS contained in Bradford District Partnership's Compact.
 - Ensure the Council complies with all other legal duties to consult.
- 3.2 While the Council is not required under statute to produce or publish equality impact assessment (EIA) forms specifically, a local decision has previously been taken to continue to use EIA forms. Equality impacts are considered by officers and elected members as part of the development of the budget proposals, with assessments recorded through an EIA form. The forms can then assist members of the public and other interested parties to view potential equality impacts. This will show where a disproportionate impact has been identified, or where an impact affects a number of people or particularly vulnerable groups. Mitigations will have also been considered, and where these have been possible, they have also been captured on the EIA forms.

- 3.3 Case law has confirmed that in order to fulfil the duty under S149 of the Equality Act 2010, Elected Members need to have considered equality impacts and given due regard to the three aims of the equality duty as part of their decision making processes.
- 3.4 EIA forms outlining identified equality impacts on the new budget proposals agreed by the Executive at their meeting on 4 December 2018 have been available on the Council's web site since that time. <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2019-20/>
- 3.5 Following a review and assessment of the consultation feedback, EIA forms will be updated then republished at the same time as the papers for the Executive meeting on 19 February 2019.

4. Cumulative Equality Impacts on the 2019-20 and 2021-21 Budget Proposals

- 4.1 An analysis of the equality assessments was undertaken to identify any cumulative impacts and/or high levels of impact across all the proposals agreed at the Executive meeting on 4 December 2018 for consultation. This analysis was shared with Executive members at the time. Detail of the analysis is described below, alongside the summary presented at Appendix 1.
- 4.2 A review of all equality impact assessments demonstrates that some proposals are more likely to impact on some people than others, and that certain protected characteristic groups will also be impacted more greatly than others. The equality assessments will continue to be reviewed as the proposals are implemented and further consulted on.
- 4.3 Individual proposals that have more than one high level impact on different number of protected characteristic groups are listed below.
- A prepared and skilled workforce (4C3)
 - West Yorkshire Combined Authority (WYCA) Transport Levy reduction (4R2)
 - Oral Health Improvement – school nursing & health visiting (4PH1 Part a)
 - Sexual Health Services (4PH3)
 - Welfare Advice and Customer Service Transformation (6X1)
 - Youth Services (5E2)
- 4.4 The protected characteristic of age is very high primarily for young people across the proposals listed at 4.3. Older people are however also affected through the WYCA levy changes and potential reduced subsidies for public transport, as well as welfare advice and customer services proposed changes. Of the total 32 proposals undergoing consultation 17 show impact on age.
- 4.5 Likewise for disability, there are fewer proposals showing high impact, but still 13 showing impact across all proposals. The areas of most concern are the proposal for a Prepared and Skilled Workforce (through bringing in the service in house at a reduced cost); the WYCA Transport Levy impacting on subsidies; and the changes to Welfare Advice and Customer Services.

- 4.6 Across all proposals 19 show impacts on people with low income and low wage. Most high impacts will be felt through the range of Public Health proposals in the Better Health, Better Lives outcome, but also the Prepared and Skilled Workforce and Youth Service proposals both of which will involve a reduced budget and changes to service delivery.
- 4.7 Another protected characteristic being affected by a larger number of proposals, 12 in total, is race again through the Prepared and Skilled Workforce proposal and the changes to Welfare Advice and Customer Services.
- 4.8 Pregnancy/maternity also features with proposals supporting the health and wellbeing of mothers of young children, primarily impacted by the range of Public Health proposals (e.g. sexual health, school nursing/health visiting).

5. Consultation Process

- 5.1 The consultation programme for the budget proposals for 2019-20 and 2020-21 is part of an open, on going conversation between the Council and citizens, voluntary and community sector, businesses, Council employees and trade unions about the future of local services.
- 5.2 The consultation programme opened with the publication of the report the 'Proposed financial plan updated 2019-20 to 2020-21' on 26 November 2018 which the Executive approved for consultation on 4 December 2018.
- 5.3 The consultation and engagement programme has included the promotion of the open public consultation to groups, networks and individuals throughout the district. This has primarily been via the website with a supporting freepost address for those people wishing to write to us. An easier-to-read with accompanying audio version of the budget information was also made available. There have also been regular posts promoting the consultation through the Council's corporate social media accounts and Stay Connected e-mail newsletters for residents. The consultation has been promoted to:
- Partner organisations from across the district
 - Parish and Town Councils
 - Voluntary and Community Sector – with discussions on going throughout the year
 - Business community – via forums, networks and the Chamber
 - Members of Parliament
 - Communities of interest
 - Citizens Panel
- 5.4 To ensure interested people are able to maximise their engagement in the consultation, a number of Council services have undertaken additional consultation on some of the proposals. Those additional activities are listed below.

Proposal	Consultation dates	Consultation overview
Libraries (4E9)	17 – 21 January 2019	<ul style="list-style-type: none"> • 5 Stakeholder engagement events at: Ilkley, Shipley, Keighley, Eccleshill, Wibsey Libraries. <p>Aimed at general public, parish/town councils,</p>

		<p>Elected Members, community organisations, accountable bodies.</p> <ul style="list-style-type: none"> • Additional sessions at other district libraries are also taking place outside of the formal consultation period.
Museums & Galleries (5E1)	19 – 20 January 2019	<ul style="list-style-type: none"> • 3 Stakeholder engagement events at: Cartwright Hall, Cliffe Castle, Industrial Museum • Aimed at Friends of groups, general public, parish/town councils, Elected Members, community organisations.
Welfare Advice & Customer Services (6X1)	17 January and 24 January 2019	<ul style="list-style-type: none"> • Two consultation events covering all Health and Wellbeing Department proposals including one specifically focussed on disability and older people with BSL Interpreters provided. • This is in addition to regular engagement and consultation that takes place as part of service delivery. • Direct conversations with existing providers, in shaping a future service regardless of budget available.
Public Health (4PH1,2,3,4,8, 6PH2)		
Adult Demand Management (6A1)		

5.5 Engagement and consultation is an on going process and there will be further specific consultation with service users and other interested parties on specific proposals as appropriate following the approval of the budget at the Council meeting on 21 February 2019.

6. Consultation – Number of Responses

6.1 This report provides information on feedback received at the date of submitting this report for publication on 25 January 2019. Any feedback received between this date and the consultation closing on 27 January 2019 will be provided as an addendum to the Executive meeting on 5 February 2019.

6.2 From the views shared since 26 November 2018 as part of the current consultation, as of 25 January 2019 the Council had received 332 comments from people or groups. Of this, 202 were in direct relation to the different budget proposals for 2019-20 and 2020-21, including the proposed increases to Council Tax. A further 130 comments have been made that are not specific to particular proposals for the next two years. These comments were received from the online questionnaire (234), postal questionnaire (88) and letters and emails (10). Of the letters and emails received, 5 have been representations from organisations with an interest in the proposals, be that other public sector organisations or small organisations currently delivering services on behalf of the Council.

6.3 Further to this there has been additional input through the proposal specific workshop/focus group consultations (as outlined at 5.4). These were well attended by a range of service users, community organisations and volunteers, with the following

numbers engaging in more detailed conversations with Council service representatives.

Proposal	Number of attendees
Libraries (4E9)	172
Museums & Galleries (5E1)	60
Welfare Advice & Customer Services (6X1)	56
Public Health (4PH1,2,3,4,8, 6PH2)	
Adult Demand Management (6A1)	

6.4 Monitoring of the corporate social media accounts and Stay Connected newsletters on the budget consultation has shown over 1100 click-throughs to the online consultation pages. It is worth noting that overall activity on the corporate social media accounts around the consultation has however been far greater than that in terms of reach and posts shared, and not all responses represented feedback on the overall budget proposals or an individual proposal.

6.5 The proposals generating most comments through the survey and letters/emails received were:

Proposal	Number of responses
Welfare Advice & Customer Services (6X1)	141
Libraries (4E9)	93
Raise in council tax	53
Youth service (5E2)	5

6.6 A further 14 proposals only received one or two comments. Street Cleansing, which was consulted on last year, has also received a further 13 comments this year, even though the budget for this proposal has already been agreed.

7. Consultation – Feedback on Proposals

7.1 The following provides some of the headline comments made on both specific budget proposals for the next two years and also other areas of Bradford Council’s work and consequent spending. These comments have come through the online/postal questionnaire, social media, direct emails, letters, service specific consultation and meetings with Parish and Town Councils, businesses and the Voluntary and Community Sector.

7.2 Listed below are the feedback headlines on some of the budget proposals identified for the next two years (2019-20 and 2020-21). Fuller detail is presented at the end of appendix 2.

Welfare advice and customer services (6X1)

- There are a great many vulnerable, disabled, non English speaking, non-IT literate people who need support, as well as people who are facing challenging life circumstances through no fault of their own. It is felt the equality impact assessment needs to focus more on these groups, and more mitigations considered for those with complex health problems and mental health issues.
- Moving to primarily digital services will not support those who need face to face support, and the expectation that this will get a greater focus with more digital is

not felt to be realistic.

- Commissioning through the voluntary and community sector leads to more volunteers, training and employment opportunities and therefore greater value for money.
- There is strong support not to centralise services, but to keep community hubs. It is suggested this broadens access, allows personal relationships and trust to be built, and provides timely interventions (which can be critical). Some people cannot travel outside of their immediate communities, meaning a central Bradford service would be inaccessible.
- It has been highlighted that the users of these services are some of the most vulnerable in the district, and continuing this support can lessen costs in the public system later on and provide greater social value. Issues are often time critical and any service reductions will lead to longer waiting times.
- It is felt that there are more opportunities for collaboration with other public and voluntary services.
- Responses have been received from some providers of community based advice services but also from people who have volunteered in centres and have seen the front line value of what they provide.

Libraries (4E9)

- Respondents are highlighting the valuable service libraries offer beyond borrowing books, acting as a community hub for social groups and education.
- Many are also highlighting that volunteers can't be relied on solely to run libraries. Professional staff are seen as being experts in their field, accountable and offering good customer service.
- There are suggestions that City Library should be moved in to a Council owned building.
- It is also suggested that house builders should pay levies to provide library services where new homes are built.
- Though most respondents are keen for libraries to remain located across the district in community hubs, a few are supportive of a centralised service, with mention of using a currently Council owned building from which an 'Ideas Centre' could operate for the benefit of the whole district.
- It was suggested that government should be lobbied to invest in the alleviation of digital poverty, therefore maximising future provision of services such as libraries.
- It was felt that there were more revenue opportunities from libraries.
- Further consideration should be given to combining with other community hubs, with many public and voluntary services running from one place in each community in the district.

Council tax increases

- There have been numerous suggestions that increases in Council Tax are not fair, as wages are not rising as high.
- Some people have questioned the balance between increased Council Tax but reducing services.
- A couple of comments suggest that Council Tax could go up more to pay for much needed services such as welfare advice.
- A couple of people feel that more effort should be put in to collecting unpaid tax.

Youth service (5E2)

- It is felt that existing funding reductions have already led to increases in anti social behaviour and crime.
- It was suggested that young people need a safe space to meet with friends, discuss with trusted adults issues of concern and life choice.

- Consultees feel that as a preventative service, it should be invested in.

7.3 Further comments were also received on proposals not specifically being consulted on, and general comments for the Council to consider. The highlights of these are provided below, with further detail presented at appendix 2.

<p>Cleansing Services</p> <ul style="list-style-type: none"> • It was suggested that the cleanliness of the district needed improving, with particular concerns over fly tipping. • Residents and businesses should clean up the public space around their properties themselves. • It was felt that more litter bins should be placed at bus stops and outside takeaways.
<p>Lobbying</p> <ul style="list-style-type: none"> • There was a suggestion that more lobbying with central government is needed, to reduce the austerity measures. For example to bring in investment for digital capability, energy efficient lighting and anti knife crime.
<p>Efficiencies</p> <ul style="list-style-type: none"> • There was a suggestion that there should be fewer Councillors, and that Councillor and Officer payments/salaries should be reduced. • It was felt there was greater opportunity to raise income, through increased parking charges, and recovering unpaid debts.
<p>Housing</p> <ul style="list-style-type: none"> • Concern was felt over a lack of social housing and shared ownership schemes, and that brownfield sites, especially former mill buildings, be renovated for housing.
<p>Climate Change</p> <ul style="list-style-type: none"> • ‘Decarbonisation’ of the district’s economy is felt to be vital and should be a key part of the Council’s financial plan. • It is felt that more of the district’s strategic planning needs to be orientated around climate proofing for the future. • Examples of assessing climate impact on the economy have been shared, demonstrating how money could be saved and the economy stimulated.

7.4 **Feedback directly from voluntary and community sector (VCS)**

In the context of the Council’s budget proposals a dedicated session was held with members of the VCS Bradford District Assembly, senior officers of the Council and the Executive Member responsible for Neighbourhoods and Community Safety. It has been agreed that closer working relations are needed between the Council and VCS to help ensure the best outcomes for communities. We need to collectively make the most of the skills, talents and finances (Council’s own budget and/or external funding) in the district.

It has been agreed that a work programme will be developed to help create a new model of working, focusing on the key challenges facing the district, including making the most of commissioning processes. There is acknowledgement from the VCS of the financial challenges facing public services, and an eagerness to contribute to a thriving district. Some providers have already been engaged directly in future service shaping, independent of the budget consultation. This has most recently been done around the delivery of advice services across the district.

Comments from the sector on specific proposals have been captured in the feedback on proposals, as listed in appendix 2.

7.5 Feedback directly from the business sector

The business community are aware and acknowledge the financial position of the Council, and encourage the best money saving practices be adopted. There was concern about the capital investment proposal to replace all street lights with LED bulbs. It was felt that this should only be done once the life of current bulbs had been reached.

8. FINANCIAL & RESOURCE APPRAISAL

- 8.1 The financial impact of decisions arising from the consultation will be considered at the Executive meeting on 5 February 2019 and will be evaluated and incorporated into the final budget proposals from Executive to Council on 21 February 2019.

9. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 9.1 Equality assessments have been carried out on the initial proposals and will continue to be updated alongside mitigations being considered.

10. LEGAL APPRAISAL

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

- (1) A public authority must, in the exercise of its functions have due regard to the need to;
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- (3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to;
 - a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- (4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to;

- a) tackle prejudice, and
- b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

- 10.2 The Council must ensure that it has sufficient information to enable it to identify whether a proposal, if implemented, would disproportionately affect particular groups with relevant protected characteristics and if so whether any such adverse impact can be avoided or mitigated.
- 10.3 The courts have established a number of principles which the Council should take into account in making decisions:
- the duty means that the potential impact of a decision on people with different protected characteristics must always be taken into account as a mandatory relevant consideration
 - where large numbers of vulnerable people, many of whom share a protected characteristic, are affected, consideration of the matters set out in the duty must be very high
 - even if the number of people affected by a particular decision may be small, the seriousness or the extent of discrimination may be great. The weight given to the aims of the duty is not necessarily less when the number of people affected is small.
- 10.4 There is also a duty on all Best Value authorities to consult when making changes to services or ending service provision.
- 10.5 In addition to these specific legal duties, the Council has put out its proposals for public consultation and accordingly must have regard to the responses before making budget decisions.
- 10.6 In summary it is necessary to ensure that Executive have comprehensive information when considering the recommendations to make to Council on a budget for 2019-2020 and proposals for 2020-2021. Case law has confirmed that, in order to fulfil the duty under S149 Equality Act 2010, Elected Members need to read in full the EIA forms and consultation feedback as it is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information in this report including appendices and to the [equality assessments](#).

11. OTHER IMPLICATIONS

11.1 EQUALITY & DIVERSITY

Where specific equality and diversity issues have been raised as a result of

consultation, they are considered in the appendices of this report and through the equality impact assessment forms.

11.2 SUSTAINABILITY IMPLICATIONS

None

11.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

11.4 COMMUNITY SAFETY IMPLICATIONS

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

11.5 HUMAN RIGHTS ACT

None

11.6 TRADE UNION

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

11.7 WARD IMPLICATIONS

As implementation plans are developed for the delivery of any budget decisions, following 21 February 2019, ward impacts will be further addressed.

11.8 IMPLICATIONS FOR CORPORATE PARENTING

There are no issues in relation to corporate parenting.

11.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no impacts arising from this report on data protection and information security matters. Feedback from the consultation is anonymous. If any personal details were to be provided, they would not be published, and be securely held.

12. NOT FOR PUBLICATION DOCUMENTS

None

13. RECOMMENDATIONS

- 13.1 That in accordance with Section 149 of the Equality Act 2010, the Executive has regard to the information contained in this report, appendices and equality assessments when considering the recommendations to make to the Council on a budget for 2019-20 and proposals for 2020-21 on 21 February 2019.

14. APPENDICES

- Appendix 1 – Cumulative equality impacts for budget proposals (2019-20 and 2020-21) as agreed on 4 December 2018 for consultation
- Appendix 2 – Consultation feedback – service and equalities

15. BACKGROUND DOCUMENTS

Report to Executive on 4 December 2018: Proposed Financial Plan 2019-20 and 2020-21 – document Z with accompanying appendices

<https://bradford.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=6826&Ver=4>

Equality Impact Assessments (for budget proposals 2019-20 and 2020-21)

<https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2019-20/>

Appendix 1 – Cumulative equality impacts for budget proposals (2019-20 and 2021-21), as agreed on 4 December 2018 for consultation

1. Total level of impacts across each protected characteristic group

Protected Characteristic	Impact Levels			
	High	Medium	Low	TOTAL
Age	6	4	7	17
Disability	3	5	5	13
Gender reassignment	0	2	6	8
Race	2	1	9	12
Religion/belief	0	3	6	9
Pregnancy/Maternity	3	2	6	11
Sexual Orientation	1	2	4	7
Sex	2	3	4	9
Marriage & Civil Partnership	0	1	4	5
Low Income/Low Wage	6	6	7	19

2. Proposals with multiple high impacts

Outcome	EIA Ref	EIA Heading	Age	Disability	Race	Pregnancy & Maternity	Sexual Orientation	Sex	Low income /low wage
Skills, Jobs, Economy	4C3	A prepared and skilled workforce	H	H	H	H	N	M	H
	4R2	West Yorkshire Combined Authority Transport Levy	H	H	N	N	N	N	M
Better Health, Better Lives	4PH1 part a	Oral Health Improvement - Services for Children 0-19	H	L	L	M	N	N	H
	4PH3	Sexual Health Services	H	M	L	H	H	H	H
	6X1	Welfare Advice and Customer Service Transformation	H	H	H	H	M	H	H
Safe, Clean & Active Communities	5E2	Youth Service	H	M	L	L	L	N	H

Appendix 2 – Consultation feedback – service and equalities

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

NEW PROPOSALS FOR 2019/20 & 2020/21					
Ref	Proposal for Change	Equalities Impact	Mitigation	Feedback on service impacts	Feedback on equality impacts
		As published in November 2018			
OUTCOME: Better Health Better Lives					
6X1	<p>Welfare Advice & Customer Service transformation</p> <p>Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'.</p>	<p>Welfare Advice services could support the full range of people with protected characteristics. Current services are available from independent office bases sited in town and city centres and multiple outreach venues.</p> <p>The proposal is likely reduce direct 'face to face' time for customers as well as centralising service access routes.</p> <p>It is unlikely that the specialist service for people with complex and/or continuing long term health conditions could be maintained</p> <p>Some possible outcomes from the above could be longer waiting times to access services; Increase in those not able to manipulate and/or access internet based options being 'excluded' from services. This is more likely to affect older people, those on low incomes; those without access to computers and/or smart phones; people of no 'fixed abode' and refugees.</p> <p>Overall welfare advice services help people to stabilise their incomes and other aspects of their lives such as financial management, with a focus on preventative advice and offer earlier intervention to avoid adverse impacts, the changes could initially mean Increased use of Housing Options and Council benefit services</p>	<p>To manage what is likely to be a greater call on both services, the project will source more comprehensive digital access methods with increased functionality for customers.</p> <p>Three integration pilots between the Council and current welfare advice contract holders have already started with the aim of reducing 'wasted' contact for the public; filtering queries to the 'right place at the right time' aiming to open up the system enough to manage the complex and difficult problems presented more efficiently. Learning from these will be applied to underpin the new approach</p> <p>New multifunctional IT systems that can support customers to manage lower level 'self service' functions themselves. Any new IT systems should also be able to manage case work and integrate performance management systems across partner delivery agencies</p> <p>Changing systems to a 'self service' orientated models will require publicity and appropriate support in order for the public to understand the change.</p>	<p>The service can't rely on digital as many people do not have good IT skills. When testing digital services, Government figures have shown that 23% of people completing their online survey between 31 January 2016 and 22 May 2018 required help from a non-GOV.UK source. There will also be a further cost of technical IT support being needed in remaining centres. IT systems cannot provide a personal/individual enough service.</p> <p>With library services reducing/changing there are also limited places for access to public computers. English language limitations also make online information inaccessible. Some people also need home visits, which helps people to be more independent. Reducing these services will likely put more people in to poverty and crisis and needing to use food banks or meal provision.</p> <p>These services delivered by the VCS are valued by citizens. They help mitigate short term impacts and help people to stabilise their income over the longer term. They offer early help and preventative support for people thereby saving overall system costs. Some people are concerned that crime levels may go up if people become destitute and desperate. The service also offers good value for money and employment and training opportunities, which can develop the dedicated volunteers into future advisers, administrators, lawyers etc. Every pound spent on good advice leads to money being spent in Bradford - it was suggested that approx £1m in funding reaps £8m in financial benefit (CAB).</p> <p>Current providers work with thousands of people each year, many of whom are vulnerable, experiencing severe financial hardship, experiencing mental health issues and/or domestic violence; people with disabilities; and the homeless. These cuts may leave many people without access to any form of advice, which is necessary as navigating the 'system' can be very complicated. Also when statutory services get things wrong and people are denied help or money, they will not have the support to get justice.</p> <p>Many people cannot access digital methods or afford the return bus fare to the city centre should the service be centralised – including some older people. Public transport is also not accessible to everyone.</p>	<p>The stated mitigation will not provide acceptable outcomes for a range of people. Exclusion is likely to increase, even with intentions for face to face time being released. Currently vulnerable people are having difficulty with Universal Credit applications.</p> <p>More consideration of mitigations is needed for those with complex/long term health conditions. People with mental health issues also need to be considered. This is exacerbated where these people do not have family and friends to help them.</p> <p>Technology and self-help must be additional to traditional ways of accessing service. Cost reduction measures must not make access to services any more difficult for vulnerable groups; access must be prioritised over reducing costs.</p> <p>Equality impacts need to identify people who can't access online systems.</p> <p>It was stated that during 2017-2018 over 57% of people presenting for advice had some form of disability or long term health condition, with these people therefore disproportionately impacted by any reduction in advice services.</p> <p>The cost of a day bus ticket in to the city centre to seek support is not insubstantial on a low income and the alternative of a long walk each way (usually involving a hill) is not achievable for older or less mobile residents.</p> <p>Some women in particular who don't have English as a first language (in some cases former asylum seekers) need help to ensure their potentially inconsistent employment and benefit support are complimentary, ensuring a regular minimum income. Advice services provide this. Any reduced service will impact on these women especially.</p> <p>Information was shared from analysis undertaken by Bradford Community Advice Network in 2015 as stating there were significantly higher proportions of some key protected characteristic groups among advice clients than in the district's population.</p>

				<p>Having drop-in and appointment provision within walking distance improves engagement with hardest-to-reach residents and gives them a safe and secure place to discuss their needs.</p> <p>Advice is often of a time critical nature - less face to face contact time will reduce the quality of support and lead to longer waiting times. There are already long queues at centres with the service already over stretched. Existing central services do not have capacity and often suggest people use their local centres.</p> <p>The Council should continue to work with the VCS within the communities that they are based. Creating hubs with other services is to be encouraged but should still be community based so that additional social value can be provided.</p> <p>GP services could be included in community hubs, alongside advice support. There is a suggestion as well that advice services run from NHS settings are more effective.</p> <p>It is felt this proposal will have a negative effect on other proposals such as the Adults Demand Management (and Homes First vision) with greater demand likely to be created for social workers. Some however value the investment in a more effective digital system.</p> <p>An alliance with local CCGs should be discussed to collaborate on services - e.g. the Bradford Champions groups organise walking groups and singing sessions for vulnerable/elderly to ensure they are not isolated and stuck at home.</p> <p>It is suggested that there are now more people in deprivation coming to Bradford putting yet more pressure on advice services. It is felt that customer services and advice services are two distinct functions that should not be amalgamated. Any integration must maintain independent advice.</p> <p>Current process is hard to navigate which causes stress, major risk that this will get worse. The advice sector and VCS organisations have already identified gaps in services e.g. loss of advocacy service for people with disabilities. Good effective advice supports the growth and links in local communities. If removed grey economies could develop, leaving people being excluded and isolated, leading to greater dependency. It was felt that this could potentially increase criminality. Might also lead to increasing fears and lead to illegitimate exploitation of people. Need to promote where other funding is available to support advocacy and advice. It is also felt there are currently not enough welfare and benefits experts.</p> <p>There is also concern that professionals from other organisations are having to take on roles such as filling out PIP forms. Any reductions will increase this pressure. It is also suggested that a triage type process could be introduced which would alleviate the burden.</p>	<p>Disabled (physical, sensory, mental health, learning, cognitive) clients made up 45% of clients; Black and minority ethnic communities made up 53%; 47% of advice interviews were conducted in languages other than English; Children's Centres and GP surgery sessions had 65% female attendance.</p> <p>People with disabilities already have barriers and the loss of welfare benefit will have a major impact on their ability to maintain their independence.</p> <p>There was concern of the impacts on children for this proposal.</p>
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6PH1	Air Quality Monitoring Programme Reduction of posts in Pollution team and reduce the numbers of operational 'real time' automatic air quality management stations from seven to four.	Proposal will impact provision across the district, but disproportionately impact on low income/low wage households. Poor air quality is more prevalent within the ring road of Bradford, the location of the most deprived wards of the district. Although the removal of monitoring equipment does not change air quality, the ensuing loss of evidence base may impact of the identification of reduction strategies and an ability to measure their effectiveness.	The recent Ministerial Direction to deliver a business case will present opportunities for DEFRA funding. It is possible that funding may be secured to maintain the operation of the AQM stations in conjunction with the delivery of the full business case	Loss of staffing will lead to no specialist expertise in the council. Short term funding may help but is not a long term solution.	No equality comments provided.
OUTCOME: Safe Clean Active					
6E1	Parking Charge Increases Increase parking charges, and introduce charges, across the district for on- and off-street parking	Could disproportionately impact those on low incomes/wages as the cost increase will be more significant for this group.	Consideration could be given to purchasing an annual parking permit for designated car park in area rather paying daily parking charges. These can also be set up as a monthly direct debit to make it more affordable for people. They could also consider using private car parks on the outskirts of the city centre where tariff may be cheaper.	Increasing parking charges will reduce consumer spending in Bradford city centre.	No equality comments provided.
6X1	Welfare Advice & Customer Service transformation	<i>See comments under 6X1 in Better Health Better Lives outcome.</i>	<i>See comments under 6X1 in Better Health Better Lives outcome.</i>	<i>See comments under 6X1 in Better Health Better Lives outcome.</i>	<i>See comments under 6X1 in Better Health Better Lives outcome.</i>

PROPOSALS ALREADY CONSULTED ON IN 2017/18, FOR FURTHER CONSULTATION					
Ref	Proposal for Change	Equalities Impact	Mitigation	Feedback on service impacts	Feedback on equality impacts
		As published in November 2018			
OUTCOME: Better Health Better Lives					
4PH2	Substance Misuse Service – combination of redesign, and re-commissioning recovery service, dual diagnosis service, supervised medication programme, and inpatient detoxification services.	Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics.	Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in non-substance misuse specific services making it easier for all sections of society to access them.	Support for the most vulnerable must be maintained. Drug use goes hand in hand with mental ill health, family breakdown, anti-social behaviour and crime and homelessness – putting a strain on other services. It was felt the integration of services needed to be maximised, and opportunities further promoted. It was suggested that the NHS is shortly to receive more funding and that funds could be pooled to better support a sexual health service. The reduction of resources will have an impact on people with mental health issues. Some agree that we should go with the integration of services however this needs to be supported with tangible / actual support services. For example housing. It was suggested that early help is the right way forward however the lack of tangible performance measures may make it hard for policy makers to measure the impact of interventions and prioritise and shape services.	No equality comments provided.
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this.	The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer. Bradford residents would still be able to access SHRS (oral contraceptives and STI screening) within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all. The Council should pay more attention to local factors rather than relying on national trends.	It was suggested that these services are running with high numbers and consequent concerns that reductions might create a waiting list situation.	It has been suggested by a practitioner that people of BME backgrounds are most likely to be impacted by this proposal, and that more support from within those communities needs to be enabled, with targeted training for them. It is felt that this service will disproportionately affect homosexual and bisexual people, women, young people and some BME people. It is felt this service has been historically underfunded and already cut too much. There was also concern over the impact on equality groups generally.
4PH4	Tobacco –combination of redesign, review of current service model to a stop smoking service targeted at smokers from the most disadvantaged groups and ceasing other services.	At this stage the evidence is not available to confirm whether there will be disproportionate impacts. Further analysis will be needed to build on the equality assessment.	Smoking is strongly related to health inequality and poverty. Services are designed to ensure that disadvantaged smokers make full use of Stop Smoking Services, and medications may increase the quit rates amongst less affluent smokers. However there may be a negative impact as the service becomes targeted and it may potentially stigmatise smokers, for example, based on social class or health condition.	Areas of social deprivation needs a focus and be prioritised in service design. Need to ensure targeted services are accessible to the most isolated and have tangible results. Accountability was also felt to be needed. There was concern that if we target particular people, then those not targeted are left unsupported which might create inequalities. It could be a false economy to reduce services now as smokers will be those who will disproportionately need greater care support. A more creative approach on health checks is felt to be needed, to increase take up, but it will also help address issues such as social isolation. There are wider health benefits from this service, so	No equality comments provided.

				resources should be pooled across the Health and Social Care system to maximise the impact of resources and investment, while improving overall impacts.	
4E11	Sport and Physical Activity – investigate all methods of future operational service delivery with a combination of transfer, closure, new facilities, alternative delivery models and raising additional income.	No impacts identified	N/A	There was concern over the potential of Bingley Swimming Pool closing.	No equality comments provided.
6A1	Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).	<p>Older people and people with Mental Health & Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level.</p> <p>As part of the Strategy to reduce residential and nursing places it is intended that more extra care schemes are developed, which will help to improve people's lives and reduce expenditure across all groups.</p> <p>As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.</p>	<p>Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a protective characteristic.</p> <p>By offering other options for people in terms of housing and care support, people will have the opportunity to access appropriate services that meet their assessed needs and be in a position to maintain their independence and to continue to have a positive contribution and be inclusive in their local community. This will ensure where possible people with particular characteristics are not disproportionately affected. We will further review the potential impact on protected characteristics as part of the development of the delivery programme</p>	<p>There is concern for the future of community care. This service should be seen as a top priority for the Council. Those people already being asked to contribute to their care from their benefits are being put at risk of poverty. It is also felt that external contracts for assessing care needs are not effective.</p> <p>There is a strong link between changes in social care and the reliance on advice services. The two proposals need to be considered alongside each other - as people get into more debt they end up needing more services, which will have an impact on their general health and wellbeing and this in most cases will mean they will need support from the public sector. Concern has been shared on the reliance of online services, and a loss of face to face services.</p> <p>There was a strong feeling from some that there is a disproportionate burden on Adult Social Care and as such Health partners need to provide more support.</p> <p>It was felt that joined up services was a good idea – however it seems that history shows a focus on being medically led rather than having a wellbeing approach, bringing an imbalance.</p> <p>Health and other professionals view a person from their main condition (e.g. autism) – this tends to mask other issues, which is a major risk and the consequence could be that other serious health issues are not picked up.</p> <p>Prevention services need investment to make sure the number of complex health needs is reduced. These services also need to be clearly communicated to those who are on the margins of society.</p>	Overall the disproportionate effect of this budget proposal will have a big impact on poor and disable people.

OUTCOME: Better Skills More Jobs and a Growing Economy

4E8	Events and Festivals – review to develop a more sustainable and balanced events programme and review grant funding while protecting key organisations.	Potential for greater impact on people of low income / low wage. The events are primarily free to attend and any reduction in their delivery could reduce the opportunity for people to attend cultural activities.	Review of Events and Festivals framework is on going and will take into account the protected characteristics to mitigate any disproportionate impacts.	Events should not be decreased as they are one of the best things Bradford offers for everyone such as the light festival and literature festival. It is amazing for the great number of children living in Bradford. Others think that events should be reduced so that money can be invested in more basic services like public toilets, or welfare advice. Cultural events should take place across the district and not just in Bradford city centre.	No equality comments provided.
4E9	Libraries – Review provision of Library Services across the district, consider	Potential reduction in the number of libraries directly managed by the Council may impact on those groups, young and old or low income/low wage that have no	Consultation with and support for communities to help develop proposals and implementation of models of community	Concern over the loss of the quality and diverse offering Bradford district libraries offer. The service is recognised by national bodies and is seen as a 'jewel	Concern over the number of children, young people and families who could find themselves disenfranchised as their local

	alternative delivery models.	alternative access to information or educational/reading materials through other sources (e.g. on-line, purchased) or use libraries as social gathering points.	management outside Council control.	<p>in our crown'. Libraries are useful, current and life enhancing and are thought to be statutory by law and should be valued.</p> <p>Consideration should be given to imposing library levies on house builders.</p> <p>Libraries need a core of professionals running them; reliance on volunteers does not create an effective service, with paid staff also being more accountable. There are also consequences with DWP for volunteers, which it isn't felt is acknowledged. It is suggested that libraries could be merged to make them more cost effective.</p> <p>More could be made of library buildings such as using them for live music, renting out space/rooms. It was also suggested that paid memberships be set up or have greater fees for books as a means of getting an income. A further alternative was for people to buy in as stakeholders, going beyond just Friends Of groups. It was felt that opening hours could be reduced/adjusted to open when most needed.</p> <p>Libraries are not just for borrowing books but are used as bases for education, computer use and printing, learning, socialising (especially for lonely vulnerable people), genealogy groups, reading groups for boys, craft fairs, speakers, computer courses.</p> <p>Concern over existing investment in building fabric being lost.</p> <p>City Library should be moved to a property that is owned by the Council. There is also concern that the home delivery service will be cut.</p> <p>One respondent shared their view that the Council should provide a single point of contact in Bradford for the district, remodelling an existing building (Media Museum, Margaret McMillan Tower suggested). The focus should be beyond a traditional library service and become an 'ideas centre' incorporating café, book shop, gallery, research etc. Community libraries would then be sold to create the revenue.</p> <p>Government should be approached to provide investment to alleviate digital poverty (this would help the library service amongst others).</p> <p>Particular concern has been raised over the impact on children and their future development. This included concern on the impact on schools with more outreach suggested as an alternative.</p> <p>If there is any move to having library 'clusters' more consultation will be needed to ensure they are recognised by communities themselves.</p> <p>The Council seems to be considering a number of hubs across different proposals, including libraries. There was a suggestion that these should be better aligned.</p>	<p>library is lost and larger libraries in the district offer a reduced service.</p> <p>It is felt the impact of a reduced library service will impact on those people with low incomes.</p> <p>The concern over the potential loss of the home delivery service will have a detrimental impact on those who are house bound – it provides a valuable service that gives quality of life for those with few other options for pastimes. Some suggest they would be willing to pay a nominal fee to continue having access to this service.</p>
4C3	Children's Services – When the current Connexions contract ends in August 2019, re-design the activity to bring the service in house at a reduced cost. Skills House to be funded from base from April 2020, along with seeking partner contributions for an expanded service, some of the costs will be	This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults	To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working with other front line staff working with young people will also be explored. It is not feasible to fully mitigate	It is suggested that removing preventative services from young people in Bradford will only lead to more cases reaching a higher threshold of need - this will damage those young people, impact on their families and their futures and add more pressure to already over-subscribed social care case loads. There is particular concern for young people not in education, employment or training. It was suggested that managerial levels could be further reduced to help costs.	No equality comments provided.

	offset through the reductions in the Connexions contract.		the impact of the proposals given proposed funding levels		
5E1	Museums and Galleries – Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery	No impacts identified	N/A	<p>There was a suggestion that some of the district's arts collections could be sold to raise revenue for vital services currently at risk. Museums are used as locations for people to meet, and are a valuable resource for communities, especially those people and groups who would not be able to afford to pay for their own venues. There was concern over any reduction in opening hours, as that would further reduce visitor numbers.</p> <p>There was some support for joining up services further. For example promoting museums through art installations in libraries; community outreach skills shared; story telling moved from libraries to museums. Volunteering was seen as positive but that people needed support and training, that professionals can't be fully replaced; pooling knowledge across volunteer groups (eg Friends of...); running taster sessions for volunteers.</p> <p>There are opportunities for greater commercialisation through selling or promoting art collections; exploring the available public space for events; linking up with Visitor Information Centres; and creating a history/art trail.</p> <p>Venues need to be made more informal, welcoming and inclusive. Further exploration of funding opportunities that 'Friends Of' groups can bring in.</p>	No equality comments provided.

OUTCOME: Safe Clean and Active Communities

4E1	Parks and Bereavement management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	<p>Impact on clubs with lower level of membership / players and/or financial resources at their disposal which could ultimately result in some clubs to merge or disband</p> <p>With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary.</p> <p>Given that cremation charges are currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious/faith communities that due to their beliefs have no choice between funeral types. The Muslim and East European communities fall in this latter group.</p> <p>The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of the burial charge in terms of comparator values of neighbouring Councils.</p>	<p>There is a growing interest from local communities, residents, Parish/Town Councils and sports clubs to become more involved in the operation of public assets, particularly where the opportunity exists to develop community use. Such as having direct access to a range of grant funding bodies whilst 'ownership' allows increased sponsorship and fund raising opportunities.</p> <p>The Service would seek to support individuals/groups of clubs both directly and through the National Governing Bodies to take overall responsibility and would consider an incremental approach over a defined period. Prior investment in the assets to transfer together with elements of seed funding and appropriate rent will allow financially sustainable organisations to develop.</p> <p>The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services.</p> <p>The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services.</p> <p>It is intended to introduce a reduced rate for</p>	Cricket pitches need refurbishing.	No equality comments provided.
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			<p>the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement</p> <p>It was suggested that cremation charges shouldn't be increased to offset the costs of burial.</p>		
4E2	Waste Collection and Disposal Services – increased levels of recycling, reduction in residual waste and improved efficiencies.	The proposal is likely to have no or a low impact on everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection could result in the residual waste bin being heavier to move around.	The Council already provides assisted bin lifts for residents where mobility or accessibility issues arise. In this circumstance the resident can call the Contact Centre and a home visit will be arranged to assess how the Council can help.	Current provision does not work, as some streets still have a huge amount of rubbish on them, encouraging vermin that is also getting in to people's homes. Find ways of recycling waste to use as heating. Suggestion to provide incentives for recycling as other Councils do.	No equality comments provided.
5E2	Youth Service – Reduction in the support of youth support activities across the district. In 2019/20 this was to cease youth work grants (already consulted on), and in 2020/21 this is to reduce the Council's Youth Service base budget, with the EIA reflecting these impacts.	There will be disproportionate impact on young people aged 13-19 and on young people with disabilities up to the age of 25. The reduction will mean that the Youth Service will be less responsive to emerging needs of young people and there is likely to be a negative impact in some of the work areas where youth workers currently make positive interventions. Some of the areas of work this will include are: Child sexual exploitation, anti-social behaviour, community tensions and school holiday programmes.	The Youth Service will attempt to raise external funds to continue the interventions the service currently undertakes. Mental Health work currently is funded by Health and the plan will be to continue this.	<p>Existing cuts to youth services have led to anti social behaviour and crime. Young people need a safe space to go to meet with friends, discuss with a trusted adult issues of concern and think about life choices. There are knock on effects of these cuts to other services, such as policing. As a preventative service it should be invested in. Some felt that there are already insufficient services for young people and that further reduction will lead to alienation and impact other services.</p> <p>There is also concern that any reduction in youth services at the same time as a reduction in advice services will leave young people with little support.</p>	No equality comments provided.
Page 38 OTHER					
3a	Council Tax (CT)	n/a	n/a	<p>Wages are not rising as fast as CT increases, therefore leading to more people in poverty. There is concern from some that they will not be able to feed their families – having paid their rent, kept a car on the road so they can get to work there is little money left. Some think that CT should increase so that greater investment can be made in services and vulnerable people better supported.</p> <p>It was suggested that the percentage of CT from claimants on benefit should be increased from 25% to 50%. This increase in income will help the Council and will help to not increase the CT by 2.99%. It is felt a lot of debts were written off by the Council last year, so increasing CT will only increase that debt. Others believe that more effort is needed to recover debts. There was a suggestion of having CT paid directly from payslips to avoid non payment.</p> <p>It is suggested that more CT needs spending on outlying areas, rather than just central Bradford. There was also concern that where parish and town councils exist there is additional taxation (precept) propping up the Council's withdrawal of services, which is not fair. Concern that CT payment is particularly difficult for disabled people, some of whom are already not using their heating during cold weather.</p>	No equality comments provided.

GENERAL COMMENTS ON PROPOSALS NOT FORMALLY FOR CONSULTATION

Ref	Proposal for Change	Equalities Impact	Mitigation	Feedback on service impacts	Feedback on equality impacts
		As published in November 2018			

OUTCOME: A Great Start and Good Schools for All Our Children

4C2	Early Years - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be staffing implications.	<i>This proposal was consulted on in full previously. See Executive Document AC 7th November 2017.</i>		<p>There was concern that with increasing demand reductions could not practically be made to this service. Support should be accessible without thresholds, and before crisis is reached.</p> <p>The Council seems to be considering a number of hubs across different proposals. There was a suggestion that these should be better aligned – with children's early help/prevention services and libraries mentioned in particular.</p>	No equality comments provided.
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OUTCOME: Safe Clean and Active Communities

4E5	Street Cleansing and Public Conveniences – reduction in street cleansing resources for 2019/20	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		<p>Greater focus needed on sanitation and keeping the streets clean. Concern over levels of fly tipping. There was a suggestion that bins should be upgraded. Suggested to have quarterly bulk waste clean ups. Also to require residents and businesses to keep public spaces around their homes/offices clean, reducing the burden on the Council. Put in place more litter bins such as at all bus stops and takeaways. Suggestion that enforcement to stop littering should be publicised more as a deterrent.</p> <p>There were a few comments about closure of public toilets and the consequent loss of a valuable community resource, and possible health issues.</p>	No equality comments provided.
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OTHER COMMENTS – NOT RELATING TO PROPOSALS

Topic	Comments
Lobbying	There are a number of services which should be funded by government which district leaders need to lobby government for – anti knife crime initiatives, energy efficient street lighting. Government should be approached to provide investment to alleviate digital poverty (this would help the library service amongst others). There was an acknowledgement that Bradford Council should not be blamed for austerity.
Business investment	The Council needs to do more work on encouraging new businesses to set up in the district. Have a review of the retail offer in Bradford city centre, with a strategy to attract more consumers by controlling the costs for coming in to Bradford.
Efficiencies	It was felt that the number of Councillors should be reduced, and that wages should be decreased for both Councillors (including special payments) and Officers (in particular the most senior officers). In some services it was felt there are too many layers of management and staff are being demotivated by poor management styles. Catering costs should be reduced. Christmas meals should not be at the tax payers' expense. The Lord Mayor's car is not a requirement. More enforcement to raise money, for example around parking, and better checking of people's finances to ensure they are paying what they should be. There was some support for long term investments that will save money in the longer term. It was suggested that the Council should invest in local organisations rather than contractors from outside of the district. Also there should be less reliance on consultants to undertake projects, where often the outcome is already known. There is a suggestion of bringing together a wide range of services (housing, customer services, career and life skills advice) into one building. Enhanced procurement processes would help, with Manchester given as a good practice example. It is felt that there is a lot of overlap in outcomes trying to be achieved by various services, and that they should be better connected.
Education	There should be more funding for education. The school system should change, with a greater number of small schools rather than fewer big schools, where respect between teachers and pupils is harder to develop, has greater impact on transport to/from the school with the numbers of pupils involved.
Highways	Reduced spending on highways is already having big impacts, with repairs being made very slowly. A rolling programme of repairs to stay on top of the problem is suggested. Some consultees support greater investment in our highway infrastructure. Gritting of estates and pavements should be reduced and more grit bins provided for communities to be self sufficient.
Capital investment	Building a new sports facility in Wyke was not deemed by some to be a good investment with the cuts having to be made. It has been questioned whether investment schemes will reap the benefits suggested – for example businesses should undertake impact assessments to identify the real social impact of schemes such as redeveloping rail stations.
Housing/Homelessness	Concern over the lack of social housing and shared ownership schemes. There was a supportive comment stating that the Council were doing what they can with homelessness (and youth unemployment). Other comments suggest that homelessness needs greater prioritisation and should be offered like NHS services at the point of need. There is a suggestion that more consultation work should be done on the use of brownfield sites in the district and that former mill buildings should be given a new lease of life rather than sit unoccupied. This would protect historical buildings and safeguard more green sites. It was suggested that the Council could make more money through renting property, and through this providing employment.
Health - general	The Council should take back the responsibility for providing a service to people with mental illness and not send the service out to tender which is then run as a business, not a service.
Income opportunities	There are opportunities for creating income through nominal charges– a community group suggested a small charge for sending event risk assessments for a local event to the Council would have been acceptable. Rate relief seems to be imbalanced – some businesses qualifying, others not.
Active citizens	The PeopleCan initiative was supported but was felt to need further promotion. Community wealth building should be used to empower the local community.
Climate Change	Concern over lack of any reference to climate change in the budget. Efforts are needed to reduce carbon dioxide emissions, tighter building control, converting any unused premises into homes. It is also suggested that investment is needed in a Peace Museum to complement the work the university does on this agenda. "Decarbonisation" of both the Council as an organisation and the district economy is a strategic priority that must be reflected in the Council's priorities and all of its financial planning. It was stated that any strategy for the district to deliver Council priorities that rest on a fossil fuelled economic growth model is reckless and no longer tenable. Continued reliance on this model will not deliver the health, jobs, better homes, education or environment that we need. A Council and community-wide Climate Emergency Plan or Zero Carbon Plan is needed. More tree planting is needed. One respondent provided the following web resource for assessing climate impact on the economy - Can Do Cities: http://www.candocities.org/energy-and-carbon/bradford which shows how much you could save if you reduce energy use, stimulate the economy, create new jobs, cut household bills and reduce the running costs of buildings, transport and industry. It was also suggested that clean energy should be generated on council properties. Investments can pay back very quickly if the current best performing technologies are used. Hydro plans, such as in Saltaire, should also be considered as an investment.

Addendum to the Report of the Assistant Director, Office of the Chief Executive to the meeting of the Executive to be held on 5 February 2019 (Document 'AR')

Subject:

Consultation feedback and equality assessment for the 2019-20 Council budget and proposals for 2020-21 Council budget.

1. Summary

- 1.1 The report (Document AR) of the Assistant Director, Office of the Chief Executive was published on 28 January 2019 to be presented to the Executive at the meeting to be held on 5 February 2019. The report includes information from the public engagement and consultation programme in relation to the budget proposals for the 2019-20 and 2020-21 budget.
- 1.2 The public consultation and engagement programme continued until 27 January 2019 meaning that there is a requirement to provide details of further information and comments received from 25 January when the report was submitted for publication to the end of the consultation. This addendum therefore provides an update on feedback received during these additional few days.

2. Updates to the feedback received through the consultation

- 2.1 By the end of the consultation on 27 January 2019, the Council had received 588 comments from people or groups. Of this, 498 were in direct relation to the different budget proposals for 2019-20 and 2020-21, including the proposed increases to Council Tax. A further 90 comments have been made that are not specific to particular proposals for the next two years. These comments were received from the online questionnaire (333), postal questionnaire (158) and letters and emails (15). Of the letters and emails received, 7 have been representations from organisations with an interest in the proposals, be that other public sector organisations or small organisations currently delivering services on behalf of the Council.

2.2 Monitoring of the corporate social media accounts and Stay Connected newsletters on the budget consultation has shown 1697 click-throughs to the online consultation pages.

2.3 The proposals generating most comments through the survey and letters/emails received were:

Proposal	Number of responses
Welfare Advice & Customer Services (6X1)	247
Libraries (4E9)	119
Raise in council tax	68
Youth service (5E2)	8

2.4 A further 20 proposals received fewer than five comments. Street Cleansing, which was consulted on last year, has also received 14 comments this year, even though the budget for this proposal has already been agreed.

2.5 From publication of Document AR to the end of the consultation on 27 January 2019, there were no further proposal specific consultations.

2.5 Appendix 2 of Document AR, presented again at appendix 1 of this addendum, has been updated to include further comments received on each proposal over the last three days of the consultation. This includes comments received through the online survey, postal questionnaires and emails from the general public and voluntary and public sector partner organisations. The additional comments have been highlighted in bold.

Appendix 1 – Consultation feedback – service and equalities

(Where proposals have received no comment through the consultation, these have not been included in the table below. New comments from the feedback provided in Document AR are highlighted in **bold**)

NEW PROPOSALS FOR 2019/20 & 2020/21					
Ref	Proposal for Change	Equalities Impact	Mitigation	Feedback on service impacts	Feedback on equality impacts
		As published in November 2018			
OUTCOME: Better Health Better Lives					
6X1	<p>Welfare Advice & Customer Service transformation</p> <p>Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'.</p>	<p>Welfare Advice services could support the full range of people with protected characteristics. Current services are available from independent office bases sited in town and city centres and multiple outreach venues.</p> <p>The proposal is likely reduce direct 'face to face' time for customers as well as centralising service access routes.</p> <p>It is unlikely that the specialist service for people with complex and/or continuing long term health conditions could be maintained</p> <p>Some possible outcomes from the above could be longer waiting times to access services; Increase in those not able to manipulate and/or access internet based options being 'excluded' from services. This is more likely to affect older people, those on low incomes; those without access to computers and/or smart phones; people of no 'fixed abode' and refugees.</p> <p>Overall welfare advice services help people to stabilise their incomes and other aspects of their lives such as financial management, with a focus on preventative advice and offer earlier intervention to avoid adverse impacts, the changes could initially mean Increased use of Housing Options and Council benefit services</p>	<p>To manage what is likely to be a greater call on both services, the project will source more comprehensive digital access methods with increased functionality for customers.</p> <p>Three integration pilots between the Council and current welfare advice contract holders have already started with the aim of reducing 'wasted' contact for the public; filtering queries to the 'right place at the right time' aiming to open up the system enough to manage the complex and difficult problems presented more efficiently. Learning from these will be applied to underpin the new approach</p> <p>New multifunctional IT systems that can support customers to manage lower level 'self service' functions themselves. Any new IT systems should also be able to manage case work and integrate performance management systems across partner delivery agencies</p> <p>Changing systems to a 'self service' orientated models will require publicity and appropriate support in order for the public to understand the change.</p>	<p>The service can't rely on digital as many people do not have good IT skills or even own telephones with access to the internet. When testing digital services, Government figures have shown that 23% of people completing their online survey between 31 January 2016 and 22 May 2018 required help from a non-GOV.UK source. There will also be a further cost of technical IT support being needed in remaining centres. IT systems cannot provide a personal/individual enough service.</p> <p>With library services reducing/changing there are also limited places for access to public computers. English language limitations also make online information inaccessible. Some people also need home visits, which helps people to be more independent. Reducing these services will likely put more people in to poverty and crisis and needing to use food banks or meal provision.</p> <p>These services delivered by the VCS are valued by citizens. They help mitigate short term impacts and help people to stabilise their income over the longer term. They offer early help and preventative support for people thereby saving overall system costs. Some people are concerned that crime levels may go up if people become destitute and desperate. The service also offers good value for money (and additional services as a consequence) and employment and training opportunities, which can develop the dedicated volunteers into future advisers, administrators, lawyers etc. Every pound spent on good advice leads to money being spent in Bradford - it was suggested that approx £1m in funding reaps £8m in financial benefit (CAB).</p> <p>Current providers work with thousands of people each year, many of whom are vulnerable, experiencing severe financial hardship, experiencing mental health issues and/or domestic violence; people with disabilities; and the homeless. It was also suggested that some people are isolated, dealing with being controlled and are only allowed to attend their local community centre, which is their only means of getting trusted advice. A number of people are provided with GP and First Response contact details due to their poor health. These cuts may leave many people without access to any form of advice, which is necessary as navigating the 'system' can be very complicated. Also when statutory services get things wrong and people are denied help or</p>	<p>The stated mitigation will not provide acceptable outcomes for a range of people. Exclusion is likely to increase, even with intentions for face to face time being released. Currently vulnerable people are having difficulty with Universal Credit applications.</p> <p>More consideration of mitigations is needed for those with complex/long term health conditions. People with mental health issues also need to be considered. This is exacerbated where these people do not have family and friends to help them.</p> <p>Technology and self-help must be additional to traditional ways of accessing service. Cost reduction measures must not make access to services any more difficult for vulnerable groups; access must be prioritised over reducing costs.</p> <p>Fuller analysis is needed on who uses these services and the impacts on them – some say especially for older people and for those who can't access online systems.</p> <p>It was stated that during 2017-2018 over 57% of people presenting for advice had some form of disability or long term health condition, with these people therefore disproportionately impacted by any reduction in advice services.</p> <p>The cost of a day bus ticket in to the city centre to seek support is not insubstantial on a low income and the alternative of a long walk each way (usually involving a hill) is not achievable for older or less mobile residents.</p> <p>Some women in particular who don't have English as a first language (in some cases former asylum seekers) need help to ensure their potentially inconsistent employment and benefit support are complimentary, ensuring a regular minimum income. Advice services provide this. Any reduced service will impact on these women especially.</p> <p>Information was shared from analysis undertaken by Bradford Community Advice Network in 2015 as stating there were significantly higher proportions of some key</p>

				<p>money, they will not have the support to get justice.</p> <p>Many people cannot access digital methods or afford the return bus fare to the city centre should the service be centralised – including some older people. Public transport is also not accessible to everyone.</p> <p>Having drop-in and appointment provision within walking distance improves engagement with hardest-to-reach residents and gives them a safe and secure place to discuss their needs.</p> <p>Advice is often of a time critical nature - less face to face contact time will reduce the quality of support and lead to longer waiting times. There are already long queues at centres with the service already over stretched. Existing central services do not have capacity and often suggest people use their local centres.</p> <p>The Council should continue to work with the VCS within the communities that they are based. Creating hubs with other services is to be encouraged but should still be community based so that additional social value can be provided.</p> <p>GP services could be included in community hubs, alongside advice support. There is a suggestion as well that advice services run from NHS settings are more effective.</p> <p>It is felt this proposal will have a negative effect on other proposals such as the Adults Demand Management (and Homes First vision) with greater demand likely to be created for social workers. Some however value the investment in a more effective digital system.</p> <p>An alliance with local CCGs should be discussed to collaborate on services - e.g. the Bradford Champions groups organise walking groups and singing sessions for vulnerable/elderly to ensure they are not isolated and stuck at home.</p> <p>It is suggested that there are now more people in deprivation coming to Bradford putting yet more pressure on advice services. It is felt that customer services and advice services are two distinct functions that should not be amalgamated. Any integration must maintain independent advice.</p> <p>Current process is hard to navigate which causes stress, major risk that this will get worse. The advice sector and VCS organisations have already identified gaps in services e.g. loss of advocacy service for people with disabilities. Good effective advice supports the growth and links in local communities. If removed grey economies could develop, leaving people being excluded and isolated, leading to greater dependency. It was felt that this could potentially increase criminality. Might also lead to increasing fears and lead to illegitimate exploitation of people. Need to promote where other funding is available to</p>	<p>protected characteristic groups among advice clients than in the district's population.</p> <p>Disabled (physical, sensory, mental health, learning, cognitive) clients made up 45% of clients; Black and minority ethnic communities made up 53%; 47% of advice interviews were conducted in languages other than English; Children's Centres and GP surgery sessions had 65% female attendance.</p> <p>People with disabilities already have barriers and the loss of welfare benefit will have a major impact on their ability to maintain their independence.</p> <p>There was concern of the impacts on children for this proposal.</p>
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				<p>support advocacy and advice. It is also felt there are currently not enough welfare and benefits experts.</p> <p>There is also concern that professionals from other organisations are having to take on roles such as filling out PIP forms. Any reductions will increase this pressure. It is also suggested that a triage type process could be introduced which would alleviate the burden.</p> <p>It is felt that existing providers of advice services are already collaborating closely - sharing resources and skills, updating practices, problem solving. The legal need for trained advisors has also been highlighted meaning provision by generic staff is not possible. Due to Bradford's demographics advisors need to speak multiple languages, provide interpreters and provide home visits. There is also concern for the loss of expertise should these employees be made redundant.</p> <p>It is suggested that over 50% of clients are aged over 46 and statistically therefore less skilled to use digital services.</p> <p>It is felt that this contradicts Localism, NHS England's Well-being 5 Year Plan, Self-care & Prevention Agenda and community led support that is multi-agency and community based. Not only will this have the potential to exacerbate health inequalities but it will also result in general health and wellbeing deterioration in those communities who are dependent on welfare benefits at a time when GP services are already stretched.</p>	
6PH1	<p>Air Quality Monitoring Programme Reduction of posts in Pollution team and reduce the numbers of operational 'real time' automatic air quality management stations from seven to four.</p>	<p>Proposal will Impact provision across the district, but disproportionately impact on low income/low wage households. Poor air quality is more prevalent within the ring road of Bradford, the location of the most deprived wards of the district. Although the removal of monitoring equipment does not change air quality, the ensuing loss of evidence base may impact of the identification of reduction strategies and an ability to measure their effectiveness.</p>	<p>The recent Ministerial Direction to deliver a business case will present opportunities for DEFRA funding. It is possible that funding may be secured to maintain the operation of the AQM stations in conjunction with the delivery of the full business case</p>	<p>Loss of staffing will lead to no specialist expertise in the council. Short term funding may help but is not a long term solution.</p>	<p>No equality comments provided.</p>
6PH2	<p>Health Checks It is proposed that the current service will cease in 20/21 when it is no longer mandated. Options for efficient and targeted delivery of the programme will be explored with CCGs to consider how Health Checks and Healthy Hearts can work in a complimentary way and more effective way</p>	<p>The proposal will impact on adults in the age range of 40-74. It will however not discriminate disproportionately between the other protected characteristics these people hold</p>	<p>The service will be commissioned until such time as it ceases to be a mandated service. During this period, the service will continue to be monitored and data analysed to identify impact on the population of Bradford, and also work with partner organisations (e.g. PH England, Y&H Health Check Forum) for feedback on service or evidence based changes in the Yorkshire & Humber and UK wide. Any risks identified can then be mitigated accordingly</p>	<p>There is concern that a cessation of funding for the NHS Health Checks programme will result in adults taking little or no action to improve their own well-being until their condition deteriorates to a point where more serious interventions are needed. The Health Checks can actively reduce health inequalities allaying concerns that the programme would be taken up only by the "worried well". Furthermore, that it can successfully engage people with the greatest health needs, actively reducing health inequalities</p> <p>It is felt that these health checks need to focus on people with mental health conditions, learning disabilities and autism to acknowledge the huge inequality in life expectancy within these groups of people.</p> <p>It is felt to be a false economy to stop the annual</p>	<p>No equality comments provided.</p>

adult health checks.

OUTCOME: Safe Clean Active

6E1	<p>Parking Charge Increases Increase parking charges, and introduce charges, across the district for on- and off-street parking</p>	<p>Could disproportionately impact those on low incomes/wages as the cost increase will be more significant for this group.</p>	<p>Consideration could be given to purchasing an annual parking permit for designated car park in area rather paying daily parking charges. These can also be set up as a monthly direct debit to make it more affordable for people. They could also consider using private car parks on the outskirts of the city centre where tariff may be cheaper.</p>	<p>Increasing parking charges will reduce consumer spending in Bradford city centre. Any increases should only be applied in areas of long-term parking where small shops etc will not be affected.</p>	<p>No equality comments provided.</p>
6X1	<p>Welfare Advice & Customer Service transformation</p>	<p><i>See comments under 6X1 in Better Health Better Lives outcome.</i></p>	<p><i>See comments under 6X1 in Better Health Better Lives outcome.</i></p>	<p><i>See comments under 6X1 in Better Health Better Lives outcome.</i></p>	<p><i>See comments under 6X1 in Better Health Better Lives outcome.</i></p>

OUTCOME: Well Run Council

<p>Page 46 6F</p>	<p>Reduction in Grant to Parish and Town Councils – reduction in Council Tax support grant cut by central government</p>	<p>N/A</p>	<p>N/A</p>	<p>It was felt this cut is being proposed with the expectation that central government will not make this grant in the 2020/21 Financial Settlement but without any certainty that this will take place. It was suggested the council is being premature in deciding this cut before knowing the reduction will take place. It is proposed that this decision be modified such that IF this grant is received from central government it must be passed on to town and parish councils.</p> <p>It was highlighted that a succession of government ministers from 2013 to 2017 has made it clear that there is an expectation that where this grant is received it should be passed onto parish and town councils.</p>	<p>No equality comments provided.</p>
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PROPOSALS ALREADY CONSULTED ON IN 2017/18, FOR FURTHER CONSULTATION

Ref	Proposal for Change	Equalities Impact	Mitigation	Feedback on service impacts	Feedback on equality impacts
		As published in November 2018			
OUTCOME: Better Health Better Lives					
4PH1	School Nursing and Health Visiting - redesign through development of a new service model which is fully aligned to the Prevention and Early Help model. <i>Please note this proposals affects both Better Health, Better Lives and Great Start, Good Schools but for clarity is shown here</i>	The services will be re-commissioned as part of the proposed Prevention and Early Help which was outlined in the Executive paper in November 2017. There is potential to impact on children and families across some protected characteristics but these will be mitigated wherever possible by focusing on identifying children at risk and targeting services on more vulnerable families and their children. An earlier consultation for this model completed in Feb 2018.	Using a phased approach will help to plan and prepare any emerging risks which can then be managed through the proposed Prevention and Early Help approach for a more integrated model for children and young people and the service will continue to provide statutory services.	There was concern over the apparent disinvestment from preventative services, such as school nursing and health visiting. There was concern the impact this proposal would have on already high rates of obesity and diabetes. There is also concern over the mental health of young people. A MIND funded programme (Ecominds) was outlined as having good results with similar schemes further supported.	No equality comments provided
4PH2	Substance Misuse Service – combination of redesign, and re-commissioning recovery service, dual diagnosis service, supervised medication programme, and inpatient detoxification services.	Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics.	Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in non-substance misuse specific services making it easier for all sections of society to access them.	Support for the most vulnerable must be maintained. Drug use goes hand in hand with mental ill health, family breakdown, anti-social behaviour and crime and homelessness – putting a strain on other services. It was felt the integration of services needed to be maximised, and opportunities further promoted. It was suggested that the NHS is shortly to receive more funding and that funds could be pooled to better support a sexual health service. The reduction of resources will have an impact on people with mental health issues. Some agree that we should go with the integration of services however this needs to be supported with tangible / actual support services. For example housing. It was suggested that early help is the right way forward however the lack of tangible performance measures may make it hard for policy makers to measure the impact of interventions and prioritise and shape services. It is suggested that the council should be fully appraised of the effectiveness, including cost effectiveness, and impact of community pharmacy services, with further discussions welcomed.	It is suggested that more analysis on equality impacts is needed before any budget reductions and closures of services are made for those proposals that are related to health inequality and poverty.
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this.	The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer. Bradford residents would still be able to access SHRS (oral contraceptives and STI screening) within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all.	It was suggested that these services are running with high numbers and consequent concerns that reductions might create a waiting list situation. There is concern that young people who access current services such as through HALE, would not use their GP practice or a city centre service due to lack of trust. The level of STIs and pregnancies would therefore increase for young people. It is suggested that the council should be fully appraised of the effectiveness, including cost effectiveness, and impact of community pharmacy services, with further discussions welcomed. There is also likely to be an impact if PrEP were to	It has been suggested by a practitioner that people of BME backgrounds are most likely to be impacted by this proposal, and that more support from within those communities needs to be enabled, with targeted training for them. It is felt that this service will disproportionately affect homosexual and bisexual people, women, young people and some BME people. It is felt this service has been historically underfunded and already cut too much. There was also concern over the impact on equality groups generally.

			The Council should pay more attention to local factors rather than relying on national trends.	become available on the NHS.	
4PH4	Tobacco –combination of redesign, review of current service model to a stop smoking service targeted at smokers from the most disadvantaged groups and ceasing other services.	At this stage the evidence is not available to confirm whether there will be disproportionate impacts. Further analysis will be needed to build on the equality assessment.	Smoking is strongly related to health inequality and poverty. Services are designed to ensure that disadvantaged smokers make full use of Stop Smoking Services, and medications may increase the quit rates amongst less affluent smokers. However there may be a negative impact as the service becomes targeted and it may potentially stigmatise smokers, for example, based on social class or health condition.	<p>Areas of social deprivation needs a focus and be prioritised in service design. Need to ensure targeted services are accessible to the most isolated and have tangible results. Accountability was also felt to be needed. There was concern that if we target particular people, then those not targeted are left unsupported which might create inequalities. It could be a false economy to reduce services now as smokers will be those who will disproportionately need greater care support.</p> <p>A more creative approach on health checks is felt to be needed, to increase take up, but it will also help address issues such as social isolation. There are wider health benefits from this service, so resources should be pooled across the Health and Social Care system to maximise the impact of resources and investment, while improving overall impacts.</p> <p>Concern that a reduction in this service will reduce the number of people quitting and the consequent impacts on the health of the population. Smoking is quoted as being the leading cause of socioeconomic inequalities in health in the UK and accounts for around half the difference in life expectancy between the least and most deprived groups. Evidence shows that specialist stop smoking services are the most effective way to help a smoker quit. A tailored and targeted approach to reach disadvantaged smokers is needed, but not at the expense of other smokers in the community. Better referral pathways would help with this. The following tobacco control measures are suggested – e-cigarettes, quit campaigns, illicit tobacco control, and tobacco control alliances.</p> <p>It is suggested that the council should be fully appraised of the effectiveness, including cost effectiveness, and impact of community pharmacy services with further discussions welcomed.</p>	It is suggested that the equality impact assessment needs further consideration, research and evidence analysis.
4E11	Sport and Physical Activity – investigate all methods of future operational service delivery with a combination of transfer, closure, new facilities, alternative delivery models and raising additional income.	No impacts identified	N/A	There was concern over the potential of Bingley Swimming Pool closing.	No equality comments provided.
6A1	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,	Older people and people with Mental Health & Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level. As part of the Strategy to reduce residential and nursing places it is intended that more extra care schemes are	Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service	There is concern for the future of community care. This service should be seen as a top priority for the Council. Those people already being asked to contribute to their care from their benefits are being put at risk of poverty. It is also felt that external contracts for assessing care needs are not effective. There is a strong link between changes in social care	Overall the disproportionate effect of this budget proposal will have a big impact on poor and disable people.

	speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).	developed, which will help to improve people's lives and reduce expenditure across all groups. As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.	users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a protective characteristic. By offering other options for people in terms of housing and care support, people will have the opportunity to access appropriate services that meet their assessed needs and be in a position to maintain their independence and to continue to have a positive contribution and be inclusive in their local community. This will ensure where possible people with particular characteristics are not disproportionately affected. We will further review the potential impact on protected characteristics as part of the development of the delivery programme	and the reliance on advice services. The two proposals need to be considered alongside each other - as people get into more debt they end up needing more services, which will have an impact on their general health and wellbeing and this in most cases will mean they will need support from the public sector. Concern has been shared on the reliance of online services, and a loss of face to face services. There was a strong feeling from some that there is a disproportionate burden on Adult Social Care and as such Health partners need to provide more support. It was felt that joined up services was a good idea – however it seems that history shows a focus on being medically led rather than having a wellbeing approach, bringing an imbalance. Health and other professionals view a person from their main condition (e.g. autism) – this tends to mask other issues, which is a major risk and the consequence could be that other serious health issues are not picked up. Prevention services need investment to make sure the number of complex health needs is reduced. These services also need to be clearly communicated to those who are on the margins of society.	
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OUTCOME: Better Skills More Jobs and a Growing Economy

4E7	Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision and increasing the commercial opportunities for the Bradford City of Film.	The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology.	Alternative options including visitor information points, taking information to the visitor and support from local voluntary groups and businesses. There was concern over any cuts to the information centre in Haworth.	There was concern over the closure of the Haworth VIC, due to the high levels of tourist footfall.	No equality comments provided.
4E8	Events and Festivals – review to develop a more sustainable and balanced events programme and review grant funding while protecting key organisations.	Potential for greater impact on people of low income / low wage. The events are primarily free to attend and any reduction in their delivery could reduce the opportunity for people to attend cultural activities.	Review of Events and Festivals framework is on going and will take into account the protected characteristics to mitigate any disproportionate impacts.	Events should not be decreased as they are one of the best things Bradford offers for everyone such as the light festival and literature festival. It is amazing for the great number of children living in Bradford. Others think that events should be reduced so that money can be invested in more basic services like public toilets, or welfare advice. Cultural events should take place across the district and not just in Bradford city centre.	No equality comments provided.
4E9	Libraries – Review provision of Library Services across the district, consider alternative delivery models.	Potential reduction in the number of libraries directly managed by the Council may impact on those groups, young and old or low income/low wage that have no alternative access to information or educational/reading materials though other sources (e.g. on-line, purchased) or use libraries as social gathering points.	Consultation with and support for communities to help develop proposals and implementation of models of community management outside Council control.	Concern over the loss of the quality and diverse offering Bradford district libraries offer. The service is recognised by national bodies and is seen as a 'jewel in our crown'. Libraries are useful, current and life enhancing and are thought to be statutory by law and should be valued.	Concern over the number of children, young people and families who could find themselves disenfranchised as their local library is lost and larger libraries in the district offer a reduced service.

				<p>Consideration should be given to imposing library levies on house builders.</p> <p>Libraries need a core of professionals running them; reliance on volunteers does not create an effective service, with paid staff also being more accountable. There are also consequences with DWP for volunteers, which it isn't felt is acknowledged. It is suggested that libraries could be merged to make them more cost effective.</p> <p>More could be made of library buildings such as using them for live music, renting out space/rooms. It was also suggested that paid memberships be set up or have greater fees for books as a means of getting an income. A further alternative was for people to buy in as stakeholders, going beyond just Friends Of groups. It was felt that opening hours could be reduced/adjusted to open when most needed.</p> <p>Libraries are not just for borrowing books but are used as bases for education, computer use and printing, learning, socialising (especially for lonely vulnerable people), genealogy groups, reading groups for boys, craft fairs, speakers, computer courses.</p> <p>Concern over existing investment in building fabric being lost.</p> <p>City Library should be moved to a property that is owned by the Council. There is also concern that the home delivery service will be cut.</p> <p>One respondent shared their view that the Council should provide a single point of contact in Bradford for the district, remodelling an existing building (Media Museum, Margaret McMillan Tower suggested). The focus should be beyond a traditional library service and become an 'ideas centre' incorporating café, book shop, gallery, research etc. Community libraries would then be sold to create the revenue.</p> <p>Government should be approached to provide investment to alleviate digital poverty (this would help the library service amongst others).</p> <p>Particular concern has been raised over the impact on children and their future development. This included concern on the impact on schools with more outreach suggested as an alternative.</p> <p>If there is any move to having library 'clusters' more consultation will be needed to ensure they are recognised by communities themselves.</p> <p>The Council seems to be considering a number of hubs across different proposals, including libraries. There was a suggestion that these should be better aligned.</p>	<p>It is felt the impact of a reduced library service will impact on those people with low incomes.</p> <p>The concern over the potential loss of the home delivery service which will have a detrimental impact on those who are house bound – it provides a valuable service that gives quality of life for those with few other options for pastimes. Some suggest they would be willing to pay a nominal fee to continue having access to this service.</p>
4C3	<p>Children's Services – When the current Connexions contract ends in August 2019, re-design the activity to bring the service in house at a reduced cost. Skills House to be funded from base from April 2020, along with seeking partner contributions for an expanded service, some of the costs will be offset through the reductions</p>	<p>This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults</p>	<p>To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working with other front line staff working with young people will also be explored. It is not feasible to fully mitigate the impact of the proposals given proposed</p>	<p>It is suggested that removing preventative services from young people in Bradford will only lead to more cases reaching a higher threshold of need - this will damage those young people, impact on their families and their futures and add more pressure to already over-subscribed social care case loads. There is particular concern for young people not in education, employment or training. It was suggested that managerial levels could be further reduced to help costs.</p> <p>It is felt that other solutions have not been investigated, such as commissioning out the</p>	<p>No equality comments provided.</p>

	in the Connexions contract.		funding levels	whole service including services delivered through SkillsHouse.	
4R2	West Yorkshire Combined Authority (WYCA) Transport Levy – proposed reduction in the levy Bradford pays to WYCA for transport operations	This proposal could have an adversely disproportionate impact on both the young (under 18's) and elderly sectors of the community as the funding which is being reduced is specifically used to fund schemes/programmes which are delivered for these groups.	<p>The negative impacts would need to be considered within the wider West Yorkshire context in consultation with WYCA with whom the ultimate decisions on which aspects of their budgets to reduce would rest.</p> <p>Some aspects of expenditure of the Transport Levy are protected by national regulation and hence are likely to remain largely unaffected by any reductions as a consequence of this proposal. It is therefore anticipated that those elements of expenditure which are discretionary are likely to bear the majority of any agreed levy reduction.</p>	There was a suggestion that no subsidies should be paid.	No equality comments provided.
5E1	Museums and Galleries – Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery	No impacts identified	N/A	<p>There was a suggestion that some of the district's arts collections could be sold to raise revenue for vital services currently at risk. Museums are used as locations for people to meet, and are a valuable resource for communities, especially those people and groups who would not be able to afford to pay for their own venues. There was concern over any reduction in opening hours, as that would further reduce visitor numbers.</p> <p>There was some support for joining up services further. For example promoting museums through art installations in libraries; community outreach skills shared; story telling moved from libraries to museums. Volunteering was seen as positive but that people needed support and training, that professionals can't be fully replaced; pooling knowledge across volunteer groups (eg Friends of...); running taster sessions for volunteers. It was felt that was already too great a reliance on volunteers with their workloads continually increasing.</p> <p>There are opportunities for greater commercialisation through selling or promoting art collections; exploring the available public space for events; linking up with Visitor Information Centres; and creating a history/art trail.</p> <p>Venues need to be made more informal, welcoming and inclusive. Further exploration of funding opportunities that 'Friends Of' groups can bring in. It was felt that museums/galleries (as well as libraries) offer people a way of engaging their minds, which in turn provides mental health support which is vitally important.</p> <p>There was particular support for the Industrial Museum and Bolling Hall as they are particularly unique as locations and their offer. The Industrial Museum is seen as a 'jewel in our crown'. There is a suggestion that the Industrial museum shop could extend what it sells to create more revenue. It was suggested that museums should be charged for except for people on low incomes who should be provided with an 'access free card'.</p>	No equality comments provided.

OUTCOME: Safe Clean and Active Communities

4E1	<p>Parks and Bereavement management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.</p>	<p>Impact on clubs with lower level of membership / players and/or financial resources at their disposal which could ultimately result in some clubs to merge or disband</p> <p>With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary.</p> <p>Given that cremation charges are currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious/faith communities that due to their beliefs have no choice between funeral types. The Muslim and East European communities fall in this latter group.</p> <p>The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of the burial charge in terms of comparator values of neighbouring Councils.</p>	<p>There is a growing interest from local communities, residents, Parish/Town Councils and sports clubs to become more involved in the operation of public assets, particularly where the opportunity exists to develop community use. Such as having direct access to a range of grant funding bodies whilst 'ownership' allows increased sponsorship and fund raising opportunities.</p> <p>The Service would seek to support individuals/groups of clubs both directly and through the National Governing Bodies to take overall responsibility and would consider an incremental approach over a defined period. Prior investment in the assets to transfer together with elements of seed funding and appropriate rent will allow financially sustainable organisations to develop.</p> <p>The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services.</p> <p>The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services.</p> <p>It is intended to introduce a reduced rate for the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement</p> <p>It was suggested that cremation charges shouldn't be increased to offset the costs of burial.</p>	<p>Cricket pitches need refurbishing. There is concern that parks are being neglected across the district.</p>	No equality comments provided.
4E2	<p>Waste Collection and Disposal Services – increased levels of recycling, reduction in residual waste and improved efficiencies.</p>	<p>The proposal is likely to have no or a low impact on everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection could result in the residual waste bin being heavier to move around.</p>	<p>The Council already provides assisted bin lifts for residents where mobility or accessibility issues arise. In this circumstance the resident can call the Contact Centre and a home visit will be arranged to assess how the Council can help.</p>	<p>Current provision does not work, as some streets still have a huge amount of rubbish on them, encouraging vermin that is also getting in to people's homes. Find ways of recycling waste to use as heating. Suggestion to provide incentives for recycling as other Councils do. The council should adopt a zero tolerance policy to litter.</p>	No equality comments provided.
5E2	<p>Youth Service – Reduction in the support of youth support activities across the district. In 2019/20 this was to cease youth work grants (already consulted on), and in 2020/21 this is to reduce the Council's Youth Service base budget, with the EIA reflecting these impacts.</p>	<p>There will be disproportionate impact on young people aged 13-19 and on young people with disabilities up to the age of 25. The reduction will mean that the Youth Service will be less responsive to emerging needs of young people and there is likely to be a negative impact in some of the work areas where youth workers currently make positive interventions. Some of the areas of work this will include are: Child sexual exploitation, anti-social behaviour, community tensions and school holiday programmes.</p>	<p>The Youth Service will attempt to raise external funds to continue the interventions the service currently undertakes. Mental Health work currently is funded by Health and the plan will be to continue this.</p>	<p>Existing cuts to youth services have led to anti social behaviour and crime. Young people need a safe space to go to meet with friends, discuss with a trusted adult issues of concern and think about life choices. There are knock on effects of these cuts to other services, such as policing. As a preventative service it should be invested in. Some felt that there are already insufficient services for young people and that further reduction will lead to alienation and impact other services.</p>	No equality comments provided.

				<p>There is also concern that any reduction in youth services at the same time as a reduction in advice services will leave young people with little support.</p> <p>It was felt that existing partnership approaches should be more deeply and strategically embedded to ensure that income generation activity does not impact on other organisations and result in a net loss of income to the district.</p> <p>It was suggested that the council should keep the youth work grants and commission the VCS to run the youth service for the council. Reducing costs in house overall but still getting positive outcomes for young people. There is concern that the Opportunity Area funding has completely by-passed some young people, who are desperate for adequate leisure and recreation activities.</p> <p>There is concern for the overall impact on young people across all the proposals, and whether the most vulnerable are being impacted, especially through funding reductions to youth services.</p>	
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OTHER

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n/a	Council Tax (CT)	n/a	n/a	<p>Wages are not rising as fast as CT increases, therefore leading to more people in poverty. There is concern from some that they will not be able to feed their families – having paid their rent, kept a car on the road so they can get to work there is little money left. Some think that CT should increase so that greater investment can be made in services and vulnerable people better supported.</p> <p>It was suggested that the percentage of CT from claimants on benefit should be increased from 25% to 50%. This increase in income will help the Council and will help to not increase the CT by 2.99%. It is felt a lot of debts were written off by the Council last year, so increasing CT will only increase that debt. Others believe that more effort is needed to recover debts. There was a suggestion of having CT paid directly from payslips to avoid non payment.</p> <p>It is suggested that more CT needs spending on outlying areas, rather than just central Bradford. There was also concern that where parish and town councils exist there is additional taxation (precept) propping up the Council's withdrawal of services, which is not fair. Concern that CT payment is particularly difficult for disabled people, some of whom are already not using their heating during cold weather.</p> <p>It was felt that more CT could be paid by people with multiple properties.</p>	No equality comments provided.
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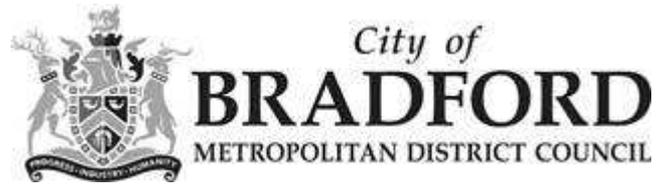
GENERAL COMMENTS ON PROPOSALS NOT FORMALLY FOR CONSULTATION					
Ref	Proposal for Change	Equalities Impact	Mitigation	Feedback on service impacts	Feedback on equality impacts
		As published in November 2018			
OUTCOME: A Great Start and Good Schools for All Our Children					
4C2	Early Years - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be staffing implications.	<i>This proposal was consulted on in full previously. See Executive Document AC 7th November 2017.</i>		<p>There was concern that with increasing demand reductions could not practically be made to this service. Support should be accessible without thresholds, and before crisis is reached.</p> <p>The Council seems to be considering a number of hubs across different proposals. There was a suggestion that these should be better aligned – with children's early help/prevention services and libraries mentioned in particular.</p>	No equality comments provided.
OUTCOME: Safe Clean and Active Communities					
4E5	Street Cleansing and Public Conveniences – reduction in street cleansing resources for 2019/20	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		<p>Greater focus needed on sanitation and keeping the streets clean. Concern over levels of fly tipping. There was a suggestion that bins should be upgraded. Suggested to have quarterly bulk waste clean ups. Also to require residents and businesses to keep public spaces around their homes/offices clean, reducing the burden on the Council. Put in place more litter bins such as at all bus stops and takeaways. Suggestion that enforcement to stop littering should be publicised more as a deterrent.</p> <p>There were a few comments about closure of public toilets and the consequent loss of a valuable community resource, and possible health issues.</p>	No equality comments provided.

OTHER COMMENTS – NOT RELATING TO PROPOSALS

Topic	Comments
Lobbying	There are a number of services which should be funded by government which district leaders need to lobby government for – anti knife crime initiatives, energy efficient street lighting. Government should be approached to provide investment to alleviate digital poverty (this would help the library service amongst others). There was an acknowledgement that Bradford Council should not be blamed for austerity. It is felt that stronger negotiations with central government are needed which concentrate less on party politics and more on issues affecting our ‘impoverished area’ more directly and robustly.
Business investment	The Council needs to do more work on encouraging new businesses to set up in the district. Have a review of the retail offer in Bradford city centre, with a strategy to attract more consumers by controlling the costs for coming in to Bradford.
Efficiencies	It was felt that the number of Councillors should be reduced, and that wages should be decreased for both Councillors (including special payments) and Officers (in particular the most senior officers). In some services it was felt there are too many layers of management and staff are being demotivated by poor management styles. Catering costs should be reduced. Christmas meals should not be at the tax payers’ expense. The Lord Mayor’s car is not a requirement. More enforcement to raise money, for example around parking, and better checking of people’s finances to ensure they are paying what they should be. There was some support for long term investments that will save money in the longer term. It was suggested that the Council should invest in local organisations rather than contractors from outside of the district. Also there should be less reliance on consultants to undertake projects, where often the outcome is already known. There is a suggestion of bringing together a wide range of services (housing, customer services, career and life skills advice) into one building. Enhanced procurement processes would help, with Manchester given as a good practice example. It is felt that there is a lot of overlap in outcomes trying to be achieved by various services, and that they should be better connected. It is suggested that the time of wardens could be better utilised; also that they could be replaced by volunteers. Union subsidies should also be reduced. It is also felt that investing in statues is not a good use of money.
Education	There should be more funding for education. The school system should change, with a greater number of small schools rather than fewer big schools, where respect between teachers and pupils is harder to develop, has greater impact on transport to/from the school with the numbers of pupils involved. Greater measures need to be put in place to attract and retain teachers – bus tours is not seen as sufficient. Maximising the use of the Opportunity Area funding is also recommended, such as through a virtual ‘out of schools hours’ school, with an emphasis on the outdoors. There is a suggestion that there should once again be a pool of supply staff rather than using expensive private agencies. It is suggested that money is not being well spent through the Community Play and Development Services and those who most need the service cannot afford it. With school budgets being cut, the council should invest more in children’s services.
Highways	Reduced spending on highways is already having big impacts, with repairs being made very slowly. A rolling programme of repairs to stay on top of the problem is suggested. Some consultees support greater investment in our highway infrastructure. Gritting of estates and pavements should be reduced and more grit bins provided for communities to be self sufficient. It was suggested that a park and ride be set up for people to get in to the city centre.
Capital investment	Building a new sports facility in Wyke was not deemed by some to be a good investment with the cuts having to be made. It has been questioned whether investment schemes will reap the benefits suggested – for example businesses should undertake impact assessments to identify the real social impact of schemes such as redeveloping rail stations. It was suggested that a new Outdoor Education facility, on a city centre site (such as the Holdsworth Street, Leeming Street, Canal Road triangle) should be provided. It should have specialist equipment, training and minibus transport and be jointly funded. A comprehensive programme of outdoor experience is suggested, building on the work of some Bradford schools, which will promote healthier, fitter adults in the future.
Housing/Homelessness	Concern over the lack of social housing and shared ownership schemes. There was a supportive comment stating that the Council were doing what they can with homelessness (and youth unemployment). Other comments suggest that homelessness needs greater prioritisation and should be offered like NHS services at the point of need. There is a suggestion that more consultation work should be done on the use of brownfield sites in the district and that former mill buildings should be given a new lease of life rather than sit unoccupied. This would protect historical buildings and safeguard more green sites. It was suggested that the Council could make more money through renting property, and through this providing employment.
Health - general	The Council should take back the responsibility for providing a service to people with mental illness and not send the service out to tender which is then run as a business, not a service.
Income opportunities	There are opportunities for creating income through nominal charges– a community group suggested a small charge for sending event risk assessments for a local event to the Council would have been acceptable. Rate relief seems to be imbalanced – some businesses qualifying, others not. Other suggestions for income generation include more speeding fines, parking charges, fines for dog fouling, peak time congestion charges, parking permits near hospitals.
Active citizens	The PeopleCan initiative was supported but was felt to need further promotion. Community wealth building should be used to empower the local community. It was felt that a new approach was needed to engaging and supporting volunteers with good examples available from other Local Authorities. People need to be given a reason to engage and get involved. There is also concern over the increasing population and the impacts this will have on the district and rural areas.
Climate Change	Concern over lack of any reference to climate change in the budget. Efforts are needed to reduce carbon dioxide emissions, tighter building control, converting any unused premises into homes. It is also suggested that investment is needed in a Peace Museum to complement the work the university does on this agenda. "Decarbonisation" of both the Council as an organisation and the district economy is a strategic priority that must be reflected in the Council's priorities and all of its financial planning. It was stated that any strategy for the district to deliver Council priorities that rest on a fossil fuelled economic growth model is reckless and no longer tenable. Continued reliance on this model will not deliver the health, jobs, better homes, education or environment that we need. A Council and community-wide Climate Emergency Plan or Zero Carbon Plan is needed. More tree planting is needed. One respondent provided the following web resource for assessing climate impact on the economy - Can Do Cities: http://www.candocities.org/energy-and-carbon/bradford which shows how much you could save if you reduce energy use, stimulate the economy, create new jobs, cut household bills and reduce the running costs of buildings, transport and industry. It was also suggested that clean energy should be generated on council properties. Investments can pay back very quickly if the current best performing technologies are used. Hydro plans, such as in Saltaire, should also be considered as an investment.

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Report of the Director of Human Resources to the meeting of Executive to be held on 05 February 2019

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Subject:

Interim Trade Union feedback on the Council's budget proposals for 2019/20 and 2020/21.

Summary statement:

This report and appendices provide interim feedback from the Council's Trade Unions on the Council's budget proposals for 2019/20 and 2020/21 for consideration by Executive.

Anne Lloyd
Director of Human Resources

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Overview & Scrutiny Area:
Corporate

1. SUMMARY

This report and appendices provide interim feedback from the Council's Trade Unions on the Council's budget proposals for 2019/20 and 2020/21 for consideration by Executive.

2. BACKGROUND

- 2.1 On 27 November 2017 the Council issued a letter under Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 ("TULRCA") notifying the Trade Unions about the potential impact on the workforce because of the need to achieve additional savings in the financial years 2018/19 and 2019/20 from those approved by Budget Council in February 2017. This potential impact also included staffing reduction proposals for 2019/20. This commenced a period of consultation under TULRCA. Consultation on these proposals is ongoing.
- 2.2 On 26 November 2018 the Council issued a further letter under Section 188 TULRCA notifying the Trade unions about the potential impact on the workforce in 2019/20 and 2020/21 because of the need to achieve additional savings in those years. The issuing of the Section 188 letter on 26 November 2018 commenced a statutory minimum 45 day consultation period with the Council's Trade Unions which includes consultation about ways of avoiding dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of the dismissals. This includes considering feedback received from the Trade Unions and any alternative proposals they may have to try and minimise the impact of the proposed budget reductions on the workforce. Consultation with the Trade Unions will continue beyond the minimum 45 day period where necessary particularly focusing on the impact of any proposed budget reductions on the workforce with a view to seeking ways to avoid and/or reduce the potential number of job losses and minimise any adverse impact in terms of job losses.
- 2.3 Consultation has been taking place with the relevant Trade Unions since 26 November 2018 on the proposals, in order for final proposals to be prepared for Budget Council on 21 February 2019.
- 2.4 The Trade Unions were notified of the following key issues within the S188 letter on 26 November 2018:
- The Report of the Director of Finance to the meeting of the Executive on the 4 December 2018 which provided the financial plan for the Council for the financial years 2019/20 to 2020/21.
 - This report set out the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2019/20 and 2020/21.
 - The report also provided a revised outlook to 2021/22 to allow further development of spending proposals to keep the Council effective and financially sustainable.
 - That the Council estimates that the total number of employees within the Council that are potentially at risk of redundancy as a consequence of the proposals detailed in the letter dated 26 November 2018 is 168 Full Time Equivalents (FTE's) in 2019/20 and 111 FTE's in 2020/21.

- That these proposed reductions of 168 Full Time Equivalent (FTE's) in 2019/20 and 111 FTE's in 2020/21 are in addition to those proposals currently subject to separate consultation processes under Section 188 TULRCA 1992 which commenced on 27 November 2017 relating to the proposed 68 FTE reductions for 2019/20.
- That the Council will look at every aspect of its operation to make the savings. If savings can be suggested which mean that there will be fewer or no redundancies then the Council will carefully consider such possibilities.

3. THE PROCESS

- 3.1** Following the issuing of the S188 letter on 26 November 2018 consultation is taking place with the Council's Trade Unions.
- 3.2** An initial corporate consultation meeting was held on 6 December 2018 with the following Trade Unions on the Council's proposals: Unison, GMB, UNITE, UCATT with the Teacher Trade Unions also attending for the Council's financial overview.
- 3.3** Consultation is on-going at departmental level with Unison, GMB, UNITE and UCATT.
- 3.4** Consultation is also taking place with Teachers / Education Trade Unions at Departmental level as appropriate. Other Trade Unions are being consulted on a Departmental basis where appropriate.
- 3.5** A Trade Union consultation meeting on the potential workforce implications of the budget proposals took place at a corporate level on 6 December 2018. Consultation will continue up to the meeting of the Executive on 19 February 2019 and consultation will continue in relation to any impacts on the workforce following the budget decisions.
- 3.6** Departmental Trade Union consultation meetings have taken place to discuss the proposals in more detail, and feedback from these meetings is recorded in the appendices.
- 3.7** The feedback and the management responses given in this report are interim and consultation with the Trade Unions continues.

The Council is currently consulting with the Trade Unions on:

- The financial position of the Council.
 - Possible strategies for making savings and the projected implications for workforce reductions if such strategies, following consultation, are implemented.
 - The continuation of strategies to minimise the impact of workforce reductions (voluntary expressions of interest, if applicable, bumped redundancies, vacancy control, controlling agency spend and maximising non workforce savings etc).
 - Potential reduction of services in some areas of the Council
- 3.8** In terms of consultation:
- The size of cuts that the Council is facing-creates very considerable demands on the Council and its resources.

- The Council is consulting and will continue to consult about ways of avoiding any dismissals, reducing the numbers of employees to be dismissed, and mitigating the consequences of the dismissals, and will be doing so with a view to reaching agreement.
- The Council serves the S188 letter at an early stage of a lengthy and complex consultation process on the budget proposals, which undergo a number of adjustments and changes through consultation and Executive approval.
- The Council consults over a longer period than the minimum required by S188 TULCRA.
- The Council values the contribution of the Trade Unions in this process of consultation.

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

3.10 Consultation will continue on the implementation of the decisions made at full Council on 21 February 2019. The industrial relations implications will largely depend on whether decisions can be implemented through vacancy control and voluntary means. Therefore, much will depend on the number of vacancies and voluntary redundancies agreed, together with the opportunities for redeployment which will all help to achieve the FTE reductions and mitigate against the potential number of compulsory redundancies.

4. KEY ISSUES ARISING FROM THE TRADE UNION FEEDBACK ON THE COUNCIL'S BUDGET PROPOSALS FOR 2019/20 and 2020/21

4.1 Feedback on the Departmental Budget Proposals

The Trade Unions' feedback received to date in relation to the Council's budget proposals for 2019/20 and 2020/21 together with management's responses to that feedback is outlined in the attached documents on a departmental basis (Appendices 1 to 4).

4.2 At the Corporate Consultation meeting on 6 December 2018, the following general summary issues were raised by the trade unions::

- Vacancy Control
- Use of Agency Staff
- Availability of Workforce Information

Management have responded that all of the above matters will be addressed within the Departmental consultation process due to the potential impacts on service delivery.

5. FINANCIAL & RESOURCE APPRAISAL

5.1 The Director of Finance submitted Proposed Financial Plan Updated for 2019/20 to 2020/21 (Document "Z") to the Executive on 4 December 2018 which opened the consultation process for the current budget process, including the financial context within which the Council is operating. Document "AQ" elsewhere on this agenda updates the Executive on any changes noted in the budget process to date.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

7. LEGAL APPRAISAL

- 7.1 Pursuant to Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA 1992) the Council as employer is required to consult the recognised Trade Unions where there is a potential to dismiss by reason of redundancy 20 or more employees. If 100 or more employees are at risk of dismissal by reason of redundancy the consultation period is a minimum of 45 days.
- 7.2 Under Section 195 TULRCA 1992 "dismissal as redundant" is defined as all dismissals "for a reason not related to the individual concerned".
- 7.3 Such consultation with the Trade Unions under Section 188 TULCRA 1992 shall include consultation about ways of avoiding the dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of the dismissals.

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

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

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

Consultation with the Trade Unions on the Council's Budget proposals for 2019/20 and 2020/21 is on-going.

The issues raised by the Trade Unions at the Corporate Consultation meeting on 6 December 2018 and Departmental consultation meetings are reflected in the attached spreadsheets at appendices 1, 2, 3 and 4 and these will be updated as consultation continues.

The Trade Unions have provided the following statements:

Unison and GMB:

In response to the latest section 188 proposals, the joint trade Unions, UNISON and GMB recognise the financial difficulties that Local Authority has been facing over the past few years. We understand that these financial restrictions are being driven by central government cuts.

Our members are working harder than ever before to continue to deliver the high standard of services expected of them. The government's austerity programme is wrecking communities and the huge job cuts that the Council are proposing over the next few years will undoubtedly have a negative impact on the range and quality of services that it is able to offer. In the spirit of joint working we will continue to play our part in mitigating the impact that such measures undoubtedly represent.

Whilst it would be unfair to lay the blame at the door of Bradford Council for the financial difficulties it is facing, UNISON and GMB have a duty to challenge the Council where we believe it is not doing all it possibly can to mitigate the consequences of the government funding cuts. We have particularly serious concerns about the proposals and how they represent a rise in "real" workloads for an ever decreasing number of dedicated staff who remain to deliver the services that the Council is providing.

We also believe that the Council needs to do more to ensure that, where jobs are at risk, workers are offered alternative posts and/or retraining to ensure that their skills are retained and that they do not face the awful prospect of compulsory redundancy. This is something that the unions can never be in agreement with. We raised this last year and we are now pleased to be able to advise that we have been able to ensure a more robust process is now in place and have been able to influence processes for our members. We do however feel that more could be done by local Managers to support staff affected in this way.

Finally, whilst both unions recognise that the Council needs good management in order to function properly, we have lately seen a move towards the creation of additional upper layers of management – including the return of some posts that had already been deleted in previous years. We have also noticed a rise in the use of Agency staff and a willingness to engage "consultants", both of which represent a significant real terms cost. Such spending will continue to be challenged. We have aired our concerns about this and will continue to challenge the Council where there appears to be any drift towards the creation of new highly paid management posts at the expense of other workers and the services they deliver.

Unite:

Prior to the Section 188 consultations Unite the Union Branch set out the basis of our consultations in a document called Unite Branch Position S188 Consultation provided to HR and Strategic Directors. Unite General Secretary Len McCluskey clearly set out the mandate to protect public services and jobs.

Councils are facing massive reductions in funding, but it is their choice on what services they cut. In Bradford we have seen massive cuts to both jobs and frontline services whilst giving financial support to private enterprise. Council employees have to work harder than ever before to keep the services running that the people of Bradford rely upon, but there is only so much that anyone can do. The cuts made by this Council will undoubtedly have a negative impact on the range and quality of services that it is able to offer. It is clear when posts are made redundant the member of staff disappears but the work remains that is not a redundancy situation but just a saving.

We have particularly serious concerns about the proposals relating to Libraries, Youth Service, Children's Services, Adults Services and Street cleansing.

In previous years, Departments have put forward cuts, which were never achieved and over £12.8m of previously agreed cuts remain outstanding see Qtr2 Finance Position Statement for 2018-19 Executive November 6 2018. Other departments have seen the Council approved savings wiped out and to be found by other services. There appears to be no accountability for those who propose cuts and then fail to achieve them or in effect have them written off despite full council approving those cuts. See Appendix F - SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS Executive meeting Dec 4 2018 where a full break down can be found. Named officers and portfolio holders should be held accountable to full Council for failure to meet savings that they have put forward. A post was created at AD level as a secondment for 2 years to deliver the £58m cuts package and as we can see from the financial updates that has failed that's why accountability to full council is a must.

We also believe that the Council needs to do more to ensure that, where jobs are at risk, workers are offered alternative posts and/or retraining to ensure that their skills are retained and that they do not face the awful prospect of compulsory redundancy. This is something that the unions can never be in agreement with. We have raised this issue a number of times with the Council and we are hopeful that we will be able to make some progress on getting a more robust redeployment procedure in the near future. To that end Unite have been asking the employer to set up its own internal agency since 2012 but it has failed to do so. In the last financial year we have spent approx. £6m on agency staff. That excludes casual staff. We have senior managers creating posts often in excess of £50k where we find a direct link between them and those appointed.

Unite recognise that the Council needs good management, under the last Chief Executive we saw a whole tier of managers (approx. 800) taken out of the structure. Over the last 2 years there has been a clear move towards the creation of additional upper layers of management – including the return of some posts that had already been deleted in previous years. This is at a cost, it means that employees that deliver front line services, such as those who keep are children safe and our streets clean lose their jobs. That cannot be right.

Despite a statutory duty to consult under S188 TULRCA the employer has failed to consult on proposals put forward with a specific example of the cuts to library service. Despite Council approving a cut for 2019/20 no proposals have been put forward by management at this time despite management insisting 2019/20 proposals are not open for consultation. Therefore the consultation falls below the legal requirement and leaves those decisions open to legal challenge. There are other examples too. The Council are refusing to consult on non-staffing cuts.

Despite requests for reasonable time off to consult of on S188 matters, time off was only allowed to attend the actual meeting. No time was allowed to consult with our

members, service users or other trade union colleagues. The Council have attempted to choose who can or cannot attend a consultation meeting that is unacceptable to Unite.

In terms of consultation as of January 14th there have been very few meetings arranged to consult on the Council's initial Budget proposals. It has become a process of management indicating a way forward and there is no other alternative.

The proposed budget cuts put forward attack the most vulnerable members of our society who need our support the most. The cuts put forward attack the very core of the Council's Plan.

Last year Unite made the following statement to you "In the last financial year Unite took part in a 2 year budget setting process and 12 months on are required to consider further cuts resulting in a funding gap this despite some services failing to deliver cuts from previous years totalling over £20 million. The external Peer Review highlighted this issue of accountability for this area of decision making yet next year the same situation will arise. Management are quite quick to carry out the staffing cuts but reluctant to deliver the difficult decisions. To reiterate when posts are made redundant the member of staff disappears but the work remains, that is not a redundancy situation but just a saving

It is also becoming a trend that Councillors, Strategic Directors and Assistant Directors who have chosen to leave the authority are allowed to put forward cuts that affect the very existence of people in the district without any accountability as they ride off into the sunset. That appears to be immoral to our Union"

The Ofsted Inspection concluded that Childrens Services were found not to be meeting the high standards our children deserve and therefore parts of the service were rated inadequate. The Council immediately responded by bringing in a person with a proven track record of success within this area, only to hamper that person with cuts decided by those that have failed to deliver in previous years in effect asking her to operate whilst in a financial straightjacket.

Whilst understanding the current financial climate we vigorously oppose any attack on employee terms and conditions and any compulsory redundancies. It's with regret we see cuts to both services provided by the Council and the transfer of public services to the private sector, or transferred to the voluntary sector or services run by volunteers and apprentices that may not have the necessary skills or resources to deliver service user needs.

The impact on the local economy, service users and staff affected is immeasurable. The continued decimation of Local Authority funding and consequential cuts to services to the most vulnerable in society cannot be described as good. Austerity is not solely to blame, we have a choice on how we spend the money given to us and we should do that wisely and fairly.

The quality of the EQIA's do not meet the requirements set out in the Public Sector Equality Duty that came in to force in April 2011 (s.149 of the Equality Act 2010) and public authorities are now required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The EQIA's are lip service to the process and with such a diverse community and workforce deserve to be taken into consideration and their views respected. It will be seen yet again that Unite stand alone to defend public services and jobs in Bradford but that is the remit of Unite the Union regardless of who the Convenor may be.

8.7 WARD IMPLICATIONS

None

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

That Executive considers and has regard to the interim feedback received from the Council's Trade Unions in relation to the budget proposals when considering the recommendations to make to Council on a budget for 2019/20 and proposals for 2020/21 on 21 February 2019.

11. APPENDICES

Appendix 1	Department of Children's Services proposals
Appendix 2	Department of Place proposals
Appendix 3	Department of Health and Wellbeing proposals
Appendix 4	Department of Corporate Services proposals: <ul style="list-style-type: none">(a) Legal & Democratic Services(b) Financial Services(c) IT Services(d) Estates & Property Services(e) Chief Executive's Office

12. BACKGROUND DOCUMENTS

- Section 188 TULCRA 1992 Letter to Trade Unions - 26 November 2018.
- Director of Finance –Budget Update Report for Executive – 04 December 2018

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Department of Children's Services													
						Employees							
			Saving			Current		Likely FTE Reductions					
Ref	Service	Proposal Definition	2019 - 20 £'000	2020 - 21 £'000	Total £'000	FTE's	Head count	2019 - 20	2020 - 21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4C2	Education & Learning	Early Help - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be staffing implications.	3660.00	2915.00	6575.00	233.00	279.00	50.00	50.00	32.00	2.00	OJC 1 6.12.18. GMB asked about legal supprt.	OJC 1 6.12.18. Management advised that this was to accommodate the rise in looked after children.
												OJC 1 6.12.18. Unite asked about the number of vacancies, could they absorb the redundancies along with the additional budget that had gone back in.	OJC 1 6.12.18. Management advised that the money was to cover rises in looked after children & address the issues raised by ofsted. Depending on the skills needed some redundancies may be offet, but most of the additional posts required will need social work qualification. The reductions in business support has been achieved without compulsory redundacies so far.
												Level 2 - 13/12/18 Unison queried if the 50 FTE reductions were part of the original budget cuts. Could Management confirm which team and what these posts were.	Management to clarify and respond next week. HR advised that if they were included in this sheet the posts should not have been consulted on previously.
												Level 2 - 13/12/18 Unite expressed concerns re statements that the Council is investing in Children's Services. There has been a cut of over £20m from last year. What is the current budget overall? There is no way the Council can say they are investing.	Management agreed to bring back the overall budget for last year, this year broken down into areas.

												OCJ 2 20.12.18 Clarity needed on the 50 jobs. Significant if 50 FTE posts are to be lost.	Management agreed to identify leads for each proposal and seek detailed information about where these cuts are coming from. <u>Update 10/01/19:</u> Lead Jim Hopkinson/Kal Nawaz. The 50 displaced staff figures for 2019/20 relate to the restructure already undertaken which will yield the savings for 2019/20 of £3.66 million as some staff are still and will still be going through the redundancy process as we approach April 2019. No new restructure will be undertaken in this area in 2019/20. There is a further £2.9 million savings to be achieved in 2020/21. We have already achieved a significant part of this saving through the restructure undertaken. Additionally, we are still not able to confirm the shortfall for the traded offer so it is not possible to be clear about whether or not there may need to be a further restructure in 2020/21. The SEND report that was presented to the Executive in April 2018 stated that there might be further staff savings if the traded income is not met. However, since this report in April 2018, further work has been done on this area to clarify the duties under the SEND legislation. Any further changes linked to SEND will ensure statutory duties are fully met. A figure of 50 posts for 2020/21 was previously attributed to SEND but this will be adjusted in light of more recent reports.
Page 68												OJC 2 10/01/19 Agreed no further information needed on this budget line.	
												OJC 2 17/01/19 Unite asked for detailed budget information.	Management to follow up
4C3	Employment & Skills	Children's Services – When the current Connexions contract ends in August 2019, re-design the activity to bring the service in house at a reduced cost. Skills House to be funded from base from April 2020, along with seeking partner contributions for an expanded service, some of the costs will be offset through the reductions in the Connexions contract.	50.00	100.00	150.00	53.00	60.00	6.00	0.00	13.00	2.00	Level 2 - 13/12/18 Unison asked for more information on this proposal.	Management to provide an update.
												Level 2 - 13/12/18 NEU queried whether the 6 FTE posts would come from natural wastage. Unison question whether the staff concerned were Council staff.	Management to provide detail.

												OJC 20.12.18 Management to provide update.	Update 21/12/18: The reduced payments for 2019/20 financial year have been profiled. The contract is delivered by Prospects Services, the assumptions around potential reduction in staff is based on our perception of what the cut would equate to in FTE. The reduction will need to be managed by Prospects and ultimately it will be their decision as to whether staff are made redundant or if they are reallocated to work on other contracts locally, regionally or nationally.
												OJC 16/01/19 No further comment.	
												OJC 2 17/01/19 Unison asked if the staff affected were aware of the proposal.	Management advised that they were unaware as they were not staff employed by the Council.
5C1	Children & Disability Service	Review Respite Provision after the introduction of personalised budgets – The savings will be achieved through a two stranded approach: Income generation through building on an existing pilot; proactively marketing surplus beds to other Local Authorities on a full cost recovery basis; Refocusing existing residential respite provision to meet the needs of younger adults and older teenagers, enabling costs to be shared with adults services; The review will also focus on improved service efficiencies.	400.00	0.00	400.00	76.00	86.00	1.00	0.00	15.00	2.00	Level 2 - 13/12/18 NEU noted £400k proposed saving in this area. Bed selling may generate £200k and noted hope to sell other beds but don't feel this will make savings as there will still be salary costs, etc. so the net effect may not be a benefit. Need to know how this saving is to be made.	Management to advise further.
												Level 2 - 13/12/18 Unison noted that consideration needs to be given to using beds for other LA's at the expense of our CYP.	
												OJC 20.12.18	Management to provide update. Update 10/01/19: Lead David Byrom/Clare Mulgan Respite Review Programme is ongoing. David Byrom is leading on this work. Savings will be made via three areas: - Increased funding from Health; - Trading beds with other LA's; - Working with Adult Services on Transitions.
												OJC 10/01/19 Unison noted potential for trading beds must not be done at expense of our children.	

												NEU reiterated that although this will bring money in it wouldn't be a £200k saving as there would be costs associated.	Management noted comments and advised there was capacity to sell beds.
Total			4110.00	3015.00	7125.00	362.00	425.00	57.00	50.00	60.00	6.00		

Department of Place													
						Employees				Issue 4 - 24.1.19			
						Current		Potential FTE Reductions					
Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E1	Sport & Culture	Parks and Bereavement - management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	60.0	50.0	110.0	116.0	117.0	0.0	1.0	4.0	2	<p>Level 2 - 13.12.18 Unison asked what vacancies there were, how long the posts had been vacant and how much saving had been achieved.</p>	<p>Level 2 - 13.12.18 The saving will be generated from additional income from the Bereavement Service. There are currently vacancies in the service area, so there are no staff implications.</p> <p>Level 2 - 13.12.18 PB said that there were no savings as the posts were critical to the delivery of the service and had been filled by temporary and agency staff.</p> <p>Level 2 - 10.1.19 No additional information</p> <p>Level 2 - 10.1.19 No additional information</p>
4E2	Waste & Transport Services	Waste Collection and Disposal Services - increased levels of recycling, reduction in residual waste and improved operational efficiencies.	-84.0	276.0	192.0	0.0	0.0	0.0	0.0	0.0	0		<p>Level 2 - 13.12.18 JM said that there are no savings required in 2019-20 and that there would be additional funding made available to cover the increase in the number of properties. The saving will be achieved in 2020-21 by a continuation of the work around AWC and looking at increased income generation from trade waste and garden waste collections amongst other things. The services will be better marketed with a view to driving up income. There will also be a review of the Council's skip offer and charges to charities/RSLs, etc.</p>
												<p>Level 2 - 13.12.18 GMB asked what had happened to the funding for the tromel.</p> <p>GMB asked how the MRF was being staffed.</p>	<p>Level 2 - 13.12.18 JM said that the majority of funding for the tromel would have come from savings made through reduced costs. A new way of working has now been introduced which has removed one shift and reduced the amount of residual waste. Some capital funding has paid for the new conveyor belt at the MRF and the accommodation changes at Harris Street.</p> <p>JM said that the staffing is a mix of agency and full time staff and management are looking at increasing full and temporary contracts and reducing agency numbers.</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
Page 72												<p>Level 2 - 13.12.18 Unison asked whether the Trade Waste service is reviewed as being suitable for businesses that sign up to it. An example of fly tipping/ dumping was given which suggested that appropriate trade waste contracts were not in place.</p> <p>GMB said that where side waste is next to a trade waste bin details are recorded on crew time sheets, but these were not always followed up.</p> <p>Unite asked who was responsible for achieving this saving, and the others on the spread sheet.</p> <p>Level 2 - 20.12.18 United clarified their position around the query about responsibility for achieving the budget saving as identified. Their concern was that it income generation was not sufficient to achieve the saving, job losses may be the alternative considered by management.</p>	<p>Level 2 - 13.12.18 JM said that the Trade Waste service is being reviewed, however not all businesses are customers of the Council. Where there is evidence of fly tipping this should be reported and it will be investigated.</p> <p>Management noted this information.</p> <p>SH said that the management of the Department are responsible for achieving the savings and offered to discuss any one in further detail with any of the Unions as required.</p> <p>Level 2 - 20.12.18 SH reiterated the management position at the last meeting, i.e. the Department is responsible for achieving the savings and management are happy to discuss any proposal in further detail with any Unions as required.</p>
												<p>GMB raised the question of the recent announcement by Government that every household would have a good waste collection.</p> <p>GMB said that they believed that the Conservatives (didn't know whether it was locally or nationally) if re-elected would want to go back to weekly refuse collections.</p>	<p>SH said that the Government had released a Green Paper for consultation, starting in January 2019, on changes to waste services. There will be various elements to consultation including food waste, green waste and deposit return schemes for cans and plastic bottles. The government is also looking at Producer Pays Responsibility and has said that any changes would be fully funded to Councils. Following consultation it will be some time, possibly 2022, before any changes become a reality through changed legislation. The Council will develop a Waste Strategy to respond to new legislative requirements.</p> <p>SH said he was not aware of this possibility.</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
Page 73												<p>Level 2 - 20.12.18 Unite clarified their position around the query about responsibility for achieving the budget saving as identified. Their concern was that if income generation was not sufficient to achieve the saving, job losses may be the alternative considered by management.</p> <p>GMB raised the question of the recent announcement by the Government that every household would have a food waste collection.</p> <p>GMB said that he believed that the Conservatives (didn't know whether it was locally or nationally) if re-elected would want to go back to weekly refuse collections.</p>	<p>Level 2 - 20.12.18 SH reiterated the management position at the last meeting, i.e. the Department is responsible for achieving the savings and management are happy to discuss any proposal in further detail with any of the Unions as required.</p> <p>SH said that the Government had released a Green Paper for consultation, starting in January 2019, on changes to waste services. There will be various elements to the consultation including food waste, green waste and deposit return schemes for cans and plastic bottles. The Government is also looking at Producer Pays Responsibility and has said that any changes would be fully funded to Councils.</p> <p>Following consultation it will be some time, possibly 2022, before any changes become a reality through changed legislation. The Council will develop a Waste Strategy to respond to new legislative requirements.</p> <p>SH said he was not aware of this possibility.</p>
												<p>Level 2 - 10.1.19 GMB asked how long permanent staff who are working on the MRF would be on shifts and whether they were getting any recognition for this.</p>	<p>Level 2 - 10.1.19 JM said that management are in discussion about Trade Waste with a view to increasing income and that they hoped that the computer issues which affected sign up to Green Waste last year would not be repeated resulting in additional customers and increased income.</p> <p>Level 2 - 10.1.19 JM said that this issue would be clarified and discussed at Level 3.</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E7	Sport & Culture	Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision and the commercial opportunities for the Bradford City of Film.	50.0	70.0	120.0	9.5	12.0	0.0	4.0	0.0	0		<u>Level 2 - 20.12.18</u> No additional information <u>Level 2 - 10.1.19</u> No additional information
4E8	Sport & Culture	Events and Festivals – review to develop a more sustainable and balanced events programme and review grant funding while protecting key organisations.	150.0	100.0	250.0	4.0	4.0	0.0	1.0	2.0	0		<u>Level 2 - 20.12.18</u> No additional information <u>Level 2 - 10.1.19</u> No additional information

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E9	Sport & Culture	Libraries – review provision of Library Services across the district, consider alternative delivery models	950.0	1050.0	2000.0	69.0	98.0	20.0	30.0	8.0	0	<p>Level 2 - 13.12.18 Unison asked whether the options for the service would be taken to Scrutiny in January.</p> <p>Unison asked about the use of casuals in libraries and whether the detail which had previously been requested on the accrual of employment rights had been completed. It is essential to know which staff have employment rights and which do not in a restructure.</p> <p>Unite expressed a concern that the 2019-20 savings had not been correctly consulted on.</p> <p>Unite asked for an EIA for each library which looked at the effects on staff and the community the library served.</p>	<p>OJC 1 - 6.12.18. Management advised that EQI's and the full committee report were on the external website, HR to send the link out.</p> <p>Level 2 - 13.12.18 PB said that a report will be taken to Scrutiny on 22 January, 2019. the detail of the report will be the same as the information we intend to share with the Unions in early January.</p> <p>PB said he will ask managers to review and check that all staff are being employed correctly.</p> <p>JC said that th restructure would look at which staff are in scope.</p> <p>PB said that the 2019-20 savings had been considered at Level 2 and were delegated to Level 3 however there was no detail to bring forward. This information will be available at Level 3 in January 2019.</p> <p>SH said that the EIA is always about staff and users of a service. PB said that he will review the provision of EIAs in the light of these comments and consider whether any of the libraries are unique in relation to the issues considered in the EIA.</p>
												<p>Level 2 - 13.12.18 Unison asked for the figures on the costs of running each library and whether these costs could be removed by relocating.</p>	<p>Level 2 - 13.12.18 PB said that this is a significant saving which potentially affects 30 staff in 2020-21. Detailed proposals will be brought forward for discussion at Level 3 early in the New Year.</p> <p>Level 2 - 20.12.18 No additional information</p> <p>Level 2 - 10.1.19 No additional information</p>
4E10	Sport & Culture	Theatres and Community Halls – Halls to be transferred through Community Asset Transfer. Theatres to generate greater income	130.0	140.0	270.0	56.0	66.0	0.0	2.0	0.0	0	<p>Level 2 - 13.12.18 This budget saving will be achieved through increased income generation, booking fees and the re-opening of St. George's Hall.</p> <p>Level 2 - 20.12.18 No additional information</p> <p>Level 2 - 10.1.19 No additional information</p>	<p>Level 2 - 13.12.18 This budget saving will be achieved through increased income generation, booking fees and the re-opening of St. George's Hall.</p> <p>Level 2 - 20.12.18 No additional information</p> <p>Level 2 - 10.1.19 No additional information</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4E11	Sport & Culture	Sport and Physical Activity – investigate all methods of future operational service delivery with a combination of transfer, closure, new facilities, alternative delivery models and raising additional income.	50.0	130.0	180.0	123.0	176.0	0.0	2.0	29.0	2		<p>OJC - 1 6.12.18. Management advised that the vacancies would have to have the skills that were not required, & casual usage would always be considered over redundancies.</p> <p>OJC - 1 6.12.18. Management advised that some facilities such as RSDC will be closing and others such as Sedburgh will be opening, others may be asset transfers.</p> <p>OJC -1 6.12.18. Management advised that there would be.</p> <p>Level 2 - 13.12.18 This saving will be achieved by transfers, closures and new facilities and particularly relates to Baildon Recreation Centre and the model for delivering elite swimming and diving.</p> <p>Level 2 - 20.12.18 No additional information</p> <p>Level 2 - 10.1.19</p>
5E1	Sport & Culture	Museums & Galleries - Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery.	260.0	500.0	760.0	41.5	50.0	10.0	15.0	2.5	0		<p>Level 2 - 13.12.18 The Service will look at the potential for income generation and increased service efficiencies and potentially affects a significant number of staff. Management will consider opening hours, seasonal working and downsizing the museum collection and relocating the storage of the collection.</p> <p>Level 2 - 13.12.18 PB said that the service offers free entry to buildings and therefore does not generate income through visitor footfall. The proposal will look at reducing the opening hours in the less busy periods and increasing outreach work. New voluntary donations will be encouraged and grants for outreach work will be explored and may be available by running the service differently.</p> <p>PB confirmed that Amion have been engaged as consultants, through a competitive tendering process. Their draft report has been delivered and management are awaiting the final report.</p> <p>PB confirmed that management were considering a cafe at Cartwright Hall. He said that they were only considering establishing a cafe there where an increase in visitor numbers had resulted in feedback that a cafe would be an added attraction. It also had potential to support the introduction of a wedding offer at the Hall.</p> <p>Level 2 - 13.12.18 Unison said that it appeared contradictory to be reducing staff and opening hours to achieve income generation.</p> <p>Unite asked whether external consultants had been used.</p> <p>Unison asked whether introducing a café in service buildings was a backward step.</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
													<p>Level 2 - 20.12.18 No additional information</p> <p>Level 2 - 10.1.19 No additional information</p> <p>Level 2 - 10.1.19 PB said that following the last Level 2, management will review the proposal to re-instate a café at Cartwright Hall.</p> <p>Level 2 - 10.1.19 PB said that when the proposal was complete management will review the EIA and also the previous request to consider whether some/all libraries needed an individual EIA rather than one for the Service.</p>
5E2	Neighbourhoods & Customer Services	Youth Service – Reduction in the support of youth support activities across the district. In 2019/20 this was to cease youth work grants (already consulted on), and in 2020/21 this is to reduce the Council's Youth Service base budget, with the EIA reflecting these impacts.	311.0	513.0	824.0	54.0	138.0	13.0	0.0	0.0*	0		<p>* number of part time posts (3&6 hours etc)</p> <p>Level 2 - 13.12.18 ID said that the information on the spread sheet was the worst case scenario in terms of implications for staffing. The ambition is to generate income and the Buddy Scheme might be a way of doing this. He highlighted the need to be aware of double taxation and the precept issues. The service will look at the use of buildings, the possibility of bringing services together and reviewing the hours of delivery.</p> <p>ID referred to a broader corporate review of the Youth Service and Youth Offending Scheme which is about to start and may impact on this proposition.</p> <p>Level 2 - 20.12.18 No additional information</p>
													<p>Level 2 - 10.1.19 No additional information</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R2	Planning Transportation & Highways	West Yorkshire Combined Authority (WYCA) Transport Levy – proposed reduction in the levy Bradford pays to WYCA for transport operations	500.0	500.0	1,000.0	0.0	0.0	0.0	0.0	0.0	0	<p>OJC 1 - 6.12.18. Unite asked when decisions would be made from WYCA on the levy.</p> <p>Level 2 - 13.12.18 Unison asked how management knew that WYCA would agree to this budget proposals and what management's alternative proposal would be if this were not the case.</p> <p>GMB asked whether there were any vacancies attached to this budget proposal.</p>	
4R11	Planning Transportation & Highways	Planning, Transportation and Highways - installation of LED Lanterns, which provides better light coverage, and retrofit lamp/gear trays.	60.0	0.0	60.0	0.0	0.0	0.0	0.0	0.0			<p>Level 2 - 13.12.18 JJ confirmed that there are no staff implications for this budget proposal and that the saving will be achieved through reduced energy costs due to the installation of LED lanterns across the District.</p> <p>Level 2 - 20.12.18 No additional information</p> <p>Level 2 - 10.1.19 No additional information</p>
4R13	Economy & Development	Economic Development Service – Management and support being removed in line with contractual end dates for External funded programmes and initiatives	26.0	56.0	82.0	38.0	38.0	1.0	1.0	1.0	0		<p>Level 2 - 13.12.18 This proposal will be achieved through the removal of support to third parties and management are currently in discussion with contract holders. Management are hopeful of being able to generate income and retain staff.</p> <p>Level 2 - 10.1.19 No additional information</p>

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
6E1	Neighbourhoods & Customer Services	Parking Charges increases - Increase parking charges and introduce charges across the district for on and off street parking.	300.0	195.0	495.0	0.0	0.0	0.0	0.0	0.0	0	OJC 1 - 6.12.18. Unite asked if Council run car parks were operating at capacity.	OJC 1 - 6.12.18. Management advised that it was a mixed picture that was kept under review. Level 2 - 13.12.18 This proposal will be achieved through income generation due to the implementation of new parking restrictions. It is anticipated that the increase in income will lead to an increase in staff numbers to monitor and enforce new schemes.
													Level 2 - 20.12.18 No additional information Level 2 - 10.1.19 ID said that whilst there wasn't anywhere to record that information, one possible impact from this proposal would be a need for an additional two Wardens. The proposal had been considered at Executive on 8 January, 2019 and it was agreed to look at how to implement the aspects of the proposal which did not require major legal changes.
6X1	Neighbourhoods & Customer Services	Welfare Advice and Customer Service transformation - Fundamental change to the way the Council and its partners deliver customer facing services, focussed on customers getting the "right support at the right time"	0.0	844.0	844.0	127.0	129.0	0.0	22.0	9.0	0	OJC 1 - 6.12.18. Unite stated that there were a lot of casual staff in the call centre. Level 2 - 13.12.18 Unison asked whether there is a way to deliver this proposal. Unison asked whether the service could be incorporated into libraries. Unison said that they believed that the Contact Centre used a high number of casual staff.	OJC 1 - 6.12.18. Management advised that if there were any redundancies casual staff would go first. Level 2 - 13.12.18 This proposal is a reduction in the round with Welfare Advice, Adults and Customer Services. It is anticipated that this will push more contact on line or to self service. This is a broader review, with no detail known as yet. Level 2 - 13.12.18 ID said that the detail is not known at the moment however the Council will always support the most vulnerable. ID/SH said that this is a possibility with scope to include welfare advice. ID confirmed that at times the Contact Centre does use high numbers of casual staff, e.g. Council tax time, high volume Alhambra shows, etc. No casuals have been used in December. Level 2 - 20.12.18 No additional information Level 2 - 10.1.19 No additional information

Ref	Service	Proposal Definition	2019-20 £'000	2020-21 £'000	Total	FTE's	Head count	2019/20	2020/21	Vacs.	VR Req.	TU Feedback	Management Information/Response
												<u>Level 2 - 10.1.19</u> Unison asked whether there was a working group looking at this budget proposal, and if so, are trade unions represented.	<u>Level 2 - 10.1.19</u> ID said there is a working group led by Joanne Hyde; Joanne Conlon is representing Customer Services. He is not aware of the composition of the group and undertook to ask the question of Joanne Hyde.
		TOTAL	2763.0	4424.0	7187.0	638.0	828.0	44.0	78.0	55.5	4		

Department of Health & Wellbeing Services													
						Employees							
						Current		Likely FTE Reductions					
Ref	Service	Proposal Definition	2019 - 20 £'000	2020 - 21 £'000	Total £'000	FTE's	Head count	2019 - 20	2020 - 21	Vacs.	VR Req.	TU Feedback	Management Information/Response
6X1	Public Health - Customer Services and Welfare Advice transformation programme	Welfare Advice & Customer Service transformation Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'.	0.00	1700.00	1700.00	0.00	0.00	0.00	0.00	0.00		OJC 1 6.12.18. Unison asked what the differences were for H&W compared to place, as already discussed by place SD.	OJC 1 6.12.18. Management advised that a lot of the reductions in place would affect the commissioning side rather than staff.
												OJC 1 6.12.18. Unite asked if there would be an impact on other departments, such as customer services and revenues and	OJC 1 6.12.18. Management advised that this was not know, everything was subject to review & change.
												OJC 2 08.01.19 - No issues raised	08.01.19 Future Gov currently looking at streamlining the service to ensure better value for money. Joined up working with Martin Stubbs Dept - Revs and Bens
6PH1	Public Health - Environmental health	Air Quality Monitoring Programme Reduction of posts in Pollution team and reduce the numbers of operational 'real time' automatic air quality management stations from seven to four.	0.00	55.00	55.00	0.00	0.00	1.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 Already agreed to be removed from spreadsheet . Now subject to DEFRA and Joint Air Quality Unit to implement the next clean air stage.
6PH2	Public Health - NHS Health Checks	Health Checks It is proposed that the current service will cease in 20/21 when it is no longer mandated. Options for efficient and targeted delivery of the programme will be explored with CCGs to consider how Health Checks and Healthy Hearts can work in a complimentary way and more effective way	0.00	175.00	0.00	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 This is currently a mandated service and looking at merging with GP Healthy Hearts and CCGs to reduce duplication.
4PH1	Public Health - School Nursing	School Nursing and Health Visiting - redesign through development of a new service model which is fully aligned to the Prevention and Early Help model.	1959.00	988.00	2947.00	0.00	0.00	0.00	0.00	0.00		OJC 1 6.12.18. Unison asked when might happen to the staff post transfer.	OJC 1 6.12.18. Management advised that this will be an integrated service with other departments, the outcome of the integration and review was subject to ongoing change & review.

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												OJC 2 08.01.19 - No issues raised	08.01.19 Procurement in process. Issues ongoing with providers and possibility of bringing in house. Scoping exercise to be finished this week before going back to elected members. Management are optimistic this will ensure integration going forward.
4PH2	Public Health - Substance Misuse	Substance Misuse Service – combination of redesign, and re-commissioning recovery service, dual diagnosis service, supervised medication programme, and inpatient detoxification services.	625.00	2919.00	3544.00	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 Transformation work currently underway to move dual diagnosis team in with CHMT. Positive feedback so far and going really well.
4PH3	Public Health - Sexual Health	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	0.00	647.60	647.60	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 currently 2 parts to the integrated Sexual Health Service via Locala and Mesmac. Provision being redesigned and a move towards changes in prescribing and drive to GP services.
4PH4	Public Health - Tobacco	Tobacco –combination of redesign, review of current service model to a stop smoking service targeted at smokers from the most disadvantaged groups and ceasing other services.	2.00	304.20	306.20	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 Resdesign of service with a targeted approach going forward looking at prescribing and re-commissioning through pharmacists. Framework to go out to tender.
4PH8	Public Health	Warm Homes Healthy People – reduction in the short term winter activity based programme	20.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - to remove already agreed	08.01.19 - to be removed from spreadsheet already agreed.
4PH10	Public Health	Public Health – reduction in staffing in line with redirecting investment profile towards reducing demand and maintaining health and wellbeing	310.00	350.00	660.00	86.00	97.00	13.00	0.00	5.00		OJC 2 08.01.19 - Unison requested confirmation regarding number of vacancies on hold and staff	08.01.19 further staff meetings are taking place last week. Clarification on numbers to be checked. No VR considered at present until restrcuture complete.
6A1	Adult and Community Services	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).	1587.00	4477.00	6064.00	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 ~Very positive. Packages of care changing and this quarter overspend reduced to £5.5m . Management have confidence in the system and LD improvements are ongoing.

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5PH1	Public Health	A Home From Hospital Service – Bradford Respite and Integrated Care Support (BRICCS) review and redesign of the service	170.10	0.00	170.10	0.00	0.00	0.00	0.00	0.00		OJC 2 08.01.19 - No issues raised	08.01.19 currently reviewing at BCF schemes. The aim is to free up resources so it can be financed differently. Lyn Sowray and Liz Barry are meeting with provider to take forward.
TOTAL			4673.1	11615.8	16113.9	86	97	14	0	5			

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Department of Corporate Resources													
Ref	Service	Proposal Definition	Saving			Employees						TU Feedback	Management Information/Response
			2019 - 20 £'000	2020 - 21 £'000	Total £'000	Current		Likely FTE Reductions		Vacs.	VR Req.		
						FTE's	Head count	2019 - 20	2020 - 21				
4L1	Legal & Democratic Services	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	75.0	120.0	195.00	114.00	132.00	0.00	3.40	14.00	0.00	OJC1 6.12.18 Unite asked if the potential savings would be offset by the vacancies.	OJC 1 6.12.18 management advised that this would depend where the vacancies were and what skills were needed.
													OJC Level 2 20.12.18 Proposal is for £75k to be achieved through changes to the Committee system, on-going vacancy control and income generation.
													Level III arranged for 30/01/19.
Total			75.00	120.00	195.00	114.00	132.00	0.00	3.40	14.00	0.00		

Department of Corporate Resources													
Ref	Service	Proposal Definition	Saving			Employees						TU Feedback	Management Information/Response
			2019 - 20 £'000	2020 - 21 £'000	Total £'000	Current		Likely FTE Reductions		Vacs.	VR Req.		
						FTE's	Head count	2019 - 20	2020 - 21				
4F2	Finance	Insurance – reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining and internal insurance fund for self-insured risks and the cost of meeting claims	300.00	250.00	550.00	0.00	0.00	0.00	0.00	0.00	0.00		No level III Meetings held as yet, no reductions planned for 2019/20.
4F	Finance	West Yorkshire Joint Committees – cap contribution to Joint Committees at £1.1m which will require concerted action with other Councils	35.00	15.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00		No level III Meetings held as yet, no reductions planned for 2019/20.
6F1	Finance	Reduction in Grant to Parish and Town Councils – reduction in Council Tax support grant cut by central government	0.00	161.00	161.00	0.00	0.00	0.00	0.00	0.00	0.00		No level III Meetings held as yet, no reductions planned for 2019/20.
													OJC Level 2 20.12.18 Management advised that the proposed budget savings were all house-keeping issues.
Total			335.00	426.00	761.00	0.00	0.00	0.00	0.00	0.00	0.00		

Department of Corporate Resources													
Ref	Service	Proposal Definition	Saving			Employees						TU Feedback	Management Information/Response
			2019 - 20 £'000	2020 - 21 £'000	Total £'000	Current		Likely FTE Reductions		Vacs.	VR Req.		
						FTE's	Head count	2019 - 20	2020 - 21				
6S1	ICT	Information Technology Services – a blended reduction in IT Services staffing costs and reduction in supplies and services budget	250.00	0.00	250.00	146.00	151	10.00	0.00	15.00	8	Meeting 13.12.18 - It appears that there are a greater proportion of posts at the lower banded levels are being deleted at the price of creating managerial level posts.	Meeting 13.12.18 Structure proposals were tabled to Trade Unions. Managers are overloaded with doing the day to day work and do not always have the opportunity to support and develop staff in the way that management would like them to. Reducing spans of control for managers will enable them to be able to do this. Having said this, management will review the details of this.

													<p>UNITE's position was that management should not have commenced consultation at level III until the proposals had been consulted on at level II, Corporate Resources. UNITE requested that the staff briefings on the proposals, scheduled for later the same day were postponed. <u>OJC Level 2 14.01.19</u> Unite advised that Management has supplied some useful information but it is still not clear what the breakdown is for IT. The £440k saving has been removed so it needs to be a new proposal which needs to be consulting on. Unite were not confident that budget cuts could be made in FM and IT at this time.</p>	<p>Management noted the comments from UNITE and pointed out that the proposals were not limited to being driven by the need to make budget reductions, there is an additional need to streamline the ICT service and make changes to enable it to be fit to meet the Authority's needs in the future.</p>
Page 86													<p>Unite referred to the £440k that has been removed from proposed savings in ICT, asked why it had been removed and asked for an audit trail of the process followed to remove that saving. Unite were concerned that managers appeared to be proposing budget cuts which they had no intention of achieving. Unite were also concerned that the £440k was not mentioned at OJC Level 1. Management advised that not having an audit trail for the Unions was a learning curve for the future. Unite were concerned that changes have been made to budget proposals for 2019 / 2020 which have not been consulted upon Unison said that there wasn't any clarification as to why the proposed restructure costs have reduced what confidence could they have that the costs and number of job losses will increase again. Unison have previously asked about savings in</p>	<p>Management agreed that they would be consulting upon any proposed changes. Unite said that re-consulting does not mean that the proposed cuts can go ahead now. Management said that there is no intention to implement proposals until the consultation period is ended and proposals have gone to Budget Council in February. Proposals are due to be implemented from 1 April 2019.</p>
Total			250.00	0.00	250.00	146.00	151.00	10.00	0.00	15.00	8			

Department of Corporate Resources													
						Employees							
						Current		Likely FTE Reductions					
Ref	Service	Proposal Definition	2019 - 20 £'000	2020 - 21 £'000	Total £'000	FTE's	Head count	2019 - 20	2020 - 21	Vacs.	VR Req.	TU Feedback	Management Information/Response
4R14	Estates & Property	Asset Management – Seek to invest in non-operational property to generate surplus income	200.00	240.00	440.00	0.00	0.00	0.00	0.00	0.00	0.00		No staffing impact.
4R16	Estates & Property	Facilities Management – reduction in the maintenance budget as the size of the operational estate shrinks	980.00	55.00	1035.00	926.00	1698.00	21.00	0.00	29.00	2.00	OJC III 13.12.18 GMB asked why the numbers affected was so large this year.	OJC III 13.12.18 management explained that the numbers had been brought forward from 2020/21as other savings had not materialised as planned moves & closures had been slower than anticipated. Management expect that most of the cuts will be managed by vacancy control & VR, & would not affect front line staff, although they do not intend to replace a vacant joiner post.
												OJC III 22.1.19 UCATT asked for a breakdown of the 980 saving.	OJC III 22.1.19 Management advised that 200 would be rates savings, 480 closure transfer of buildings & the remaining 300 staff. A meeting will take place with ISG staff on 23.1.19 to explain how the potential impact of the Government ceasing the use of composite fire doors will impact on the business.
												OJC III 22.1.19 GMB asked if all vacancies would be deleted & all VR's accepted.	OJC III 22.1.19 Management advised that they would need to consider if the vacancies & VR requests were in the right part of the business where reductions can be made. Proposals are being drawn up & should be tabled in the next 2 weeks or so.
												OJC Level 2 20.12.18 This is an invest to grow proposal to generate surplus income. 4R16 is around the FM Built Environment and has three elements: 1. Rates savings 2. Reduction of running costs for Richard Dunn Sports Centre and Queensbury Pool 3. Growing revenue from the Service	OJC Level 2 20.12.18 Unite asked when the sports centre and pool were to close. Management advised September 2019. Unite said that this would only produce half year savings. Management advised that they also had one-off savings around other maintenance budgets.
Total			1180.00	295.00	1475.00	926.00	1698.00	21.00	0.00	29.00	2.00		

Chief Executive's Office														
						Employees								
			Saving				Current		Likely FTE Reductions					
Ref	Service	Proposal Definition	2019 - 20 £'000	2020 - 21 £'000	Total £'000	FTE's	Head count	2019 - 20	2020 - 21	Vacs.	VR Req.	TU Feedback	Management Information/Response	
5X1		Review of PA Support structure across Senior Mangement to streamline and standardise the service.	75.00	0.00	75.00	67.00	73.00	1.00	0.00	4.00	0.00	Meeting 13.12.18 Unison queried why the Senior Management / PA proposed budget saving had been assigned to the Office of the Chief Executive. Management confirmed that this is a Council wide issue and Finance is aware that it is not a proposed saving for OCX. Unison said this was good news as OCX has been cut to the bone.	Meeting 13.12.18. Management advised no further staff reductions planned.	
													OJC Level 2 20.12.18 This proposal is to look at the PA structure across the Council and to ensure that it is consistent. Further conversations on this will be held in due course Unite asked if the four vacancies was just PAs and Management confirmed that it was.	
Total			75.00	0.00	75.00	67.00	73.00	1.00	0.00	4.00	0.00			



Report of the Director of Finance to the meeting of the Executive to be held on 5th February 2019.

AT

Subject:

Qtr. 3 Finance Position Statement for 2018-19

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2018-19.

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.

Andrew Crookham
Director of Finance

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Leader of the Council and Corporate

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Overview & Scrutiny Area:
Corporate

QUARTER 3 FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the third monitoring report presented to Members on the Council's 2018-19 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2019.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where significant issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- 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.

2.0. MAIN MESSAGES

Forecast Outturn of the Revenue Budget

- 1.1) Based on December 31st 2018 projection, the Council is forecast to overspend the £358.1m net budget by £0.4m (£6.1m at Qtr 2). The main issues are outlined below.
- 1.2) The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £5.3m (£6.9m at Qtr 2), all of which falls within Adult Services.
- 1.3) The overspend largely results from a £6m under achievement of the £8m 2018-19 demand management saving; a £1m overspend on Safeguarding staffing costs and recurrent pressures from 2017-18.
- 1.4) The above have been partly offset by £2.2m of additional Winter Pressures money for Bradford that was announced by Government as part of the October 2018 budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in £2m reduction in the overspend.
- 1.5) The 2019-20 draft budget is seeking to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget. Furthermore, time limited money from Government will be replaced by Council resources (+£3.3m to replace Improved Better Care Fund), +£1.4m to replace the Adult Social Care Grant), and previously agreed savings for 2019-20 are being significantly reduced (£8m to £1.5m). Additional amounts are also being provided for prices and demographic growth.
- 1.6) The Department of Place is forecast to overspend the £64.7m net expenditure budget by £3.8m. The overspend is largely attributable to;
 - A £2.8m overspend on Waste Management comprised mainly of a £1.6m overspend in Waste Disposal, a £0.9m overspend in Waste and Recycling Collection and £0.3m of unbudgeted Waste Programme Costs.
 - A £1.0m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted staffing costs.
 - A £0.3m underachievement on Building Control trading income.
 - A £0.2m overspend in the Highways Delivery Unit linked to cost pressures in routine highways maintenance for which a recovery plan is being drawn up
 - A £0.2m overspend on Bingley Music Live.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.

- 1.7) Revenue budget increases to address the overspends in Waste Services (+£1.9m) and Street Lighting (+£1m) have been factored into the draft 2019-20 budget, and a £45.6m Street Lighting capital investment is also being evaluated. Other overspending areas have mitigation plans/ budget recovery plans, and further savings are planned for 2019-20.
- 1.8) Children's Services are forecast to overspend the £92.9m net expenditure budget by £3.7m. The overspend is largely due to;
- A £4.2m overspend on Children's Social Care, caused mainly by
 - A £3.6m overspend on the £8.1m external purchased placements budget due to higher numbers of placements for Looked After Children. The overspend includes £0.5m linked to outstanding income where health partners make a contribution to Children's care packages.
 - A £0.5m overspend on the £4.8m In-House residential home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
 - A £2.1m overspend on the £11.9m Social Work budget due to difficult to fill vacant posts being covered by Agency staff.
 - The above overspends are partly offset by a £2.3m underspend on Targeted Early Help as a result of cost reductions in advance of next year's savings target.
- 1.9) Although Education and Learning is forecast to underspend by £0.2m, there is however a £0.6m overspend in relation to Special Educational Needs and Disability (SEND) traded services (£0.8m full year effect).
- 1.10) The 2019-20 draft budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements and In-House Residential Care overspend, and £0.8m to address the SEND traded services issue.
- 1.11) £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency. Additional amounts are also provided for prices and demographic growth, before £3.6m of Early Help Savings; £0.4m Respite review savings, and £0.1m of savings linked to Connexions are deducted.
- 1.12) Travel Assistance is a service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place. £4.8m of budget savings are still to be delivered. The underachievement is currently being offset by Corporate Contingencies.
- 1.13) The above overspends are partly offset by £11.3m of underspends in the General fund inclusive of
- £3.0m of corporate contingencies
 - £2.1m of Bradford's share of the National Levy Account Surplus
 - £2.0m of forecast lower redundancy costs.
 - £1.2m of capital financing underspend linked to the change in the Minimum Revenue Provision policy
 - £1.0m of other centrally held underspends.
 - £1.6m of VAT refund.
 - £0.3m of additional S31 grant from Government to compensate for changes to Business Rates thresholds.
- 1.14) Corporate Resources are also forecast to underspend by £1.1m mainly as a result of a £0.7m underspend in Revenues and Benefits resulting from lower overpayments and better recovery of overpayments; lower agency costs and lower court costs, and a £0.3m underspend in Estates and Property linked to the capitalising of £0.4m of Building works.

1.15) Any Council wide overspend at year end will have to be funded from reserves.

Material Changes to the forecast since Qtr 2

- The overall Council position has improved by £5.7m to a forecast overspend of £0.4m. However, the improvement is largely down to one off unplanned additional income partly offset by a deteriorating position regarding costs and savings.
- The General Fund forecast underspend has increased by £4.0m to £11.3m. This results from;
 - £2.1m of additional one off income resulting from Bradford's share of the national Levy Account Surplus announced by Government in December 2018.
 - A £1.6m forecast reimbursement of VAT payments resulting from a 4 year backdated VAT claim.
 - £0.3m of additional Section 31 grant to compensate the Council for reduced Business Rates income resulting from Government Policy changes.
- The forecast overspend in Health and Wellbeing has reduced by £1.6m to £5.3m.
 - The Government announced £2.2m of additional Winter Pressures money for Bradford as part of the October budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in a £2m reduction in the overspend.
 - The improvement has been partly eroded by a £0.7m increase in expenditure on Learning Disabilities resulting from increases in costs across a range of Learning Disability services.
 - Furthermore, there has been a £0.5m increase in forecast costs as a result of the agreement to pay the CCG for a further year meaning that the planned saving will not be delivered in 2018-19.
- The forecast overspend in Children's Services has increased by £1.3m to £3.7m. The major changes include:
 - A £1.2m increase in the Social Work overspend to £2.1m resulting from higher Agency costs.
 - A £1.0m increase in the Purchased Placement overspend to £3.6m resulting from further increases in the numbers of Looked After Children.
 - The above increases have been partly offset by a £1.2m increase in the Targeted Early Help underspend to £2.3m as a result of the new Family Hubs being established from October in advance of next year's budget savings.
- The forecast underspend in Corporate Resources has increased by £0.8m to £1.1m. The major changes include
 - A £0.4m increase in the Estates and Property underspend to £0.4m resulting from the plan to capitalise £0.4m of qualifying building expenditure, and funding it from Corporate Capital financing budgets instead.
 - A £0.4m increase in the Revenues and Benefits underspend to £0.7m resulting from lower costs.
- The forecast overspend in the Department of Place has reduced by £0.4m to £3.8m. The major changes include
 - A £0.4m reduction in the Waste Services underspend to £2.8m following the adoption of an alternative approach to dealing with kerbside collected recycling from October 2018.
 - A £0.2m increase in the forecast overspend on Bingley Music Live to £0.2m.
 - The above are partly offset by other small scale changes across the Department

Reserves

- At 31st December reserves stand at £164.1m (Council £143.6m and Schools £20.5m). Net movements in reserves have led to a £0.6m decrease in reserves since Qtr 2. Section 4 details reserves.
- Unallocated reserves stand at £14.5m. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- School balances are currently £20.5m but are forecast to reduce to £9.2m by March 2019.
- Hanson School was £3m in deficit at the end of 2017-18 and the deficit is forecast to increase to £4.1m by the end of 2018-19. The Council is working with the school, the Department for Education and the Regional Schools commissioner to identify options to resolve the issues.

Capital Expenditure

- Regarding Capital Expenditure, the latest forecast for expenditure for 2018-19 for the Capital Investment Plan (CIP) is £91.4m, compared to a revised budget of £154.8m. Spend incurred at 31st December is £55.3m. The Council will endeavour to maximise spending on the programme in 2018-19 but some projects and their sources of funding may carry over and result in re-profiling budgeted spend into future years.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.44m for additional works as part of the Council's property programme. £0.4m is to complete additional essential works on Thompson Court and Cliffe Castle Depot. Also it includes £0.04m additional funding for ground works required for the replacement of the Council's underground fuel tanks.
 - £0.1m for a new café at Cartwright Hall, subject to final PAG approval. It is an invest to save scheme and the additional income will fund the capital financing costs over ten years.

Council Tax and Business Rates Collection

- Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2019-20, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates.
- As the Council Tax and Business Rates collected in 2017-18 was less than budgeted and this impacts on 2018-19, reserves totalling £1.275m (£0.7m Business Rates, £0.575m Council Tax) were created from last year's underspend to offset this. However, because of higher amounts collected in 2018-19, it is now estimated that these reserves will now not need to be used in 2018-19, so will be retained to provide a buffer against adverse variations between budgeted Council Tax and Business Rates, and actual collections in the future (See 8 January 2019 Executive: Tax Base report). This provides some additional resilience for budgeted Council Tax and Business Rates funding in future years.

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 31st December 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £0.4m. There are however a number of significant departmental budget variances as outlined.

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

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

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	218.8	225.2	6.4	-115.8	-116.9	-1.1	103.0	108.3	5.3
Children's Services	479.3	482.6	3.3	-386.4	-386.0	0.4	92.9	96.6	3.7
Department of Place	117.7	124.5	6.8	-53.0	-56.0	-3.0	64.7	68.5	3.8
Corporate Resources	255.1	251.6	-3.5	-211.0	-208.6	2.4	44.1	43.0	-1.1
Chief Executive	4.1	4.0	-0.1	-0.1	-0.1	0.0	3.9	3.9	0.0
Non Service Budgets	6.6	6.6	0.0	-0.8	-0.9	-0.1	5.8	5.7	-0.1
General Fund	78.4	71.1	-7.3	-34.6	-38.6	-4.0	43.8	32.5	-11.3
Total Council Spend	1,159.9	1,165.8	5.9	-801.8	-807.3	-5.5	358.1	358.5	0.4

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

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Better Health Better Lives	439.9	453.1	13.1	-273.2	-275.1	-1.9	166.7	178.0	11.3
Better Skills, More Good Jobs And A Growing Economy	94.4	96.9	2.5	-49.8	-51.1	-1.3	44.6	45.7	1.2
Safe, Clean And Active Communities	59.8	61.7	1.9	-19.7	-19.2	0.5	40.1	42.5	2.4
A Great Start And Good Schools For All Our Children	413.6	411.0	-2.6	-388.3	-387.5	0.9	25.3	23.5	-1.8
Decent Homes That People Can Afford To Live In	4.2	4.0	-0.2	-0.7	-0.7	-0.1	3.5	3.2	-0.3
A Well Run Council	86.9	85.6	-1.3	-31.3	-30.9	0.5	55.6	54.8	-0.8
Non Service, Fixed and Unallocated	60.9	53.5	-7.5	-38.7	-42.7	-4.1	22.3	10.8	-11.5
Total Council Spend	1,159.9	1,165.8	5.9	-801.8	-807.3	-5.5	358.1	358.5	0.4

2.2 Delivery of Budgeted Savings proposals

The combined budget savings of £20.6m in 2018-19 brings the total savings the Council has had to find in the eight years following the 2010 Comprehensive Spending Review (CSR) to £261.7m.

The 2018-19 budget includes £20.6m of new budget reductions, however £6.8m of prior year underachieved savings have carried forward into 2018-19, meaning that £27.4m of savings need to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £14.1m (52%) of the £27.4m is forecast to be delivered, leaving £13.3m that is forecast not to be delivered.

Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/18	2018/19 New Savings	Total Savings 2018/19	Forecast Variance 2018/19
Health & Wellbeing	0.8	12.4	13.2	6.6
Children's Services	0.0	0.5	0.5	0.1
Place	1.3	3.6	5.0	1.4
Corporate	0.0	3.5	3.5	0.4
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	6.8 ¹	20.6	27.4	13.3

Although the forecast underachievement is lower than last year, it is higher than prior years.

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.3 (Forecast)

The planned savings that are at risk of not being delivered in full are outlined in Section 3 Service Commentaries.

The 2019-20 draft budget seeks to address the savings that have not been delivered in 2018-19 where there was a high likelihood of further underachievement in 2019-20.

¹ Underachieved savings from prior years include the value of underachieved savings from 2017/18 that were not achieved by 31/3/2018.

3. SERVICE COMMENTARIES

3.1 Health and Wellbeing

Health & Wellbeing	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Operational Services	106.8	106.5	-44.6	-45.0	62.2	61.5	-0.6
Commissioning & Integration	10.1	10.5	-1.9	-2.0	8.2	8.5	0.2
Learning Disabilities	59.0	62.9	-24.2	-24.7	34.8	38.2	3.4
Strategic Director	-1.2	1.2	-1.7	-1.7	-3.0	-0.5	2.5
Public Health	44.1	44.0	-43.4	-43.5	0.7	0.5	-0.2
Total	218.8	225.2	-115.8	-116.9	103.0	108.3	5.3

- The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £5.3m (£6.9m at Qtr 2), all of which falls within Adult Services.
- The overspend largely results from a £6m under achievement of the £8m 2018-19 demand management saving; a £1m overspend on Safeguarding staffing costs and recurrent pressures from 2017-18
- The above have been partly offset by £2.2m of additional Winter Pressures money for Bradford that was announced by Government as part of the October budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in £2m reduction in the overspend.
- The main financial issues and mitigating actions are outlined below:

3.2 Learning Disabilities (£3.4m overspend)

- The table below shows that Learning Disability services are being transformed in line with the strategy of reducing residential and nursing care and caring for people in the community, where appropriate.

Average Population	2016-17	2017-18	2018-19
Residential	134	127	126
Residential Block Contract	53	49	46
Nursing	18	16	15
Nursing Block Contract	60	44	42
Residential & Nursing	265	236	229
Day Care	1,007	932	935
Direct Payments	389	430	464
Home Care	471	460	350
Supported Living	226	226	248
Community Care	2,039	2,048	1,997
Total	2,304	2,284	2,226

- The transformation has not gone as far as planned, and the service is forecast to overspend the £34.8m net expenditure budget by £3.4m, this is a £0.1m reduction from the Qtr 2 position; the main issues are:
- **LD Residential Fees** is forecast to overspend the £8.0m net expenditure budget by £2.2m due to a combination of unachieved savings (£1.7m) and a recurring pressure from 2017-18. Total spend is however forecast to be £0.1m lower than last year.

In Year Mitigation

- The service is continuing to review client packages of care and are working closely with the NHS to share the cost of high cost placements where there is a likelihood of clients being eligible for Continuing Health Care support.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

Future Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.
- **LD Nursing Fees** paid to providers forecast to overspend the £4.4m net budget by £0.6m; this is a recurrent pressure from 2017-18, primarily associated with a nursing block contract arrangement.

Mitigation

- Work is on-going to change the model of care from nursing to supported living, where appropriate, which will result in a reduced cost base for the Council. It is likely that this work will be complete by early 2019 and a balanced budget should be delivered in 2019-20. The forecast overspend in 2018-19 is however unlikely to change significantly before year end, and consequently the overspend will be funded by other parts of the Department/ Council.
- **LD Transport Costs** is also forecast to overspend by £0.4m as a result of an unachieved saving from 2017-18 (£0.2m) and a recurrent pressure from 2017-18 relating to Taxi costs (£0.2m).

Future Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.
- **Commissioning Savings** - Part of the department's £8m demand management saving is a £2.1m saving regarding efficiencies in contracts (5A7) which remains unachieved. Work is ongoing to identify how this saving will be achieved but it is unlikely that the saving will be delivered in 2018-19.

In Year Mitigation

- Current contract arrangements are being reviewed with Legal Services and providers to ensure service provision aligns with the departments strategy.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

Future Year Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.

- **Older People and Physical Disabilities Purchased Care (£0.5m overspend after applying £1.6m of Winter Pressure Funding)**
- The table below shows that Older People and Physical Disability services are being transformed in line with the Home First strategy which seeks to keep people independent and at home, rather than in Residential and Nursing care, where appropriate.

Average Population	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – Older People	1,368	1,289	1,234	1,113	996
Total Residential and Nursing – Physical Disabilities	83	85	76	115	96
Total Residential and Nursing	1,451	1,374	1,310	1,228	1,092
Total Community Care – Older People	1,521	1,530	1,609	1,816	1,853
Total Community Care – Physical Disabilities	370	335	353	261	283
Total Community Care	1,891	1,865	1,962	2,077	2,136
Total	3,342	3,239	3,272	3,305	3,228

- This budget area has had two budget savings totalling £3m attributed to it in 2018-19. A £1m demand management saving, and the £2m Access Saving (5A6).
- Activity data at the half year is showing a forecast reduction of 136 residential and nursing clients resulting in a £2.2m full year cost reduction. This however has been partly offset by an increase in 1,962 homecare hours per week (from 20,516 hours in 2017-18, to a forecast of 22,478 in 2018-19) due to the department's strategy of keeping people at home.
- Taking into account the increase in home support hours and number of clients, £1m of demand management savings have been delivered, however the £2m Access saving is forecast to be unachieved in 2018-19.

In Year Mitigation

- £1.6m of the £2.2m Winter Pressures funding has been received from the Department of Health in 2018-19 and this is helping to offset the underachieved £2m Access Saving.
- The department is also working to reduce the overall demand for homecare by continuing to embed the community led support strategy and working with the NHS where a client has a health need and will be eligible for Continuing Health Care.

Future Year Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.

Integration and Transitions Staffing overspends (£1m)

- Within Integration & Transitions, the employee budget is forecast to overspend by £1m. This is due to a significant number of temporary posts which have been required in order for the department to meet the statutory obligations for Safeguarding Adults.
- A business case for additional funding has been prepared and presented to management; and will feed into the 2019-20 budget process.

- **Clinical Commissioning Group Payment (£0.5m)**
- There has been a £0.5m increase in forecast costs for the department as a result of the agreement to pay the CCG for a further year in relation to a CCG rebasing saving (4PH9). This is a non-recurrent pressure as the agreement relates to 2018-19 only.

Remaining Department

- Other than the specific mitigating actions outlined in the above sections, the forecast overspends are being partly offset by underspends in other parts of the department in 2018-19.
- Based on the current forecast, the £5.3m overspend will have to be funded from other parts of the Council in 2018-19.
- Further options to mitigate the main issues in the longer term are being examined as part of the 2019-20 budget setting process.

3.2 Children's Services

- Children Services are forecast to overspend the £92.9m net expenditure budget (£479.3m Gross budget) by £3.7m (£2.5m at Qtr 2).

Children's Services	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	0.0
Children's Social Care	74.5	79.6	-6.2	-7.1	68.3	72.5	4.2
Education & Learning	32.3	30.9	-20.6	-19.4	11.7	11.5	-0.2
Performance, Commissioning & Partnerships	63.3	62.8	-48.2	-48.0	15.1	14.8	-0.3
Schools	308.8	309.0	-311.4	-311.6	-2.6	-2.6	0.0
Total	479.3	482.7	-386.4	-386.1	92.9	96.6	3.7

- The main Children's Services financial issues are in Children's Social Care, and these include:

External Purchased Placements (£3.6m overspend)

- The £8.1m external purchased placements budget is forecast to overspend by £3.6m. The overspend has increased by £0.9m since Qtr 2 mainly due to increasing number of children being placed in external Foster placements.
- The table below shows how the average numbers of Looked After Children, and Children requiring support has increased in recent years, resulting in increased costs.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Qtr3	% Increase from 2012-13
Placed with Parents	90	82	84	86	119	117	124	38%
Placed for Adoption	39	53	63	38	24	25	27	-31%
Friends and Families	201	189	218	206	232	235	291	45%
Foster Parents	386	383	349	365	365	371	351	-9%
Fostering Agencies	39	37	32	32	38	57	88	126%
Residential Care (In House)	60	70	68	63	58	51	43	-28%
Residential Care (Ext)	40	41	46	50	47	42	40	0%
Other	34	32	37	34	48	62	68	100%
Sub Total (Number of Children Looked After)	889	886	897	874	931	960	1,029	16%
Residence Orders	78	81	65	69	59	46	41	-47%
Adoption Orders	213	224	270	271	260	247	239	12%
Special Guardianship Orders	122	157	240	277	304	320	334	174%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	623	613	614	49%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,643	26%

- The overspend includes £0.5m linked to outstanding income where health partners make a contribution to Children's care packages.

Mitigation

- The service is placing children in less costly external fostering instead of external residential placement where appropriate.
- A new project to move placement coordination into the commissioning team in Performance Commissioning and Partnerships has been initiated. This will enable commissioning expertise to support the procuring of placements, and reduce the cost of placements.
- The service is also continuing to work with other nearby authorities to maximise respite capacity.
- Discussions with health partners to resolve outstanding contributions are on-going.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.
- The current budgetary pressure has been addressed as part of the 2019-20 budget setting process. The 2019-20 draft budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend.

Social Work Services

- Social Work services are forecast to overspend the £11.9m budget by £2.1m as a result of agency staff being used to cover difficult to fill vacant posts.

Mitigation

- Children's Social Care are actively recruiting to vacant Social Work posts to reduce the spend on agency Social Workers. The service has also introduced a retention payment scheme (commencing January 2019) to reduce staff turnover. The retention scheme is one off pending a salary review.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.
- The 2019-20 budget proposals that are currently being consulted on are seeking to ensure that the Ofsted inspection is appropriately responded to, and the overspend doesn't recur in 2019-20. £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency.

In-House Residential Care

- In-House Residential Care is forecast to overspend the £4.7m net budget by £0.5m. This is due mainly to the use of overtime/ agency / casual staffing to cover for vacancies and sickness, and some unbudgeted premises costs.

Mitigation

- Rotas are under review to reduce overtime use, and posts are being recruited to in order to reduce agency costs.

Within Children's Social Care, the above overspends are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m; support costs for children with disabilities £0.1m, the new Prevention and Early Help service (including Children Centres) now sits within the Children Social Care service and is forecasting a £2.3m one-off saving. The service has to deliver savings from April 2019.

Remaining Department

- The overspend in Children's Social Care, is partly offset by underspends in other parts of the Department.
- Performance Commissioning and Development are forecast to underspend the £15.1m net expenditure budget by £0.2m as a result of staff vacancies and £0.1m on Travel Assistance.
- Education and Learning is also forecast to underspend by £0.2m.
- £0.3m results from lower pension payments to former teachers and lecturers due to a reduction in claimants, and £0.4m results from vacancies across the service. Income generation by the Play Service of £0.1m and £0.1m income from penalty notices due to pupil absences.
- The SEND and Behaviour Services within Education & Learning is forecast to overspend by £0.7m due to a pressure to traded services of £0.7m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 (the full year effect of the pressure is £0.8m). This pressure has been included within the consultation for the 2019-20 budget.

In Year Mitigations

- It is unlikely that the forecast overspend will reduce significantly in year. Consequently, the Department overspend will have to be funded from other parts of the Council in 2018-19.

3.3 Department of Place

The Department of Place is forecast to overspend the £64.7m net expenditure budget (£117.7m gross budget) by £3.8m and deliver £3.5m of the £5m savings as planned. The main issues are outlined below.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Waste, Fleet & Transport Services	38.6	40.9	-16.5	-16.2	22.1	24.7	2.6
Economy & Development Services	9.0	8.6	-2.3	-2.4	6.6	6.2	-0.5
Neighbourhoods & Customer Services	19.2	19.2	-6.1	-6.5	13.1	12.7	-0.4
Planning, Transportation & Highways	19.4	20.3	-7.0	-6.9	12.4	13.5	1.1
Sports & Culture Services	30.9	34.8	-21.1	-24.1	9.8	10.7	0.9
Total	117.7	124.5	-53.0	-56.0	64.7	68.5	3.8

Waste Services

- Waste Services within Waste, Fleet and Transport Services are forecast to overspend the £23m net expenditure budget (£29.2m gross budget) by £2.8m. This results from a £1.6m over spend in Waste Disposal²; a £0.9m over spend in Waste Collection, and unbudgeted Waste Programme costs of £0.3m.
- The £2.8m forecast overspend is however a £0.4m improvement from Qtr 2 and is largely due to a reduction in disposal costs as outlined below.
- Performance data indicates that service provision is being transformed in line with the strategy of collecting more recyclable waste and having less waste disposal.

Kerbside Waste & Recycling Collection	2015-16 to end of Qtr 3	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3
Tonnes collected from Recycling bins	13,000	15,000	22,000	25,000
Tonnes collected from Waste bins	101,000	96,000	80,000	77,000
Kerbside Tonnes collected	114,000	111,000	102,000	102,000

Waste Disposal	2015-16 to end of Qtr 3	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3
Waste Collected as Recycling (Tonnes)	52,000	54,000	57,000	64,000
Waste to Landfill or Alternative Treatment	111,000	109,000	100,000	96,000
Total before Trade Waste	163,000	163,000	157,000	160,000
Total Municipal Waste Disposed of (Tonnes)	178,000	178,000	175,000	175,000

Waste Disposal

- Waste Disposal is forecast to over spend the £17.2m budget by £1.6m as a result of a £1.2m overspend on disposal costs, £0.2m overspend on the Materials Recovery Facility (MRF) operations and £0.2m of lower recycle income than budgeted.
- Regarding the £1.2m over spend on disposal costs; for the first half of the financial year residual waste tonnages did not reduce as originally anticipated following the introduction of Alternate Weekly Collection. Contamination issues, coupled with the

² "Waste Disposal" is inclusive of all services, i.e. operational transfer loading sites, transfer haulage, disposal contract costs and household waste recycling centres

methods by which recycling waste was processed, resulted in approximately 10,000 tonnes of kerbside collected recycling being disposed of as costly residual waste.

- Disposal costs have reduced since October as the service has adopted an alternative approach to dealing with kerbside collected recycling.
- This improvement has been achieved as the service has changed the way in which recyclates are processed through the MRF, which resulted in cleaner materials; lower contamination and lower residual waste to dispose of.
- Current performance is predicting that residual kerbside waste will be 4,600 tonnes less than the previous year and kerbside recycling will be 3,400 more, with overall contamination rates currently at 27% compared to 40% previously.
- In the first half of the year the MRF was running with two shifts, with an average of 33 employees. Since October, the shift pattern was changed, which requiring fewer employees, saving £0.2m on the April to September costs, reducing the overspend from £0.4m to £0.2m.
- There has also been a £0.2m shortfall in income from sales of recyclable materials; the market remains volatile and long term contracts and consistent prices cannot be secured. However, the service continuously strives to attain best prices possible and to keep contracts under review and the position has improved since Qtr2 by £0.13m.
- The forecast over spend is being partly off-set by other areas of Waste Disposal.

In Year Mitigation

- Changes in the way in which recyclates are processed at the MRF were made in early October 2018. Results are showing that this method of processing is having a positive effect on income; has reduced operating costs and reduced the tonnages being processed as costly residual waste.
- In the short term the service is tackling high levels of contamination by raising awareness across the district. Specific, targeted intervention has been undertaken in areas across the district where contamination levels were identified to be very high when compared to other parts of the district.
- Of the two areas targeted, Ravenscliffe and Fagley, both have shown significant improvement in contamination rates, reducing from 40% to 24% in Ravenscliffe and to 23% in Fagley. Ravenscliffe has seen an increase of 9% in their recyclates.
- Over 100 members of the public have signed up to be a recycling champion and 60 of these have undergone formal training so that they can promote, raise awareness and support residents in their local areas.
- As discussed above, following a soft market test, an alternative approach to dealing with kerbside collected tonnage has been implemented by securing an agreement with a third party recycling operator. The MRF is now able to process all of the district's recycling tonnage by increasing the processing speed by removing certain high value recyclates. The balance of the recyclate is sent to a 3rd party operator. This approach will reduce costs at the MRF; reduce transport costs and minimise the amount of contaminated recyclate being disposed of as costly residual waste. The potential full year effect of the new operating model should help ensure that the overspend doesn't recur next year.

Future Year Mitigation

- The above in year mitigation has been evaluated and a new procurement will be out to market for the processing of certain recyclates given the success so far. The contract will be in place for the 1st April 2019. The proposed budget for 2019-20 has recognised the structural difficulties the service has, and £1.0m is proposed to be added to the Waste Disposal service budget in 2019-20.
- All of our existing contracts for the disposal of recyclates and the disposal of other items collected at our Household Waste Recycling Centres such as carpets and mattresses are under constant review, some of these items we take for free but have to pay for their disposal. New arrangements have resulted in either a much lower disposal cost or in some cases free disposal all of which is contributing to reducing the budget deficit.

Waste Collection

- The £0.9m forecast over spend in Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, is largely due to a significant under achievement of the 2017-18 & 2018-19 savings.
- The combined £1.97m of savings over the two years was predicated on a reduction of 13 collection rounds, plus spares and management reductions; however, due to operational requirements and increasing property numbers, the number of rounds has reduced by 7. The financial impact of this variance to plan is an estimated £0.9m.
- The service is currently undertaking a full re-route to ensure parity between rounds with all able to finish on the day. Going forward, there will be no scope to further reduce residual rounds, and there will be a need to add extra rounds in future years depending on the speed of property growth.

Future Year Mitigation

- As the unachieved savings are undeliverable, the 2019-20 budget proposals include adding back the value of underachieved budget savings. Therefore, £0.9m will be added to the Waste Collection service budget in 2019-20 in acknowledgement of rounds being unable to reduce as originally planned, and to cover the additional round required for all of the new builds.

Sports Facilities

- Sports Facilities are forecast to overspend the £1.3m net expenditure budget by £0.6m. This is due to a £0.6m overspend on staff costs linked to casual staff and allowances, and £0.3m of other premises and supplies & services overspends. In the short term the £0.9m overspend outlined above is being partially mitigated by additional income from Ilkley Lido, Keighley Fitness Centre & Swimming Development of £0.3m.
- Of the planned savings within Sports Facilities, £0.1m of the £0.3m will be delivered during the year. Replacement in year savings have been identified (Tier 5 Staff Reorganisation & Increased Income from Swimming Lessons) which will provide a part year benefit in 2018-19 of £0.1m, with further savings of £0.1m being recognised in 2019-20.

Future Mitigation

- The service's budget recovery plan has identified savings, totalling £0.9m, that are

scheduled to be achieved over the next 2 years.

Sports Facilities	2019-20	2020-21
Budget Recovery Plan	£0.5m	£0.4m

- This will enable the service to show a balanced budget position by the end of 2020-21. The savings will be achieved through a number of measures including reduction in operating costs and an increase in income following the opening of Sedbergh. Further income streams have been identified from new fitness facilities and swimming lessons.

Policy Culture & Events

- Policy Culture & Events is forecast to overspend the £0.8m net expenditure budget by £0.2m largely due to Bingley Music Live which operated at a £0.2m loss (£0.2m profit in 2017-18).
- Major outdoor events can be susceptible to many issues that can affect the financial position. The significant changes from last year's position are, event management costs, Health and Safety issues increasing expenditure, ticket sales were lower than expected and this also had a detrimental effect on the sale of food, drink and promotional items. These issues are being reviewed and there will be plans in place to resolve them in any future festival.

Street Lighting

- Street Lighting is forecast to overspend the £2.7m net budget by £1.0m.
- Over the past four years there has been an increase in the number of streetlights due to road improvement schemes and housing developments. Despite this, there has been a reduction in overall energy usage linked to measures taken.
- Energy costs have however increased by approximately 16% in 2018-19. The greatest proportion of this increase arises from pass-through charges from the supplier.
- Additionally, there remains a continuing challenge to deliver savings carried forward from previous years, e.g. adjusted street lighting hours (4R11) and other street lighting savings (R19) which in aggregate equate to £0.1m of unachieved savings.

Future Year Mitigation

- In response to increasing energy costs the service is preparing for large scale investment in energy efficient lighting equipment (LEDs). The viability of the business case for this investment rests on payback assumptions based on savings in energy and maintenance costs.
- The 2019-20 budget proposals include £1m of additional budget to ensure that the overspend doesn't recur in 2019-20.

Building Control

- Building Control is forecast to underachieve fee income by £0.3m in 2018-19.

In Year Mitigation

- A budget recovery plan for Building Control is being formulated which potentially seeks to charge for discretionary services to increase income generation. The service has seen an increase in income this year from Local Authority Building Control partnership working with developers and companies across the district and it is hoped this can be extended in the coming year which again would increase revenue for Building Control.

Highways Delivery Unit

- The Highways Delivery Unit is forecast to overspend the £1.4m budget by £0.4m. Despite securing additional capital works to achieve its targeted income of £0.46m historic structural funding pressures within the unit has placed an additional impetus upon the service to increase income generation by as much again.
- Whilst the service has a been able to secure a good work programme of capital projects its ability to competitively bid for further capital works has been reduced due to the delay in implementing the service restructure proposals which will create a dedicated commercial business development team. This restructure is anticipated to be completed before the end of Qtr 4.

Mitigation

- In year mitigation has been introduced to address the amount of anticipated overspend, including suspending expenditure on revenue highway repairs in the last two quarters until further income generating work has been secured.
- Strict vacancy control measures have been introduced in relation to the current service vacancies where posts are non-critical.
- A plant management strategy is currently being implemented which will see more of the service's fleet being provided through short-term hire / lease rather than through ownership which will reduce on-going Transport Services charges.

Compensating Savings in Other Service Area's

- The above overspends are partially offset by underspends in Economy and Development Services, and Neighbourhoods and Customer Services.

3.4 Corporate Resources

Corporate Resources	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Director of Corporate Resources	0.3	0.3	0.0	0.0	0.3	0.3	0.0
Financial & Procurement	4.7	4.5	-0.4	-0.5	4.3	4.0	-0.3
Estates and Property Services	50.4	47.7	-37.0	-34.5	13.4	13.2	-0.3
Human Resources	5.6	5.7	-2.0	-1.9	3.6	3.8	0.2
ICT	14.6	14.4	-2.5	-2.3	12.1	12.1	-0.1
Legal & Democratic	8.5	8.8	-2.1	-2.3	6.4	6.5	0.1
Revenues & Benefits	170.7	170.3	-166.9	-167.1	3.8	3.2	-0.7
Total	255.1	251.6	-211.0	-208.6	44.1	43.0	-1.1

- The department is forecast to underspend the £44.1m net expenditure budget (£255m gross budget) by £1.1m, and deliver £3.0m of the £3.5m savings as planned.
- This is an improvement of £0.8m on the Qtr2 position due mainly to an increase in forecast underspends in Revenues & Benefits and Estates and Property.
- The Revenues & Benefits underspend has increased by £0.5m to £0.7m due to lower overpayments and better recovery of overpayments; lower agency costs and lower court costs
- Estates and Property has improved by £0.4m to a £0.3m underspend primarily due to the capitalising of £0.4m of building works.
- Within Estates and Property, the Industrial Services Group (ISG) has seen a downturn in projected turnover levels due to reduced orders for fire doors pending new safety requirements. The £0.2m negative impact this causes will require ISG to draw on their trading reserve to achieve a balanced position for the year. The trading reserve will however not then be available for any further deficits should they occur in future years.
- The shortfall in achieving the departmental savings is also primarily within Estates and Property, and results from the £0.4m underachievement of additional income linked to the acquisition of investment properties.
- An acceleration in the planned acquisition of investment properties is planned to alleviate this shortfall and also meet the additional target for 2019-20.
- Finance and Procurement is also forecast to underspend by £0.3m as a result of vacant posts.

3.5 Chief Executive

- The Chief Executive's Office is forecast to balance the £3.9m net expenditure budget. This includes delivering £0.5m of previously planned for savings in 2018-19 via the restructuring of the service. The forecast assumes that work on projects to the value of £0.4m is being funded by the centrally held Implementation budget.
- There are no significant issues to report.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Chief Executive							
Chief Executive Core Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Policy Programmes & Change	1.0	1.0	0.0	0.0	1.0	1.0	0.0
Political Offices	0.2	0.2	0.0	0.0	0.2	0.2	0.0
Programme Management	0.9	0.9	0.0	0.0	0.9	0.9	0.0
Public Affairs & Communications	1.3	1.2	-0.1	-0.1	1.1	1.1	0.0
Total	4.1	4.1	-0.1	-0.1	3.9	3.9	0.0

3.6 Non Service Budgets

- Non service budgets are forecast to underspend the £5.8m budget by £0.1m. Non-service budgets include payments to Joint Committees, External Audit and bank interest amongst others.

3.7 General Fund - Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies amongst others.
- There is a forecast £11.3m underspend which includes
 - £3.0m of corporate contingencies.
 - £2.1m of one off additional income resulting from Bradford's share of the National Levy Account Surplus.
 - £2.0m of forecast lower redundancy costs.
 - £1.6m of VAT refund resulting from a 4 year backdated claim.
 - £1.2m of capital financing underspend linked to the change in MRP policy.
 - £1.0m of other centrally held underspends.
 - £0.3m of additional S31 grant from Government to compensate for changes to Business Rates thresholds.
- The forecast underspend is £4.0m more than reported at Qtr 2, and results mainly from the notification of Bradford's share of the National Levy account surplus in December 2018, and new information about the extent and likely success of the VAT refund claim.
- The main financial issue within Central Budgets and Contingencies is that the £4.8m Travel Assistance saving continues to be undelivered.
- A preferred partner has been selected to assist with the delivery of the remaining £4.8m Travel Assistance Savings. The partner will initially agree a revised baseline in respect of the budgetary savings before starting the actual savings delivery.
- The underachievement will continue to be mitigated by £4.8m of Contingencies in 2018-19.

4. BALANCE SHEET

4.1 Cash Reserves

- Net movements in reserves have led to a £0.6m decrease in total reserves from £164.7m at 30th September 2018 to £164.1m at 31st December. At 31st December 2018 unallocated reserves stand at £14.5m.

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement	Reserve Balance at 31st Dec 2018 £m
Council reserves	133.9	127.8	145.2	-1.6	143.6
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	-1.6	164.1

- The £0.6m net decrease in reserves include:

Releases from

- £56k from Trade Waste VAT to the new Finance Works Reserve
- £200k from Regional Growth reserve
- £612k from Grant reserves
- £81k from Learner Management System Reserve
- £77k from District Elections Reserve
- £50k Additional Costs of Projects Reserve

Transfers to

- £56k to the Finance Works Reserve
- £500k to the Prevention & Early Help Reserve

Appendices 1&2 outline Council and school's reserves

4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2019. The forecast is based on information submitted by school at the end of quarter two, schools do not report their quarter three financial position for 2018-19 until the end of January 2019.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	416	0	438
Primary	100	6,694	84	5,182	9	1,512
Secondary	7	(1,538)	7	(3,221)	0	1,683
Special	4	654	4	430	0	224
Pupil Referral Units (PRU)	7	457	7	257	0	200
Subtotal	125	7,121	109	3,064	9	4,057
School Contingency		12,721		12,993	0	(272)
Other Activities		708		339	0	369
Total	125	20,550	116	16,396	16	4,154

- The school balances reserve is currently forecasted to reduce by £4.2m in 2018-19. There have been sixteen schools (Byron Primary, Crossley Hall Primary, Cullingworth Primary, Eastwood Primary, Farnham Primary, Fearnville Primary, Greengates Primary, Hollingwood Primary, Holycroft Primary, Laycock Primary, Lowerfields Primary, Nessfield Primary, Parkland Primary, Shipley CoE Primary, Woodlands CoE Primary and Wycliffe Primary) that converted to academy status in 2018-19.
- There are six schools (four primary and two secondary) currently in deficit with a combined deficit total of £4.3m. The main concern remains on Hanson Secondary where the deficit balance is forecast to increase from £3m at the end of 2017-18 to £4.1m in 2018-19
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

5.0 Capital Expenditure

- The Council continues to seek to deliver a large capital programme across the District which will provide improved facilities and infrastructure to support the delivery of the Council Plan.

Overall Capital Programme 2018-19 to 2021-22

- The revised capital budget for 2018-19 to 2021-22 is £536.5m. The revised budget position for 2018-19 for the Capital Investment Plan stands at £154.8m.

Revised Capital Programme 2018-19 to 2021-22

	Budget Q2 monitor 2018	Changes	Revised Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	TOTAL
	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	9.8	0	9.8	7.7	4.9	0.5	22.9
Children's Services	17.7	0	17.7	29.8	12.9	0.5	60.9
Place - Economy & Development	21.2	0	21.2	10.2	27.7	8.0	67.1
Place - Planning, Transportation & Highways	46.0	0	46.0	39.7	35.8	27.0	148.5
Place - Other	20.1	0.3	20.4	10.6	7.5	7.5	46.0
Corporate Resources – Estates & Property	8.3	2.1	10.4	1.6	0.0	0.1	12.1
Reserve Schemes & Contingencies	31.3	-2.0	29.3	78.9	52.3	18.5	179.0
TOTAL - All Services	154.4	0.4	154.8	178.5	141.1	62.1	536.5

- There have been some changes to where individual schemes are within Directorates but there has been an increase in the budget of £0.4m for 2018-19 and overall £1.2m. This relates to additional grant or reserve funding for:
 - £0.25m for Bereavement Strategy
 - £0.07m for sport and recreation grants
 - £0.75m for devolved formula capital grant in 2019-20
- Also there is additional budget, subject to final PAG approval, for the following new capital scheme:
 - £0.1m Cartwright Hall Art Gallery Café.

Capital Programme 2018-19 Update

- The latest forecast for expenditure for 2018-19 is £91.4m, compared to a revised budget of £154.8m. Spend to the end of December is £55.3m.

- We are not proposing to change budget profiles in this monitoring report. However, the capital programme is undergoing continuous review to analyse and challenge the current approved spending profiles and updates will be reported to the Executive in the 2019-20 Budget report. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date as at 31 December for 2018-19

	Revised Budget 2018-19 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 2018 £m	Spend to date as a % of forecast %
Health and Wellbeing	9.8	10.2	0.4	5.4	52.9%
Children's Services	17.7	10.5	-7.2	6.6	62.9%
Place - Economy & Development	21.2	19.0	-2.2	14.8	77.9%
Place - Planning, Transportation & Highways	46.0	24.6	-21.4	13.7	55.7%
Place – Other	20.4	17.8	-2.6	12.1	67.9%
Corporate Resources – Estates & Property	10.4	6.2	-4.2	2.7	43.5%
Reserve Schemes & Contingencies	29.3	3.1	-26.2	0	0%
TOTAL - All Services	154.8	91.4	-63.4	55.3	60.5%

- There is a forecast capital programme variance of £63.4m between the budget and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of a number of capital schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.
- The main reasons for the reduction in the projected spend are:
 - Children's – staff shortages mean that school capital maintenance and investment programmes have not started as early as planned. Schemes are now underway and £3.3m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school and SEN schools expansion, delays in planning and site surveys mean £4.2m will be re-profiled into 2019-20.
 - Economy and Development Service –The Leeds City Region Revolving Investment Fund has a budget of £1.2m this year (from an initial capitalisation of £4m in 2013). Five loans have been made from the fund to date. Further loans are in the pipeline. Capital interest repayments are recycled back into the fund. It is expected that unspent funds budget will roll forward to 2019-20.
 - Planning, Transportation & Highways – Majority, £18.7m of the variance, are West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
 - Place Other – Within Leisure there have been delays in starting projects due to completing site investigations, obtaining planning permission. Work has progressed well on the new Sedbergh Sports facilities but it is likely that £1.8m will slip into 2019-20. Also £1m of spend on King George V Playing Fields is expected to move in to 2019-20.
 - Corporate Resources - Property Programme, some of the larger projects on Council property will slip into next year.
 - Reserve schemes and contingencies - £26m will slip in to next year or beyond

and further work required in the scoping of these schemes. These schemes have not been reviewed by PAG or formally committed in the CIP.

- It should be noted that there are a number of significant elements of the Corporate Property programme, such as the Strategic Acquisitions programme, which are dependent on negotiations with third parties in order to achieve a successful outcome for projects such as land acquisition. This means that there is a risk that additional slippage could be required later in the year if the negotiations take longer than anticipated.

New Capital Schemes

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

- **Property Capital Programme** – £0.44m for additional works as part of the Council's annual property programme. £0.4m is to complete additional essential works on Thompson Court and Cliffe Castle Depot. It also includes £0.04m additional funding for ground works that are required for the replacement of the Council's underground fuel tanks. Both schemes will be funded from the General Contingency Budget.
- **Cartwright Hall Café** - £0.1m for a new café at Cartwright Hall, the scheme has been appraised and is subject to final PAG approval between Q3 and Q4. It is an invest to save scheme and additional income will fund the capital financing costs over ten years.

Capital Resources

- The capital programme is reviewed on an on-going basis to confirm the capital resources required to finance 2018-19 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2018-19, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council priorities; projections on interest rates; and the Council's balance sheet to fund capital spend.
- Capital receipts from the sale of fixed assets exceed £2.4m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £33.5m in capital grants and contributions so far this year.
- The Council has had £9.4m of debt mature in May and August this year at an average interest rate of 6.8%. In December 2018 the Council entered a competitive bidding process to purchase one of its LOBO loans. The Council was successful with the bid and the loan valued at £5.2m has been purchased. The interest rate on this loan was 4.5% and it was replaced as part of a PWLB loan of £6.4m at 2.77%. This means that even with a premium payment of £1.145m the Council makes an annual revenue saving.

6.0 COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- In 2018-19 the Council will receive its budgeted Council Tax of £187.1m. Any in year variance against the budgeted Council Tax and previous year deficit therefore does not impact in 2018-19 but is carried forward with an impact in 2019-20.
- However, the 2017-18 Council Tax deficit was carried forward into 2018-19. Bradford's share of this 2017-18 Council Tax deficit was £0.975m which was £0.575m higher than anticipated when the 2018-19 budget was set. To bridge the

gap an earmarked reserve was created from the overall Council underspend in 2017-18.

- As a result of a lower bad debt provision, and lower expected costs of the Council Tax reduction scheme in 2018-19, it is now expected that only £33k of the £0.575m reserve will need to be used in 2018-19. The remaining reserve will now be retained to provide a buffer against adverse variations between budgeted Council Tax and actual collections in the future (See 8 January 2019 Executive: Tax Base report), rather than be used in 2018-19. This provides some resilience for budgeted Council Tax funding in future years.

Business Rates

- In 2018-19 the Council will receive its budgeted £126.7m share of Business Rates. As with Council Tax, any in year variance between budgeted Business Rates and the actual result is carried forward into the 2019-20 financial year.
- Bradford's share of the previous year Business Rate deficit in 2017-18 was £1.8m, compared to a budgeted deficit of £0.7m. However, the expectation is that this will be fully recovered by an improved financial performance in 2018-19. This improved performance is because the reliefs/discounts grants to Business Rate payers are lower than budgeted.
- A surplus on Business Rates is now expected, of which Bradford's share will be £1.2m. This will be carried forward into 2019-20.
- £0.7m had already been set aside in earmarked reserves to fund Bradford's share of the carried forward 2017-18 deficit. The plan is also for this reserve to be retained to provide a buffer against adverse variations between budgeted Council Tax and actual collections in future years (See 8 January 2019 Executive: Tax Base report).
- Bradford is also budgeted in 2018-19 to receive grants as compensation for the impact on Business Rates from the additional discounts/reliefs given by the Government to Business payers. There have been a number of changes in recent years to the way the Government has calculated these grants. However, £0.3m additional grants compared to the budget are also anticipated.

Council Tax and Business Rates collection.

Council Tax Collection	2016/17	2017/18	2018/19
Council Tax - Dwellings administered	214,776	216,169	217,772
BV9 Council Tax collected in year to 30 Nov £000s	130,289	138,589	152,426
BV9 % of Council Tax Collected to 30 Nov	66.9%	67.4%	67.1%
Council Tax Collection Target at 30 Nov	67%	67%	67%

Business Rates Collection	2016/17	2017/18	2018/19
Number of Business Rates bills issued plus the number of summonses	31,799	34,231	27,499
CIS_034 (BV10) - Business Rates collected in year to 30 Nov £000s	107,015	101,895	102,277
BV10 % Business Rates collected in year to the 30 Nov	70.6%	70.9%	71.2%
Business Rates Collection Target at the 30 Nov	71%	71%	71%

7.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Councils risk register has been provided in Appendix 4

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 LEGAL APPRAISAL

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

11.0 NOT FOR PUBLICATION DOCUMENTS

None

12.0 RECOMMENDATIONS

That the Executive

- 12.1 Note the contents of this report and the actions taken to manage the forecast overspend.
- 12.2 Approve the following capital expenditure scheme.
- £0.440m for additional works as part of the Council property programme and the Above Ground Fuel Storage scheme.
 - £0.1m for a Café at Cartwright Hall subject to final PAG appraisal.

13.0 APPENDICES

Appendix 1	Reserves Statement
Appendix 2	Service Earmarked Reserves
Appendix 3	Capital Investment Plan
Appendix 4	Council Risk Register

12.0 BACKGROUND DOCUMENTS

- Annual Finance and Performance Outturn Report 2017-18 Executive 10th July 2018
- Medium Term Financial Strategy 2019-20 2022-23 Executive Report 10th July 2018
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017

Reserves Statement as at 31st December 2018

Appendix 1

	Opening Balance £000	Movement in 2018-19 £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	1,227	0	1,227	Funding to support young and disadvantaged people into employment
Managed severance	0	0	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.
Trade Waste VAT refund	279	-176	103	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	684	0	684	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	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	1,670	-1,669	1	To cover deferred spend on priority work from 2016-17.
Economic Partnership Reserve	162	-5	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-380	4,287	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	0	1,152	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,719	0	1,719	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	10,911	1,852	12,763	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	0	1,628	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	756	0	756	

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18 savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
S31 offset to NDR deficit	735	0	735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	2,430	0	2,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	-6	4	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	
Financing Reserve	23,738	0	23,738	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Finance Works Reserve	0	56	56	
Sub Total	63,760	-328	63,432	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	0	668	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	0	5,805	
D. Service Earmarked Reserves				
	37,355	-561	36,794	See Appendix 2
E. Revenue Grant Reserves				
	12,937	-720	12,217	
F General Reserves				
General Fund	10,803	0	10,803	Statutorily required reserve which the Director of Finance deems to the minimum that can be prudently recommended. of External Auditors.
Schools delegated budget	20,550	0	20,550	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	31,353	0	31,353	
Grand total	165,707	-1,609	164,098	

Departmental Earmarked Reserves Statement at 31st December 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	0	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	0	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	0	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	0	3,387	
Children Services				
BSF Unitary Charge	7,318	0	7,318	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	4,777	0	4,777	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	-132	0	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Travel Training Unit	368	0	368	
Early Help Enabler Support	500	0	500	To help support Early Help programme
Early Help Workforce Development	81	0	81	
Recruitment & Retention	42	-42	0	
Retail Academy (Skills for Employment)	262	0	262	Skills for work
Prevention & Early Help	0	500	500	
Training Work Programme (Skills for Work)	798	0	798	Skills for Work
Total Children	14,377	227	14,604	
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
City centre regeneration	51	0	51	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	546	0	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	-277	369	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	-25	96	To cover costs associated with modernising the service and adopting a different service delivery model.
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	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	87	0	87	To help fund the Tour De Yorkshire
Lidget Moor YC	9	-9	0	To support Youth Services in Lidget Green Area
Council Housing Reserve	616	0	616	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	125	-29	96	
HMO Licencing Scheme	319	0	319	
VCS Transformation Fund	160	0	160	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	0	785	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord Rent Guarantees and Incentives
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Clergy House/Jermyn Court	74	0	74	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing I
PT&H Local Plan	600	0	600	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To completed the local plan
Ad:venture & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	-100	100	
Department of Place	9,624	-456	9,168	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	-23	226	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	-81	0	Software/system implementation etc. in support of workforce development.
District Elections	235	-77	158	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,712	0	6,712	To fund future ICT projects

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
UC Admin Reserve	546	0	546	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	-151	199	
ISG over achievement trading reserve	257	0	257	To support ISG
Bradford Learning Network (Broadband)	128	0	128	
Energy unit	230	0	230	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-332	9,635	
Total Service Earmarked Reserves	37,355	-561	36,794	

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing													
CS0237a	Great Places to Grow Old	0	0	0	0	0	4,638	4,500	0	0	0	9,138	9,138
CS0237b	Keighley Rd Extra Care	6,115	0	6,115	6,570	3,953	488	0	0	690	1,000	4,913	6,603
CS0237c	Keighley Rd Residential Care	2,648	0	2,648	2,648	1,240	89	0	0	0	2,400	337	2,737
CS0373	BACES DFG	793	0	793	793	180	443	443	443	0	0	2,122	2,122
CS0239	Community Capacity Grant	78	0	78	78	47	2,016	0	0	2,094	0	0	2,094
CS0348	Whiteoaks Respite Centre	90	0	90	0	0	0	0	0	90	0	0	90
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	90	0	0	90
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	0	1	0	0	1
Total - Health and Wellbeing		9,834	0	9,834	10,198	5,420	7,674	4,943	443	2,984	3,400	16,510	22,894
Children's Services													
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	5	0	5	5	4	0	0	0	5	0	0	5
CS0278	Targeted Basic Needs	34	0	34	12	1	0	0	0	34	0	0	34
CS0286	Outdoor Learning Centres	27	0	27	18	11	0	0	0	27	0	0	27
CS0022	Devolved Formula Capital	0	0	0	868	1,831	750	0	0	750	0	0	750
CS0030	Capital Improvement Work	69	0	69	54	37	0	0	0	69	0	0	69
CS0240	Capital Maintenance Grant	4,500	0	4,500	3,000	1,954	0	0	0	4,500	0	0	4,500
CS0240b	Capital Maintenance Grant	2,200	0	2,200	400	340	1,100	0	0	3,300	0	0	3,300
CS0244a	Primary Schools Expansion Progr	1,700	0	1,700	1,700	1,026	7,700	600	0	9,928	0	72	10,000
CS0244b	Silsden Sch £7.265m Exec 12/04/16	2,922	0	2,922	750	58	5,588	0	0	8,510	0	0	8,510

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244c	SEN School Expansions	2,805	0	2,805	805	114	0	0	0	2,805	0	0	2,805
CS0360	Early Yrs 30 hrs childcare	6	0	6	6	6	0	0	0	6	0	0	6
CS0314	Foster Homes Adaptation	1	0	1	0	0	0	0	0	1	0	0	1
CS0362	Secondary School Expansion	3,100	0	3,100	2,800	1,151	7,633	6,900	0	17,633	0	0	17,633
CS0377	LA SEN Free School	0	0	0	0	0	7,000	5,350	647	12,997	0	0	12,997
CS0421	Healthy Pupil Capital Grant	328	0	328	108	100	0	0	0	328	0	0	328
Total - Children's Services		17,697	0	17,697	10,526	6,633	29,771	12,850	647	60,893	0	72	60,965

Face - Economy & Development

CS0134	Computerisation of Records	10	0	10	10	0	0	0	0	10	0	0	10
CS0136	Disabled Housing Facilities Grant	4,600	0	4,600	4,000	2,700	2,028	5,753	2,028	4,600	0	9,809	14,409
CS0137	Development of Equity Loans	1,013	0	1,013	845	574	1,300	1,200	1,195	0	0	4,708	4,708
CS0144	Empty Private Sector Homes Strat	862	0	862	600	47	0	0	0	0	0	862	862
CS0308	Afford Housing Prog 15 -18	7,640	0	7,640	8,640	7,834	1,383	0	0	3,000	6,023	0	9,023
CS0250	Goitside	1	0	1	0	0	0	177	0	0	0	178	178
CS0280	Temp Housing Clergy House	232	0	232	232	163	0	0	0	0	0	232	232
CS0335	Bfd Cyrenians 255-257 Mngm Ln	14	0	14	14	5	0	0	0	0	0	14	14
CS0084	City Park	205	0	205	15	13	0	0	0	0	0	205	205
CS0085	City Centre Growth Zone	600	0	600	200	16	1,150	4,400	0	0	0	6,150	6,150
CS0189	Buck Lane	110	0	110	50	2	0	0	0	0	0	110	110
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	523	0	523	50	0	60	0	0	0	0	583	583
CS0266	Superconnected Cities	66	0	66	66	0	841	0	0	0	0	907	907
CS0291	One City Park (fmr Tyrls)	0	0	0	0	0	500	4,300	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	1,151	0	1,151	0	0	0	0	0	1,151	0	0	1,151
CS0345	Develop Land at Crag Rd, Shply	262	0	262	262	219	0	0	0	262	0	0	262

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor		Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget			Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19	Changes				2019-20	2020-21	2021-22		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0382	New Bolton Woods Regen Sch P3	3,507	0	3,507	3,507	3,050	0	0	0	3,507	0	0	3,507
CS0363	Markets Red'mnt - City Cntr	340	0	340	500	165	2,975	11,850	4,760	15,225	4,700	0	19,925
Total - Place - Economy & Development		21,236	0	21,236	18,991	14,788	10,237	27,680	7,983	32,555	10,723	23,858	67,136
Place - Planning, Transportation & Highways													
CS0131	Kghly Town Cntr Heritage Initi	156	0	156	156	6	0	0	0	156	0	0	156
CS0178	Ilkley Moor	18	0	18	18	4	0	0	0	18	0	0	18
CS0179	Landscape Environ Imp	21	0	21	21	0	0	0	0	21	0	0	21
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	135	0	135	135	375	386	0	0	521	0	0	521
CS0372	Countryside S106 Projects	0	0	0	0	9	135	0	0	135	0	0	135
CS0091	Capital Highway Maint	4,958	0	4,958	4,958	4,149	0	0	0	4,958	0	0	4,958
CS0095	Bridges	729	0	729	729	1,125	0	0	0	729	0	0	729
CS0096	Street Lighting	144	0	144	144	182	0	0	0	144	0	0	144
CS0099	Integrated Transport	587	0	587	479	327	0	0	0	587	0	0	587
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	6	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	16	0	16	16	1	0	0	0	16	0	0	16
CS0172	Saltaire R/bout Cong& Safety Works	281	0	281	0	2	0	0	0	281	0	0	281
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	45	0	0	45
CS0264	Highway to Health	0	0	0	2,183	1,552	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	176	1	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	495	495	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	14,692	0	14,692	5,832	1,859	32,878	35,795	27,014	110,379	0	0	110,379
CS0396	WYTF Corr Imp Projects	10,595	0	10,595	754	221	0	0	0	10,595	0	0	10,595
CS0296	Pothole Fund	74	0	74	74	39	0	0	0	74	0	0	74
CS0306a	Strategic Transp Infrastr Priorit	90	0	90	0	0	2,600	0	0	0	0	2,690	2,690
CS0306b	Connectivity Project	1,196	0	1,196	0	0	400	0	0	0	0	1,596	1,596
CS0302	Highways Prop Liab Redn Strat	97	0	97	97	0	0	0	0	97	0	0	97

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Funding						
							Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	3	0	0	3
CS0317	VMS Signage	39	0	39	39	0	0	0	0	39	0	0	39
CS0319	Challenge Fund	1,389	0	1,389	1,389	451	0	0	0	1,389	0	0	1,389
CS0323	Flood Risk Mgmt	196	0	196	196	151	0	0	0	196	0	0	196
CS0325	Street Lighting Invest to Save	0	0	0	0	3	0	0	0	0	0	0	0
CS0329	Damens County Park	108	0	108	108	2	0	0	0	0	0	108	108
CS0332	Flood Funding	387	0	387	387	319	0	0	0	387	0	0	387
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	9	0	0	9
CS0350	Street Lighting Invest to Save	825	0	825	825	192	0	0	0	0	825	0	825
CS0365	National Productivity Invest Fund	27	0	27	27	31	0	0	0	0	27	0	27
CS0370	LTP IP3 Safer Roads	1,182	0	1,182	1,182	283	779	0	0	1,961	0	0	1,961
CS0371	LTP IP3 Public Transport	686	0	686	686	231	0	0	0	686	0	0	686
CS0375	Sign Shop	19	0	19	19	1	0	0	0	0	19	0	19
CS0379	NPIF UTMC	1,730	0	1,730	1,730	1,292	1,770	0	0	3,500	0	0	3,500
CS0384	Pothole Fund 1819	829	0	829	829	562	0	0	0	829	0	0	829
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	50	0	0	50
CS0386	Cycling & Walking Schemes LTP3	19	0	19	19	1	0	0	0	19	0	0	19
CS0414	LTP IP3 Safer Rds 1819 Shipley	120	0	120	120	59	0	0	0	120	0	0	120
CS0415	LTP IP3 Safer Rds 1819 Bfd West	144	0	144	144	60	0	0	0	144	0	0	144
CS0416	LTP IP3 Safer Rds 1819 Kghly	123	0	123	123	67	0	0	0	123	0	0	123
CS0417	LTP IP3 Safer Rds 1819 Bfd South	128	0	128	128	37	0	0	0	128	0	0	128
CS0418	LTP IP3 Safer Rds 1819 Bfd East	145	0	145	145	39	0	0	0	145	0	0	145
CS0419	IP3 Safer Rds Strat Proj 1819	120	0	120	120	2	0	0	0	120	0	0	120
CS0398	Bfd City Ctre Townscape Herit	2,000	0	2,000	25	0	750	0	0	2,500	0	250	2,750
Total Place - Planning, Transportation & Highways		45,950	0	45,950	24,567	13,641	39,698	35,795	27,014	141,775	871	5,811	148,457

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Waste, Fleet & Transport													
CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	1,971	3,000	3,000	3,000	0	12,000	0	12,000
CS0063	Waste Infrastructure & Recycling	205	0	205	205	26	0	0	0	205	0	0	205
CS0283	Above Ground Fuel Storage	110	0	110	110	76	0	0	0	0	0	110	110
Total Place - Waste, Fleet & Transport		3,315	0	3,315	3,315	2,073	3,000	3,000	3,000	205	12,000	110	12,315
Dept of Place - Neighbourhoods & Customer Services													
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	25	25	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	233	0	233	233	75	0	0	0	0	0	233	233
CS0359	Community Resilience Grant	22	0	22	22	0	0	0	0	22	0	0	22
Total Place - Neighbourhoods & Customer Services		315	0	315	315	75	0	0	0	22	0	293	315
Dept of Place - Sports & Culture													
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	47	0	0	47
CS0328	Cliffe Castle Various	35	0	35	35	0	0	0	0	35	0	0	35
CS0374	Cartwright Hall CCTV	0	0	0	0	47	0	0	0	0	0	0	0
CS0340	St George's Hall	5,194	0	5,194	5,424	4,468	0	0	0	0	0	5,194	5,194
CS0129	Scholemoor Project	0	0	0	0	0	0	0	83	83	0	0	83
CS0162	Capital Projects - Recreation	0	0	0	100	93	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	28	0	28	28	25	0	0	0	28	0	0	28

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0229	Cliffe Castle Restoration	150	0	150	131	34	0	0	0	150	0	0	150
CS0347	Park Ave Cricket Ground	21	0	21	21	14	0	0	0	21	0	0	21
CS0367	King George V Playing Fields	1,067	0	1,067	50	13	0	0	0	700	0	367	1,067
CS0392	Russell Hall Comm Grn	14	0	14	14	0	0	0	0	14	0	0	14
CS0393	Queensbury Play Areas	24	0	24	24	24	0	0	0	24	0	0	24
CS0394	Harold Walk	20	0	20	20	18	0	0	0	20	0	0	20
CS0425	Littlemoor Park Footpath £11k	0	11	11	11	0	0	0	0	11	0	0	11
CS0426	Wibsey Park Outdoor Gym £13.7k	0	14	14	14	0	0	0	0	14	0	0	14
CS0428	Woodhead Road Recreation Ground Fencing	0	13	13	13	0	0	0	0	13	0	0	13
CS0403	Bereavement Strategy	0	250	250	250	0	0	0	0	250	0	0	250
CS0424	Mir Park & Springmill Street	0	13	13	13	0	0	0	0	13	0	0	13
CS0429	Menston Recreation Ground £15k	0	15	15	15	0	0	0	0	15	0	0	15
CS0242	War Memorial	0	1	1	1	1	0	0	0	0	0	1	1
CS0277	Wyke Manor Sports Dev - demolitn	252	0	252	150	14	0	0	0	252	0	0	252
CS0245	Doe Park	37	0	37	0	0	0	0	0	37	0	0	37
CS0349	Chellow Dene	6	0	6	51	51	0	0	0	6	0	0	6
CS0356	Sedbergh SFIP	9,571	0	9,571	7,747	5,171	7,035	49	0	0	0	16,655	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	3	600	4,400	4,400	0	0	9,400	9,400
CS0107	Markets	40	0	40	40	14	0	0	0	40	0	0	40
Total - Dept of Place - Sports & Culture		16,506	317	16,823	14,199	9,990	7,635	4,449	4,483	1,773	0	31,617	33,390
Corp Resources - Estates & Property Services													
CS0094	Property Programme (bworks)	609	0	609	109	0	0	0	0	0	0	609	609
CS0318	Property Programme 15/16	10	0	10	0	0	0	0	0	0	0	10	10

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Funding						
							Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0333	Argos Chambers / Britannia Hse	751	0	751	151	1		0	0	0	0	751	751
CS0366	Property Programme 17/18	679	0	679	679	850	0	0	0	0	0	679	679
CS0391	Property Programme 18/19	1,911	0	1,911	1,400	243	0	0	0	0	0	1,911	1,911
CS0368	Dishwasher	31	0	31	31	30		0	0	0	0	31	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	0	148	0	126	274
CS0269	Burley In Whrfedle Culvert repair	17	0	17	17	5	0	0	0	0	0	17	17
CS0050	Carbon Management	797	0	797	797	248	820	0	0	0	0	1,617	1,617
CS0305	Healthy Heating Scheme	136	0	136	136	75	0	0	0	0	0	136	136
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	270	0	270	270	0	400	0	0	670	0	0	670
CS2000	DDA	100	0	100	100	0	50	50	62	0	0	262	262
CS0361	Strategic Acquisitions	0	0	0	0	64	0	0	0	0	0	0	0
CS0381	Godwin St	2,190	0	2,190	1,900	984	0	0	0	2,000	190	0	2,190
CS0422	Soup Kitchen	0	57	57	57	25	0	0	0	0	0	57	57
CS0409	Coroners Court	0	2,000	2,000	20	0	350	0	0	0	0	2,350	2,350
CS0383	Jacobs Well demolition	495	0	495	495	164	0	0	0	0	0	495	495
Total Corp Resources – Estates & Property Services		8,270	2,057	10,327	6,162	2,689	1,620	50	62	2,818	190	9,051	12,059
Reserve Schemes & Contingencies													
CS0395	General Contingency	1,643	-440	1,203	1,203	0	2,000	2,000	2,000	0	0	7,203	7,203
CS0391	Property Programme 18/19 Additional funds	0	400	400	400	0	0	0	0	0	0	400	400
CS0422	Soup Kitchen	57	-57	0	0	0	0	0	0	0	0	0	0
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	0	0	6,000	6,000
CS0399	Strategic Acquisition	10,000	0	10,000	0	0	10,000	10,000	10,000	0	40,000	0	40,000
CS0430	Cartwright Hall Café	0	57	57	57	0	50	0	0	0	107	0	107

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	0	0	493	493
CS0403	Bereavement Strategy	0	0	0	186	0	8,500	8,500	0	0	0	17,000	17,000
CS0423	Highways IT upgrade	350	0	350	350	0	0	0	0	350	0	0	350
CS0306c	Strategic Acq - Highways	550	0	550	550	0	0	0	0	0	0	550	550
CS0400	Keighley One Public Sector Est	0	0	0	0	0	10,000	5,000	3,000	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	0	0	450	450
CS0283	Above Ground Fuel Storage	0	40	40	40	0	0	0	0	0	0	40	40
CS0401	Depots	0	0	0	0	0	3,000	0	0	3,000	0	0	3,000
	New Schemes	17,795	-2,000	15,795	345	0	43,312	24,806	1,461	8,768	41,956	34,650	85,374
Total - Reserve Schemes & Contingencies		31,338	-2,000	29,338	3,131	0	78,862	52,306	18,461	12,118	100,063	66,786	178,967
TOTAL - All Services		154,461	374	154,835	91,404	55,309	178,497	141,073	62,093	255,143	127,247	154,108	536,498

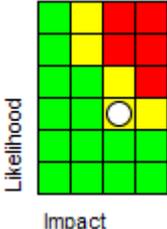
Corporate Risk Register December 2018



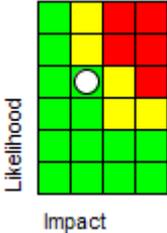
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

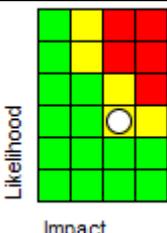
Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of over 100 requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Financial consequences.</p> <p>Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007. Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.</p>	
Internal Controls	<p>The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes:</p> <ul style="list-style-type: none"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to a 40% reduction in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCos - Improving data quality and reporting through prioritising and implementation of the SystemOne DoLS module 	
Actions/controls under development	<p>Business case developed to secure additional resources to ensure we can continue to meet statutory responsibilities. This will be considered by CMT/Executive in February 2019.</p> <p>New safeguarding procedures have been implemented which have resulted in screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires.</p> <p>SystemOne is being developed and a new workspace for Safeguarding and amendments to the DOLS workspace are expected to go live in early 2019. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users. 	
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP). An Interim Safeguarding Adults Board manager has been appointed to monitor further development of the SAB and its Sub-groups. Senior management representation on Safeguarding Adults Board. Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so. New SAB Strategic Plan has been signed off by the SAB Board. Work now underway on developing the training plan for 2019/20. As part of the new Safeguarding arrangements The appointment of two additional Adult Protection Unit staff members to focus upon the backlog of cases received in Duty for a period of eight weeks after which the situation will be reviewed.</p>	
Actions/controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put in place. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
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Description	Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register</p>	
Internal Controls	<p>All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility which are to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified Service on call 24 hours per day, 365 days a year and are responsible for co-ordinating the Council's approach in an incident or emergency situation. In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews. Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>	
Actions/controls under development	<p>Following staff changes within the Emergency Planning Service, a revised plan format has been developed to make them simpler and more useable. Emergency Planning are working with identified service leads to review/reformat plans into the new style. Draft plans have been requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Annual reviews will then be diarised as a rolling programme signed off annually by service AD's. A training and exercising programme is being developed to coincide with the 17th January 2019 date</p>	
Ownership Managed By	John Major	

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	Demand for social care services is predicted to continue increasing and overspends are likely.	

	<p>Budget proposals highlight this particular pressure as an ongoing concern for the Council.</p> <p>There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
Internal Controls	<p>Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management mode have been agreed, these also include renegotiating and remodelling services to help mitigate the pressure.</p> <p>H&WB Transformation and Change Board in place which includes Assistant Directors (AD) within the dept, Service Managers and AD Finance and Transformation. Meetings held on a monthly basis to review progress on saving plans.</p> <p>Monthly Finance and Performance meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>Transformation activity, budget and performance monitoring is being embedded in Service Management and Team Management Meetings.</p> <p>At both meetings a savings tracker is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure</p>
Actions/controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. These discussions are taking place via the ECB and ICB etc</p> <p>Gap analysis undertaken on Care Act implementation and have identified areas which require further work. Team to be recruited in the new year, which will focus on business systems.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	<p>Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.</p>	
Potential Effect of risk	<p>Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.</p> <p>Inability to attract high value-added employment.</p> <p>Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.</p>	
Internal Controls	<p>Annual risk assessment of schools in July and the start of an academic year – at risk schools targeted for focused intervention, challenge and closer monitoring.</p> <p>Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors.</p> <p>Provisional end of key stages for Early Years, KS1 and KS2 data collated and shared in July and for KS4 in September before the SFRs to allow the LA to identify underperformance and target resources accordingly.</p> <p>Half termly risk assessment of governing boards using the rag rating model</p> <p>Use of LA intervention powers – additional governors or Executive Interim Board (IEB)</p> <p>Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns</p> <p>Letter of concerns sent to underperforming schools</p> <p>Letter of congratulation sent to improving schools</p> <p>Challenging conversations held with weak leaders and governors</p> <p>Sharing of best practice at LA termly HT briefing</p>	
Actions/controls under development	<p>December 2018- .. Transformation and restructure process timeline and milestones met and on track.</p> <p>Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018</p>	

	<p>and July 2019</p> <p>Introduction of termly school improvement focused area meetings from November 2018.</p> <p>LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 15 identified schools using local and external system leaders.</p> <p>LA working closely with the school successful in becoming an English Hub in the delivery of phonics workshops to the 22 schools with Year 1 phonics scores of 10% or more below the national average of 82%.</p> <p>Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019.</p> <p>Developing a more robust approach to challenging conversations with underperforming schools including the introduction of CEO meetings with the Deputy Director for E&L.</p> <p>In the process of introducing School Improvement Management Committees as a replacement for IEB</p>	
Ownership Managed By	Yasmin Umarji	
Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities.</p> <p>Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected</p> <p>Get Bradford Working outcomes not realised</p> <p>Funding bodies releasing new contracts in isolation</p> <p>Underspend of current funding</p>	
Internal Controls	<p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery to start in January 2019.</p> <p>Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme. Customer numbers across all SfW DWP programmes will be less than 50 before the end of 2018</p> <p>Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2018-2019 Contract Variation with the Maximum Contract Value allocated by the ESFA.</p>	
Actions/controls under development	<p>Skills for Work restructure has been implemented from July 2018 to reflect the rundown of DWP contracts and reducing staff customer caseloads, but mitigated in part by an increase to community learning contract and additional STEP funding.</p> <p>Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's ESIF commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio.</p>	

Ownership Managed By	Jenny Cryer;
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Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	Rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council's credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.</p> <p>Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought</p> <p>Actions identified in corporate energy cost reduction plan not delivered</p> <p>Funding for renewable energy and energy efficiency projects not available</p> <p>Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>	
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year.</p> <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p>	
Actions/controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions.</p> <p>Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p>	
Ownership Managed By	Ben Middleton	

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	Central Government funding is likely to continue to reduce . The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services	
Potential Effect of risk	Services run the risk of failing to deliver statutory minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. The Fair Funding Review which is underway will determine the national funding picture. Potential for S114 Decision to be made against the Council.	
Internal Controls	Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2018 Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases	
Actions/controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making.	
Ownership Managed By	Andrew Crookham	

Risk Code & Title	CRR_New_FSE 2 Information Security	Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
Potential Effect of risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.	
Internal Controls	Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources	

	<p>Assistant Directors Assigned Information Asset Owners. Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities. Security breach notice and protocol is well established. IT Security Policies, guidance and procedures actively maintained and reviewed annually. GDPR Implementation Plan in place Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place.</p>
Actions/controls under development	<p>Revised Online Training being finalised to incorporate new requirements of the Data Protection Act 2018. This will include monitoring of participation. Management Report being prepared breaking down performance on information governance at departmental level for FOIs, Subject Access Requests and data breaches. Report to be reviewed at CMT. Implementation Plan will need to be completed through 2018/19 The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud. Declining performance. Critical inspection/ external/ scrutiny report. Non-compliance with statute or regulations. Prosecution / financial penalty. Outcomes not delivered Resources not effectively or efficiently allocated and utilised Financial loss. Reputational damage Failure to deliver value for money. Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	<p>Strong Governance & Audit Committee (GAC) and scrutiny arrangements. Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor. New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government" Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan. Established whistle blowing policy and procedure available to all staff. Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 27.9.18 Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 27.9.18 External Audit independent overview.</p>	

	Annual review of governance framework including Strategic Directors' compliance statements. Established insurance principles & processes New Corporate indicator set established Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes Increased demand on services/requests for assistance Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report
Actions/controls under development	Review of Transition Arrangements currently being undertaken. Back to Basics Approach Review of Risk Strategy
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision	Current Risk Matrix
Description	Operational failure or disruption, at worst organisational failure, in other parts of the public sector, caused by continuing fiscal constraint, leads to direct or indirect adverse consequences for Council services	
Potential Effect of risk	Additional unfunded demand Breakdown in supply chains making Council services inoperable Resources diverted into failing organisations which makes less available for the Council Emergency/high-cost activity by the Council to keep services running Management attention diverted	
Internal Controls	Liaison with other public bodies through existing governance, partnership and peer-to-peer contacts Engagement in devolution agenda at regional level Engagement with Bradford-based public sector leaders Monitor consequences of any such failures in other places	
Actions/controls under development		
Ownership Managed By	Kersten England	

Risk Code & Title	CRR_New_Health_1 Changing demographics	Current Risk Matrix
Description	Public Health priorities are threatened by rising costs and increasing resource pressures arising from changing demographics - rising birth rate and aging population.	
Potential Effect of risk	Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends	
Internal Controls	Bradford and Airedale Joint Strategic Needs Assessment 2011/12 (JSNA) identifies and reports the health and wellbeing of the local community . Shadow Health and Wellbeing Board establishment to support a more strategic approach to providing integrated health and local government services. Review of current levels of PH spend in the future. Conscious decision to reduce investment in programme areas where there is reasonable to good evidence of little impact on public health. Bradford and Airedale Health and Wellbeing Strategy. The overarching aim of the health and wellbeing strategy is to provide a clear direction for improving health and wellbeing and reducing health inequalities in Bradford and Airedale Strategic Health Needs Assessment (HNA) completed Autumn 2014. The Bradford Dementia Strategy Group have agreed that HNA is in effect the Strategy. This has been accepted as such by: Health and Social Care Scrutiny, AWCCCG, BDCCG, BCCCG, BDCT. There is a 5 year action plan under auspices of the Dementia Strategy Group	

Actions/controls under development	
Ownership Managed By	Bev Maybury

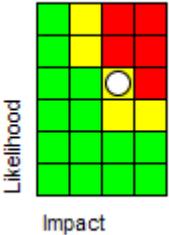
Risk Code & Title	CRR_New_Health_3 Health protection incident	Current Risk Matrix
Description	Public health is threatened by a health protection incident such as a communicable disease outbreak e.g. Pandemic Influenza or other disease or an environmental hazard e.g. severe weather.	
Potential Effect of risk	Widespread disruption of the local economy and social fabric. the number of cases of severe illness and deaths it causes summarises, the overall severity of a pandemic's impact e.g. viral property, population vulnerability, subsequent waves of spread and capacity to respond. This risk is composite in nature so risk factors will vary according to the nature of the incident	
Internal Controls	<p>Development of a Pandemic Influenza Plan during 2014/15 which clarifies CBMDC's role During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public</p> <p>The Outbreak Management Algorithm dovetails with the following documents:</p> <ul style="list-style-type: none"> - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance <p>The CBMDC led Bradford District Resilience Forum (BDRF) has been operational since November 2014 and aims to provide a co-ordinated approach to integrated emergency management as determined by the risks and needs throughout the district of Bradford, in accordance with the requirements of the Civil Contingencies Act 2004.</p> <p>As well as Influenza and communicable disease outbreak specific planning mechanisms, the CBMDC Emergency Management Plan (Feb 2015) outlines the strategic and operational arrangements to be undertaken in the event of any emergency.</p> <p>The Council's Adverse Weather Plan and Flood Plan outline the procedure for the distribution of weather warnings and define the framework for response to adverse weather incidents.</p> <p>CBMDC is currently reviewing its approach to seeking assurance on matters of health protection. This follows an agreement to disband the Health Protection Assurance Group and develop a more suitable approach. This will allow for a system wide approach to health protection across Bradford district. A key element of which, is receiving assurance from multi-agency partners that effective, fit for purpose systems are in place.</p>	
Actions/controls under development	Work is continuing to ensure other key health protection areas such as infection prevention and control (including health care associated infection), screening and immunisations and various elements of environmental health continue to be priority areas and links between Environmental Health, Public Health, PHE, NHS England and other key agencies continue to develop in a manner which enhances the delivery of services and functions seeking to address health protection issues.	
Ownership Managed By	Bev Maybury	

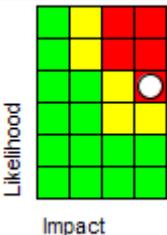
Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in.	
Potential Effect of risk	Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods.	

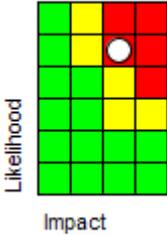
	<p>Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p>
<p>Internal Controls</p>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions.</p> <p>Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Strategy is currently under review as it expires in 2019: this will result in two separate strategies, a Homelessness Strategy and a Housing Strategy Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans</p> <p>Arc4 have recently been commissioned by Planning to undertake a Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study. These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs. Analysis of the Council's land bank / land holdings is underway with a view to identifying a pipeline of sites suitable for housing / disposal.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered a total of 418 affordable homes for rent.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2350 requests for assistance during 2017/18</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>

Actions/controls under development	Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council. Document awaiting final approval. Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the current 2015-2018 Affordable Housing Programme (approach approved by the Executive on 10 March 2015).
Ownership Managed By	Shelagh O'Neill

Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
Description	Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.	
Potential Effect of risk	<ul style="list-style-type: none"> ~ Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast ~ Inability to raise funds for projects and regeneration projects not completed ~ Potential damage to the Council's reputation and the Economic Partnership ~ Not able to meet member, government and the public's expectations ~ Deteriorating physical and infrastructure assets ~ Young people are not equipped to achieve their potential within the district 	
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p>	
Actions/controls under development	<p>Implementation of Economic Strategy – Delivery Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Engagement in plans for Shared Prosperity funding</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Contractual development of local plans</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p> <p>Support for business post Brexit with the LEP</p> <p>Maximising access to resources from the Shared Prosperity Fund</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners.</p>	
Ownership Managed By	Shelagh O'Neill	

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p>Description</p>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
<p>Potential Effect of risk</p>	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
<p>Internal Controls</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board Neighbourhood Service supported Ward Officer Teams - reporting community tensions as part of standard agenda - including police. Council Wardens record issues that may lead to increased community tensions. Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
<p>Actions/controls under development</p>	<p>A local strategy has been developed which will lead to a programme of work to respond to the government's Integrated Communities Strategy £1.2 million has been allocated to support year one of a two-year work programme. A funding decision on year two is expected early in 2019. A new 'Stronger communities Partnership' is being put in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p>	
<p>Ownership Managed By</p>	<p>Ian Day</p>	

Risk Code & Title	CBMDC Corp – Brexit Resilience & Opportunities	Current Risk Matrix
Description	The exact nature of the UK departure from the European Union remains uncertain. Negotiations remain fraught. Risk is based on a no deal scenario, which is currently a possibility and could lead to issues including short term supply chain issues for food and energy, skills shortages and impacts on the local economy.	
Potential Effect of risk	<p>There are a number of potential issues that may arise, including:</p> <ul style="list-style-type: none"> - An inability to fill skills gaps in social care which have in the recent past, relied in part on a European Union workforce. - Financial consequences linked to the reduction in overall public sector finances following Brexit and the potential for businesses to leave the district, reducing overall business rates. - impact on the UK Economy and local economy. <p>The Council as community leader must consider not only direct impacts on its operations and services but also on the District, its businesses and citizens, visitors and wider relations.</p>	
Internal Controls	<p>CMT have developed a proportionate approach around mitigating for the scenario of no deal Brexit.</p> <p>The reserve position for worst case planning for adverse events/incidents, supply chain disruption, civil unrest and the like rests with existing Civil Contingency, emergency planning, community leadership and operational response/business continuity arrangements.</p>	
Actions/controls under development	CMT have developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with a no deal Brexit. This will be revisited in January 2019 depending on whether the current status around the likelihood of a no deal Brexit is more clear.	
Ownership Managed By	Kersten England	

Risk Code & Title	CS - Children & Young People – SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	
Potential Effect of risk	<p>Services are not compliant with legislative requirements leading to a risk of Judicial Reviews</p> <p>Education, Health and Care Assessments are not undertaken within statutory timeframes</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>	
Internal Controls	<p>SEND Strategic Partnership Board established with clear ToRs</p> <p>Work streams in place to focus on priority areas</p> <p>Creation of the SEND Transformation and Compliance Team to lead on ensuring</p>	

	compliance with the SEND reform agenda Additional Management capacity in place to support the creation of efficient and effective teams
Actions/controls under development	Permanent recruitment to key newly created posts Establishment of new team structures to enable EHC compliance measures to be met Development of an accurate SEF Creation of effective systems to collate and analyse data accurately
Ownership Managed By	Marium Haque

Risk Code & Title	CS - Children & Young People – Inspection Outcome	Current Risk Matrix
Description	Poor Inspection Outcome which affects levels of demand reputation and budget	
Potential Effect of risk	Poor reputation Government Intervention Financial	
Internal Controls	SEND Peer Review and self assessment Improvement Board with Independent Chair Improvement plan with monthly Improvement Board meetings to oversee O&S and Council monitoring progress QA Framework Audit Cycle	
Actions/controls under development	Preparation for SEND inspection Regulation 44 visits for Childrens Homes	
Ownership Managed By	Gladys Rhodes White	

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high_ Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA;	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation Increased Financial Pressures	
Internal Controls	Bradford Safeguarding Children Board (BSCB) The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in	

	<p>place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p> <p><u>Children's Social Care</u> An Improvement Plan, Improvement Board and Governance have been put in place with six themed workstreams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues social work remuneration is the subject of review along with enhanced CPD and support to strengthen the package to support recruitment and retention</p> <p><u>MASH/Front Door</u> Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>
<p>Actions/controls under development</p>	<p>October 2018</p> <p>A review of caseload allocation has been put in place to ensure resources are aligned to need. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Childrens Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services. Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities. The risk has been increased to recognise the recent increasing demands and resourcing challenge's.</p>
<p>Ownership Managed By</p>	<p>Jenny Cryer</p>



Report of the Strategic Director of Place to the meeting of Executive to be held on 5 February 2019

AU

Subject:

Consideration of a Petition in relation to Health and Environment in Shipley.

Summary statement:

A petition was received by Full Council on 16 October 2018 and referred to Executive for consideration. This petition required the Council to respond to local concerns relating to the environment and health of residents in developing its proposals for the junction improvements at the site of the former Branch PH and at the Otley Road / Valley Road junctions.

This report updates Executive on the actions taken in response to this petition and progress which has been made on developing proposals for this junction.

Steve Hartley
Strategic Director of Place

Portfolio:

Regeneration, Planning & Transport

Report Contact: Richard Gelder
Highways Services Manager
Phone: (01274) 437603
E-mail: Richard.Gelder@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 A petition was received by Full Council on 16 October 2018 and referred to Executive for consideration. This petition required the Council to respond to local concerns relating to the environment and health of residents in developing its proposals for the junction improvements at the site of the former Branch PH and at the Otley Road / Valley Road junctions.
- 1.2 This report updates Executive on the actions taken in response to this petition and progress which has been made on developing proposals for this junction.

2. BACKGROUND

- 2.1 A petition was received by Full Council on 16 October 2018 and referred to Executive for consideration. This petition required the Council to respond to local concerns relating to the environment and health of residents in developing its proposals for the junction improvements at the site of the former Branch PH and at the Otley Road / Valley Road junctions. Specifically this petition required the Council to:
- a) Engage local residents fully and meaningfully about any proposed development.
 - b) Design the works to prioritise health and wellbeing through improvements in road safety, air quality and traffic noise at and between these junctions and in particular at Shipley C of E Primary School.
 - c) Design any improvement to protect and complement local heritage including the former Branch Hotel and other features of the Saltaire World Heritage site and buffer zone.
 - d) Incorporate measures to encourage safer walking and cycling.
 - e) Design the improvement to incorporate measures to prevent rat running by A650/Canal Road and Shipley Town Centre traffic through neighbourhoods adjacent to these junctions.
 - f) Ensure that any improvements improve average journey times for road users through and between these junctions.
- 2.2 Improvement proposals for the junctions at the site of the former Branch PH and Otley Road / Valley Road form part of the wider West Yorkshire+ Transport Fund's Bradford to Shipley Route Improvement project. This £47m project comprises a series of interventions at various key junctions along the principal transport corridors of the A6037 Canal Road and A650 Manningham Lane between Bradford city centre and Shipley.
- 2.3 The Bradford Shipley Route Improvement Scheme aims to reduce congestion and journey times, improve air quality and increase road safety. The project seeks to

encourage sustainable transport such as cycling and walking, and enhance public transport. The project will also support jobs, businesses and housing development in the immediate areas and wider district. The Bradford Shipley Route Improvement Scheme is being developed alongside other projects such as the dedicated cycle route along the Canal Road and Valley Road, and the restoration of Bradford Beck.

- 2.4 This programme of initial consultation events commenced on 14 December and runs to 8 February 2019 to seek the view of local residents, commuters and other interested parties on the types of interventions which could be provided as part of this project including views on cycle paths, bus stops and lanes, parking and access to homes and businesses. The consultation programme involves a dedicated webpage and on-line survey as well as a series of staffed and unstaffed drop-in events where the initial plans and designs are displayed. Through this comprehensive engagement strategy, which is the first of a number to come, it is envisaged that it can be demonstrated that the Council is adopting an engagement approach which is both meaningful and comprehensive in its nature.
- 2.5 Once the results from this consultation are collated proposals for interventions will be developed and subject to rigorous assessment as required under the Combined Authority's Assurance Process as part of the outline business case submission. Details, and indicative plans, of the short-listed range of interventions developed based on the consultation responses will be released on the Council's website and at drop in sites prior to the submission of the Outline Business Case.
- 2.6 Subject to approval of the outline business case by the Combined Authority and confirmation of further funding detailed engagement with key stakeholders, affected land owners and adjacent property owners together with representatives of the local community will take place as interventions progress through the detailed design stages. The scope of this engagement is still to be defined.
- 2.7 Ultimately, the final scheme elements will be submitted as a Full Business Case submission to the Combined Authority and details of the scope of interventions will be published on both the Council's and Combined Authority websites.

3. OTHER CONSIDERATIONS

- 3.1 As proposals for the ultimate scheme elements are still in the early stages of development it is not possible to provide specific responses to 2.1(b) – 2.1(f) at this stage other than to confirm that these will be given appropriate consideration in the development stages of the project.
- 3.2 Being funded and promoted through the West Yorkshire+ Transport Fund the Council are required to show in its assessment of the proposals that it can demonstrate benefits in relation to carbon reduction, journey time savings as well as economic benefits associated with the delivery of the scheme. These outputs will need to be assessed at key delivery stages of the project aligning to the Outline Business Case, Full Business Case and Full Business Case plus Costs stages.

- 3.3 Transport Fund schemes also must wherever possible consider the incorporate of blue/green infrastructure in their deliverables. Through incorporation of such interventions in the overall package of elements the environmental benefits of the project can be enhanced and provide a more welcoming environment for local residents.
- 3.4 As part of the development of the proposals for the Otley Road / Valley Road junction and the former Branch junction the project team are maintaining regular dialogue with the Council's World Heritage Site Officer to ensure that any proposed interventions are sympathetic and complimentary to the boundary of the World Heritage site.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Funding for the scheme is totally derived from the West Yorkshire+ Transport Fund.
- 4.2 Initial funding for the development of the Outline Business case was secured through its mandate approval by the Transport Portfolio Holder Advisory Group (TPAG) where the programme's interim budget allocation was agreed. Funding of £341,000 was made available to the Council to develop the Outline Business Case. Additional funding of £1,256,500 was subsequently agreed by the West Yorkshire and York Investment Committee on the 21st March 2018 and made available to the Council to develop the Outline Business Case including advanced land acquisition giving a total funding budget of £1,597,500.
- 4.3 The staff resources and specialist technical services required to develop the scheme referred to in this report are funded through the scheme budget. It is currently envisaged that the development and delivery of this improvement will require the use of internal Council staff resources supplemented by external specialist support for key tasks.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The governance of this project is the responsibility of the West Yorkshire Combined Authority (WYCA) and is controlled under their Assurance Framework. A rigorous project management system is in place for all West Yorkshire+ Transport Fund projects based around the OGC PRINCE2 (Projects in Controlled Environments) and MSP (Managing Successful Programmes) methodologies. The scheme described in this report will be subject to these processes.
- 5.2 A detailed risk log has been developed as part of the initial project development and will continue to be updated as the project proceeds through its various stages of delivery.

6. LEGAL APPRAISAL

- 6.1 Promotion and development of the Bradford to Shipley Route Improvement scheme can be implemented through the Council's inherent powers as Highway and Traffic

Regulation Authority. Any land required in order to implement the scheme proposals which could not be acquired through negotiation with land owners may require the use of Compulsory Purchase Order powers under the appropriate legislation. Any such requirement would be subject to a separate report to the Executive to seek approval to the use of these powers.

6.2 A number of the elements of the Bradford to Shipley Route Improvement scheme will exceed the thresholds of Section 105A-C of the Highways Act 1980 relating to the necessity for an Environmental Impact Assessment to be undertaken before any improvement can be approved, which again would ensure that due consideration is given to the petitions scope. Such an assessment would consider:

- a) A description of the improvement on the site, size and design of the scheme;
- b) A description of the measures envisaged in order to try to avoid or reduce adverse effects;
- c) The data required to assess the main effects which the improvement will have on the environment; and
- d) The outline of the main alternatives studied and the main reasons for the choice of solution made.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Due consideration has been given in writing this report to the Council's duties under Section 149 of the Equality Act 2011.

Proposals for upgrades of junction traffic signals will wherever possible include the introduction of pedestrian facilities which will improve the accessibility and particularly benefit disabled people.

7.2 SUSTAINABILITY IMPLICATIONS

Delivery of the Bradford to Shipley Route Improvement scheme will support the future housing requirements for the District.

Improvements to the traffic flow which are anticipated as a consequence of the introduction of improvements on both Canal Road, Manningham Lane and at the Otley Road / Valley Road junction will assist in reducing the level of harmful pollutant emissions from vehicles.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Improvements to the strategic transport corridors of A6037 Canal Road and A650 Manningham Lane will assist in reducing the level of CO₂ emissions from vehicles. A detailed assessment of the likely levels of savings resulting from the final proposals will be made as part of the Outline Business Case.

7.4 COMMUNITY SAFETY IMPLICATIONS

Wherever possible the scheme will facilitate the introduction of safe pedestrian and cycling facilities on these corridors as well as improving street lighting and providing other environmental impacts. These will all have a beneficial impact on Community Safety.

7.5 HUMAN RIGHTS ACT

There are no Human Right Act implications associated with the contents of this report.

7.6 TRADE UNION

There are no Trade Union implications associated with the contents of this report.

7.7 WARD IMPLICATIONS

Due to the nature of the Bradford to Shipley Route Improvement scheme various interventions are potentially proposed in a number of wards including City, Bolton & Undercliffe, Windhill & Wrose, Shipley, Heaton and Manningham wards.

Local ward councillors for each of these wards have been consulted as part of the current consultation exercise on the initial proposals to seek their views on local concerns which may be addressed through this project. As the project proceeds through the various stages of its on-going development further continuing dialogue with members will take place on specific interventions within their wards in addition to the proposals for the project as whole.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

Not applicable.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no implications for corporate parenting associated with the contents of this report.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 9.1 Executive may choose to support the approach which has been adopted to the public engagement and development of proposals for the Bradford to Shipley Route Improvement scheme as set out in this report and receive a further report on the development of the proposals prior to the submission of the Outline Business Case to the Combined Authority.
- 9.2 Alternatively, Executive may wish to receive a summary of the feedback from the public consultation in order that its own views can be considered prior to the development of the detailed proposals prior to the Outline Business Case submission to the Combined Authority. This option will significantly delay the programme for the delivery of the Outline Business Case.

10. RECOMMENDATIONS

- 10.1 That Executive note and support:
- a) The arrangements for the engagement and consultation with the local community, commuters and other interested stakeholders which are currently on-going;
 - b) That the proposals for improvements associated with the Bradford to Shipley Route Improvement scheme are still being developed and that an outline strategy for the on-going engagement and participation of the affected communities has been identified.
 - c) That due consideration will be given to the concerns raised in the petition in developing proposals for the outline business case submission to the Combined Authority for the project.
- 10.2 That Executive receive a further report on the development of proposals for the Bradford to Shipley Route Improvement scheme prior to the submission of the Outline Business Case in order that the benefits in relation to improvements of journey times and the environment of Shipley, particularly those in close proximity to Shipley C of E Primary school, can be fully understood.
- 10.3 That the lead petitioner be informed accordingly.

11. APPENDICES

- 11.1 Appendix A – Petition related to health and environment in Shipley
- 11.2 Appendix B - Bradford to Shipley Route Improvement Scheme Consultation Leaflet

12. BACKGROUND DOCUMENTS

- 12.1 Scheme File 103231
- 12.2 Project Mandate – Bradford to Shipley Corridor Improvement Scheme

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The petition "Health and Environment in Shipley" reached 33 signatures on the council e-petition website. Many attempted to sign and found the interface difficult to use. (an issue I understand the council is looking into) We therefore shared the petition via the change.org platform where it reached 291 signatures.

It reads as follows;

We the undersigned petition the council to consider extremely seriously the following points with regard to proposed alterations to road junctions at the Branch Hotel and Otley Road/Valley Road (Canal Road) in Shipley:

- 1) Local residents must be fully and meaningfully consulted about any proposed development.
- 2) Works must prioritise health and well being through improvements in road safety, air quality and traffic noise at and between these junctions and in particular at Shipley C of E Primary School.
- 3) Works must protect and complement local heritage including the former Branch Hotel and other features of the Saltaire World Heritage site and buffer zone.
- 4) Works must incorporate measures to encourage safer walking and cycling.
- 5) Works must incorporate measures to prevent rat running by A650/Canal Road and Shipley Town Centre traffic through neighbourhoods adjacent to these junctions.
- 6) Works must improve average journey times for road users through and between these junctions.

It is too late for the Branch Hotel, please don't let it be too late for the health of our children.

Health and environment in Shipley

Over just the last month the headlines are stark;

- 16th September - air pollution particles found in mothers' placentas (The Guardian)
- 18th September - UK children inhaling toxic air on school run and in classroom (Guardian) and Air pollution maybe linked to dementia risk (Telegraph & Argus)
- 27th September - Air pollution kills six million people every year (The Telegraph)
- 28 September - UK's children denied basic human right to clean air says UNICEF (The Guardian)
- 14 October - Living in smog filled cities raises mouth cancer risks by 40% for men, study suggests (Daily Mail)

Air pollution causes 40,000 premature deaths a year in the UK. It costs the NHS and social care services £40 million a year. It has been described by MPs as a public health emergency.

On a more local level, we are seriously concerned by the effects of air pollution on our local populations, many of whom live, work or study close to major roads.

We tested Nitrogen Dioxide levels in Shipley in 2014 and again, through Friends of the Earth in 2018. The 2018 results included 4 days with no traffic due to the snow in early March and are therefore likely to be a lower result than the usual picture.

There is no safe limit of Nitrogen Dioxide. Levels were found to be close to the legal limit within the playground at Shipley CofE playground and well above the legal limit at nearby junctions.

It is in this context that we are seriously concerned about the effects of existing traffic levels on our local community.

It is in this context that we want the council to look into reducing traffic levels rather than merely facilitating more capacity on the roads where we live.

BRADFORD : SHIPLEY

ROUTE IMPROVEMENT SCHEME

PUBLIC CONSULTATION

14 DECEMBER 2018 -

8 FEBRUARY 2019



BRADFORD : SHIPLEY

ROUTE IMPROVEMENT SCHEME

City of Bradford Metropolitan District Council (CBMDC), in partnership with West Yorkshire Combined Authority is planning to upgrade the main roads between Bradford and Shipley and would like to hear people's views on how they could be improved. These are key transport routes northwards into and out of the city, forming a gateway into Airedale, Wharfedale and beyond.

THE AREA

- A650 Manningham Lane / Keighley Road / Bradford Road
- A6037 Canal Road / Valley Road
- A6038 Otley Road

The area includes a lot of houses as well as some key employment sites.

CURRENT ISSUES

- Traffic congestion is a major problem on these routes especially in the morning and evening peak. Congestion also makes bus services unreliable and creates difficulties accessing local rail stations
- Road safety and difficulties crossing roads
- Poor accessibility is limiting the economic potential of the area
- Poor air quality

We would like to better understand the problems that you face and how you would like them to be solved.

THE OPPORTUNITY

- Highway improvements are expected to solve many of the accessibility issues that restrict growth in the area and create more opportunities for local employment
- Highway improvements will also help the economic growth of the wider district
- The scheme could enhance the environment for local residents and is being developed alongside other schemes such as the restoration of Bradford Beck.

FUNDING

To carry out these transport improvements, we are seeking £47million funding through the West Yorkshire-plus Transport Fund, and the Leeds City Region Growth Deal - a £1 billion package of Government investment through the West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership (LEP) to accelerate growth and create jobs across Leeds City Region.

TIMESCALES

The scheme is currently under development, with a preferred scheme to be identified by mid 2019. Due to the size and complexity of the proposed works the improvements will probably be introduced in phases, with some building work starting as early as 2020. It is expected that all roadworks will be completed by 2024.

THE PROPOSALS

The scheme aims to reduce traffic congestion, improve air quality and increase road safety. We want to encourage more people to use buses, walk or cycle. A key local benefit of the scheme will be improvements to green spaces along the route, providing pockets of wildlife areas and pleasant walking paths which can be used by residents. The scheme will also complement the work that is ongoing to build a dedicated cycle route along the Canal Road / Valley Road corridor.

Manningham Lane / Keighley Road / Bradford Road

The plan is to make the A650 Bradford Road / Keighley Road / Manningham Lane into a high quality bus route with improvements for pedestrians and cyclists.

Canal Road / Valley Road

The plan is to improve Canal Road / Valley Road to increase capacity so that a lot of the non-local traffic can be taken off the A650. Improvements will also be made to road junctions to reduce queuing traffic.

OBJECTIVES

- Reduce traffic congestion and journey times
- Assist with the delivery of new homes, extension of employment space and creation of new jobs in the area
- Improve road safety
- Improve air quality
- Encourage use of more sustainable modes of transport (e.g. buses, cycles, walking).

We want to know what the key issues are for you as a road user or local resident. What do you think about:

- Congestion and journey times
- Road safety
- Footpaths and pedestrian crossings
- Access to homes and businesses
- Cycle paths
- Bus stops and lanes
- Parking

You can visit our Bradford Shipley Route Improvement Scheme page for more information and to give us your comments.

Visit www.yourvoice.westyorks-ca.gov.uk/bradfordshipley and sign up to be kept informed.

We are hosting some public drop-in events to display initial plans and designs.

At the events you can speak to those involved in developing the plans. (See back page for details).

HAVE YOUR SAY!

We want to know what you think! There are a number of ways you can engage with us...

Online at:

www.yourvoice.westyorks-ca.gov.uk/bradfordshipley

In person at one of our drop in events:

Monday 21 January 2019

10am to 2pm

City Hall Foyer

Bradford City Hall, Norfolk Gardens,
Bradford, BD1 1UH

Thursday 24 January 2019

10am to 2pm

Bradford Interchange Foyer

Bradford Interchange,
Bridge Street, BD1 1TU

Monday 28 January 2019

3pm to 7pm

Tesco Superstore

Peel Centre, Valley Road,
Bradford, BD1 4RB

Saturday 2 February 2019

10am to 2pm

Shipley Library

2 Wellcroft, Shipley, BD18 3QH

Unstaffed displays are also available at the following venues between **14 December 2018 to 8 February 2019**

City Hall Foyer

Bradford City Hall, Norfolk Gardens,
Bradford, BD1 1UH

Tesco Superstore

Peel Centre, Valley Road,
Bradford, BD1 4RB

Shipley Library

2 Wellcroft, Shipley, BD18 3QH

Via email:

yourvoice@westyorks-ca.gov.uk

By post:

FREEPOST Consultation Team (WYCA)

If you have any questions, would like to receive more information by post, or would like a large print or braille copy of this leaflet, please contact us.

Email: yourvoice@westyorks-ca.gov.uk

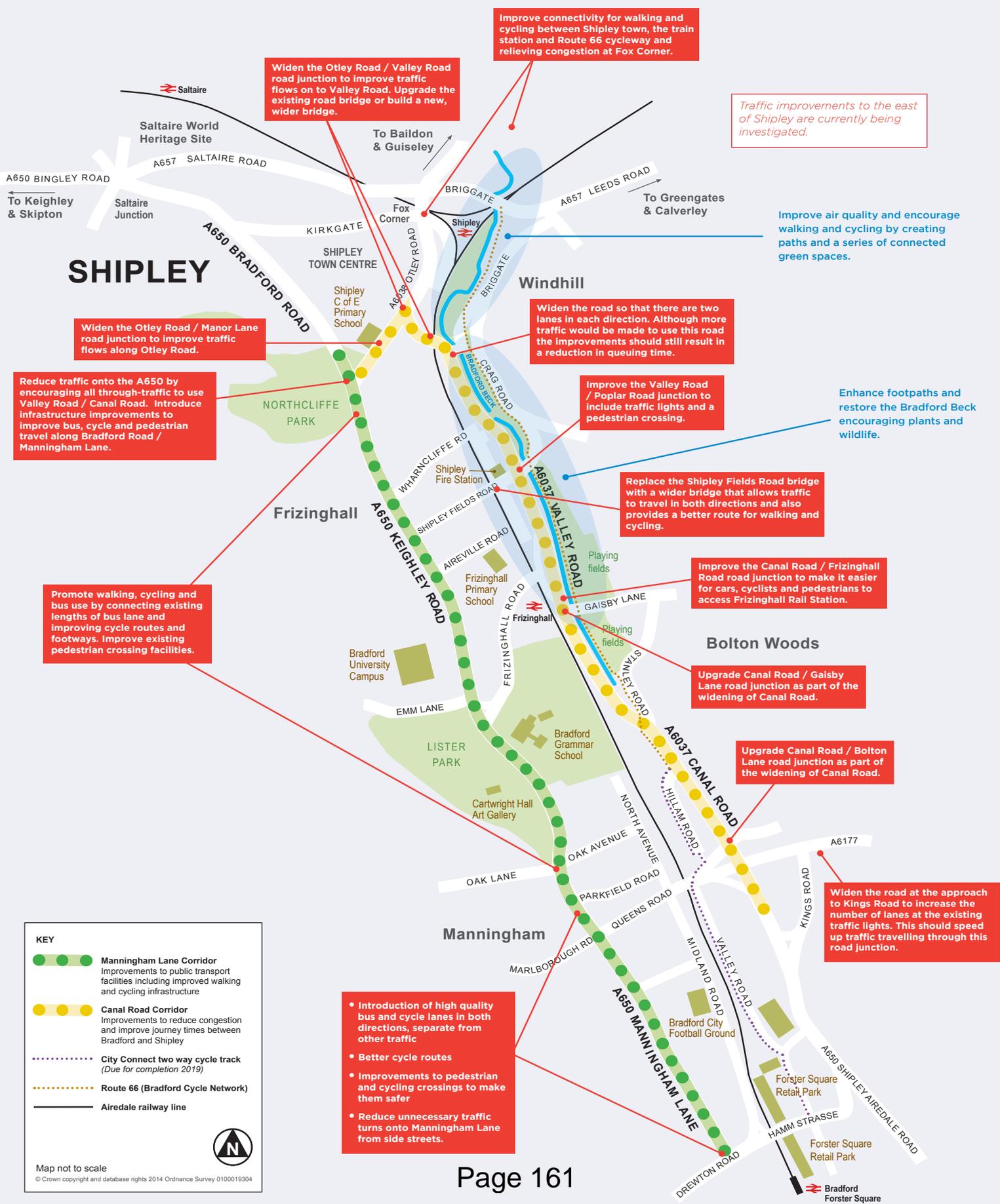
Telephone: **Metroline 0113 245 7676**

**This first consultation period is open until
8 February 2019**

BRADFORD : SHIPLEY

ROUTE IMPROVEMENT SCHEME

POSSIBLE OPTIONS



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Report of the Strategic Director of Place to the meeting of the Executive to be held on 5th February 2019.

AV

Subject:

Street Lighting Invest to Save Strategy

Summary statement:

The purpose of this report is to provide information to the Councils Executive regarding the Street Lighting Invest to Save Strategy. It provides details of the Invest to Save project to replace all street lighting lanterns with energy efficient LED units and the replacement of life expired street lighting columns.

Steve Hartley
Strategic Director of Place

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Portfolio:
Regeneration, Planning & Transport

Overview & Scrutiny Area:
Regeneration and Environment

1. SUMMARY

- 1.1. The purpose of this report is to provide information regarding the Street Lighting Invest to Save Strategy for the next 5 years and the development of a business case to replace the old street lighting lanterns with LED units and replace life expired columns as an Invest to Save project. It sets out the background to the project including the funding proposals, implementation and the savings anticipated from the reduction in the street lighting energy requirements.
- 1.2. The installation of around 17,000 new columns and the replacement of all lanterns (around 59,000) will be undertaken via an external contractor over a four year period although the maintenance will continue to be delivered by the in house operational teams.
- 1.3. The project is anticipated to require funding of £45.59M
- 1.4. The new lighting will be controlled using a central management system (CMS) which will provide the ability to dynamically vary the lighting levels either in groups or individually which will give some further energy savings along with automated fault reporting and the facility to connect Internet Of Things (IOT) devices to the system. The IOT devices can provide additional benefits capturing data which potentially would assist the council in delivering other services such as temperature monitoring, air pollution, river level sensors etc.
- 1.5. The key benefits of the project would be:
 - Energy reduction of at least 65% if not more dependent upon the road classification
 - Complete control of lighting levels and subsequent energy consumption using a web portal
 - The new lighting will report back to the CMS if there is a fault with the column including door off or not vertical as well as the light not working
 - IOT capabilities providing a smart cities approach providing connectivity for a plethora of sensors and other monitoring devices
 - Significantly reduced fault repairs when compared to the old lighting as LED's have a much longer life than traditional street lighting lamps
 - Energy savings once all the new units are installed of just over £2m per annum
 - CO² reduction of 6046 tonnes per annum.

2. BACKGROUND

- 2.1 The Council is responsible for around 60,000 street lights and despite investment through Local Transport Plan funding over the past 12 years and a previous investment of £1.5m in 2006, which has replaced around 7000 life expired columns, there is still a significant maintenance backlog.
- 2.2 Due to changes in the energy markets and the pass through charges introduced by the government to deal with the reduction in fossil fuel powered generation there has been a significant increase in the rolled up cost of energy, which in the current year alone has increased the cost of energy from the budget of £2.7m to around £3.16m (based on the projected increase of 16% - over Q1 and Q2 bills)
- 2.3 An additional pressure that the service has faced is the proposed cessation of the manufacture of Low Pressure Sodium -SOX lamps in 2020 (these are the orange lamps in many of the residential streets), of which there are around 35,000 across the district, which has already hit the service due to the lack of availability of lamps for repairs, necessitating the replacement with LED conversions increasing repair times and cost.
- 2.4 The development of highly efficient LED lanterns has accelerated from their first introduction in around 2010 in the street lighting market, when they were extremely expensive and the light output was nowhere near the levels today. The technology has advanced so much that they are now half the price of traditional non LED lanterns and provide much better light output.
- 2.5 There have been some installations of Central Management System (CMS) controlled SON lanterns (around 3000 of the yellow type lights, mainly on traffic routes) providing the ability to control the lights, these have provided some load reduction and control although this was limited by the old lamp technology and the communications protocol the communicate with the units.
- 2.6 After the appointment of a member of staff – Asset Data Analyst in 2016 specifically to maintain and update the street lighting asset register (which provides the information on which the energy is billed), the Council has benefitted from load reduction of around one million kilowatt hours per annum, which had the energy costs not increased would have provided a saving of around £100,000 per annum. That said, this load reduction has mitigated further budgetary pressures than those already mentioned.

3. OTHER CONSIDERATIONS

- 3.1 As a result of the new code of practice for Highways Asset Management and also the funding allocation for the maintenance of highway assets from central government, it is essential to have an up to date asset register and a robust methodology for maintenance of assets using a risk based approach – this will a major consideration of the implementation of the strategy.

- 3.2 In view of the projected energy cost increases, in terms of options a do nothing approach would merely leave the Council with increased budget pressures at a time when central government grants are diminishing.
- 3.3 The strategy also includes the consideration of the Internet Of Things providing the opportunities for Smart Cities connectivity and an early consideration of the facilitation of Electric Vehicle charging provision where columns are replaced to locate them at the front of the footway, allowing charging sockets to be fitted at a later date – the additional cost of which is likely to be around £1000 per unit.
- 3.4 The business case and contract documentation is being produced in collaboration with Calderdale Council which is intended to reduce the timescale and costs prior to mobilisation of the project as well as realising the benefits of lessons learned from the implementation of their project albeit on a smaller scale.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The cost of the Street Lighting Invest to Save Strategy has been established as £45.58M over the 5 year period of the project.
- 4.2 Part of the funding for the project will be provided from Salix Finance – which is an organisation dedicated to providing interest free loans for energy saving measures to the public sector providing they meet the payback criteria. This element of funding is £15.12M split over years 2 – 5 of the project and payback for each phase of funding is paid back within 5 years of completion.
- 4.3 The remainder of the funding, £30.46M will be provided from Prudential Borrowing which was approved through the Project Approval Group process on the 12th November 2018.
- 4.4 The project has been assessed over a 50 year period with modest inflation applied to the costs of energy which is projecting a total saving in energy of £165.5M along with a maintenance saving of £23.6m giving a total saving of £189.13M over 50 years.
- 4.5 In terms of resources, the project is anticipated to be carried out by an external provider for design and construction, for which a tender will be issued via Yortender once the contract documentation is developed; this is planned for tenders to be issued in April 2019.
- 4.6 The project delivery will require one additional permanent member of staff along with 2 fixed term contract staff within the council.
- 4.7 The on-going maintenance of the street lighting infrastructure will continue to be delivered by the in house street lighting operational teams, and as the maintenance requirements reduce the staff will also have reduced through staff turnover due to the age profile of the operational teams.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The risk management of the project will be developed by the project team which has already been established including representatives from Finance, Procurement, Legal, IT Services based on the Terms Of Reference for the Project Board.
- 5.2 The risk register will be updated by the project team and will be reported through the governance arrangements to the Street Lighting Invest to Save Project Board.
- 5.3 The Project Board has been established following the councils Project Management Framework and the Terms of Reference approved by the Strategic Director with regular board meetings planned to ensure the project is achieving its objectives throughout its life cycle.

6. LEGAL APPRAISAL

- 6.1 At this time there are no legal implications regarding this report until the contract documentation has been developed.

7. OTHER IMPLICATIONS

None

8 EQUALITY & DIVERSITY

N/A

9. SUSTAINABILITY IMPLICATIONS

- 9.1 The project will reduce the energy requirements for the street lighting service and provide more sustainable lighting including improved energy efficiency, reduced maintenance and also the need for regular lamp replacement which previously contained many elements of the lamp which were harmful to the environment.

10. GREENHOUSE GAS EMISSIONS IMPACTS

- 10.1 The implementation of the street lighting invest to save strategy will significantly reduce the CO² emissions relating to the energy required to provide street lighting across the district by around 65% equating to 6046 tonnes CO² per annum.

11. COMMUNITY SAFETY IMPLICATIONS

- 12.1 It has been evidenced that good street lighting, especially white light sources provides a reduction in the fear of crime and better social observation as well as supporting CCTV coverage.

12. HUMAN RIGHTS ACT

12.2 There are no known human rights implications

13. TRADE UNION

20.1 Although there will be staffing implications, there will be no requirements for TUPE transfers and any reduction in operational staff towards the end of the project will be achieved by staff turnover due to the age profile of the teams.

14. WARD IMPLICATIONS

14.1 The strategy will affect all wards across the district with the implementation of new lanterns and lighting columns

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

N/A

16. IMPLICATIONS FOR CORPORATE PARENTING

N/A

17. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

18. NOT FOR PUBLICATION DOCUMENTS

None

19. OPTIONS

19.1 This report presents Executive with two options

- a) Approve the introduction of the Street Lighting Invest to Save Project in the Capital Investment Plan; or
- b) Reject the introduction of the Street lighting Invest to Save Project in the Capital Investment Plan.

20. RECOMMENDATIONS

- 20.1 The Executive approve the introduction of the Street Lighting Invest to Save project in the Capital Investment Plan and proceed to implementation at the earliest possible opportunity.

21. APPENDICES

Table 1 – Savings profile

22. BACKGROUND DOCUMENTS

N/A

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Year	Commence April ...	In year energy savings	In year Maintenance Savings (25% per asset)	Combined Savings	Resulting Energy Bill	Cost of doing the work	Salix Contribution
1	2018	£0.00	£0.00	£0.00	£2,942,993.20	£0.00	
2	2019	£165,874.80	£41,666.21	£207,541.01	£2,896,441.53	£4,180,563.95	£1,259,800.92
3	2020	£820,040.25	£194,444.14	£1,014,484.39	£2,424,057.41	£13,801,117.44	£4,619,325.47
4	2021	£1,493,646.43	£347,222.07	£1,840,868.50	£1,815,333.19	£13,801,117.44	£4,619,325.47
5	2022	£2,193,868.84	£500,000.00	£2,693,868.84	£1,181,290.37	£13,801,117.44	£4,619,325.47
6	2023	£2,237,746.22	£500,000.00	£2,737,746.22	£1,204,916.17	£0.00	
7	2024	£2,282,501.15	£500,000.00	£2,782,501.15	£1,229,014.50	£0.00	
8	2025	£2,328,151.17	£500,000.00	£2,828,151.17	£1,253,594.79	£0.00	
9	2026	£2,374,714.19	£500,000.00	£2,874,714.19	£1,278,666.68	£0.00	
10	2027	£2,422,208.48	£500,000.00	£2,922,208.48	£1,304,240.02	£0.00	
11	2028	£2,470,652.65	£500,000.00	£2,970,652.65	£1,330,324.82	£0.00	
12	2029	£2,520,065.70	£500,000.00	£3,020,065.70	£1,356,931.31	£0.00	
13	2030	£2,570,467.01	£500,000.00	£3,070,467.01	£1,384,069.94	£0.00	
14	2031	£2,621,876.35	£500,000.00	£3,121,876.35	£1,411,751.34	£0.00	
15	2032	£2,674,313.88	£500,000.00	£3,174,313.88	£1,439,986.37	£0.00	
16	2033	£2,727,800.16	£500,000.00	£3,227,800.16	£1,468,786.09	£0.00	
17	2034	£2,782,356.16	£500,000.00	£3,282,356.16	£1,498,161.81	£0.00	
18	2035	£2,838,003.28	£500,000.00	£3,338,003.28	£1,528,125.05	£0.00	
19	2036	£2,894,763.35	£500,000.00	£3,394,763.35	£1,558,687.55	£0.00	
20	2037	£2,952,658.62	£500,000.00	£3,452,658.62	£1,589,861.30	£0.00	
21	2038	£3,011,711.79	£500,000.00	£3,511,711.79	£1,621,658.53	£0.00	
22	2039	£3,071,946.02	£500,000.00	£3,571,946.02	£1,654,091.70	£0.00	
23	2040	£3,133,384.94	£500,000.00	£3,633,384.94	£1,687,173.53	£0.00	
24	2041	£3,196,052.64	£500,000.00	£3,696,052.64	£1,720,917.00	£0.00	
25	2042	£3,259,973.70	£500,000.00	£3,759,973.70	£1,755,335.34	£0.00	
26	2043	£3,325,173.17	£500,000.00	£3,825,173.17	£1,790,442.05	£0.00	
27	2044	£3,391,676.63	£500,000.00	£3,891,676.63	£1,826,250.89	£0.00	
28	2045	£3,459,510.17	£500,000.00	£3,959,510.17	£1,862,775.91	£0.00	
29	2046	£3,528,700.37	£500,000.00	£4,028,700.37	£1,900,031.43	£0.00	
30	2047	£3,599,274.38	£500,000.00	£4,099,274.38	£1,938,032.06	£0.00	
31	2048	£3,671,259.86	£500,000.00	£4,171,259.86	£1,976,792.70	£0.00	
32	2049	£3,744,685.06	£500,000.00	£4,244,685.06	£2,016,328.55	£0.00	
33	2050	£3,819,578.76	£500,000.00	£4,319,578.76	£2,056,655.12	£0.00	
34	2051	£3,895,970.34	£500,000.00	£4,395,970.34	£2,097,788.23	£0.00	
35	2052	£3,973,889.74	£500,000.00	£4,473,889.74	£2,139,743.99	£0.00	
36	2053	£4,053,367.54	£500,000.00	£4,553,367.54	£2,182,538.87	£0.00	
37	2054	£4,134,434.89	£500,000.00	£4,634,434.89	£2,226,189.65	£0.00	
38	2055	£4,217,123.59	£500,000.00	£4,717,123.59	£2,270,713.44	£0.00	
39	2056	£4,301,466.06	£500,000.00	£4,801,466.06	£2,316,127.71	£0.00	
40	2057	£4,387,495.38	£500,000.00	£4,887,495.38	£2,362,450.26	£0.00	
41	2058	£4,475,245.29	£500,000.00	£4,975,245.29	£2,409,699.27	£0.00	
42	2059	£4,564,750.19	£500,000.00	£5,064,750.19	£2,457,893.25	£0.00	
43	2060	£4,656,045.20	£500,000.00	£5,156,045.20	£2,507,051.12	£0.00	
44	2061	£4,749,166.10	£500,000.00	£5,249,166.10	£2,557,192.14	£0.00	
45	2062	£4,844,149.42	£500,000.00	£5,344,149.42	£2,608,335.98	£0.00	
46	2063	£4,941,032.41	£500,000.00	£5,441,032.41	£2,660,502.70	£0.00	
47	2064	£5,039,853.06	£500,000.00	£5,539,853.06	£2,713,712.76	£0.00	
48	2065	£5,140,650.12	£500,000.00	£5,640,650.12	£2,767,987.01	£0.00	
49	2066	£5,243,463.13	£500,000.00	£5,743,463.13	£2,823,346.75	£0.00	
50	2067	£5,348,332.39	£500,000.00	£5,848,332.39	£2,879,813.69	£0.00	
Totals		£165,551,071.05	£23,583,332.42	£189,134,403.46	£97,884,805.10	£45,583,916.28	£15,117,777.34

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Report of the Strategic Director of Place to the meeting of Executive to be held on 5 February 2019

AW

Subject:

Queensbury Tunnel

Summary statement:

Queensbury tunnel is a disused railway tunnel constructed in the 1870's situated between Bradford and Halifax which passes directly beneath Queensbury. The tunnel is approximately 2.3km in length and formed from masonry and brick arches which span some 8 metres. At its deepest the tunnel is 115 metres below the surface.

This report outlines the key implications to the Council of taking over the ownership and responsibility for the tunnel to facilitate its ultimate conversion to a leisure cycling facility connecting Bradford and Halifax.

Steve Hartley
Strategic Director of Place

Portfolio:

Regeneration, Planning & Transport

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Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 Queensbury tunnel is a disused railway tunnel constructed in the 1870's situated between Bradford and Halifax which passes directly beneath Queensbury. The tunnel is approximately 2.3km in length and formed from masonry and brick arches which span some 8 metres. At its deepest the tunnel is 115 metres below the surface.
- 1.2 The tunnel was abandoned in the 1950s and in the intervening period has suffered from lack of on-going maintenance. Structurally the tunnel has now been identified as a high risk asset by Highways England who through Historic Railways Estate have prepared proposals for the safe abandonment of the structure.
- 1.3 This report outlines the key implications to the Council of taking over the ownership and responsibility for the tunnel to facilitate its ultimate conversion to a leisure cycling facility connecting Bradford and Halifax.

2. BACKGROUND

- 2.1 Built in the 1870's Queensbury railway tunnel runs in a south-west to north-easterly direction under Queensbury. Abandoned in the 1950's the tunnel has suffered from a lack of on-going investment / maintenance leading to the development of structural weaknesses in its fabric. Currently Highways England (through the Historic Railways Estate ("HRE")) has responsibility for the maintenance and long-term management of the tunnel and as part of this duty regular structural inspections of the tunnel have highlighted the deterioration of the tunnel fabric as a cause for concern. This assessment has led to Highway England identifying the tunnel as a high risk asset which requires immediate work to make safe.
- 2.2 As part of Highway England's mitigation strategy development Jacobs Engineering were appointed to prepare a number of high-level engineering proposals for the abandonment or refurbishment of the tunnel together with indicative costs. Costs associated with repair of the tunnel were prohibitively expensive (£35.4million) and therefore a preferred solution of abandonment and budget was identified based on the Jacob's study recommendations. Funding of £3m was allocated by the Department for Transport to Highways England to undertake the proposed works.
- 2.3 Queensbury Tunnel Society (QTS) was formed with a view to maintaining the tunnel as an asset with the ultimate goal of reopening it as a multi-user leisure trail linking Bradford and Halifax. Early in 2016 HRE agreed to the Queensbury Tunnel Society arranging an independent assessment of the tunnel with a view to better understanding its condition and scoping the repair works needed prior to conversion to any future use. Estimates resulting from this assessment indicated that a budget cost of £2.81m (inclusive of a 20% contingency allowance) would be sufficient to address the structural defects making the tunnel safe to walk through.
- 2.4 In early 2017 Bradford Council were approached to support QTS' campaign to retain Queensbury Tunnel for enjoyment of future generations. Given the wide discrepancy in costs between the Jacobs Engineering and QTS reviewed the two technical assessments of the level of intervention necessary to secure the tunnel's

future and approached the Department for Transport for funding to conduct its own independent study into the tunnel's condition to determine a more accurate measure of costs. AECOM consultants were appointed to carry out a programme of investigations for this purpose. The initial Phase 1 study was a desktop review of documents to determine a likely level of funding which would be required to repair the tunnel together with a suitable programme of intrusive surveys which would comprise the Phase 2 commission designed to confirm the validity of assumptions in the desk top exercise. The Phase 2 survey works were completed in late 2017 and the results of this were received by the Council in November 2018. The main findings of this study were:

- a) The tunnel continues to suffer from on-going 'live' deformation and cracking of the tunnel lining within the crown of the masonry arch.
- b) The anticipated costs of a programme of remedial measures is £6,912,050 but this is not without risk as sections of the tunnel could not be surveyed due to HRE exclusion zones and other on-site factors.
- c) To further refine the works estimate to reduce this risk a further programme of surveys (at an additional cost of £120,000) were recommended should the ownership of the tunnel transfer to the Council or other appropriate body.

3. OTHER CONSIDERATIONS

Options for Future Ownership

- 3.1 A range of options for the future ownership and responsibility for the tunnel have been proposed, including:
 - a) Option 1 - HRE progress with their option to abandon the tunnel by permanently preventing future access and ensuring that any future collapse of the tunnel causes no risk to the general public or adjacent land owners.
 - b) Option 2 - Repairing the tunnel to a condition suitable for public access and incorporating the tunnel in a designated cycle route. HRE would retain ownership and be responsible for the day-to-day operation of the tunnel. HRE would be liable for the long-term upkeep, maintenance and management of the tunnel in its proposed use as a cycleway and as such all long term costs would be borne by the HRE.
 - c) Option 3 - Similar to the previous option HRE would retain ownership but funded by means of a contract to operate the tunnel on an annual basis by a third-party organisation (i.e. Cycle Queensbury, Bradford Council or others). HRE would retain responsibility for the long-term stability of the tunnel but its operating costs would be borne by others.
 - d) Option 4 - HRE retains ownership of the tunnel but leases day-to-day operation to another organisation such as Sustrans, Bradford Council, Railway Paths Limited, Cycle Queensbury. HRE would retain responsibility for the long-term stability of the tunnel but operating costs would be borne by others. Annual

costs could be drawn down from any initial dowry or funded annually by another organisation.

- e) Option 5 - HRE would transfer ownership and operation of the tunnel – with or without appropriate dowry – to a suitably competent organisation¹. The new owner of the tunnel would then be permanently liable for the safe condition of the tunnel as well as the day-to-day operating and maintenance costs associated with running a cycleway.
- f) Option 6 - As with option 5, but day-to-day operation of the tunnel is contracted to another organisation as in Option 4, with annual payments being made to cover on-going day-to-day maintenance and running costs.

Calderdale Council

3.2 To create a segregated cycle route between Bradford and Halifax connectivity of the tunnel portals on both the Bradford and Calderdale approaches would need to be improved. As a potential partner in the development of proposals for Queensbury Tunnel, Calderdale Council have been fully engaged in stakeholder discussions about Queensbury Tunnel. Following a series of stakeholder meetings and officer discussions the following points have been agreed:

- a) Whilst broadly supportive of the aspiration of bringing the tunnel back into use Calderdale's Cycle Strategy 2025 is targeting cycling improvements to the north of the district rather than routes to the south which would be necessary to connect to Queensbury Tunnel. Therefore were any scheme likely to come forward incorporating the tunnel Calderdale would be happy for Bradford Council to lead on its development and delivery.
- b) Calderdale would fully support any lobbying of the Department for Transport, Highways England or Historic Railway Estate to retain the tunnel rather than simply abandon it.
- c) Any applications for potential funding for delivery of a Queensbury Tunnel scheme through either the West Yorkshire Combined Authority or other government grants would be fully supported by Calderdale Members and Officers.

Benefit Cost Ratio (BCR) Assessment

3.3 In June 2017, Sustrans Research and Monitoring Unit produced a report² looking at the economic benefits of a combination of seven proposed routes around Queensbury area that could form links between Bradford, Halifax and Keighley, including the reopening of the tunnel itself. These routes were combined into

¹ To satisfy the Secretary of State for Transport, competence would relate to the ability to discharge the relevant statutory and common law duties, having adequate technical knowledge on the maintenance of the tunnel and shafts to manage risk, and sufficient financial stability to maintain the tunnel into the foreseeable future.

² "Queensbury Tunnel: Estimating the Economic Impact of Re-opening Walking and Cycling Routes around Queensbury Tunnel", June 2017

eleven different scenarios which were appraised for their economic benefits and are summarised below:

Scenario		Details	
Including Tunnel	A	Most extensive scenario developing a full network between Halifax, Bradford and Keighley	Great Northern Trail + Cullingworth to Keighley + Bradford Valley floor + Queensbury Tunnel to Halifax + Queensbury Tunnel.
	B		Great Northern Trail + Cullingworth to Keighley + Bradford Thornton Road + Queensbury Tunnel to Halifax + Queensbury Tunnel
	C	Developing a network from Halifax to Keighley	Great Northern Trail + Cullingworth to Keighley + Queensbury Tunnel to Halifax + Queensbury Tunnel
	D	Developing a network from Halifax to Bradford	Bradford valley floor + Queensbury Tunnel to Halifax + Queensbury Tunnel
	E		Bradford Thornton Road + Queensbury Tunnel to Halifax + Queensbury Tunnel
Excluding Tunnel	F	Developing a network from Queensbury to Keighley	Great Northern Railway Trail + Cullingworth to Keighley + Queensbury Tunnel
	G	Developing a route from Bradford to Queensbury	Bradford valley floor + Station Road
	H		Bradford Thornton Road + Station Road
	I	Developing a network from Bradford to Keighley, via Queensbury	Great Northern Railway Trail + Cullingworth to Keighley + Bradford Valley floor + Station Road
	J		Great Northern Railway Trail + Cullingworth to Keighley + Bradford Thornton Road + Station Road
	K	Developing a route from Cullingworth to Queensbury	Great Northern Railway Trail + Station Road

Table 1: Potential cycling and walking scenarios around Queensbury (Source: Sustrans)

- 3.4 At the time of the Sustrans economic assessment there was a significant range of potential costs for the repair of the tunnel fabric (ranging from £2.81m to £35.4m) and therefore assessments were made of each option (A-E in the table above) on low, mid and high value costs. Applying a WebTAG compliant assessment of each option the best performing tunnel option (Option D) returned BCRs of 2.0:1, 1.1:1 and 0.7:1 respectively representing a medium to poor value for money assessment of benefits. By comparison routes G and H which did not incorporate a tunnel element both returned a BCR of 3.8:1 representing a high value for money assessment.
- 3.5 To give a more holistic estimation of the economic impact of reopening the tunnel as a leisure cycle facility benefits associated with Sustrans' Cycle Route Economic Impact Model were incorporated into the calculations to provide an estimation of the tourism benefits which the tunnel could deliver. The RMU benefits estimated an annual tourism spend of £360,168 which when aggregated over the 30 year assessment period represent an additional benefit of £10.8m. Incorporating this into the BCR assessment for the tunnel based options returned increased BCR values of 3.2:1, 1.7:1, 1.2:1 against the Option D route representing a high to low medium

benefit assessment.

- 3.6 Following receipt of the AECOM report on the anticipated level of investment necessary to repair the tunnel a recalculation of the BCR was undertaken. Based on the Option D alignment and costs the BCR was calculated based on a WebTAG compliant assessment and a further assessment using the Tourism benefits described previously. This assessment demonstrated that a WebTAG compliant assessment returned a BCR of 1.43:1 (representing a medium value for money return), whilst with tourism benefits a BCR of 2.31:1 (representing a high value for money return) was achieved.

Funding Requirement and Opportunities

- 3.7 Based on the revised remediation costs for Queensbury Tunnel the construction cost for the above route would be:

Bradford City Centre to Queensbury via valley floor route	£2,505,227
Queensbury Tunnel (Remediation)	£6,912,050
Queensbury Tunnel (cycle route)	£2,300,000
Queensbury Tunnel to Halifax	£4,620,000
Total Capital Investment	£16,337,277
Capital Maintenance cost (for 30 years)	£7,000,000
Total Capital Investment Required	£23,337,277

- 3.8 Currently HRE have indicated that were the Council to take on responsibility for the tunnel management and maintenance then the residual of the £3m budget which has been allocated for the abandonment works could be transferred to the Council as a dowry. As there has currently been interim works undertaken by HRE to stabilise the tunnel it is anticipated that currently this budget has been reduced to circa £2.0m. On this basis a gap in funding of £4.9m exists between the anticipated remediation cost and the available budget from HRE/DfT which represents the 'minimum' capital investment necessary to secure the future of the tunnel. This investment would allow the structural fabric of the tunnel to be stabilised to allow a period of time over which funding for the remaining £16.4m could be sought.
- 3.9 Discussions with the West Yorkshire Combined Authority in relation to potential funding sources for the delivery of a cycle facility have taken place. These indicate that currently there are no funds available through the Growth Deal / City Connect or LTP programmes. The possibility of securing funding through the Transforming Cities fund is worth exploring however the scope of ask from this funding source is likely to be far in excess of available resources. During his visit to Bradford the Secretary of State for Transport was briefed on the potential for delivering the Queensbury Tunnel scheme and his support was sought to delay abandonment of the tunnel to allow the Council to complete its investigations.
- 3.10 In light of the current financial standing of Bradford and Calderdale Councils it is unlikely that investment of the £4.9m gap funding to stabilise the tunnel can be met by either organisation either collaboratively or separately and any decision on the

outcome of the Transforming Cities bid is unlikely to be known before Spring/Summer 2019. Similarly discussions with representatives from the Department for Transport have indicated that any additional funding from central government budgets is unlikely to be forthcoming.

Land Issues

- 3.11 The south-falling 1:100 gradient of the tunnel and the volume of water ingress combined with the partial backfilling of the approach cutting to the southern portal resulted in 10 metres of flood water accumulating in December 2015. A short-term (10 year) lease was negotiated by HRE to install water pumps to de-water the tunnel with the land owner of the southern portal approach; these pumps remained operational until a failure of the HRE to make its annual payment on the lease in late 2018 when water again began to accumulate at the tunnel portal. Payment has now been made and the pumps are again operational. This situation however does give rise to a key aspect of any remediation works which would be required, namely the urgent need to reach agreement with the landowner about the actions necessary to remove the partial backfilling of the southern portal approach.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Financially, any option to retain the tunnel in a safe condition suitable for its ultimate conversion will require a comprehensive programme of maintenance which has been estimated at circa £6.9m. Allowing for the transfer of the residual £2m HRE budget to fund such a programme this still leaves a funding deficit of £4.9m.
- 4.2 Currently there are no capital funding programmes which can be bid into to provide this initial investment amount within a timescale acceptable to the Department for Transport and Highways England who are keen to progress with the abandonment works.
- 4.3 There is no provision within the Council's current capital investment plan for reallocating existing budgets to provide this level of funding. Similarly, Calderdale MBC have indicated that they would be unable to provide the initial capital investment.
- 4.4 From resources perspective were funding to be found to carry out the remedial works the scope and programme of the works would necessitate that external consultants be appointed to develop and deliver the scheme. Such an approach would require a level of additional capital funding which is likely to be upwards of £0.5m.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Options described within this report present differing levels of risk management and governance implications for the Council. Currently, all risk associated with the management and condition of Queensbury Tunnel rests with the Historic Railways Estate/Highways England as the asset owners. To this point the Council have been acting in a facilitative capacity to explore the potential options for retaining the tunnel and therefore no formal risk management strategy or governance

arrangements have been established. Were the Council to countenance the arrangements proposed in paragraphs 3.1(e) and (f) then such arrangement would need to be urgently established prior to any transfer taking place.

6. LEGAL APPRAISAL

- 6.1 The fact that a route is or was a railway does not confer on the public any highway rights and the Council as Highway Authority currently does not have any rights or responsibilities in connection with this route. In order to be able to be used by cyclists the Highway Authority would have to dedicate, construct and maintain the way as either a bridleway or cycle track. As part of this process an appropriate Road Safety Audit would be required at appropriate stages of the development of the scheme which in itself may give rise to additional issues which are not considered within the body of this report.
- 6.2 As Local Highway Authority the Council possess the necessary technical knowledge to be acceptable as a competent body to take on this responsibility.
- 6.3 Delivery of a cycle linkage from the southern portal to Halifax Town Centre within the Calderdale MBC district may require an appropriate legal agreement under Section 8 of the Highways Act 1980 to be entered were the Council to take on responsibility for delivery of such a project.
- 6.4 Establishment of a Trust (comprising Bradford Council, Queensbury Tunnel Society and Sustrans) to take on responsibility for the maintenance and management of the tunnel would not in itself absolve the Council from responsibility as Highway Authority if the way is to be dedicated as a public highway.
- 6.5 Land issues associated with the opening of the southern portal would need to be resolved through negotiation with the land owner. Whilst the land owner has indicated a willingness to engage in discussions about resolving these issues it is possible that recourse to the use of the Compulsory Purchase powers may be necessary which would add to anticipated costs and delay delivery of any works to the tunnel.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Due consideration has been given in writing this report to the Council's duties under Section 149 of the Equality Act 2010. Were the Council to take on responsibility for the tunnel any proposed multi-use cycle leisure facility would need to be designed to be accessible to disabled users.

7.2 SUSTAINABILITY IMPLICATIONS

The connectivity of Bradford City Centre with Halifax Town Centre as a result of the tunnel and its connecting routes would promote economic activity. This potentially significant cycling scheme would offer positive contributions to environmental, personal and community wellbeing and because this is a significant piece of capital

infrastructure. As such its benefits and values would continue to be generated over the longer term.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Conversion of the Queensbury Tunnel to a cycling facility, together with provision of the connecting routes between Halifax and Bradford would help accelerate the delivery of the Local Transport Plan's target of increasing journeys by cycle, reducing CO₂ emissions and improving air quality. It would assist not only this district's but also Calderdale's reduction in carbon footprint and emissions from other greenhouse gasses.

7.4 COMMUNITY SAFETY IMPLICATIONS

If the ownership of the tunnel passes to the Council then it will inherit the duty of the asset owner to ensure that abuse of the tunnel does not take place (e.g. vandalism, occupation by travellers, lighting of bonfires) through the presence of security officers and other measures.

Any future cycling facility utilising the tunnel would also need to be designed in such a manner as to encourage its safe use. Due to the tunnel's length preventing end-to-end sight for users significant measures potentially including CCTV and permanent manned presence may be required to ensure the safety of users of the tunnel.

7.5 HUMAN RIGHTS ACT

There are no Human Right Act implications associated with the contents of this report.

7.6 TRADE UNION

There are no trade union implications associated with the contents of this report.

7.7 WARD IMPLICATIONS

Both the northern and southern tunnel portals lie within the Queensbury ward within the Bradford district. Approaches to the southern portal also extend into the Illingworth and Mixenden ward within Calderdale. Ward Members from both of these wards have been part of the stakeholder meetings which have been established to look at the implications and proposals for bringing forward the Queensbury Tunnel Society's aspirations.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

Not applicable.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no implications for corporate parenting associated with the contents of

this report.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The principal option for Executive's consideration relates to the Council's future level of engagement and support for the Queensbury Tunnel. Section 3.1 of this reports sets out varying options for the ownership of the tunnel were it to be converted to a cycling facility. Currently the six options which are proposed can be summarised as follows:

- a) Historic Railways Estate retain ownership of the tunnel – There are various permutations of options available under this ownership proposal. Currently HRE are progressing with their programme of abandonment works and therefore it is likely that without additional funding being forthcoming these options relating to the retention of the tunnel are considered to be unviable.
- b) Ownership of the tunnel transfers to a suitably competent organisation (e.g. Bradford Council) – Transfer of the Queensbury Tunnel in its current condition would present a significant financial risk to the Council. Although a dowry of £2m could be transferred from HRE to the Council the AECOM study as described in this report demonstrate that without additional funding of £4.9-£5.4m the Council would be taking on responsibility for maintaining a structure which is continuing to deteriorate.
- c) Ownership of the tunnel transfers to the Council with responsibility for on-going maintenance delivered by a Trust – this option would still involve the tunnel transferring to a suitably competent organisation with all the inherent costs and risks associated with this. However, the option would remove the responsibility for the day-to-day maintenance activities from the Council who would still remain financially liable for providing the budget to carry out repairs. This option therefore appears to offer little additional benefit to that described in 9.1(b) above.

9.2 If Executive are minded not to pursue options related to the transfer of ownership then further options in relation to the Council's continued involvement with the project arise, namely:

- a) The Council continue to lobby Highways England / HRE to delay their abandonment works to allow additional time to explore sources of funding for repairs – This option is unlikely to be acceptable to Highways England who are keen to pursue completion of their abandonment works at the earliest possible opportunity.

- b) The Council continue to work with the West Yorkshire Combined Authority and Calderdale MBC to secure potential funding partners for the project - Whilst some potential funding sources have been identified (Transforming Cities) for the necessary £6.9m to repair the tunnel fabric or the wider £16.3m for the full cycleway project the success of attracting this funding cannot be guaranteed. Other potential options for capital funding continue to be announced by Government and the Council would pursue any which are appropriate to the project.
- c) The Council begin work to explore “surface” options for a cycle route between Bradford and Halifax which have demonstrated high BCRs – As demonstrated in the Sustrans appraisal report high BCR benefits were achieved for routes which are based on surface level connections between Bradford and Halifax. These schemes have lower initial capital costs their benefits represent high, or very high, value for money and are indicative that potentially options for providing this connectivity may be worth pursuing through future West Yorkshire Transport Strategy programmes.
- d) The Council continues to support the aspirations of Queensbury Tunnel Society, but not proactively.

10. RECOMMENDATIONS

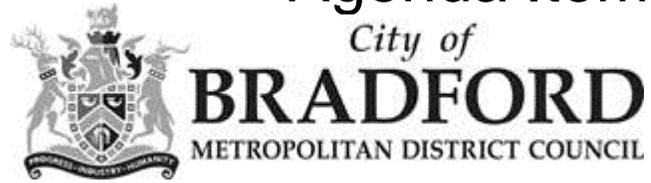
- 10.1 That Executive commend the work of Queensbury Tunnel Society in bringing forward the work which has been done to date to identify the issues and risks associated with the conversion of Queensbury Tunnel to a leisure cycling facility as well as their advocacy of the benefits of such a scheme to stakeholders.
- 10.2 That Executive fully recognise and support the benefits in saving the tunnel for the enjoyment of future generations and that its potential conversion to a leisure cycling facility connecting Bradford city centre and Halifax town centres.
- 10.3 That Executive acknowledge that the offer of Historic Railways Estate to transfer ownership of the tunnel to the Council, together with the residual of any unspent abandonment funding, as a dowry for its future maintenance is an interesting proposition. But, given the indicative repair costs and funding gap identified for the stabilisation works, Executive reluctantly confirm that it is currently unable to agree to the proposed transfer of ownership.
- 10.4 That the Strategic Director of Place in consultation with the Portfolio Holder continue to lobby Highways England / HRE to delay their abandonment works to allow the Council and its partners time to explore further potential sources of funding for the scheme through development of an advocacy document.

11. APPENDICES

- 11.1 None

12. BACKGROUND DOCUMENTS

- 12.1 Queensbury Tunnel: Estimating the economic impact of reopening walking and cycling routes around Queensbury Tunnel, Sustrans, June 2017
- 12.2 Queensbury Tunnel Report, Queensbury Tunnel Society, October 2016 ([http://www.queensburytunnel.org.uk/reports/QueensburyTunnelReport\(October2016\).pdf](http://www.queensburytunnel.org.uk/reports/QueensburyTunnelReport(October2016).pdf))
- 12.3 HQU_3D Queensbury Tunnel Options report, Jacobs, February 2016
- 12.4 Queensbury Tunnel: Phase 1: 60564940-REP-001 – Queensbury Tunnel – Technical Oversight – Phase 1 – Literature Review, AECOM, January 2018
- 12.5 Queensbury Tunnel: Phase 2: Technical Summary, Structure Number HQU_3D, Project Number 60582061; Report 60582061-REP-006, AECOM, October 2018



Report of the Interim Strategic Director Children's Services to the meeting of Executive to be held on 5 February 2019

AX

Subject:
PREVENTION AND EARLY HELP ESTATES STRATEGY

Summary statement:

This paper follows on from the Executive Report of 3 April 2018 (Prevention and Early Help – a proposed new model to support families and communities for the future, including proposed changes to how we provide the Children's Centre core offer across the District).

As a result of consultation carried out between November 2017 and February 2018 on the creation of a new 0-19 years Prevention and Early Help service a recommendation was taken to Executive in April 2018 that the use of buildings across the district be reviewed to look for ways in which the two year additional funding for staffing could be sustained through different use of buildings assets.

This Report sets out a proposal in relation to the buildings use within Prevention and Early Help Service and requests permission to go out to public consultation as recommended by Executive.

Gladys Rhodes White
Interim Strategic Director – Children's Services

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Portfolio:

Children and Families

Overview & Scrutiny Area:

Children's Services

1.0 SUMMARY

1.1 Bradford has undergone a significant change programme in relation to Prevention and Early Help Services. At the Executive on 7 November 2017 Members approved a public consultation be carried out between 15 November 2017 and 12 February 2018 on the preferred model. Following this consultation Executive on 3 April 2018 approved a Family Hub model for a new Prevention and Early Help Service which is now being implemented. The new service brings together a range of existing services to form a new set of preventative and early help arrangements for children, young people and families. By working in a more coordinated way with partners and communities, the aim is that the new arrangements will deliver more effective and efficient ways of whole family and community based working.

The aim of the new model is to:

- deliver new 0-19 Prevention and Early Help Service targeting those communities/neighbourhoods with the poorest outcomes;
- deliver the Children's Centre core offer to support school readiness, parenting skills and family health in early childhood;
- ensure high levels of early education quality and take up;
- support education and attendance as a priority;
- ensure intensive support for those families in greatest need;
- cut out duplication and provide a 'whole family' approach so families do not receive a series of interventions from different services.

1.2 During the consultation there was consistent feedback that stakeholders wished to see a review of buildings to maximise the staffing resource allocated to the new Family Hub model.

1.3 In response to this the Executive agreed that an additional £500,000 per year for 2018/19 and 2019/20 be allocated to support transition into the proposed new model. This additional funding has gone into increasing the number of Prevention Workers and Key Workers.

1.4 Executive on 3 April 2018 resolved "That the Strategic Director of Children's Services in consultation with the Portfolio Holder produce a detailed plan on the best collective use of buildings across the Council, with key partners and communities, to sustain as much funding into front line workers by 2020/21, and which would be subject to further consultation as required".

1.5 As a result of that decision, a multi-agency work stream was established including representatives from Prevention and Early Help, social care, health, VCS, public health, youth service, neighbourhoods, libraries and Estates.

The work of this group has informed the proposal set out in this report and form the basis for consultation.

2. BACKGROUND

2.1 There are currently 41 buildings across the City within the scope of the proposals for consultation, which deliver some level of prevention and early help provision for Children and Families. Most of the buildings are known as Children's Centres. These buildings have developed over a number of phases funded predominantly by capital monies from Central Government.

2.2 A Sure Start children's centre is defined as a place, or group of places, where local families with young children can go and enjoy facilities and receive support that they need:

- which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area is made available in an integrated way;
- through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and
- at which activities for young children are provided.

The Sure Start Children's Centre programme was expanded over time and councils were directed to open Children's Centres in school settings; in all communities and at a ratio of one Centre to 800 children under the age of 5. This now means that some delivery sites are not situated in the best place for the new Prevention and Early Help delivery model to deliver targeted family centred support. The new model extends to older children and families and the current sites were focused on early years provision and include in some cases private child care provision.

2.3 All 41 Children's Centre sites in the District were the subject of a review in 2013-14 which led to a report to Executive on 4 November 2014 setting out proposals for transfer to new delivery arrangements for Children's Centre services across the district. This reflected a local vision to integrate the early years offer as part of the wider neighbourhood offer and to help to deliver within the agreed budget.

2.4 As a result of the extensive consultation during this review in 2014, the Executive resolved that a cluster arrangement be approved. The proposal included that:

"9 of the sites that will be delivering services will no longer be registered as Sure Start Children's Centres". These sites can be found in Section 9 of this report.

2.5 Feedback from consultation during the previous review in 2013-14 reinforced that services should be planned and organised to be responsive to the needs of families and not be dependent on a building.

- 2.6 Statutory Guidance issued by the *DfE (Sure Start Children's Centres statutory guidance April 2013)* places a duty on the Council to consult before:
1. Opening a new Children's Centre;
 2. Making a significant change to the range and nature of services provided through a Children's Centre and/or how they are delivered, including significant changes to services provided through linked sites; or
 3. Closing a Children's Centre; or reducing the services provided to such an extent that it no longer meets the statutory definition of a Sure Start Children's Centre.
- 2.7 Statutory guidance on Children's Centres confirms that the focus should be on delivery of a service offer and not necessarily a focus on buildings. It follows from the statutory definition that Children's Centres are as much about making appropriate and integrated services available as they are about providing premises in particular geographical areas.
- 2.8 Prior to any changes consultation is required with all stakeholders and interested parties where proposals are for delivery to change significantly and/or cease. The Statutory Guidance requires the Council to consult everyone who could be affected by the proposed changes and gives examples of local families, those who use Children's Centres, Children's Centres staff, any advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in consultations.
- 2.9 A local authority should not close an existing children's centre site in any reorganisation of provision unless it can demonstrate that where it decides to close a children's centre site, the outcomes for children, particularly the most disadvantaged, would not be adversely affected and will not compromise the duty to have sufficient children's centres to meet local need. The starting point should be a presumption against closure of children's centres and should;
- take into account the views of local families and communities in deciding what is sufficient children's centre provision;
 - take account of families crossing local authority borders to use children's centres in their authority. Families and carers are free to access early childhood services where it suits them best; and
 - take into account wider duties under section 17 of the Children Act 1989 and under the Child Poverty Act 2010.

In proposing changes, the Council will also need to demonstrate that it has due regard to the Public Sector Equality Duty and its duties under the Childcare Act 2006, including the duty to improve the well-being of young children and reduce inequalities between them

2.10 The building review

The multi-agency group undertook a full review of all 41 buildings and asked a number of key questions of each setting in the context of how we can best serve our communities:

1. **Does the building have sufficient space to create an Integrated 0-19yrs Family Hub, which can provide sufficient accommodation for staff including school nursing, health visiting teams and oral health programmes in each of the 4 Areas?**
2. **Is the building in a priority area?** The criteria for this was areas that are consistently identified by the Family Needs Assessment to be where families have the poorest outcomes and have the most need for support. These were outlined in the original proposals for the Prevention and Early Help Service and can be found in Appendix 1
3. **What are the opportunities to reduce the costs associated with these buildings, while maximising the wider collective assets and community resources available?**

2.11 When considering the wider collective assets and the potential to close or dispose of a building, the group also considered the risk of claw back. Claw back of funding is triggered where an asset funded wholly or partly by the Government is disposed of or the asset is no longer used to meet the aims and objectives consistent with the original grants.

2.12 Local authorities must notify the Department for Education of any plans to dispose of grant funded assets. Local authorities should operate on the presumption that claw-back will be enforced. However, subject to prior approval from the DfE, claw-back may be waived or deferred where an asset is sold and the proceeds are reinvested in another asset for a similar purpose consistent with the aims of the grant.

2.13 Disposal means a sale, transfer, or change of use of a capital asset. It includes the transfer of ownership of a lease, or freehold assets.

2.14 For some sites this risk may be mitigated by the delivery of services to children and families by other providers than the Council (e.g. nursery schools or to provide additional school places or for expansion by the current building occupier to deliver services that meet the aims and objectives of the original grant). This is referred to in section 9 of this report as “an appropriate alternative use”. This means that where possible we will identify other services for children, young people and families that can use the buildings, to ensure their on-going sustainability as a community resource.

2.15 Although this has been a consideration there has been no presumption prior to formal consultation that this may be an option. The capital grant claw back is for

a period of 25 years and any such proposals would have to be fully scoped and the risk understood on a building by building basis.

- 2.16 Using this methodology the multi-agency group identified the need for at least one Integrated Family Hub in each of the four Areas. The Family Hubs will comprise of an integrated staff team with on-site delivery of services for children, young people and families, including, school nursing and health visitors, other health colleagues and Children's Services staff and delivery.
- 2.17 Where additional staff accommodation space is required integrated staff sites have also been identified (these will not be delivery sites) but will provide a base from which the Prevention and Early Help workforce can reach the wider district.
- 2.18 A number of potential delivery sites were also identified for each of the Areas, which are existing Children Centre sites. Delivery sites would offer a reduced number of hours of Prevention and Early Help services per week. However, under this proposal they will have no permanent staff based on site, will have limited reception facilities, but will be located in places where communities can easily access services.
- 2.19 The Family Hubs teams are already using a number of local venues for delivery of services not in Children Centres in order to be more appropriate for the 0-19 age range. As the Family Hub model develops it is intended that partners, community and voluntary organisations and families will help to identify more locations for Family Hub services. Therefore in addition to the Integrated Hubs and the delivery sites the model will incorporate the use of locality or community based provision in order to meet local need, which will be paid for by the hour as required.
- 2.20 For example in the South Hub area over 30 stay and play/parent and toddler group sessions per week are being delivered by a range of voluntary and community organisations in venues other than children centre buildings. A timetable for each of the Hub areas is available on the Council's website. ([Family Hub website.](#))
- 2.21 In addition to the universal provision promoted in the Family Hub web page, targeted parenting programmes for families with children aged 0-19 years are delivered in a number of school settings. For example, Bradford Academy runs Family Links, Talking Teens and the Freedom programmes into which Prevention and Early Help staff can refer families. St Columbus Primary School runs a rolling programme of Family Links into which families from the South Hub can be referred. An example of best practice in collaborative working is between St Johns Primary and Fearnville Primary schools, who work together to deliver a Family Links programme at St John's Church. School staff were trained by Prevention and Early Help and referrals can be made by the Hub into the programme.
- 2.22 This community asset based approach will also help to identify and maximise the opportunities to support and sustain local organisations, to work together

with partners to deliver integrated early childhood services and to generate savings.

- 2.23 Through the review of the building assets the group also identified the potential to create an All Age Community Hub based in the TFD centre, Holme Wood. The building is located in the heart of the Holme Wood estate and is already used to deliver the Youth offer in the area. In addition there is a co-located community library on site and a number of voluntary and community sector providers deliver provision mainly for young people. The consultation will explore options to create a Hub incorporating the 0-19 years integrated Family Hub for the South Area, Adults Services and services delivered by other partners from within and outside the Council.
- 2.24 Under the proposal from the review all families will continue to have access to a range of universal services across the District; the proposals will ensure that support is targeted to the most vulnerable families and through venues based in communities. The Authority is aware that it must make arrangements so that there are sufficient children's centres, so far as reasonably practicable, to meet local need. Additionally the Authority is aware of its duty to consider whether the early childhood services it provides, together with local commissioners of health services, should be provided through children's centres in the area, but noting that a children centre can be either a singular site or a group of places where families receive support.

3. OTHER CONSIDERATIONS

- 3.1 The 0-19 years Prevention and Early Help Family Hub model sits alongside wider cross-agency and system initiatives such as the Integrated Early Years Strategy, Signs of Safety implementation, the Integrated Care Pathway, self-care, ESIF/Lottery Stronger Families programme and B Positive Pathways.
- 3.2 The 0-19 years Family Hubs will incorporate Public Health 0-19 years children's services including Health Visiting, Family Nurse Partnership, School Nursing and Oral Health services. The creation of Integrated Family Hubs will ensure that these services are fully aligned and integrated.
- 3.3 The workforce change process for the Prevention and Early Help Service agreed at the 3rd April 2018 Executive has now been completed. The 0-19 years Family Hub teams covering the 4 areas of the District: West, South, East and Keighley/Shipleigh have been established. The Family Hub model of co-produced service delivery for Prevention and Early Help, as recommended, is starting to develop.
- 3.4 The Family Hubs are already utilising community venues to support the delivery of services for children, young people and families and the proposed plan in this report will help to further identify and finalise suitable venues in communities.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There has been a total of £21.5m General Sure Start Capital grant funding allocated across these sites. Any proposed future alternative use must take account of the potential for claw back of capital grant.
- 4.2 The estimated 2018-19 revenue cost relating to the current buildings is £1.2m.
- 4.3 The additional transitional funding for 2018-20 (£500k over 2 financial years totalling £1m) in support of additional staff expires in March 2020.
- 4.4 It is envisaged that this premises review will generate potential savings that can be utilised to meet the end of the transitional funding in March 2020.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The risks are managed in accordance with the Council's procedures. This is a large programme of work that requires delivery at a considerable pace. It will require significant meaningful engagement and formal consultation with partners, parents and families, schools, early years settings, the VCS, the workforce, the DfE and other interested parties.
- 5.2 Risks in relation to individual sites will be outlined in the project plan.
- 5.3 Delivery is overseen by the Great Start Good Schools Outcome Board. An Enabler Group including Legal, Estates and Finance supports implementation of the Programme. A risk register is in place.

6. LEGAL APPRAISAL

- 6.1 The Local Authority must ensure it complies with the duty to consult under the Childcare Act 2006.
- 6.2 The DfE Sure Start Children's Centre statutory guidance April 2013 provides that the Local Authority must ensure there is consultation with interested parties before any significant changes are made to Children's Centre provision in their area including how they are delivered or provided through linked sites.
- 6.3 The Local Authority must consult before closing a children's centre or reducing the services provided to such an extent that it no longer meets the statutory definition of a Sure Start children's centre set out in the Report at 2.2
- 6.4 When a local authority puts forward any proposals on the change of use of capital projects which were funded through the Sure Start and Early Years Capital Grant it must inform the Department of Education of the proposed change.
- 6.5 Consultation must take place with all interested parties when proposals are still

at a formative stage. Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response. Adequate time must also be given for consideration and to respond to the consultation and conscientious account must be taken of responses when a decision is made. Whilst all options do not have to be consulted upon they must be sufficiently clear to enable consultees to understand the proposals.

- 6.6 The Local Authority must have regard to its public sector equality duties under section 149 of the Equality Act 2010 when exercising its functions and making any decisions. The Local Authority must carry out an Equalities Impact Assessment to enable intelligent consideration of the proposals. The Local Authority must have due regard to the information in the Equalities Impact Assessment in making the decision to commence consultation on these proposals.
- 6.7 Consultation must be easily understandable by those most likely to be affected by the proposed changes. The language should not be technical and what is being proposed and the impact of the proposals must be in plain English.
- 6.8 The Children Act 1989 sets out the provision of services for children and their families. Section 17 places a duty on every local authority to safeguard and promote the welfare of children who are in need within their area.

The Council has duties under the Childcare Act 2006 which include:

- Section 1 - duty to improve well-being of young children & reduce inequalities between them;
- Section 3 - to make arrangements so that early childhood services are integrated, accessible and benefit young children and their parents;
- Section 5A - make arrangements for sufficient Children's Centres, so far as reasonably practicable to meet local need;
- Section 5D - duty on local authorities to ensure there is consultation before any significant changes are made to children's centre provision in their area
- Section 5E - duty on local authorities, local commissioners of health services and Jobcentre Plus to consider whether the early childhood services they provide should be provided through children's centres in the area

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

- (1) A public authority must, in the exercise of its functions have due regard to the need to;

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

7.1.2 An Equalities Impact Assessment for the proposals is attached as Appendix 2.

7.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications arising from this report. Any development or changes to buildings undertaken as a result of these proposals will be undertaken in a sustainable way which minimises the future impact of the Local Authority's carbon footprint.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The proposals for consultation would not impact on gas emissions.

7.4 COMMUNITY SAFETY IMPLICATIONS

Through working differently across services we are seeking to minimise crime and anti-social behaviour and its impact on individual families and communities. This is a priority outcome area.

7.5 HUMAN RIGHTS ACT

There are no direct Human Rights implications arising from this report.

7.6 TRADE UNION

The trade unions will be fully consulted on the proposals and their feedback will be incorporated into future reports to the Executive.

7.7 WARD IMPLICATIONS

Ward Councillors will be formally consulted upon about how the proposals will affect their Wards

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

Following Executive approval to consult, reports are planned to go to each Area Committee.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

It is important that appropriate venues are available across the District to enable Looked after Children to maintain contact with their family. Any impact on maintaining contact will need to be reflected in the consultation.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

7.10.1 The City of Bradford Metropolitan District Council (the 'Council') is registered with the Information Commissioners Office (ICO). For more information about how the Council uses information, please refer to the general 'Privacy Notice' on the Council's website.

7.10.2 Children's Services will undertake a Privacy Impact Assessment to identify any data protection and information security matters arising from the proposals

7.10.3 The legal basis for holding any data relating to buildings is contractual and may relate to tenancy or other property type agreements. General Data Protection Regulation (GDPR) principles relating to individual's rights will be fully respected.

7.10.4 Any need for partner agencies to share data would only be with the express permission of the service users in the full knowledge of why and what it would be used for. General Data Protection Regulation (GDPR) principles relating to any individuals data and rights under the Data Protection Act 2018 will be respected.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 None

9. PROPOSAL FOR CONSULTATION

9.1 Move to a tiered approach to support the delivery of 0-19yrs Prevention and Early Help Service that will:

- maximise use of wider locations in communities;
- ensure a geographical spread of delivery sites across each area;
- support continued delivery of school nursing & health visiting services across the centres and develop integrated family hubs;
- seek to reduce reliance on buildings and release as much money as possible into front line workers.
- deliver the new services where they are needed most based on the outcome framework which has already identified those wards/neighbourhoods with the highest levels of inequalities. See Appendix 1.

This proposal for consultation will create the following in each of the 4 areas:

- At least one **Integrated Family Hub**, which comprises of an integrated staff team base in addition to having on site delivery of services for the public. Where necessary additional capacity will be created in an Integrated Staff base.
- **Delivery sites** offering a minimum of 8 hours of Prevention and Early Help delivery per week, with reduced reception facilities. These are sites which are located where communities can easily access services.
- **Community based provision;** venues in addition to those already used by the Family Hubs will be identified to meet local need. These will generally be paid for by the hour as required.

9.2 Based on the agreed Family Hub model of delivery, work has already started to create a number of Integrated Family Hubs sites in each of the 4 Hub areas. These sites are existing Children's Centres and were identified based on their location and size in order to meet the needs of families and to accommodate service delivery and staff. Details on these sites can be found in the tables below.

- 9.3 The proposal identifies the Children Centre buildings that are suitable as delivery sites, being in areas where they are needed the most and to ensure a geographical spread of delivery across the district.
- 9.4 Using the principles of the review in section 2 a number of Children's Centre buildings were identified that no longer meet the needs of the service for the delivery of prevention and early help services. During the consultation process we will seek to establish "appropriate alternative use of these buildings". This means that where possible we will identify other services for children, young people and families that could use the buildings. This will mitigate the risk of claw back and ensure that where possible buildings continue to be used for services for children and families.
- 9.5 In parallel with this we will identify sites within communities that are suitable for the delivery of the new 0-19 years' service. Priority areas will continue to have access to services, under the proposal the venues where these are delivered may change.
- 9.6 The proposal for consultation is that each area will make use of a network of linked sites that work together. Some of these sites will be existing Children's Centre buildings operating as integrated family hubs, some will be existing children's centre buildings offering services and some will be local venues that are in locations that can better meet the needs of children, young people and families across the 0-19 age range.
- 9.7 The developing Family Hubs are already using a number of community venues to deliver services and the intention is to identify through the consultation further community venues in the Areas to maximise the use of wider locations in communities.
- 9.7 Subject to the outcome of the consultation the proposals could result in some Children's Centre buildings no longer delivering services for children and families. Where this is the case we will ensure that children and families that require a service will still be able to do so through a universal or targeted offer, which may be delivered from a different location within the local area.

Where we are consulting on appropriate alternative use there is a potential that currently registered sites may need to be de-registered as Children's Centres. For example, some schools have already expressed an interest in taking over the space currently occupied by the Children's Centre located on their premises in order to expand or deliver further provision for their children and families. In this case a currently registered Children's Centre may need to be de-registered. However, as this could be deemed as an appropriate alternative use it is likely that this would reduce the risk of any claw back and the building would continue to function as a resource for children and families in the area.

9.8 This proposal will involve consultation on the following proposals in relation to each site:

KEIGHLEY/SHIPLEY		
Current registered Children's Centres	Already in progress	
Rainbow	Integrated Family Hub	Additional delivery sites to be identified in Keighley Central priority area
Strong Close (Thwaites)	Integrated Staff base	
Owlet (Windhill/ShipleY)	Integrated Staff base	
Current registered Children's Centres	Proposal for consultation	
Highfield Priority Area (see appendix1)	Delivery Site	
		Assurance
Hirst Wood (Saltaire)	Consult on appropriate alternative use	Universal services will continue to be available through local and community venues which will be identified during the consultation process
Low Fold (Keighley West)	Consult on appropriate alternative use	
Previously de-registered Children's Centres/Delivery Sites	Proposal for consultation	Assurance
Daisy Chain (Silsden)	Consult on appropriate alternative use	Universal services will continue to be available through local and community venues which will be identified during the consultation process
Baildon, (Sandal)	Consult on appropriate alternative use	
Little Lane, (Ilkley)	Consult on appropriate alternative use	
Treetops, (Haworth)	Consult on appropriate alternative use	
Cornerstones (Bingley Rural)	Consult on appropriate alternative use	
Trinity 5 Rise (Bingley)	Consult on appropriate alternative use	
Menston and Burley	Consult on appropriate alternative use	
During the consultation process we will identify local/community venues to ensure a geographical spread across the area.		

SOUTH BRADFORD		
Current registered Children's Centres	Already in progress	
Reevy Hill, (Buttershaw) Priority Area (see appendix1)	Integrated Family Hub	
Current registered Children's Centres	Proposal for consultation	
Bierley (re-located to Life Centre) Priority Area (see appendix1)	Delivery site	
Holme Wood Priority Area (see appendix1)	To continue as a delivery site until alternative site is finalised.	
Tyersal Sutton Community Centre Priority Area (see appendix1)	Consult on appropriate alternative use and additional community venues to be identified through the consultation process for targeted delivery.	
Lidget Green (Great Horton) Priority Area (see appendix1)	Consult on appropriate alternative use and additional community venues to be identified through the consultation process for targeted delivery.	
Woodside	Consult on appropriate alternative use	
Wyke	Consult on appropriate alternative use	Assurance Universal services will continue to be available through local and community venues which will be identified during the consultation process
Previously de-registered Children's Centres/Delivery Sites	Proposal for consultation	Assurance
Victoria Hall, (Queensbury)	Consult on appropriate alternative use	Universal services will continue to be available through local and community venues which will be identified during the consultation process

New Site proposal	Proposal for consultation	
TFD – Holme Wood Priority Area (see appendix1)	Consult on proposal to develop an all age integrated community hub.	
During the consultation process we will identify local/community venues to ensure a geographical spread across the area.		

EAST BRADFORD		
Current registered Children’s Centres	Already in progress	
Barkerend Priority Area (see appendix1)	Integrated Family Hub	
Gateway, (Ravenscliffe) Priority Area (see appendix1)	Integrated Family Hub	
Current registered Children’s Centres	Proposal for consultation	
Canterbury Priority Area (see appendix1)	Delivery Site	
Woodroyd (West Bowling) Priority Area (see appendix1)	Delivery Site	
Communityworks, (Undercliffe) Priority Area (see appendix1)	Delivery Site	
Fagley Priority Area (see appendix1)	Delivery Site	
Mortimer House,(Thornbury) Priority Area (see appendix1)	Consult on appropriate alternative use and additional community venues to be identified through the consultation process for targeted delivery.	
Burnett Fields, (BD5) Priority Area (see appendix1)	Consult on appropriate alternative use and additional community venues to be identified through the consultation process	

	for targeted delivery.	
	Proposal for consultation	Assurance
Parkland, (Idle and Thackley)	Consult on appropriate alternative use	Universal services will continue to be available through local and community venues which will be identified during the consultation process
During the consultation process we will identify local/community venues to ensure a geographical spread across the area.		

WEST BRADFORD		
Current registered Children's Centres	Already in progress	
Farcliffe, (Toller) Priority Area (see appendix1)	Integrated Family Hub	
Current registered Children's Centres	Proposal for consultation	
Abbey Green, (Lumb Lane, Green Lane, Manningham) Priority Area (see appendix1)	Delivery Site	
Midland Road, (Valley Road, Manningham) Priority Area (see appendix1)	Delivery Site	
St Edmund's, (Girlington) Priority Area (see appendix1)	Delivery Site	
Farnham, (Great Horton, City) Priority Area (see appendix1)	Consult on appropriate alternative use and additional community venues to be identified through the consultation process for targeted delivery.	
Princeville, (Lidget Green, City) Priority Area (see appendix1)	Consult on appropriate alternative use and additional community venues to be identified through the consultation process for targeted delivery.	

		Assurance
Heaton	Consult on appropriate alternative use	Universal services will continue to be available through local and community venues which will be identified during the consultation process
Allerton, (Ley Top)	Consult on appropriate alternative use	
Crossley Hall, (Fairweather Green)	Consult on appropriate alternative use	
Frizinghall	Consult on appropriate alternative use	
Previously de-registered Children's Centres/Delivery Sites	Proposal for consultation	Assurance
Thornton	Consult on appropriate alternative use	Universal services will continue to be available through local and community venues which will be identified during the consultation process
During the consultation process we will identify local/community venues to ensure a geographical spread across the area.		

A proposed timeline of key milestones is provided below:

Date	Activity
5 th February 2019	Executive decision
12 th February 2019	Formal Consultation begins
7 th May 2019	Formal Consultation ends
July 2019 (date to be confirmed)	Return to Executive
August 2019	Commence implementation of recommendations

10. RECOMMENDATIONS

10.1 Recommended:

1. That Executive authorise the Interim Strategic Director for Children's Services to commence a formal consultation on 12th February 2019 until 7th May 2019 on the proposal set out in this report.
2. That Executive receives a further report in July 2019 following formal consultation.

11. APPENDICES

11.1 Appendix 1 - Key ward level outcomes and deprivation statistics.

11.3 Appendix 2 - Equalities Impact Assessment.

12. BACKGROUND DOCUMENTS

- Sure Start Children's Centre Statutory Guidance, Department for Education (2013)
- Report to Council Executive, 4th November 2014, New Delivery Model for Bradford's Children's Centres.
- Report to Council Executive 7th November 2017 Prevention and Early Help – a proposed new model to support families and communities for the future, including proposed changes to how we provide the children's centre core offer across the District.
- Report to Council Executive 3rd April 2018, Prevention and Early Help – a proposed new model to support families and communities for the future, including proposed changes to how we provide the children's centre core offer across the District.
- Link to [Family Hub website](#)

Appendix 1

Current mapping of key ward level outcomes and deprivation statistics show that it is consistently the same wards that have the poorest outcomes and the most need for support:

Ward	Deprivation (IMD 2015)	NEET (%)	EYSFP 2016 (%)	LAC	CIN	CPP	16+ unemployment	18-24 unemployment
Manningham	61.373	3.8%	65.0%	15	52	26	735	180
Little Horton	53.896	4.6%	58.7%	16	55	21	675	155
Bradford Moor	51.232	3.3%	61.8%	15	81	27	510	130
Tong	50.668	4.5%	61.2%	23	77	34	540	120
Great Horton	43.947	3.5%	54.0%	19	44	25	370	90
Eccleshill	41.957	5.0%	64.9%	16	75	31	365	80
Bowling and Barkerend	53.917	3.6%	55.8%	20	35	29	645	140
Keighley Central	48.889	4.1%	61.5%	11	52	14	410	95
City	44.167	3.4%	53.6%	27	37	21	785	185
Toller	45.285	2.1%	59.0%	8	58	20	485	135
Heaton	32.293	4.3%	67.3%	14	47	15	340	95
Royds	37.457	2.8%	59.9%	12	73	15	345	80
Wibsey	34.525	3.6%	66.2%	14	43	24	230	40
Keighley West	34.781	5.2%	72.1%	15	50	26	255	50
Clayton and Fairweather Green	33.924	4.4%	64.9%	12	29	14	280	70
Thornton and Allerton	31.109	3.3%	67.8%	16	32	24	245	50
Keighley East	24.607	3.5%	65.3%	11	43	15	165	45
Windhill and Wrose	32.386	3.2%	71.1%	7	50	9	290	65
Bolton and Undercliffe	38.112	2.4%	69.6%	7	35	9	290	70
Wyke	25.224	4.5%	78.7%	10	31	14	225	65
Shipley	21.097	3.3%	74.9%	5	21	6	215	45
Idle and Thackley	18.61	3.1%	83.5%	5	21	9	175	35
Queensbury	19.403	0.9%	72.0%	1	17	5	175	40
Bingley	15.116	1.3%	76.0%	2	24	7	175	45
Bingley Rural	14.602	1.5%	80.9%	4	29	2	115	30
Worth Valley	14.425	0.7%	72.1%	2	6	8	85	20
Baildon	13.672	1.6%	82.1%	3	13	2	95	20
Craven	10.505	0.5%	75.4%	2	17	10	75	20
Ilkley	5.971	1.1%	83.2%	4	15	2	50	10
Wharfedale	5.31	0.3%	82.2%	-	7	-	20	5

Equality Impact Assessment Form

Department	Children Services	Version no	0.1
Assessed by	Helen Johnston	Date created	28 November 2018
Approved by	Jenny Cryer	Date approved	12 December 2018
Updated by		Date updated	
Final approval		Date signed off	

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

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

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Prevention and Early Help Estates Strategy

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

The proposal for consultation aims to ensure that use of the buildings estate is aligned with the new operating model for the Prevention and Early Help service and that buildings are being used to their maximum benefit for the community.

The change would result in a reduction in the number of buildings from which prevention and early help services are provided or are accessible to users across the district. It is intended to align the building estate with the new operating model.

A multi-agency team established to make recommendations on the proposal worked to the following principles:

- Create at least one integrated family hub for staff teams and other service in each of the 4 Hub Areas.
- Base services in communities and building on community assets
- Establish needs led and targeted support in areas of highest need
- Achieve reach through outreach and linking in and through wider community provision and sites.
- Develop an agile approach so that service activities are able to be provided flexibly across a range of sites based on need.

In making recommendations, the team also gave consideration to if a building was in a priority area – priority being determined by a range of available data including IMD 2015 rank, % of NEET, levels of young people who were unemployed etc.

The resulting proposal for consultation is to move to a tiered buildings approach for the delivery of Prevention and Early Help. In each cluster (four areas) it is proposed to have:

- At least one **Integrated Family Hub**, which comprise of an integrated staff team base in addition to having on site delivery of services for the public. Where necessary additional capacity will be created in an Integrated Staff base.
- **Delivery sites** offering a reduced number of hours of Prevention and Early Help delivery per week, with no permanent staff based on site, limited reception facilities, but located where communities can easily access services.
- **Community based provision** to be identified through consultation to meet local need, where possible paid for by the hour as required.

The proposal meets the principles above and ensures that the new model for Prevention & Early Help services can be delivered, in particular ensuring:

- Statutory requirements continue to be met
- Good outcomes for children are supported
- As much resource as possible is deployed to work directly with children, families and communities

The proposal for consultation will also:

- Maximise use of wider locations in communities
- Ensure geographic spread of delivery sites across each constituency
- Support continued delivery of midwifery & health visiting services across centres and develop family hubs;

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

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

Support will continue to be delivered across the district in line with the new PEH operating model with a special emphasis on ensuring that some buildings that deliver services and some buildings that are available for community use are sustained in the most deprived areas.

Overall the proposal for consultation intends to support the new PEH operating model – ensuring that all communities have access to services, that equality of opportunity and a range of outcomes for babies, children and

young people and families is advanced.

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

Ensuring that services are delivered and activities are available in buildings in deprived areas will mean that those with a range of protected characteristics should find accessing services and provision easier – for instance those individuals and families on low incomes.

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

The physical accessibility of buildings has not been taken into account when developing these proposals therefore people with disabilities may be disproportionately impacted. This may directly impact people who use the services or those who care for them or support them.

Those on low incomes and not living in the priority areas may find it more difficult to access targeted services due to the need to pay for travel, their working patterns, child care arrangements etc. Universal services will still be accessible.

The equality impact assessment carried out indicates the proposal is likely to have low to no impact across most protected characteristics.

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

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

Protected Characteristics:	Impact (H, M, L, N)
Age	L affects early years 0-5 provision
Disability	L/M
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	L
Sexual Orientation	N
Sex	L most users of CC are female
Marriage and civil partnership	N
Additional Consideration:	

2.5 How could the disproportionate negative impacts be mitigated or eliminated? (Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

The possible disproportionate impact on people with disabilities could be mitigated by ensuring that buildings identified for consultation within the proposal where services and/or activities are expected to be delivered are reasonably accessible and have undergone recent accessibility assessments, that remedial work is undertaken where such a building in the proposal is not deemed to be reasonably accessible and in the event that the building, following consultation and approval of a finalised proposal, will be a site at which services and activities are delivered.

Ensuring a range of buildings delivering services are sited in deprived areas will ensure those families and individuals on low incomes or wages have access to services. People on low incomes or wages living outside of those deprived areas will continue to have access to services through Early Help Gateway and there will be activities and services available across all areas.

The PEH service is maintaining strong relationships with childcare and schools in all areas and this means that vulnerable children and families will be able to access support when needed regardless of the site of service delivery in their area. This means that those children living in low income families in more affluent areas will still be able to access support and activities.

Additionally the consultation around the proposal will also include consideration of appropriate alternative use of some sites.

Section 3: Dependencies from other proposals

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

A comprehensive stakeholder consultation plan has been developed. The intention is to consult with the following:

- Children, young people, families, parents, carers
- Education settings
- Health colleagues
- Police
- Public and Voluntary sector
- Community Partners
- Businesses
- Council employees

- Elected members

The multi-agency group established to develop recommendations for this proposal included representatives from the following:

- Prevention and Early Help
- Social Care
- Health
- Public Health
- Youth Service
- Neighbourhood Services
- Libraries and Estates
- Voluntary and Community Sector

Section 4: What evidence you have used?

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

- **Families needs assessment undertaken to support the remodelling of the Prevention and Early Help service.**

This document included considerable analysis which provided a baseline of data covering a breadth of information from demographics, deprivation, maternity, health; education and social services and this analysis underpinned the development of the Prevention and Early Help service.

The Executive report and appendices discussed at the Council Executive on 7 November 2017 and 3 April 2018 outline the analysis gathered.

- **Feedback from the consultations that supported the remodelling of Prevention and Early Help**
- **Map of ward level outcomes and deprivation statistics to identify the most deprived areas**
- **Outputs from the multi-agency group tasked with developing recommendations to inform the proposal.**
- **Peopletoo analysis of consultation on Prevention and Early Help services**

4.2 Do you need further evidence?

The EIA will be reviewed in view of feedback from the extensive consultation that will be taking place to inform further development of these proposals.

Section 5: Consultation Feedback

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

Feedback from the extensive consultations that supported the remodelling of Prevention and Early Help has informed this proposal.

A wider review of all prevention and early help provision that included consultation with a wide range of stakeholders has informed this proposal. A summary of the consultation and feedback is available in the report to Council Executive of the 7 November 2017 - Prevention and Early Help – a proposed new model to support families and communities for the future, including proposed changes to how we provide the children's centre core offer across the District.

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

The above feedback has informed this proposal.

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

The Council Executive of the 5th February 2019 will be asked to consider approving the proposal for full consultation

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

Responses will be provided in July 2019 following the formal consultation during February – May 2019.



Report of the Director of Place to the meeting of the Executive to be held on 5 February 2019

AY

Subject: PETITION AGAINST CONSIDERATION OF LITTLEMOOR PARK AS A SITE FOR A NEW CREMATORIUM

Summary statement:

The petition against consideration of Littlemoor Park as a site for a new crematorium was received by Full Council on 15 January 2019 and referred for consideration by Executive.

The petition relates to the inclusion of Littlemoor Park as one of 2 sites under consideration for the building of a new crematorium to replace the facility at Scholemoor cemetery.

Steve Hartley – Director of Place

Portfolio:

Better Health, Better Lives

Report Contact: Phil Barker
Phone: (01274) 432616
E-mail: phil.barker@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

The petition against consideration of Littlemoor Park as a site for a new crematorium was received by Full Council on 15 January 2019 and referred for consideration by Executive.

The petition relates to the inclusion of Littlemoor Park as one of 2 sites under consideration for the building of a new crematorium to replace the facility at Scholemoor cemetery

2. BACKGROUND

2.1 The Executive adopted a strategy for the Bereavement Service in November 2016 covering future development of the Council's cemeteries and crematoria including key recommendations to provide sustainable, modern, fit for purpose crematoria to enhance the service provision for the District's residents. The preferred delivery method is to build two new crematoria to replace the Scholemoor and Nab Wood facilities, whilst Oakworth will be refurbished.

2.2 Table top assessment has identified two possible sites for the replacement of Scholemoor crematorium, one of these sites is privately owned and the other is Littlemoor Park which is held in trust through the Corporate Trustees. Options have been limited due to the Cremation Act 1902 not allowing building of a crematorium within 200 yards of a dwelling house except with the consent of the landlord, tenant and occupier of the house or within 50 yards of any public highway.

2.3 The Council's stated preference is to pursue the purchase of private land for new crematoria and Full Council on 16th October resolved on an item relating to the possible use of a different park for a crematorium, to note that:-

The Council values the parks and green spaces of Bradford and would always by preference avoid using them for this special purpose. It will always respect the decision of trustees regarding the parks

2.4 The area of restricted land required for a crematorium at Littlemoor Park is estimated at 20% of the total area of the Charitable Trust. Procurement of the necessary land would require both Corporate Trustee & Charity Commission approval.

2.5 The Regulatory and Appeals Committee of the Council sitting as Corporate trustees were approached in July 2018 for a view on using part of the site for a crematorium. The Trustees asked that the potential benefit for the Trust be quantified and public consultation carried out before making any decision to progress the matter to the Charity Commission.

2.6 A petition against consideration of Littlemoor Park as a Site for a New Crematorium' was received by Full Council on 15 January 2019 and referred for consideration by Executive.

2.7 The petition, containing 1700 signatures,(in paper and online forms), summarises the issues/background, as follows:

'We the undersigned are concerned citizens who urge our leaders to act now. We believe Littlemoor Park belongs to the citizens of Queensbury and the decision to build a new crematorium should only be made by the people. Keep Littlemoor as it was intended – a 'Green Lung' for Queensbury for generations to come'.

2.8 The written copy of the address to Full Council summarises to the following main messages:-

- The Council's approach to the site is completely against the spirit of the Foster family's gift.
- The Council's initial desktop feasibility study ignores the constraints arising from the site being a recognised habitat network used and lived in by many rare and rapidly declining species.
- The Council is ignoring the opinions of the Charity's beneficiaries.
- A plea for the Council to respect the deeds, statuses and listings and in doing so act in the best interest of the Charity by removing it immediately from the list of potential sites.

3. OTHER CONSIDERATIONS

3.1 Executive on 10 July 2018 approved the procurement of external specialist resources to complete a full feasibility study for all identified sites as part of the contract brief. An initial desktop feasibility study was also specified and due for completion by the end of December to establish whether there are any factors, either absolute or in combination, that render any sites unsuitable for consideration for new crematoria.

3.2 The external specialists have submitted the preliminary 'site appraisal overview' as part of the initial four week desk top study based on high level analysis and the combined specialist team experience. Indicative strengths and weaknesses of all sites have been reported together with any identified 'severe constraints' likely to render sites unsuitable. The results of this preliminary overview suggest that both sites to the south of the city, one of which is Littlemoor Park, have similar, but low levels of severe constraints.

3.3 Based on the information supplied within the site appraisal overview, Executive on 8 January 2019 confirmed the intention to prioritise the private site options through the following resolution:-

Instruct the Strategic Director Corporate Services to commence land acquisition negotiations up to the option to buy stage for the two sites specified within the Not for Publication Appendix 2 of this report.

Further resolutions confirmed that, following completion of the feasibility study and land negotiations, a report recommending the two sites to be approved for the construction of new crematoria and the estimated costs should be provided at the earliest opportunity.

4. FINANCIAL & RESOURCE APPRAISAL

The decision as to which sites to take forward for the building of two new crematoria will include consideration of the costs involved. The on-going specialist research and design activity will provide more robust and reliable project costs as part of the full feasibility study report due from the external specialist team in Spring 2019 to allow informed decisions to be made prior to build. Further work is being undertaken by the Estates Service to establish likely land acquisition costs for inclusion in the overall project costings.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Any significant and lengthy failure in the provision of a cremation service would cause both reputational and also financial damage to the Council.

6. LEGAL APPRAISAL

- 6.1 The Council would have to consider any proposal to use any part of Littlemoor Park in its role as corporate trustee, which is discharged through the Regulatory and Appeals Committee. In this role the committee would have to act in the best interests of the trust, which may conflict with the interests as the Council.
- 6.2 For example if the Executive went against recommendations of this report and concluded that the Park is the best option for a crematorium site, that would not be something that should carry any particular weight with the Regulatory and Appeals committee in deciding whether it was in the best interest of the trust to proceed with the proposal.
- 6.3 Any scheme would also need approval from the Charity commission for both the land disposal in principle under section 121 Charities Act 2011 and the fact it is being disposed of to the Council as a 'connected person' under section 118 Charities Act 2011 .

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The Bereavement Services Strategy aims to deliver the objectives of the Council's Organisational Equalities Culture by ensuring services are well run, fit for purpose, and fair and inclusive in their approach. The Strategy recognises and supports equality of opportunity between different groups, particularly religious in nature, through provision of relevant, accessible and in some cases bespoke services.

7.2 SUSTAINABILITY IMPLICATIONS

The strategy seeks to deliver the most sustainable service achievable over a 15-20 year period and beyond through a programme of capital investment. The proposed new crematoria will be designed to include energy reduction and recovery systems together with more efficient cremators to reduce both fuel use and carbon footprint.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The Council's 6 cremators currently fail to comply with DEFRA's air quality emission requirements as they are not fitted with mercury abatement equipment. The strategy, when implemented in full, will include filtration equipment to all cremators in line with these regulations which aim to abate emissions of Mercury by 50% (of 2003 levels).

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no known Community Safety Implications arising from this report.

7.5 HUMAN RIGHTS ACT

There are no known Human Rights Implications arising from this report.

7.6 TRADE UNION

There are no significant staffing implications arising from this report

7.7 IMPLICATIONS FOR CORPORATE PARENTING

There are no known corporate parenting implications arising from this report.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Implementation of any element of the Bereavement Service strategy will not affect the current and compliant processes in place to ensure privacy of personal data in accordance with the legislation in place.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

Whilst the initial indications suggest that the privately owned site may be viable, Executive confirmed last month its intentions to retain options upon other sites, Littlemoor Park being one, until at least receipt of the full feasibility report.

There has been no material change in circumstances to suggest that removal from the list at this stage could be anything but prejudicial to the Council's overall aim to provide a fit for purpose crematoria service.

It is for these reasons that the option to withdraw Littlemoor Park from the list of sites is not recommended at this time.

10. RECOMMENDATIONS

It is recommended that the Executive:-

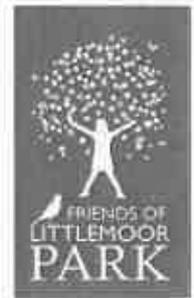
- 10.1 Note receipt of the petition and its content.
- 10.2 Instruct the Director of Place to ensure that the contents of the petition are considered within the current Feasibility Study
- 10.3 Instruct the Director of Place to include the petition as part of the future report presenting recommendations for the potential locations to build crematoria in line with the Bereavement Strategy.

11. APPENDICES

Statement Submitted with Petition

12. BACKGROUND DOCUMENTS

Petition submitted to Council on 15 January 2019



03.1.2018

Dear Tracey,

On Behalf of the Friends of Littlemoor Park, please find enclosed the petition documents and below the petition Statement.

If you require any further information, please do not hesitate to contact us using the details provided.

Many Thanks,
Carolyn Bowe
Communications Officer, Friends of Littlemoor Park
Tel: 079408340937

*Littlemoor Park was **gifted to the inhabitants of Queensbury** by the Foster Family in 1936 for the purposes of recreation and to be associated with King George V.*

*Since then, the park has been listed as a **'Site of Conservation Importance'** and a Bradford Wildlife Area to be used as a place for the **'Quiet enjoyment of nature'**.*

*It is further listed as A **Priority Habitat Network** (forestry Commission) and a **Deciduous Woodland Priority Habitat** Inventory (Nature England)*

*The **NE9 building status** of the park states that "development would not be permitted unless it can be clearly demonstrated the development outweighs the need to safeguard the conservation value of the site."*

*We, the **Friends of Littlemoor Park** believe that the site belongs to the inhabitants of Queensbury and that building a crematorium within the boundary would not only flout the gift deed and the NE9 status, it would also permanently destroy this Priority Habitat clearly cherished by the people of Queensbury. **Building in Littlemoor Park would eliminate it as a site of conservation value for future generations.***

The Friends have worked incredibly hard over the past 4 years to save the park from Balsam, to create a development plan that will strengthen its statuses and prevent building in order to keep the space as it was intended.

*The site is the only one of its kind in Queensbury - it is unique. It is the **ONLY** managed Bradford Wildlife Area in the locale. Without even considering the access issues and infrastructure problems a crematorium may cause, the principle is clear...*

Littlemoor Park belongs to the inhabitants of Queensbury - the decision to build a crematorium within the boundary should only be made by the people. Keep Littlemoor as it was intended - a "Green Lung" for Queensbury for generations to come by removing it from the list of potential sites for a Crematorium.

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