



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Wednesday, 18 July 2018 at 5.30 pm in Ernest Saville Room - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
Cooke Hargreaves BM Smith	Azam Duffy Bacon Green I Greenwood Watson	J Sunderland

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
M Pollard Townend	Akhtar Dunbar V Greenwood T Hussain Nazir Thirkill	Ward

Notes:

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

From:

Michael Bowness
Interim City Solicitor
Agenda Contact: Yusuf Patel
Phone: 01274 434579
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To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. MINUTES

Recommended –

That the minutes of the meeting held on 22 March 2018 be signed as a correct record (previously circulated).

(Yusuf Patel - 01274 434579)

4. **INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Yusuf Patel - 01274 434579)

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

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

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. **2017-18 ANNUAL FINANCIAL AND PERFORMANCE REPORT** 1 - 122

The Interim Strategic Director for Corporate Resources will submit a report (**Document “A”**) which provides members an insight into the Council’s overall finance and performance position at the end of the 2017-18 financial year.

The report is also being considered by the Executive at its meeting on 10 July 2018.

Recommended –

That the Corporate Overview and Scrutiny Committee review and comment on the 2017-18 Annual Finance and Performance Report.

(Andrew Cross / Philip Witcherley – 01274 436823 / 1241)

7. QTR. 1 FINANCE POSITION STATEMENT FOR 2018-19

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

The report is also being considered by the Executive at its meeting on 10 July 2018.

Recommended –

That the Corporate Overview and Scrutiny Committee review and comment on the Qtr 1 Finance Position Statement for 2018-19.

(Andrew Cross - 01274 436823)

8. COMMISSIONING OF SPECIALIST SERVICES FOR DOMESTIC AND/OR SEXUAL VIOLENCE AND THOSE WITH MULTIPLE NEEDS AT RISK OF /OR WORKING IN PROSTITUTION

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The Strategic Director Health and Wellbeing will submit a report (**Document “C”**) which provides information to advise members of the forthcoming procurement of a contract with a value of in excess of £2million.

Bradford Council and the combined Clinical Commissioning Groups provide funding for a range of specialist services to support people who are or who have experienced domestic and/or sexual violence or who may have multiple needs and be working in /or at risk of working in the sex industry.

These contracts are due to expire on the 31st March 2019 and it is important that a re commissioning programme, leading to a formal procurement process, is run to identify and purchase these services for the future. Officers have already started to review and evaluate existing services and other models of service delivery; working with providers, service users and stakeholders to understand need better.

Recommended –

(1) That the Committee recognise the breadth, importance and complexity of the work undertaken by providers in relation to the above services and support the continuation of these via the new commissioning programme.

- (2) **That the Committee consider any equality and diversity, TUPE and social value implications at this pre-procurement stage in accordance with Council Standing Orders in 4.6 to Document “C”.**

(Sarah Possingham/ Kerry James - 01274 431319 & 432576)

9. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - DRAFT WORK PROGRAMME 2018/19 185 -
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The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “D”**) which includes proposed items for the Corporate Overview and Scrutiny Committee DRAFT work programme for 2018/19. The Committee is asked to consider which items it wishes to include in the work programme.

Recommended –

- (1) **That members consider and comment on the areas of work to be carried forward into this municipal year.**
- (2) **That members consider any detailed scrutiny reviews that they may wish to conduct.**
- (3) **That the work plan for the committee be approved.**

(Mustansir Butt - 01274 432574)

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Report of the Interim Strategic Director for Corporate Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 18th July 2018

A

Subject:

2017-18 Annual Financial and Performance Report

Summary statement:

This report provides members an insight into the Council's overall finance and performance position at the end of the 2017-18 financial year.

Andrew Crookham
Assistant Director – Finance &
Procurement

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Portfolio:

Leader of the Council and Corporate

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. This report provides members with an insight into the Council's overall finance and performance position at the end of the 2017-18 financial year. This is a key element of the Council's corporate performance framework, providing assurance that the Council has control over its finances, and its investments are driving the delivery of improvements to our priority objectives.
- 1.2. In many areas, the Council's performance has received external validation. This includes being rated by iMpower as one of the top ten most productive authorities, the district being named by Barclays as being the best place to start a business and the Care Quality Commission praising both the NHS and the authority for its strong and mature partnership working.
- 1.3. In some areas of our business, more needs to be done to address our own performance challenges whilst ensuring that our stretching financial targets are delivered.
- 1.4. To ensure that we have clarity and focus to drive high performance across the authority, this report asks members to approve revised performance indicators and targets to be delivered in 2018/19. These new indicators and targets are outlined in full in appendix B.

2. BACKGROUND

Overall Performance Statement

- 2.1. Over the last twelve months, the Council and the wider District can have had a number of successes. Many of these have been validated by external sources and partners:
 - Bradford MDC was rated as one of the top 10 most productive councils in England.
 - The Care Quality Commission undertook an assessment of health and social care services in the district and praised our mature approach to partnership working.
 - The District was the fourth most improved area on Progress 8 educational attainment.
 - The District was rated as the best place to start a business in the UK by Barclays.
 - We attracted record numbers to cultural and sporting events in the city including Bingley music live, an acclaimed new Hockney gallery, over £3 million invested in Cliffe Castle and a successful Tour de Yorkshire.
 - The prospect of a Northern Power Rail station in the centre of Bradford is now "on the map" in a list of potential options for the Government.
 - The district is increasingly being seen as a place where new Central Government initiatives can be tested and implemented. The District was selected as an Opportunity Area pilot with investment in education in deprived areas and an 'integrated communities' pilot.
- 2.2. Our Council and District Plans were approved by Executive in 2016 and have provided a framework for performance monitoring and reporting. This report provides an overview of Council performance over the last twelve months including the successes and challenges in each Council Plan outcome area.
- 2.3. Reporting is based on the Council Plan Key Performance Indicators (KPIs) for 2017-18 and which can be found in full on section 1 of Appendix A. Where relevant, wider performance information is used in this report to highlight successes and challenges.
- 2.4. Since the Council Plan was set in 2016, some of our challenges and opportunities have shifted. Our Council Plan targets on economic growth have already been met and we therefore require new stretching targets. Other targets need to be refocused on areas of growing challenges such as homelessness, air quality and social care.

2.5. This report therefore recommends a new set of ambitious and stretching targets for executive to agree for the next year. These have been based the most appropriate target against previous performance, national trends and statistical neighbours.

3. SUMMARY PERFORMANCE BY OUTCOME AREA

BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

What we have achieved

3.1. Bradford District has a large economy worth over £10bn with the highest levels of productivity of any northern city and there have been several additional recent successes to point to:

- **Economic productivity**, as measured by Gross Value Added (GVA) per hour worked rose between 2013 and 2016. The latest Office for National Statistics GVA figures for Bradford are £9.9 billion. This exceeds the Council Plan target of £9.5 billion and puts us at the mid table of all English Local Authorities and above the regional average. This is important as improvement to our economy will have a real long-term impact on many of our wider outcomes.
- **The Barclays SME business index ranked Bradford as the best place to start a business.** This was based on an index which looks at a range of factors including business rate relief, road infrastructure and business survival rates. This is in part due to business rate support offered by the authority in Bradford, Keighley, Shipley, Bingley and Ilkley.
- The successful launch of the **Bradford District Economic Strategy**, working with partners to focus on the real activity required to drive good economic growth in the district.
- It has been a successful year for **cultural and sporting events** in the District. Including a sell out at Bingley music live, a Tour de Yorkshire that showcased the district over two days, an acclaimed new Hockney gallery and over £3 million invested in Cliffe Castle in Keighley. This has led to an increase in visitor numbers in our museums from 211,000 in 2016/17 to 228,000 in 2017/18.
- **Northern Cultural Regeneration Funding has been secured for Bradford Live** at the Odeon and this will unlock a significant cultural development in the city centre. This will build upon a number of recent cultural developments in the city centre including the opening of “The Light” multi-screen cinema in May 2018.
- The Leeds City Region has been shortlisted as a potential relocation destination for **Channel 4**. This has the potential to provide a real boost to the creative industries in our district.
- **The Industrial Centre of Excellence (ICE) programme** working to develop the skills of people in the district, making them ready for employment has continued to go from strength to strength as partners experience the benefits of the programme. In 2017/18 the ICE now works with 18 secondary schools, 3 local further education colleges, University of Bradford, 150 associate industry partners over 300 businesses actively engaged. This has supported 3,000 young people to develop their skills and make them ready for employment.
- Our **planning** department continues to perform above the national average with major planning applications processed well above the national average and our own target of 87% major planning applications processed.

What are our areas for improvement?

Employment and skills

3.2. The latest figures for working-age employment (12 months to December 2017) show a slight drop in employment but it is too early to see whether this is part of a trend. We are working to address economic inactivity, unemployment and underemployment amongst certain demographics in the district.

3.3. Part of this is looking at the evidence base and working with businesses to promote good growth and opportunities:

- The Joseph Rowntree Foundation talent management programme, supporting ethnic minority females into work in Keighley.
- We have also secured monies for the Community Led Local Development programme, which seeks to stimulate the local economy and provide jobs in two of the most disadvantaged areas of Bradford and Keighley.

3.4. To support economic growth, we also need to ensure we develop our workforce to have the appropriate skills and attract and retain talent in the district. The economic strategy includes a target to ensure that there will be 48,000 more people with NVQ level 3 skills in the district by 2030. We need to continue our efforts, such as through the ICE programme and other initiatives to develop the skills of people.

Transport Connectivity

3.5. Bradford remains the largest city in the country that is not on a main railway line and Bradford District requires further improvements to the overall rail connectivity. This is a major barrier to our economic growth. Our Northern Power Rail Campaign has put Bradford on the map as a potential option for new routes and an economic case for a City Centre station on a new route between Manchester and Leeds has been presented. We are also lobbying for improvements to the Colne Valley line. We will need to continue activity and lobbying to ensure a successful Northern Powerhouse Rail Campaign.

Future Performance Measures and Targets

3.6. Appendix B outlines proposed new targets for this outcome area. The majority of these have been informed by the Bradford district economic strategy¹ which was agreed in March 2017. This includes targets to:

- Increase GVA to make progress on meeting the 2030 economic strategy target;
- Make progress to the target of 20,000 new jobs by 2030;
- Improve skills development and the retention of skilled people in the district;
- Improve the average wage of residents in the district; and
- Improve visitor numbers to city centre attractions.

3.7. These targets have been set at a stretching but realistic level, using national and regional economic forecasts and benchmarking information.

DECENT HOMES

What we have achieved

¹ <https://www.investinbradford.com/economy/economic-strategy-for-bradford-district-2018-2030/>

3.8. In 2017/18, progress has been made against the objectives to:

- **Improving the supply of homes of the right type to meet demand:** Over the last year, Bradford District housing stock has increased by 1,552 properties between April 2017 and April 2018 – an improvement on the previous year.
- **Ensure that all homes are safe, healthy and affordable:** Over the last year, 1,012 private sector properties have been improved through a combination of financial assistance to homeowners and enforcement activity to ensure that private rented accommodation meets basic health and safety standards.
- **Supporting the most vulnerable and excluded and tackling homelessness:** Bradford's homelessness performance against other English Local Authorities has improved in the last twelve months. This includes a reduction in the number of households placed in temporary accommodation, a reduction in the average length of stay in bed and breakfast accommodation and a 12% reduction in statutory homeless applications. In addition, we have supported care leavers under 21 by exempting them from paying council tax.

What are our areas for improvement?

Supply and Quality of Housing

3.9. Whilst we have made some progress in helping homeowners and enforcing standards with landlords, there continues to be insufficient investment in our ageing private sector stock. It is estimated that 18% of all private sector housing and 27% of properties in the private rented sector have at least one of the highest level of housing hazard (with an estimated cost of mitigation of £78 million).

3.10. The proportion of long term empty homes has reduced significantly in the district from 3.58% in 2009 to 1.84% in 2017.

3.11. We are looking to develop and improve the supply of housing in the district and a housing growth fund was agreed in the Council's 2018 budget. We are currently developing a plan on how to ensure this is used to drive our housing growth.

Future Performance Measures and Targets

3.12. Appendix B outlines the full set of proposed KPIs and targets. These are set against the three priorities for this outcome area in areas where we face challenges. This includes targets to:

- Increase the number of homes delivered;
- Number of properties improved in the District through council interventions;
- Ensure that statutory homelessness remains below the England average and approaches the average levels for our statistical neighbours.

SAFE, CLEAN AND ACTIVE COMMUNITIES

What we have achieved

3.13. In 2017/18, there have been a number of achievements in this area:

- Our approach to tackling integration issues has been recognised by the national government who have selected Bradford as one of five pilot areas for the integration areas.
- Since the introduction of the new waste policy, all in one recycling and alternate weekly collection roll out to 200,000 properties, kerbside recycling has improved compared to the same period last year.

What are our challenges?

Crime and the Fear of Crime

3.14. Crime rates are increasing in line with regional and national trends. Police recorded crime rose to a level that was 29% higher than the Yorkshire and Humber average at September 2017.

3.15. We are working closely with the Police to help tackle these issues. A new model for neighbourhood policing is being rolled out and a new Partnership analytics team across the policy and the council shares intelligence relating to organised crime groups. We are proposing a new performance indicator around reducing the crime rate across the district.

Waste and recycling

3.16. Kerbside recycling levels are increasing, yet there is a decline in overall recycling and composting levels. An innovative and sustainable waste strategy will be developed in the next year which will include how to ensure continued behaviour change to improve recycling. A new target will be proposed that focuses on this challenge.

Dangerous Driving and Road Accidents

3.17. The numbers of people killed or seriously injured on the District's roads (KSI) has increased by 9% during 2017/18. Alongside this, 77% of a sample² of Bradford residents say that dangerous driving in the district is an issue compared with a West Yorkshire average of 70%.

3.18. Major collision hot spots have been addressed through area committees and Operation Steerside which aims to tackle nuisance driving. To help track the success of this partnership working, a new indicator and target focusing on dangerous driving has been proposed.

Future Performance Measures and Targets

3.19. We have a number of proposed new targets for this outcome area which focus more on partnership activity with other public sector bodies, such as the Police, and communities. Targets are proposed on reducing crime, improving integration and cohesion, improving recycling rates and reducing the levels of dangerous driving. These are outlined in Appendix B.

GOOD START, GREAT SCHOOLS

² As measured by the West Yorkshire Police Survey **Page 6**

What we have achieved

- 3.20. Bradford has seen a year on year increase in Good Level of Development at Early Years Foundation Stage since 2013. We are the fourth most improved education authority in the country for Progress 8 and in Key Stage 2, whilst we were short of our target we are in the highest ranking we have been for at least 10 years.
- 3.21. There has also been a significant increase over the past 3 years in the percentage of all settings with an Ofsted rating of good or outstanding. As of April 2018, 78% of our primary schools are good or outstanding compared with 69% in August 2015. For the same period 65% of our secondary schools were outstanding compared with 40% in August 2015.
- 3.22. The Council has invested in the recruitment and retention of teachers. Bradford bus tours have been running for three years taking more than a thousand final year teacher training students around schools in our district. The tours started at primary school and have now visited secondary school for the first time.
- 3.23. More than 200 talented teachers have been inspired to start their career in Bradford in the first two years of council-run bus tours taking trainees into schools.
- 3.24. We have also been working to develop the relationships between the business communities and schools, with 5,000 businesses signing up to the Education Covenant. This will help to create new opportunities for young people in the District.

What are our challenges?

Take up of 2 year old offer across the district

- 3.25. Whilst overall take up of the 2 year old offer is strong, there is significant variation between a 50% take up in some wards and a 100% take up in others. We are focussing on incentivising local parents to engage with the two year old offer.

School Absence Rates and Exclusions

- 3.26. Reducing the number of absences and exclusions from school is a key imperative of the Children and Young People's Plan but is an area of challenge. Data has also shown that in previous years, there has been a sharp increase in the numbers of permanent exclusions in primary schools (from 3 in 2015-16) to 18 in 2016-17). Although this has reduced in the most recent data (between September 2017 and January 2018), this is still an area of concern. A more detailed strategy around support for pupils with persistent disruption is being explored with schools to address this issue.

Future Performance Measures and Targets

- 3.27. We have developed new performance indicators for this outcome which are included in full in Appendix B, these have been selected to be stretching but realistic given the financial context we are in. This includes:
- Being at or near the top of the league table when compared to our statistical neighbours on early years foundation achievement;

- Continuing our progress towards ensuring all our school settings (including SEND settings) are good or outstanding by 2020;
- Reducing unauthorised absences in primary and secondary.
- Continue to make progress on our attainment levels at Key Stages 2 and 4.

BETTER HEALTH, BETTER LIVES

What we have achieved

- 3.28. Over the last year, there have been several successes for this outcome area. Earlier this year, the Care Quality Commission provided an inspection of Bradford's health and social care services and partnership working. This was complimentary about the "shared and agreed purpose vision and strategy" and the mature approach to partnership working. It was also found that the majority of staff across the system were committed to this vision. The review also suggested areas for review including quality in the independent care market, a review of 15 minute domiciliary care visits and building primary care capacity.
- 3.29. Through a very severe winter which the NHS has found challenging, our Delayed Transfer of Care attributable to social care is still performing well. We are the 7th best performing local authority in the country on this measure and we are also well within the target level set for the last twelve months.

What are our challenges?

Health inequalities

- 3.30. People in Bradford are living healthier lives, but health inequalities persist across the district. Life expectancy is 9.3 years lower for men and 7.3 years lower for women in the most deprived areas of Bradford than in the least deprived areas.
- 3.31. Some of the drivers for this are air quality, childhood obesity and physical activity. In these areas, we are looking at new targets and focused activity to address these issues to improve long term life expectancy and healthy life expectancy.
- 3.32. The District has also seen a fall in the rates of teenage pregnancy to 20 conceptions per 100,000 population, which is now below the Yorkshire and Humber average of 22 per 100,000.
- 3.33. We have also received funding from Sport England to work with Active Bradford to get more people (aged 5-14 and their families living active lives in a number of our communities (Eccleshill and Windhill, Fairweather Green, Heaton, Toller, Manningham, City, Allerton and Bolton and Undercliffe).

Transforming Services with Increasing Demand

- 3.34. Our rates of looked after children were 69.6 per 1,000 children in 2017-18. This is a strong performance compared to our statistical neighbours (82 per 10,000 children in 16/17). Despite this, increasing demand for social care is putting pressure on resources. The numbers of looked after children have increased by 17.6% between April 2016 and April 2018.

3.35. We have secured innovation funding of £3.2 million over 2 years from the Department for Education innovation fund which seeks to inspire changes in service delivery to secure better life chances for children receiving help from the social care system; stronger incentives for innovation, experimentation and replication of successful new approaches and better value for money across children's social care.

3.36. Demographic pressures and an ageing population is also having an impact on adult social care. Meeting increasing demand inevitably will lead to a new approach and we are working to deliver demand management strategies to help reduce the overall costs of social care whilst continuing to deliver for our most vulnerable residents.

Future Performance Measures and Targets

3.37. We have developed a number of headline indicators for 2018/19 and these are summarised in Appendix B. Many of these targets are existing measures from the council and district plans including:

- Reducing childhood obesity rates,
- Improving levels of adult physical activity, and
- Reducing the level of DTOC beds attributed to adult social care.

3.38. In addition, a number of new targets have been selected that focus on areas where we have challenges or require significant focus. This includes:

- The number of Looked after children,
- Improve air quality in the district, and
- Reduce the number of adults and older people in residential and nursing placements.

Well Run Council

What we have achieved

3.39. In December 2017 iMpower rated Bradford in the top ten most productive councils in the country. This index defines productivity based as an outcome value per pound spent. There is also significant evidence that services are being transformed to lower cost bases in line with strategies.

3.40. The Council has delivered over the last twelve months whilst having the lowest Council Tax rates charged to residents when compared to other major cities and West Yorkshire Authorities. Some evidence of the value for money we provide includes:

- Overall the amount spent on management and overheads is very low compared to other Councils.
- Adults and Children's Social Care accounts for almost half of Council net spend, and both areas generally benchmark well compared to similar authorities.
- There are relatively low numbers of Older People cared for in costly residential and nursing care, and relatively high numbers in less costly Community Care (Home Care, Direct Payments) in line with the Strategy.

- Re-ablement services are relatively effective at helping to keep people out of long term care, and delayed transfers of care (hospital bed blocking) is very low in the Bradford district when compared to other parts of the country indicating good performance.
- Despite significant increases in the numbers of Looked After Children the relative numbers Looked After Children remains low when compared to other Authorities.
- Waste Services are making big strides in increasing recycling collection and reducing residual waste through the move to alternate weekly collection.
- The Council also spends less per head of population on Street Cleaning and Highways than other Councils, and the maintenance requirement for highways though growing, is similar to other authorities.
- Overhead areas including Finance and HR are the smallest pro rata of all benchmark Councils, and the cost of IT has reduced by nearly £10m, to £12m since the end of the IBM/ Serco contract, and is now close to the average of benchmarks.
- The Property Programme, has overseen the vacation of over 90 buildings since 2010 saving over £7.8m per year. It has also generated over £40m of capital receipts from the disposal of property, and has almost halved the backlog maintenance on the Councils estate through disposals and targeted investment. The Programme has also overseen Community Asset Transfers that transfer buildings and operations to community groups.

3.41. To support inclusive growth, the Council has also introduced a Social Value Procurement Policy to help ensure we increase our spend with local suppliers which could mean an additional £45 million into the local economy, £21 million re-spent in the Bradford economy, which would lead to an additional net effect on the Bradford economy of £66m .

3.42. Good progress is being made on the proposal to refurbish and lease the former Odeon building to Bradford Live and the NEC. NEC have completed their agreement for lease with Bradford Live to occupy the refurbished building and, following the Council's decision to make a loan of £12 million to Bradford Live, the Northern Cultural Regeneration Fund has confirmed the grant of £4 million. A planning application is due in autumn 2018, construction to commence summer 2019 and a planned opening autumn 2020.

What are our challenges?

Delivery against budget savings

3.43. Although the Council underspent overall as outlined in the financial section of this report. We failed to meet our overall savings target in the last financial year and we will need to address this in the coming year to ensure that the council is on a stable and robust footing for the future.

Staff Management

3.44. The data suggested that our current sickness absence rates are slightly increasing and the proportion of staff who receive a performance review is well below the overall target. HR Plus provides advice and support on the management of sickness absence.

3.45. To address these issues, new case management targets for managers are being introduced. For performance reviews, a new online framework has been introduced enabling the authority to record and monitor performance throughout the cycle. Using data from this system, we will be able to determine how many of our employees are having regular performance discussions with their managers and tackle parts of the authority where this is not taking place.

Future Performance Measures and Targets

3.46. For this outcome area, we have maintained many of the headline outcome areas in the Council Plan including:

- Ensuring spending levels remain below budget
- Ensuring there is a reduction in sickness levels
- Increasing the proportion of employees who have a performance appraisal; and
- Improving the confidence of staff to report disabilities.

4. FINANCIAL POSITION STATEMENT FOR 2017-18

Headline Financial Result

4.1. The Council underspent the £375.2m approved net budget (£1.250bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there were however a number of significant departmental budget variances.

4.2. In the tables below, we show the budget and actual results from two perspectives.

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

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

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health and Wellbeing	226.7	235.7	8.9	-107.2	-109.3	-2.2	119.6	126.3	6.8
Children's Services	477.1	488.0	10.9	-395.0	-402.6	-7.7	82.1	85.4	3.3
Department of Place	164.1	169.6	5.5	-63.6	-67.6	-4.0	100.5	102.0	1.5
Corporate Resources	263.7	253.2	-10.5	-223.1	-215.4	7.7	40.6	37.8	-2.8
Chief Executive	4.3	4.3	0.0	-0.1	-0.1	-0.0	4.1	4.2	0.0
Non Service Budgets	38.4	37.4	-1.0	-45.7	-45.3	0.5	-7.3	-7.9	-0.6
Central Budgets & Net Transfers To Reserves	92.4	80.1	-12.3	-56.8	-52.8	4.0	35.6	27.3	-8.3
Total Council Spend	1,266.7	1,268.3	1.6	-891.5	-893.2	-1.7	375.2	375.1	-0.1
Council Funding	-16.8	-16.8		-358.4	-358.5	-0.2	-375.2	-375.4	-0.2
Total*	1,249.9	1,251.4	1.6	-1,249.9	-1,251.7	-1.9	-	-0.3	-0.3

*At year end the £0.3m overall underspend is moved to reserves on the balance sheet to make the income and expenditure account balance to £0. Net transfers to reserves includes the £1.6m of deferred expenditure outlined in section Appendix A Section 2.1

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

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

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Better Health Better Lives	461.0	470.6	9.6	-275.1	-273.4	1.7	185.9	197.2	11.3
Better Skills, More Good Jobs And A Growing Economy	116.5	121.0	4.5	-50.3	-55.4	-5.1	66.2	65.6	-0.7
Safe, Clean And Active Communities	73.8	74.4	0.6	-24.0	-23.6	0.3	49.8	50.7	1.0
A Great Start And Good Schools For All Our Children	418.7	421.8	3.1	-397.9	-402.6	-4.8	20.8	19.2	-1.7
Decent Homes That People Can Afford To Live In	14.6	14.6	-0.0	-7.3	-7.3	0.0	7.3	7.3	-0.0
A Well Run Council	113.3	109.5	-3.8	-76.6	-74.4	2.2	36.6	35.0	-1.6
Non Service, Fixed and Unallocated	68.9	56.5	-12.4	-60.4	-56.4	4.0	8.5	0.1	-8.5
Total Council Spend	1,266.7	1,268.3	1.6	-891.5	-893.2	-1.7	375.2	375.1	-0.1
Council Funding	-16.8	-16.8	-	-358.4	-358.5	-0.2	-375.2	-375.4	-0.2
Total*	1,249.9	1,251.4	1.6	-1,249.9	-1,251.7	-1.9	-	-0.3	-0.3

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

Source: The Council's ledger (SAP) as at 31 March 2018

Financial and Service Performance

4.5. The tables above show that in aggregate the Council underspent the overall net budget of £378.2m by £0.3m. There were however some significant variances from plan within that total.

4.6. The Department of Health and Wellbeing (formerly Adult Services and Public Health) overspent the £119.6m net expenditure budget by £6.8m. This was inclusive of;

- £13.3m of unachieved savings against the £23.6m target.
- £7.3m of other pressures on the Purchased Care budget linked mostly to Learning Disability service users.
- The overspends outlined above were partly offset by £1.9m of compensating underspends in other services, £1.3m of redirected Public Health funding incurred in line with Public Health Outcomes, and £10.4m of time limited Improved Better Care Fund Grant. The IBCF has been used as outlined in the Integration and Better Care Fund delivery plan this has been agreed by the Health and Wellbeing Board and NHS England.

4.7. Children's Services overspent the £82.1m net expenditure budget (£477.1m Gross budget) by £3.3m. The overspend was largely due to;

- Increases in the overall numbers of Looked after Children and Children in Permanent arrangements impacting on the cost of Purchased Placements (£1.5m overspend), Children Residential provision (£0.5m overspend) and Fees and Allowances (£0.2m overspend).
- £3m of undelivered budget savings due mainly to increases in the average number of Looked after Children (931 to 960) against the budget savings plan of reduced numbers

(800).

- The overspends outlined above were partly offset by underspends on the Education, Employment and Skills service of £1.8m (Early Years £0.8m, Achievement/Interventions £0.5m, SEND Services £0.1m, Education Safeguarding £0.1m, Former Teacher/Lecturer Pension cost £0.1m and 14-19 Services £0.2m)

4.8. The Department of Place overspent the £100.5m net expenditure budget by £1.5m. The overspend was largely attributable to;

- A £2m overspend on Waste Management linked mainly to Waste Disposal costs.
- A continuing £0.9m overspend on Sports Facilities caused mainly by higher than budgeted employees expenditure.
- A £0.9m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
- A £0.5m overspend on Highways Winter Maintenance caused mainly by winter gritting.
- £0.4m underachievement on Building Control income.
- The overspends outlined above were partly offset by underspends in Economic Development, Neighbourhoods and Streetscene and other underspends across the Department.

4.9. The above overspends in Health & Wellbeing, Children's Services and the Department of Place were mainly offset by

- £8.4m of capital financing and corporate contingencies underspend
- A £2.8m underspend in the Corporate Resources department
- £0.6m underspend on Non service areas.
- The Council also received £0.2m more Business Rates Top Up grant than budgeted.

4.10. It should be noted that the offsetting items outlined above will not be available to the same extent to offset any further departmental overspends or in savings in 2018-19. Budgets have been significantly reduced³ to help fund the re-profiling of £14.4m of underachieved savings from 2017-18 to stop them recurring in 2018-19.

4.11. Contained within the overall £0.3m underspend outlined above, £22.6m of the £46m budgeted savings programme were not delivered as intended. The underachievement was significantly higher than prior years (£7.9m in 2016-17 and £4.3m in 2015-16) reflecting the increased difficulty in delivering savings as the Council reduces in size, and lower priority areas have already been cut.

4.12. Having high levels of underachieved savings can have a very detrimental impact of the financial health of the Council as savings not delivered in year compound the difficulty in delivering future years' additional savings unless addressed. There is also an opportunity cost of the time lost that could have been used to deliver alternative savings. The

³ Capital Financing and corporate contingencies have been reduced by £8.4m, and the Corporate Resources budget has been reduced by £3.5m in 2018-19.

underachievement of savings and their potential impact on the financial health of the Council is the main issue highlighted by this report and prior monitoring reports.

- 4.13. Given the level of underachieved savings and the potential impact on future years, the Leader of the Council determined that a Member Challenge group inclusive of the Leader, Deputy Leader, Chief Executive and Strategic Director of Corporate Services, should meet with the Portfolio Holders and Strategic Directors of Health and Wellbeing, Children's Services and Place to develop plans to mitigate the underachievement.
- 4.14. The 2018-19 budget has sought to address a number of the underachieved savings from 2017-18. Of the £22.6m of savings not delivered in year,
- £3.4m related to 2017-18 only, and are expected to be delivered in 2018-19.
 - £14.4m has been addressed through the 2018-19 budget. Of this, £4.4m has been identified as not deliverable, and £10m of savings have been re-profiled to later years to reflect a longer implementation period.
 - The remaining £4.8m relates to unmet Travel Assistance savings which will continue to be mitigated by Corporate contingencies in 2018-19 until delivery plans are finalised.
- 4.15. The monitoring of savings is outlined in greater depth in Appendix 1 section 2.2
- 4.16. The 2018-19 budget has also allocated £10.5m of additional budget for Adults and Children's Social Care to cover the cost of Demographic growth, National Living Wage and Contract Price inflation.
- 4.17. Despite the underachievement of savings and the major variances outlined above, the Council did underspend by £0.3m in a continuing adverse fiscal environment, and it has now delivered over £240m of per year savings since 2010. This has been required to manage the significant reductions in central government funding at a time of increased demand for services.
- 4.18. Additionally, there is significant evidence that demonstrates that Council Services perform well and provide good value for money compared to other Councils. Alongside the narrative in section 3 of this report, Appendix A section 3 provides an in-depth look at Departments financial and service performance.

Reserves

- 4.19. Reserves are used to fund future plans, and provide financial resilience to the Council. The Council's policy on unallocated reserves is only to use them for the following purposes:
- Support for transitional arrangements within the organisation and in our communities;
 - Funding for time-limited investment contributing to Council priorities;
 - Support for activities that pay back the investment over time.

4.20. Of the Council's total reserves, £20.5m belong to schools and cannot be spent by the Council, and £10.8m are held in a General Reserve in line with Council policy and the advice of external auditors.

4.21. The Council will continue to hold a range of other reserves to support investment in priorities such as supporting young and disadvantaged people into employment, and skills, improving local infrastructure, transforming services for older people, preventing homelessness, making sure there is enough money to pay the contracts for new schools and covering the costs of transition that come with adapting to big cuts in spending. The value of Council and School reserves has reduced significantly in recent years, and was relatively very low when compared to other Councils⁴. A point noted in previous reports, and also by the Councils Auditors, former Section 151 Officer, and the Peer Review.

4.22. Additionally, School reserves have also reduced significantly from £25.5m at the start of 2017-18 to £20.5m by the end. A further £8m of School reserves are being used to support budgets in 2018-19 and beyond, and the number of schools in deficit, and the value of those deficits has also increased reflecting additional pressure on schools.

4.23. Given the relatively low reserves, coupled with significant reductions in the corporate contingency and capital financing budgets in 2018-19, the Councils resilience to withstand further underachieved savings, or other risks was being eroded.

4.24. To address this, the following steps have been taken.

- £4m has been added to the Transition and Risk reserve to help provide a one off buffer against future risks, and there have also been other movements to reserves as outlined in Appendix A section 4.1
- In order to bolster the financial resilience of the Council further, the Assistant Director of Finance and Procurement has recommended that the Council amend its Minimum Revenue Provision (MRP) policy to provide additional flexibility to the Council.
- The MRP is the minimum amount the Council has to budget for, to repay the principal element of borrowing for Capital expenditure. Although the same amount of principal has to be repaid over time whichever policy is used, changing the policy from the straight line method to an annuity method, where lower amounts are paid in the early years, and higher amounts in later years, results in a significant freeing up of monies today, especially when backdating the policy. £23m has been added to reserves as a result of the change in policy⁵. A similar amount is also expected in 2018-19.
- Given that the same amount of principal has to be repaid over time irrespective of the method, the recommendation will be to hold the monies freed up from the change in policy into an earmarked reserve, and be used when the MRP costs get higher in future years.
- In aggregate the only advantage of changing the policy is to provide additional flexibility should it be needed. There are some potentially significant changes to the landscape of Local Government finance where it is uncertain if the Council will gain or lose. These include;

⁴ Indicatively, Bradford's non school's reserves would have needed to be approximately £62m higher to be at the England average as outlined in the 2018-19 Medium Term Financial Strategy

⁵ Subject to Council approval

- Spending Review 2019
 - Fair funding Review
 - Move to 75% business rates retention
 - Reset of Business Rates Baseline
- Holding the money freed up by the change in MRP policy in an earmarked reserve could help manage any cost pressures that may arise from the above changes in the short term.
 - A further tool to provide financial resilience is the better use of budgets process which enables unspent monies to be carried forward to fund spending that has been committed to in year, but was not incurred, so that the expenditure doesn't impact on the new years budget. Included within the overall £0.3m Council underspend, and outlined in Appendix 1 Section 2.1 of the report, are £1.6m of unspent funds in 2017/18 have been carried forward to 2018/19 to fund delayed activity and priority projects.
 - As a result of the above, net movements from reserves have led to a £12.7m increase in total reserves from £153.0m at 1 April 2017 to £165.7m at 31st March 2018 (£145.2m Council and £20.5m School's).

Provisions

- 4.25. Within the balance sheet, the provisions are shown as amounts owed as at 31 March 2018. To be classified as provisions, it must be likely that the Council will eventually pay over these amounts.
- 4.26. The cost of the provisions has already been shown as expenditure against the Revenue Budget, either in 2017-18 or in previous years. The overall effect, therefore, is that amounts are set aside to pay amounts owed because of decisions taken by the Council prior to 31 March 2018.
- 4.27. Total provisions are £22.5m. The main provisions include:
- £8.1m Redundancy provision to fund the cost of future redundancies
 - £1.1m provision to support a historical insurance provider (Municipal Mutual Insurance) whose assets fell below the minimum level for solvency in 1992, but where Local Authorities still have a responsibility to contribute to outstanding claims.
 - £5.7m provision to pay the insurance policy excess on outstanding claims
 - £7.5m Business Rate appeals

Capital Expenditure

- 4.28. The Capital Investment Plan originally budgeted 2017-18 spend at £124.2m (Full Council, 23 February 2017). This budget was later reprofiled as £90.4m, per the 4th quarter monitoring report (Executive, 3 April 2018). Such reprofiling does not mean a budget reduction. Rather some of the 2017-18 budget was carried forward into other years, according to the latest estimate of when spend is expected to happen.
- 4.29. Against the latest reprofiled budget of £90.4m, the Council outturned spend of £72.9m.

- 4.30. The largest proportion of the spend (£60.5m) was on the upkeep of owned buildings., while next in significance was the creation of new buildings.
- 4.31. Capital expenditure is outlined in greater detail in Appendix A Section 5

Council Tax and Business Rates Collection

- 4.32. Regarding Council Tax, the Council received its £171.4m budgeted share of Council Tax in 2017-18, with any difference in the actual amount collected carried forward into 2018-19. A deficit of £0.97m occurred in 2017-18 due mainly to an increase in the uptake of discounts and exemptions in 2017-18.
- 4.33. Bradford's £0.97m share of the deficit is higher than the £0.4m which it expected to pay back in 2018-19, when the budget for 2018-19 was set. This means that there is a £0.57m pressure in 2018-19, directly reducing budgeted Council Tax when the next budget is set for 2019-20. However, to deal with this, an earmarked reserve for £0.57m was set aside at the end of 2017-18 to fund this pressure
- 4.34. By 31st March 2018 the Council had collected £193.4m (94.2%) of the value of Council Tax bills for the year compared with £182.1m (94.0%) last year.

Business Rates

- 4.35. The Council in 2017-18 received its £63.5m budgeted share⁶ of Business Rates from the Collection Fund with any difference in the actual amount collected carried forward into 2018-19. A deficit of £1.8m was outturned in 2017-18. The main driver of this was lower than expected chargeable Business Rates, including the impact of discounts (known technically as reliefs) awarded to businesses.
- 4.36. Of Bradford's £1.8m share of the deficit, £0.7m is already included in the 2018-19 budget. This still creates an additional £1.1m pressure to be repaid when setting the 2019-20 budget. £0.7m of this is mitigated by additional Section 31 grants from the Government to compensate the Council or changes in policy. The remaining £0.4m has been incorporated into the 2019-20 budget setting process.
- 4.37. At 31st March 2018, the Council had collected £132.5m (97.83%) of the value of Business Rates bills for the year compared with £142.4m (97.01%) in 2015-16.

5.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through

⁶ In 2017-18, the Council kept 49% of all Business Rates collected. 1% goes to the West Yorkshire Fire and Rescue Authority, and the remaining 50% goes to central government where it is pooled with business rates from other Local Authorities, and then given back to Local Authorities using a redistributive allocation system.

contingencies and provisions outlined in this report.

6.0 LEGAL APPRAISAL

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

7.0 EQUALITY & DIVERSITY

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

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 NOT FOR PUBLICATION DOCUMENTS

None

11.0 RECOMMENDATIONS

That the Corporate Overview and Scrutiny Committee

- 11.1 Review and comment on the 2017-18 Annual Finance and Performance Report

12.0 APPENDICES

Appendix A - Annual Finance and Performance Outturn Report 2017-18

Appendix B – Proposed new performance measures and targets for 2018-19

13.0 BACKGROUND DOCUMENTS

- The Council's Revenue Estimates for 2018-19 – Council Report P 22 February 2018
- Proposed Financial Plan updated 2018-19 to 2020-21 5th December 2017
- Qtr. 4 Finance Position Statement 2017-18 Executive Report 3rd April 2018
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017
- Medium Term Financial Strategy 2018-19 to 2020/21 and Beyond incorporating the Efficiency Plan - Executive Report 11th July 2017
- Annual Finance and Performance Outturn Report 2015-16 Executive Report 19 July 2016
- The Council's Revenue Estimates for 2016-17 & 2017-18 – Council Report R 25 February 2017

**City of Bradford Metropolitan
District Council**

**Annual Finance and Performance
Outturn Report**

2017-18

The Annual Finance and Performance Outturn Report details the specific financial results by department for 2017-18 as well as key performance achievements of each department and service.

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2 Revenue Budget Outturn

2.1 Better use of Budget Requests

2.2 Savings Tracker

3 Service Commentaries

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3.2 Children's Services

3.3 Department of Place

3.4 Corporate Resources

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3.7 Central Budgets

4 Balance Sheet

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4.2 School Balances

4.3 Provisions and contingencies

4.4 Long Term Assets

4.5 Other Significant Balances

5 Capital Investment Plan

6 Council Tax and Business Rate Collection

Annex 1 Unachieved Savings

Annex 2 Reserves Statement at 31/03/2018

Annex 3 Earmarked Reserves Statement at 31/03/2018

Annex 4 Capital Investment Plan by scheme.

1. PERFORMANCE SUMMARY

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

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

This section provides summary tables of performance in 2017/18 against the Council Plan KPIs.

Better skills, more good jobs and a growing economy

Description	2017/18		2016/17	RAG Rating
	Value	Target	Value	
Vacancy rates in Bradford City Centre - Percentage of ground floor business units that are vacant	19.67%	18.1%	18.1%	Red
Number of apprentices in the Council workforce	122	140	75	Red
The value of the local economy measured by Gross Value Added	£9.9bn	£9.5bn	£9.5bn	Green
The total number of visits to council cultural attractions (markets, museums & libraries)	6,670,467		7,115,583	Red
New jobs created with support from Council	64.5 (or 183 over 16/17 and 18/19)	155 (cumulative between 2016/17 and 17/18)	118.5	Green
Total - Processing of planning applications: Major applications	90.16%	87.00%	85.54%	Green
Principal roads where maintenance should be considered	2%	4%	3%	Green

Decent Homes for All

Key performance indicators over the last twelve months

Description	2017/18		2016/17	RAG Rating
	Value	Target	Value	
Net number of additional homes provided	1,554	1,200	1,334	Green
Number of private sector homes improved	1,012	950	947	Green
Empty homes brought back in to use (gross)	4,559		4,784	Amber
The number of households placed in temporary accommodation	928	950	1,042	Amber
Housing option - Bed and Breakfast Average Length of Stay (Count of nights)	8.7 nights		9.0 nights	Green
Number of affordable homes delivered (gross)	240	165	184	Green

Safe, Clean and Active Communities

Key Performance Indicators over the Last Twelve Months

Description	2017/18		2016/17	RAG Rating
	Value	Target	Value	
Victim Satisfaction with the Neighbourhood Resolution Panel	87.5%	90%	90.95%	Red
Total Tonnes of kerbside recycling (Green and dry)	35,576	28,800	28,688	Green
Percentage of reported missed bins	0.27%	0.13%	0.15%	Red

Good Start, Great Schools

Key Performance Indicators from the Last Twelve Months

Description	2017/18		2016/17	RAG Rating
	Value	Target	Value	
Percentage of children achieving a good level of development in Early Years Foundation Stage	68%	69%	66%	Amber
Annual percentage of 2 year old children taking up Early Education	72%	80%	71%	Red
Annual percentage of 3 year old children taking up Early Education	91%	93%	93%	Amber
Annual percentage of 4 year old children taking up Early Education	95%	97%	94%	Amber
Percentage of Year 1 pupils achieving the Phonics Standard	80%	81%	79%	Amber
Percentage of pupils reaching the expected standard in reading, writing & maths combined at Key Stage 2	57%	60%	47%	Amber

Better Health, Better Lives

Key Performance Indicators from the last Twelve Months

Description	2017/18		2016/17	RAG Rating
	Value	Target	Value	
Delayed transfers of care from hospital which are attributable to Adult Social Care per day per 100,000 population	0.9	1	1.2	Green
Successful completion of drug treatment - opiate users (Quarterly)	7.5%	6.5%	4.7%	Green
Successful completion of drug treatment - Non-opiate users	50.3%	39.8%	40.4%	Green
Successful completion of alcohol treatment	40.5%	38.4%	35.5%	Green
Number of Looked after Children	987	800	927	Red
Rate of children who are the subject of a child protection plan per 10,000 children	40.37		40.04	Amber
Total visits to council managed recreation facilities	1,784,000	1,800,000	1,822,000	Amber
The total number of programmed preventative interventions carried out by Environmental Health	3,676	3,300	4,584	Green

Well Run Council

Table 10: Key Performance Indicators from the last Twelve Months

Description	2017/18		2016/17	RAG Rating
	Value	Target	Value	
Percentage of Council Tax collected	94.2%	94.5%	94.0%	Amber
Percentage of Non-domestic Rates Collected	97.5%	97.2%	97.0%	Green
Greenhouse gas emissions from Council operations	45,844 Tonnes	67,109 Tonnes	67,093 Tonnes	Green
Achievement of Council wide budget savings - Total (Quarterly)	£22.6m	£46m	£37m	Red
The Average Number of Working Days Lost per Employee due to Sickness Absence in Bradford Council (Excluding Schools)	12.06	9.76	11.33	Red
Percentage of total third party spend with suppliers operating from within the District*	42.97%	49%	50.22%	Red
Percentage of staff who have received a performance review and have a performance plan in place	15%	100%		Red
Value of Backlog Maintenance works outstanding	£54.2m	£56.00m	£56.60m	Green

*The council's social value procurement policy was introduced towards the end of the municipal year.

2.0 COUNCIL REVENUE OUTTURN

2017-18 Revenue Budget

The Council underspent the approved net budget of £375.2m (£1.249.9bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there are however a number of significant departmental budget variances as 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: Budgeted and Actual Expenditure and Income (Department)

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health and Wellbeing	226.7	235.7	8.9	-107.2	-109.3	-2.2	119.6	126.3	6.8
Children's Services	477.1	488.0	10.9	-395.0	-402.6	-7.7	82.1	85.4	3.3
Department of Place	164.1	169.6	5.5	-63.6	-67.6	-4.0	100.5	102.0	1.5
Corporate Resources	263.7	253.2	-10.5	-223.1	-215.4	7.7	40.6	37.8	-2.8
Chief Executive	4.3	4.3	0.0	-0.1	-0.1	-0.0	4.1	4.2	0.0
Non Service Budgets	38.4	37.4	-1.0	-45.7	-45.3	0.5	-7.3	-7.9	-0.6
Central Budgets & Net Transfers To Reserves	92.4	80.1	-12.3	-56.8	-52.8	4.0	35.6	27.3	-8.3
Total Council Spend	1,266.7	1,268.3	1.6	-891.5	-893.2	-1.7	375.2	375.1	-0.1
Council Funding	-16.8	-16.8		-358.4	-358.5	-0.2	-375.2	-375.4	-0.2
Total*	1,249.9	1,251.4	1.6	-1,249.9	-1,251.7	-1.9	-	-0.3	-0.3

*At year end the £0.3m overall underspend is moved to reserves on the balance sheet to make the income and expenditure account £0. Net transfers to reserves includes the £1.6m of deferred expenditure outlined in section 2.1

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

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Non Service, Fixed and Unallocated	68.9	56.5	-12.4	-60.4	-56.4	4.0	8.5	0.1	-8.5
Total Council Spend	1,266.7	1,268.3	1.6	-891.5	-893.2	-1.7	375.2	375.1	-0.1
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Total*	1,249.9	1,251.4	1.6	-1,249.9	-1,251.7	-1.9	-	-0.3	-0.3

*At year end the £0.3m overall underspend is moved to reserves on the balance sheet to make the income and expenditure account £0. Net transfers to reserves includes the £1.6m of deferred expenditure outlined in section 2.1

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

service variances.

Source: The Council's ledger (SAP) as at 31 March 2018

2.1 Better use of budgets requests – Re-profiled spend

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

Table 2.1 - Expenditure to take place in 2018-19	£s	£s
Department of Place		
Bereavement Services - to assist with the Bereavement strategy	100,000	
Bradford East Area Committee - unspent grants to be transferred into 2018-19	3,300	
Bradford West Area Committee - unspent grants to be transferred into 2018-19	3,600	
Housing Service - support Housing Growth priorities	26,000	
		132,900
Health and Wellbeing		
Environmental Health - Traveller and Gypsy site repairs	25,000	
		25,000
Corporate Resources		
Estate Management Support - Community Asset Transfers - moving funding forward	140,000	
Universal credit - deferred spend linked to roll out of universal credit	170,000	
School catering - new display boards/ digital display boards	155,000	
HR - Traded services - to fund software/ resource development that has been committed to.	85,000	
Legal - help fund legal cases	100,000	
General Data Protection Regulations	54,000	
Procurement improvement plan	70,000	
Total		774,000
Chief Executives		
Support priority activity marketing the district	37,000	
		37,000
Council Funding 2018-19		
Government (MHCLG) calculation error on section 31 grants resulting in a 2018-19 budget shortfall.	700,000	
		700,000
Total		1,668,900

2.2 Delivery of Budgeted Savings proposals

- The combined budget savings of £36.5m in 2017-18⁷, and a further £1.1m Government cut to the Public Health Grant brings the total budget savings the Council has had to find in the seven years following the 2010 Comprehensive Spending Review (CSR) to £255.8m.

Table 2 Year on Year savings since 2010 CSR

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

- The 2017-18 budget includes £37.5m of new budget reductions, however £8.5m of prior year savings were not delivered as planned in 2016-17, meaning that £46.0m of savings are budgeted to be delivered in 2017-18.
- In tracking progress made against each individual saving proposal, £23.4m (51%) of the £46m was delivered, leaving £22.6m that was not delivered. This is largely the same as reported since Qtr 1.

Table 3 Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/17 £m	2017-18 New Savings £m	Total Savings 2017-18 £m	Variance-£m
Health & Wellbeing	1.9	21.6	23.6	13.3
Children's Services	1.4	3.9	5.3	3.1
Place	0.4	5.8	6.1	1.4
Corporate	0.0	5.6	5.6	0.0
Corporate (CEO)	0.0	0.5	0.5	0.0
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	8.5⁸	37.5	46.0	22.6

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

Table 4 Underachieved Savings £ms

2013-14	4.4
2014-15	2.3
2015-16	4.9
2016-17	7.9
2017-18	22.6

- The planned savings that are were not delivered in full are outlined in greater detail in Section 3 - Service Commentaries, and Annex 1 Unachieved Savings.

⁷ £24.3m of 2016-17 budget decisions to be delivered in 2017-18, less £1.1m amendments approved in Feb 2017, plus £13.3m of new budget savings approved in Feb 2017.

⁸ Underachieved savings from prior years include the value of underachieved savings from 2016-17 and 2015-16 that were not achieved by 31/3/2017.

- One of the aims of this report is to highlight risks of under delivery, as any underachieved savings from 2017-18 and prior years will compound the difficulty of delivering future year savings and this is the main issue highlighted by this report.
- The 2018-19 budget has sought to address a number of underachieved savings. Of the £22.6m of unmet savings;
 - £3.4m related to 2017-18 only, and are expected to be delivered in 2018-19.
 - £14.4m has been addressed through the 2018-19 budget. Of this, £4.4m has been identified as not deliverable, and £10m of savings have been re-profiled to reflect a longer implementation period.
 - £4.8m relates to unmet Travel Assistance savings. These will continue to be mitigated by Corporate contingencies in 2018-19 until delivery plans are finalised.
- The £14.4m of savings that will either be re-profiled or have been assessed to be undeliverable are outlined below. Alternate budget savings have been identified and these are outlined in Council report - The Council's Revenue Estimates for 2018-19, approved on February 22nd, and outlined in Section 3 – Service Commentaries, of this report.

Ref	Description	Prior Year Savings	2018-19	2019-20	2020-21
		£'000	£'000	£'000	£'000
3A2	Changes to Home Care Services	1,500	0	0	0
3A6	Changes to Learning Disability day care and procurement	1,000	0	-1,000	0
3A10	Changes to contracts for Learning Disability residential and nursing	1,000	0	-1,000	0
4A1	Adults Demand management	8,000	0	0	-8,000
3C7	Reducing the cost of high cost placements – Children's Social Care	1,039	250	0	0
3C8	Reducing the number of looked after children by 75	815	0	0	0
4C4	Child Protection Management restructure	60	240	0	0
4C9	Disabled Children – reduce staffing on CAMHS and reduce budget by 1%	0	34	0	0
4C10	Review Team – review budget and reduce by 2% in 2018/19	0	24	0	0
4C14	Reducing agency spend in Children's Social Care	1,025	36	0	0
4C15	Review of front door customer contact	0	46	0	0
4R4	UTC Centralisation	0	246	0	0
4H2	Revised terms and conditions	0	280	210	210
4L1	Legal and Democratic Services –reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	0	15	15	0
4R2	WYCA Levy	0	968	250	250
Total		14,439	2,139	1,525	7,540

+ = saving added back (budget increase), - = saving reprofiled to future year (budget decrease)

- In 2018-19 and beyond Council departments will have the following agreed savings to deliver. 2019-20 will also require additional budget savings plans to be agreed in order to balance the 2019-20 budget.

	Prior year underachieved Savings outstanding at 31/3/18 £m	2018-19 New Savings £m	Total Savings 2018-19 £m	Agreed Savings 2019-20 £m ⁹
Health & Wellbeing	1.6	12.4	13.9	13.1
Children's Services	0.0	0.5	0.5	4.0
Place	1.3	3.6	5.0	3.6
Corporate	0.0	3.5	3.5	2.3
CEO	0.0	0.5	0.5	0.1
Travel Assistance	4.8	0.0	4.8	0.0
Total	7.6 ¹⁰	20.6	28.2	23.3

3.2 Transformation Fund Progress

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

Outcome	Number of Projects	2017-18 £000	2018-19 £000	2019-20 £000	Total Allocation £000	Total 2017- 18 Actual Spend £000
Better Health Better Lives	6	1,392	50	0	1,442	483
Better Skills, More Jobs	5	374	314	50	738	147
Safe , Clean and Active	2	40	20	0	60	11
A Great Start and Good Schools	3	245	120	20	385	83
Decent Homes	1	100	0	0	100	75
A Well Run Council	4	895	440	440	1,775	231
Total	21	3,046	944	510	4,500	1,030

- The remaining £0.5m is currently being held as a Challenge Fund for innovation projects.
- Lead in times of setting up projects and recruitment delays has resulted in the 2017-18 spend of £1,030k being below the £3.046m allocated for the year. The unspent allocations from 2017-18 will be rolled forward into 2018-19.

⁹ 2019-20 will also require additional budget savings plans to be agreed in order to balance the 2019-20 budget per the Medium Term Financial Strategy

¹⁰ Underachieved savings from prior years include the value of underachieved savings from 2016-17 and 2015-16 that were not achieved by 31/3/2018, or have not been addressed as part of the 2018-19 budget.

3. SERVICE COMMENTARIES

3.1 Department of Health and Well Being

- The Department of Health and Wellbeing overspent the £119.6m net expenditure budget by £6.8m (£6.9m at Qtr 4).

Health & Wellbeing	Gross expenditure			Income			Net expenditure		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Operational Services	167.3	177.1	9.8	-61.2	-63.1	-1.8	106.1	114.0	8.0
Integration & Transition	12.8	12.1	-0.7	-1.7	-1.9	-0.2	11.1	10.2	-0.9
Strategic Director	0.5	0.6	0.1	-	-0.0	-0.0	0.5	0.6	0.1
Public Health	46.1	45.9	-0.3	-44.2	-44.3	-0.1	1.9	1.5	-0.4
Total	226.7	235.7	8.9	-107.2	-109.3	-2.2	119.6	126.3	6.8

- The total departmental pressure in 2017-18 was however £21.4m; this comprises of £13.3m of underachieved savings; further demand and cost pressures of £7.3m on the Purchased Care budget and other overspends across the department of £0.8m.
- The overspends outlined above were partly offset by £1.9m of compensating underspends in other services, £1.3m of redirected Public Health funding incurred in line with Public Health Outcomes, and £10.4m of time limited Improved Better Care Fund Grant. The IBCF has been used as outlined in the Integration and Better Care Fund delivery plan this has been agreed by the Health and Wellbeing Board and NHS England.
- The £119.6m Health and Wellbeing net budget above includes £21.7m of approved 2017-18 budget savings and £1.9m of undelivered 2016-17 budget savings; in total £13.3m of savings were unachieved at the year end.

£ms	2016-17 Savings	2017-18 Savings	Total Savings	Unachieved Savings	% Achieved
Adult Services	1.9	18.3	20.2	13.3	35%
Public Health	-	3.4	3.4	0	100%
Total Health & Well-Being	1.9	21.7	23.6	13.3	

- Given the high level of underachieved savings, the 2018-19 budget setting process added back £1.5m of undelivered 2017-18 savings, deferred a further £2m to 2019-20, and a further £8m to 2020-21 to reflect a longer implementation period.
- As a result of adding back or deferring the savings, Adult Social Care will now have £18.5m more budget over the period 2018-19 to 2020-21 than was planned when the 2017-18 budget was set. This has been part funded by £9m of additional time limited IBCF monies for 2018-19 (£6.5m) and 2019-20 (£3.2m), with the remainder from finding additional Council savings elsewhere.
- Additionally, the Government also provided a further £1.4m Adult Social care grant which will provide additional support in 2018-19 and was not known when the 2017-18 budget was set¹¹.

3.1.1 Health and Well Being – Adult Services

¹¹ Further budget increases of £2.9m for inflation, £3.0m for Demographic growth, and £2.5m for national living wage has also been provided for 2018-19. These have been part funded by the Adult Social Care precept and the element of the IBCF that was known when the 2017-18 budget was set.

Adult Services overspent the £117.6m net expenditure budget by £7.2m.

The net budget includes £20.2m budget savings; 35% of these were achieved as planned, giving a shortfall of £13.3m as outlined in section 2.2. These underachieved savings have been addressed as part of the 2018-19 budget.

- Despite the overspend there are a number of positive indicators showing that Adult Social Care services generally benchmark well, and that services are transforming in line with the departmental strategy of having more community based and self-directed care and less Residential and Nursing care, giving both increased independence for service users and reduced expenditure for the Council.
- Additionally, the recent Care Quality Commission inspection has recognised the strength of local partnership working in Bradford and the commitment to a shared vision for people to be 'happy, healthy and at home.'
- The CQC also highlighted through the review that Bradford has good practice and provides service users with the support and advice needed in their care.
- The following sections outline the financial and service performance of the different Adult Social Care services.

Access, Assessment and Support

- The Access, Assessment and Support service provides the first line of contact for potential Adult Social Care service users (Access), and the Social Worker teams that assess, review and support the Adult Social Care needs of service users (Assessment and Support).
- The table below indicates that the service is dealing with higher levels of enquiries for services, but also that fewer assessments and reassessments are resulting in support plans or permanent care.

	2015-16	2016-17	2017-18
Access Contacts	11,996	13,416	15,939
Access Contacts referred for Assessment	5,762	5,550	6,177
New Assessments Undertaken	2,655	3,804	3,235
Reviews of Existing Service users	2,233	2,734	4,932
Reviews where outcome was support plan	1,035	1,476	1,307
Reviews where outcome was permanent care		2,305	1,555

- Regarding outcomes, the national ASCOF (Adult Social Care Outcomes framework) is showing a mixed picture with regards to user satisfaction.

	2016-17 Regional Avg	2015-16 Bradford	2016-17 Bradford
Social Care quality of life	19.1	19.5	19.4

Control over daily life	77.4%	79.2%	75.1%
Feeling Safe	69.1%	73.2%	73.1%
Feeling Safe as a result of services	86.6%	84.8%	86.0%
Overall satisfaction of users with care and support	64.6%	63.1%	64.5%

Source ASCOF framework NHS Digital¹²

- Overall the service underspent the £13.1m net expenditure budget by £0.3m due mostly to staffing vacancies. This is a non-recurrent underspend as the service are recruiting to vacant posts in 2018-19 in order to further strengthen the social work teams; increase the number of service users reviewed and deliver on 2018-19 savings. The regular reviewing of service users ensures they are receiving the appropriate levels of care and is paramount to the transformation of Adult Services and the delivery of future savings.
- When service users have been assessed as eligible for Adults Social Care, the Council then either provides care services directly, or in most cases purchases care from external Social Care providers. Purchased Care is by far the largest budget area within Adult Social Care.

Purchased Care

- The £72.2m Purchased Care net expenditure budget overspent by £8.4m. This was after using £10.3m of time limited Improved Better Care Funding that was received from the Government after the 2017-18 Council budget had been set, and £0.5m of re-directed Public Health Funding used in line with Public Health Outcomes. Without this, the Purchased care budget would have overspent by £19.2m as a result of £12.5m of unachieved savings and further demand pressures.
- Overall the £8.4m overspend comprised of a £0.8m overspend on Older People and Physical Disabilities services, a £7.3m overspend on Learning Disabilities, a £0.1m Mental Health overspend, and a £0.2m overspend on quality premiums.
- The main service areas are outlined in further detail below.

Older People (OP) and Physical Disabilities (PD) Purchased Care

- The table below shows that both Older People and Physical Disability services are providing higher levels of Community Care (Homecare, Direct Payments), and less Residential and Nursing Care in line with the departments strategy, and that overall there are more Older People and those with Physical Disabilities receiving care at 31st March 2018 (+33) than in 2016-17

Average Population	2013-14	2014-15	2015-16	2016-17	2017-18
Total Residential and Nursing – Older People	1,403	1,368	1,289	1,234	1,113

¹² <https://app.powerbi.com/view?r=eyJrjoiNzNkN2lwM2MtNzQ2OS00NTImLWE3NTMtYzkwMzY4OGVINzQzliwidCI6IjgwN2YyZjMwLWVhOGMtNDE5Zi1hMTc5LTVjNGZjN2E0YmY2YiIsImMiOiN9>

Total Residential and Nursing – Physical Disabilities	88	83	85	76	115
Total Residential and Nursing	1,491	1,451	1,374	1,310	1,228
Total Community Care – Older People	1,466	1,521	1,530	1,609	1,816
Total Community Care – Physical Disabilities	375	370	335	353	261
Total Community Care	1,841	1,891	1,865	1,962	2,077
Total	3,332	3,342	3,239	3,272	3,305

- However, despite the positive direction of travel regarding the mix of service provision, the OP and PD Purchased Care budget overspent the £18.6m net expenditure budget by £0.8m as a result of the following.

OP & PD Residential and Nursing Fees

- The service overspent the £15.4m net expenditure budget (£37.2m gross expenditure budget) by £0.8m.
- Activity data continues to show significant reductions in the numbers of people in Residential and Nursing care linked to promoting independent living through the Districts Home First Strategy and Healthy, Happy and at Home Strategy.

Residential Fees	2014-15	2015-16	2016-17	2017-18
Average OP Residential Population	980	943	892	787
Gross Expenditure Residential Fees	£26.7m	£25.9m	£25.0m	£24.6m
Client Contributions	£12.3m	£11.7m	£10.9m	£11.0m
Average Net Cost per Client per Week	£289	£302	£305	£332
Average PD Residential Population	83	85	76	67
Gross Expenditure Residential Fees	£2.7m	£2.8m	£2.4m	£2.2m
Client Contribution	£0.5m	£0.5m	£0.4m	£0.4m
Average Net Cost per Client per Week	£526	£528	£504	£517

Nursing Fees	2014-15	2015-16	2016-17	2017-18
Average OP Nursing Population	388	346	342	326
Gross Expenditure Nursing Fees	£10.7m	£10.5m	£10.2m	£10.2m
Client Contribution	£4.3m	£4.4m	£4.0m	£3.6m
Average Net Cost per Client per Week	£319	£343	£348	£388
Average PD Nursing Population	56	55	56	48
Gross Expenditure Nursing Fees	£1.6m	£1.6m	£1.4m	£1.3m
Client Contribution	£0.4m	£0.4m	£0.3m	£0.3m
Average Net Cost per Client per Week	£406	£414	£371	£400

- However, despite the positive direction of travel, the average population was approximately 60 higher than the budget could have afforded, even after the application of £1m of IBCF.

OP & PD Home Support

- The service underspent the £6.8m net expenditure budget by £0.2m after applying £5m of non-recurrent iBCF. This funding, agreed in the Winter Plan, was to enable the service to increase homecare capacity, to increase fees paid to providers in order to stabilise the market and to pay a hospital retainer to providers to ensure people are transferred home quickly with support following discharge from hospital. Additional rapid response home support has also been commissioned from the market to support people in crisis to remain at home.
- The department's strategy is to increase homecare provision in the community as reflected in the increased number of service users. Gross costs have increased by £3m in 2017-18, with £2.5m linked to increased activity/hours of care provided and £0.5m due to a £0.61 increase in the hourly rate for framework providers, to £15.04.

OP & PD Home Support	2014-15	2015-16	2016-17	2017-18
Average OP in receipt of Homecare population	1,425	1,426	1,479	1,664
Gross Expenditure Home Support	£8.8m	£8.7m	£10.3m	£13.0m
Average Gross Cost per Client per Week	£118	£117	£126	£150
Average PD in receipt of Homecare population	237	203	151	123
Gross Expenditure Home Support	£2.6m	£2.4m	£1.7m	£1.9m
Average Gross Cost per Client per Week	£210	£225	£212	£297

OP & PD Direct Payments

- The £2m Direct Payments budget overspent by £0.4m primarily due to an increase of the average population to 290 in 2017-18. Although overspent, this is a positive direction of travel in line with the strategy of increasing the use of direct payments to give more choice to service users and keep people at home where possible.
- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (16.5% Bradford, 24% Comparator).

	2014-15	2015-16	2016-17	2017-18
Average Older People in receipt of Direct Payments	96	104	130	152
Gross Expenditure Direct Payments	£1.09m	£1.20m	£1.48m	£1.78m
Average Cost per Client per Week	£218	£222	£219	£225
Average PD Population in receipt of Direct Payments	133	132	137	138
Gross Expenditure Direct Payments	£1.5m	£1.6m	£1.7m	£1.5m
Average Cost per Client per Week	£214	£226	£244	£209

- The above data on Older People and Physical Disability services demonstrates that services are generally being transformed in line with the strategy.
- Additionally, the ASCOF framework also indicates that relative to other Councils, Bradfords Adult Services already benchmark well with very low permanent admissions to care for

older people (65 years +); very low levels of bed blocking/delayed transfers of care, and high levels of effectiveness for re-ablement services that promote independence and help keep people out of costly permanent care.

	Regional Avg 2016-17	Bradford 2016-17
Perm admissions to care 65+ per 100,000	658	571
Delayed transfers of care from hospital attributable to Social care	4.0	0.9
Re-ablement (effectiveness) still at home after 91 days	83.40%	87.80%

Source Ascot framework NHS Digital

<https://app.powerbi.com/view?r=eyJrIjoiaNzNkN2lwM2MtNzQ2OS00NTImLWE3NTMtYzkwMzY4OGVINzQzliwidCI6IjgwN2YyZjMwLWNhOGMtNDE5Zi1hMTc5LTVjNGZjN2E0YmY2YiIsImMiOiN9>

- In summary, there is significant evidence to suggest that Older Peoples and Physical Disability services already benchmark well and are continuing to transform in line with the strategy, indicating both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils. This then reduces the scope to deliver further savings to balance the budget in future years.

Learning Disabilities (LD) Purchased Care

- The £39.7m Learning Disabilities Purchased Care net expenditure budget overspent by £7.3m, and this was after the application of £3.8m of time-limited iBCF grant, giving an overall pressure of £11.1m.
- £5.8m of the overspend resulted from the underachievement of planned savings.
- The service is however managing demand by caring for service users in community care services including Home Care, Day Care, Supported Living and Direct Payments, which promote independence and are typically less costly than LD Residential and Nursing placements.
- The Learning Disability Purchased Care budget overspent as a result of the following.

Learning Disabilities Residential Fees

- The £5.4m Residential Fees budget overspent by £2.4m; of which £1.2m is due to an overspend on purchased residential fees and a further £1.2m is due to an underachievement of savings on the residential block contract (3A10). This unachieved saving has been deferred through to 2019-20 as part of the 2018-19 budget setting process.
- The £1.2m LD Purchased Residential Fees overspend is due to a number of factors including a recurrent overspend from 2016-17 of £0.4m; unachieved high cost placement saving of £0.4m and a further £0.9m additional expenditure due to rising unit costs (+£137 to £1,332 per week), which is partly offset by a £0.5m reduction in activity (-7 service users to 127 in 2017-18).

Learning Disabilities Residential	2014-15	2015-16	2016-17	2017-18
Average LD People Residential Population	136	133	134	127
Gross Expenditure Residential Population	£8.1m	£8.5m	£8.9m	£9.3m
Client Contribution	£0.6m	£0.6m	£0.6m	£0.5m
Average Net Cost per Client per Week	£1,059	£1,150	£1,195	£1,332
Average LD Residential Population – block contract	56	56	53	49
Gross Expenditure Residential – block	£3.1m	£3.0m	£3.0m	£2.9m
Client Contribution	£0.2m	£0.2m	£0.2m	£0.2m
Average Net Cost per Client per Week	£995	£961	£1,015	£1,059

Learning Disabilities Nursing Fees

- The £3.7m net budget overspent by £0.7m due to an increase in costs associated with the transfer of a LD nursing block contract to a new provider. This is not a recurrent overspend; plans are being developed to transform the model of care from Nursing to Supported Living in 2018-19 which will reduce costs over a period of time.
- The £0.7m overspend includes non-recurrent iBCF funding of £1m and unachieved demand management savings of £0.5m; this saving has been deferred to 2020-21.

Learning Disabilities Nursing	2016-17	2017-18
Average LD People Nursing Population	18	16
Gross Expenditure Residential Population	£0.9	£0.9m
Client Contribution	£0.1m	£0.1m
Average Net Cost per Client per Week	£934	£911
Average LD Nursing Population – block contract	38	36
Gross Expenditure Nursing – block	£3.0m	£2.9m
Income (Client Contribution & CHC/FNC)	£0.2m	£0.2m
Average Net Cost per Client per Week	£1,413	£1,422

Learning Disabilities Home Care

- LD Home Care overspent the £7.2m net expenditure budget by £0.6m due largely to unachieved savings. The overspend was after £1.6m of non-recurrent iBCF expenditure had been applied.
- Gross expenditure has increased by £1.6m from 2016-17, of which £0.2m is due to an increased number of homecare hours delivered (+188 hours per week to 10,158 in 2017-18) and £1.4m attributable to an increase in prices, reflected in the increase in the gross cost per client per week (+£72 to £413).

	2014-15	2015-16	2016-17	2017-18
Average LD People in receipt of Homecare	445	501	459	460
Gross Expenditure	£6.5m	£7.7m	£8.3m	£9.9m

Learning Disabilities Day Care

- LD Day Care has a net expenditure budget of £7m; of which £5.6m relates to a block contract for approximately 600 places per day, and £1.4m to spot contract arrangements.
- The block contract budget overspent by £1m due to unachieved savings on LD day care procurement (3A6); this saving has now been deferred to 2019-20 as part of the 2018-19 budget process. In 2017-18 the block contract was 87% utilised, however this reduces to 73% when absences are taken into account.
- LD Day Care 'spot contracts' have balanced the £1.4m net expenditure budget. However, the average population has reduced (-89 to 263 in 2017-18), with only a £0.1m reduction in gross expenditure which has increased the gross cost per client per week by £30, to £139 in 2017-18.

	2014-15	2015-16	2016-17	2017-18
Average LD Day Care Population – spot contracts	241	308	352	263
Gross Expenditure	£1.8m	£1.8m	£2.0m	£1.9m
Average Gross Cost per Client per Week	£143	£112	£109	£139

Learning Disabilities Direct Payments

- The £5m gross expenditure budget overspent by £1.5m; of which £0.4m is due to an increase in the average population of 30 to 430 in 2017-18 in line with the strategy, £0.5m is due to the un-achievement of the demand management saving (£0.3m off set by iBCF) and a recurrent overspend from 2016-17 of £0.9m.
- Offsetting this expenditure is income of £0.6m generated from the recovery of unspent direct payment monies through the departmental carrying out audits of expenditure; this is one-off income and only becomes a permanent reduction to expenditure following a re-assessment.

	2014-15	2015-16	2016-17	2017-18
Average LD people in receipt of Direct Payments	280	356	400	430
Gross Expenditure	£3.3m	£4.9m	£6.1m	£6.5m
Average Gross Cost per Client per Week	£226	£264	£293	£291

- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (16.5% Bradford, 24% Comparator).

Learning Disability Supported Living Services

- LD Supported Living overspent the £12m net expenditure budget by £1.7m. The service is in the process of changing contract arrangements for supported living from block contracts to individual 'spot' contract arrangements. Previously these care packages would have been included within Home Support. Therefore, it is not possible to accurately compare expenditure year on year.

- To mitigate the recurrent overspend in 2018-19 the departments dedicated LD reviewing team will continue to review client's packages of care and negotiate costs with providers. The department also works closely with the NHS to share the cost of high cost placements where a client has both health and social care needs.

Mental Health (MH) Purchased Care

- The table below shows that the Mental Health Residential and Nursing Purchased Care is relatively static and that increases in the numbers of people in receipt of care have been managed through increases in homecare and direct payments in line with the strategy.

Mental Health	2014-15	2015-16	2016-17	2017-18
Average MH People Residential Population	135	143	143	140
Gross Expenditure Residential Fees	£3.8m	£3.9m	£4.0m	£4.0m
Average gross Cost per Person per Week	£546	£517	£535	£549
Average MH People Nursing Population	58	50	51	48
Gross Expenditure Nursing Fees	£1.5m	£1.4m	£1.4m	£1.4m
Average gross Cost per Person per Week	£494	£526	£518	£560
Average MH People in receipt of Homecare	141	108	119	153
Gross Expenditure Homecare	£0.9m	£1.4m	£1.6m	£2.0m
Average Weekly Costs	£123	£251	£253	£251
Average MH people in receipt of Direct Payments	22	21	44	52
Gross Expenditure Direct Payments	£0.1m	£0.1m	£0.6m	£0.7m
Average Cost per person per Week	£107	£110	£245	£258
Total Average MH Population	356	322	357	393
Total Gross Expenditure	£6.3m	£6.8m	£7.6m	£8.1m

- The service overspent the £8m net expenditure budget by £0.1m; included in this position is £0.5m of re-directed Public Health funding and £0.5m of unachieved demand management savings offset by £0.5m of one-off iBCF grant.

Mental Health Residential Fees

- MH Residential fees overspent the £3m net expenditure budget by £0.4m due to a recurrent pressure from 2016-17 as gross expenditure was maintained at £4m. The average population reduced by 3 from 2016-17 at 140.
- The MH Reviewing Team will continue to review all residential placements, to reduce the cost of care and to move service users onto independent living where appropriate.

Mental Health Nursing Fees

- MH Nursing fees underspent the £1.4m net expenditure budget by £0.2m due to fewer service users than budgeted for.

Mental Health Home Support

- MH Home Support overspent the £1.6m net expenditure budget by £0.4m primarily due to an increase in the average number of service users (+34 to 153) receiving support.

Mental Health Direct Payments

- MH Direct Payments overspent the £0.5m net expenditure budget by £0.1m due to an increase in the average population (+5 to 52). Despite the overspend this is a positive direction of travel in line with the strategy.

Mental Health Supported Living Services

- MH Supported Living underspent the £1.6m net expenditure budget by £0.3m, due to reduced hours delivered on the contract.

In House Community Care Services Enablement Services

- The Enablement service provides short team support (typically 6 weeks), with the aim of helping to re-able service users to live as independently as possible after a stay in hospital for example.
- The service underspent the £0.9m net expenditure budget (£5.9m gross budget) by £0.2m mainly due to vacancies and additional income. Income has been received from the NHS (£0.2m) to enable the service to implement new models of working, including a Rapid Response service, to assist with hospital discharges and to prevent admissions.

Enablement Services	2014-15	2015-16	2016-17	2017-18
Gross Costs	4,458	5,045	5,181	5,894
Income	-3,441	-4,903	-4,931	-5,194
Net Costs	1,017	142	250	700
Total number of hours BEST/BEST Plus 000s	124	130	130	137
Gross cost per hour £	35.96	38.81	39.86	43.03

- The ASCOF measure (2B1) indicates that re-ablement services are relatively effective with a high proportion of Older people still at home 91 days after discharge from hospital into reablement services (87.8% in Bradford vs a regional average of 83.4%).

BACES Equipment Service

- The Bradford and Airedale Community Equipment Service (BACES) provides equipment to aid independent living through a pooled budget arrangement with the NHS. The service balanced the £0.5m net expenditure budget (£3.1m gross budget). The outturn position included £0.2m of non-recurrent iBCF and the service have utilised £0.1m of capital funding.
- Gross expenditure has reduced by £0.4m since 2016-17 to £3.1m due to the utilisation of Disabled Facilities Grant (see Housing Operations in Dept of Place) funding but also the impact of a full year of the BACES panel reviewing special order requests.

	2015-16	2016-17	2017-18
Gross Costs	3,715	3,528	3,149
Income	-2,191	-2,697	-2,633
Net Costs	1,524	831	516

Items Lent	36,297	37,212	34,212
Users in receipt of Equipment	10,382	10,618	10,194
% delivered with 7 days	94	93	95

- There have been further savings of £0.3m on the Safe and Sound equipment budgets which provide Telecare and other remote alarmed equipment, due to staffing vacancies and the service utilising stock levels.

In-house Residential and Day Care

- In-house Residential and Day Care overspent the £9.8m net expenditure budget by £0.1m, mainly due to additional activity in external extra care settings, in line with the departments strategy.

In-house Residential Services	2015-16	2016-17	2017-18
Gross Costs £000s	8,209	8,294	*8,345
Income £000s	-2,582	-3,073	-2,623
Net Costs £000s	5,627	5,221	5,722
Number of weeks of care provided	8,791	8,887	7,736
Average % Occupancy	86%	87%	83%
Gross Weekly Unit Cost (excluding Corporate Recharges)	£933	£933	£1,079

*less impairment charges of £0.6m

- The In-house residential care service overspent the £5.6m net expenditure by £0.1m, mainly due to additional expenditure on supplies and services following refurbishment at Thompson Court and a change in charging policy for assessment beds which has led to a reduction in income levels.
- Holme View Residential Home closed in October 2017. The moving of long stay service users at Holme View began in the summer, therefore this has impacted on weeks of care delivered and resulted in a higher unit cost overall (+£131 to £1,064). During refurbishment at Thompson Court there were also less beds available as a wing (10 beds) has been closed from mid-September 2017.

No Recourse to Public Funds

- The service overspent the £0.8m net expenditure budget by £0.2m due to increased numbers of families seeking support as reflected in the activity data below. The number of cases the service is working with continues to increase. The increase is due to more people being entitled to this support for longer due to the length of time it takes for their status to be clarified.

	2014-15	2015-16	2016-17	2017-18
Number of Cases	77	104	122	124
Number of Families (Adults)	58	78	92	101
Number of Dependants	146	224	222	200
Number of Adults	19	26	30	23

Non-Residential Income

- The £6.5m net income budget was underachieved by £0.1m. The new charging policy, which had a £0.6m saving target in 2017-18 and £0.5m part year effect from 2016-17, has been approved, however due to the delay in implementation £0.7m wasn't achieved, and has been offset by a draw down from reserves. This saving shortfall is not expected to recur in 2018-19 as the policy will be fully implemented.
- There is also a £0.3m saving in 2017-18 relating to reviewing charging arrangements for Mental Health (3A12) and a £0.2m non-achievement from 2016-17; of this £0.1m is forecast to be achieved. All Mental Health service users who are eligible to contribute to their care are now being charged; the shortfall relates to Section 117 service users who are entitled to free social after-care following discharge from hospital. These service users will continue to be reviewed to ensure they are receiving appropriate levels of care.

Commissioned Services

- The service overspent the £3.8m net expenditure budget by £0.1m mainly due to the partly unachieved LD Travel Support saving (3A8).

Integration and Transition

- Integration and Transition underspent the £11m net expenditure budget by £0.9m. Of this, £0.8m relates to re-directed Public Health funding incurred in-line with Public Health Outcomes.
- Further underspends resulted from £0.1m of reduced grant payments and £0.1m in increased rental income. These underspends have been off-set by increased staffing expenditure on Safeguarding to address the backlog of Deprivation of Liberties.

2018-19 and beyond

In 2018-19, Adult Services has significant challenges to address, including;

- Savings of £8m in respect of reducing the demand for services.
- Developing firm plans for tackling the increasing financial pressure in Learning Disability Services.
- Reducing spend to achieve previous years' savings that had not been achieved
- Continuing to review Service Users to ensure that the most appropriate care and support is delivered.
- Continue to work closely with the NHS to manage the system wide pressure and integrate services to provide seamless Health and Social Care Support.

3.1.2 Health and Wellbeing – Public Health

- Public Health underspent the £1.5m net expenditure budget (£46.1m gross expenditure budget) by £0.4m due to reduced expenditure within the Environmental Health Service.

	Gross Expenditure			Income			Net Expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
1.0 Public Health	44.9	44.8	0.1	-44.0	-44.0	-0.1	0.8	0.8	0.0
2.0 Environmental Health	1.0	1.3	-0.4	-0.3	-0.2	-0.1	0.7	1.1	-0.4
Total	45.9	46.1	-0.3	-44.3	-44.2	-0.1	1.5	1.9	-0.4

- The department has fully achieved savings of £4.5m, which consisted of a £1.1m reduction in funding from the Department of Health (DoH) and Council approved savings of £3.4m.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health Reserve. An underspend of £0.2m has been transferred to the Public Health Reserve to use towards Public Health outcomes.
- The total annual funding from DoH is expected to reduce from £44m to £40.7m in 2020-21 and Public Health continues to plan for the reductions.

The main areas of expenditure are:

	Gross Expenditure			Income			Net Expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Clinical Commissioning Group	0.7	0.6	0.0	0.0	0.0	0.0	0.7	0.6	0.0
Oral Health	0.7	0.7	-0.0	0.0	0.0	0.0	0.7	0.7	-0.0
Drugs & Alcohol Team	10.9	11.7	-0.8	-1.0	-1.0	-0.0	9.9	10.7	-0.8
General Health Improvement	0.5	0.4	0.0	0.0	0.0	0.0	0.5	0.4	0.0
Health Improvement Children	13.4	13.4	0.0	0.0	0.0	0.0	13.4	13.4	0.0
Health Protection	1.7	1.7	-0.0	-0.0	0.0	-0.0	1.7	1.7	-0.0
Overheads Including Corpora	0.5	0.5	-0.0	0.0	0.0	0.0	0.5	0.5	-0.0
Public Health Intelligence Team	0.1	0.2	-0.0	0.0	0.0	0.0	0.1	0.2	-0.0
Public Health Management Team	1.1	1.0	0.0	-0.0	0.0	-0.0	1.1	1.0	0.0
Public Health Obesity Team	1.2	1.2	-0.0	-0.0	0.0	-0.0	1.2	1.2	-0.1
Sexual Health	4.4	4.5	-0.1	-0.0	-0.0	-0.0	4.4	4.5	-0.1
Smoking Cessation Team	1.0	1.1	-0.1	-0.0	0.0	-0.0	1.0	1.1	-0.1
Wider Determinants	8.8	7.8	1.1	-0.0	-0.0	-0.0	8.8	7.7	1.1
Grant	0.0	0.0	0.0	-42.9	-42.9	0.0	-42.9	-42.9	0.0
Total	44.9	44.8	0.1	-44.0	-44.0	-0.1	0.8	0.8	0.0

Drugs & Alcohol Misuse - Adults

The service underspent the £10.7m net expenditure budget by £0.8m and fully achieved Council approved savings of £1.2m.

- The underspend relates to a year on year reduction in activity through prescribing and dispensing and reflects the national trend of a reducing population of opiate users.
- The new Substance Misuse Recovery Service contract has been awarded to Change, Grow and Live (CGL) and commenced on 1st October 2017, reducing the number of service providers from 12 to 1. The service will be reporting new Key Performance Indicators and contribute to Public Health Outcomes Framework 2016-2019.
- The DA service has a savings target of £1.6m in 2018-19 and the service continues to plan to meet its savings target.

Drugs & Alcohol Misuse - Young People

- **Services for Young People** (0-17 years) continue to perform above national average. This is despite services working with young people who are more likely to report multiple vulnerabilities in addition to their substance use.
- In Bradford Young People are more likely to exit services in a planned way (92% locally compared with 81% nationally).

DRUGS & ALCOHOL MISUSE - Adults	Outturn 14/15	Outturn 15/16	Outturn 16/17	Outturn 17/18
Number of individuals in substance misuse treatment (YTD) - ALL	4,522	4,475	4,197	3,487
Number of new presentations (YTD) - ALL	2,017	1,991	1,799	1,116

Number of individuals in substance misuse treatment (YTD) - Opiate
 Number of individuals in substance misuse treatment (YTD) - Non Opiate
 Number of individuals in substance misuse treatment (YTD) - Alcohol

Public Health Outcome 2.15 (Drug & Alcohol treatment Completion)

% of clients completing and not re-presenting within 6 months (opiate)	6.1%	5.4%	4.7%	7.5%
National (opiate)	7.6%	6.9%	6.6%	6.6%
% of clients completing and not re-presenting within 6 months (non opiate)	40.1%	38.5%	40.4%	50.3%
National (non opiate)	39.0%	37.3%	37.1%	36.6%
% of clients completing and not re-presenting within 6 months (Alcohol)	37.5%	37.1%	35.5%	40.5%
National (Alcohol)	39.1%	38.2%	38.3%	38.6%
Referrals from Criminal Justice Services to structured drug treatment (YTD)	154	122	112	
Starting Treatment within 6 weeks of referral (YTD)	115	93	78	
% of new referrals assessed and commence treatment within 6 weeks of referral (criminal justice)	75.0%	76.2%	69.6%	
Police Force Area	59.0%	57.8%	54.0%	
National (criminal Justice)	63.0%	58.5%	54.0%	

DRUGS & ALCOHOL MISUSE - Young People	Outturn 14/15	Outturn 15/16	Outturn 16/17	Outturn 17/18
Substance Misuse - Young People up to 17 Number in treatment	165	113	145	124
Substance Misuse - Young People up to 17 Number in new treatment journeys	103	75	96	75
Substance Misuse - Young People 0-17 Exiting Services (Bradford)	76.0%	86.0%	82.6%	92.2%
Substance Misuse - Young People 0-17 Exiting Services (National)	79.0%	79.0%	82.0%	81.0%
% of planned 0-17 exits re-presenting (Bradford)	5.0%	5.0%	4.3%	4.7%
% of 0-17 exits re-presenting National %	6.0%	6.0%	4.0%	4.0%

Health Improvement Children

The service fully spent the £13.4m net expenditure budget and fully achieved Council approved savings of £0.8m. The expenditure is mainly in annual contracts with the Care Trust and the Voluntary & Community Sector.

- The main service areas within Health Improvement Children are:

0-5 Children's Services - HV: The Health Visiting service provides a Universal and targeted service to all mothers and children up to the age of 5 across the district.

Family Nurse Partnership (FNP) provides an enhanced service to mainly teenage and vulnerable mothers and has undergone major adaptations to develop a model based on local needs. This new model of FNP ADAPT is jointly commissioned with Better Start Bradford and is being piloted until March 2018.

- The Health Improvement Children service has a £1.483m savings target in 2018-19 and the service continues to plan to meet its savings target
- Activity and Performance data indicates some improvements and areas which are not meeting expectations are addressed with the provider.

0-5 Childrens services - Health Visitor Service	Outturn 2015/16	Outturn 2016/17	Outturn 2017/18
Number of infants who turned 30 days within the quarter who received a face-to-face New Birth Visit (NBV) within 14 days from birth, by a Health Visitor with mother (and ideally father)	7,887	7,773	7,558
% of infants who turned 30 days within the quarter who received a face-to-face New Birth Visit (NBV) within 14 days from birth, by a Health Visitor with mother (and ideally father)	98.2%	98.6%	99.0%
Total number of children who turned 12 months in the quarter, who received a 12 month review, by the age of 12 months	7,029	7,037	7,007
% of children who turned 12 months in the quarter, who received a 12 month review, by the age of 12 months	85.8%	86.8%	87.8%
Total number of children due a review by the end of the reporting quarter who received a 2-2.5 year review, by the age of 2.5 years	6,976	7,157	7,025
% of children due a review by the end of the reporting quarter who received a 2-2.5 year review, by the age of 2.5 years	83.5%	86.5%	86.5%

Sexual Health

The service underspent the £4.5m net expenditure budget by £0.1m and fully achieved council approved savings of £71k

- Sexual health inequalities and HIV/Aids support budgets were combined and a new service commenced on 1st December 2017.
- This has resulted in the reduction of a combination of 4 grant agreements/contracts to 1 contract. The new service will have new Key Performance Indicators to assist sustainability of the service going forward.
- The service has a £25k savings target in 2018-19 and plans to meet the savings target.

Sexual Health	Outturn 2015/16	Outturn 2016/17	Outturn 2017/18
Number of service users seen by a health care professional within 2 working days of contacting the service through all routes of access	15,082	19,238	15,547
% of service users seen by a healthcare professional within 2 working days of contacting the service	88.3%	84.2%	85.5%
Number of IUD, IUS and implants fitted within 2 weeks of contraceptive assessment - All women (YTD)	1,283	2,080	2,195
% of IUD, IUS and implants fitted within 2 weeks of contraceptive assessment - All women (YTD)	96.5%	100.0%	99.7%
Number of IUD, IUS and implants fitted by the service to women (aged under 18 years)	99	131	169
% of contraceptives (excluding barrier methods) distributed or fitted by the service to women (aged under 18 years)	37.5%	32.2%	27.7%
Number of IUD, IUS and implants fitted by the service to women (aged 18 years or over)	1,215	1,881	2,064
% of contraceptives (excluding barrier methods) distributed or fitted by the service to women (aged 18 years or over)	41.0%	40.7%	36.2%

Smoking Cessation Services

The service fully spent the £1.1m net expenditure budget. The service has achieved its savings target of £2.0k in 2017-18.

- This service includes a 'Midwifery Stop Smoking' service contract with The Bradford Teaching Hospital Foundation Trust.
- The number of smokers accessing a quit programme is in decline with the local % reduction in line with regional and nationally stats. There are a number of reasons for the decline e.g. more smokers are turning to the use of e-cigarettes as a way of quitting and in recent years there has been a lack of national campaigns promoting support services, plus over time we are also experiencing a reduction in the number of smokers.
- The smoking Cessation service has a savings target of £59.2k in 2018-19

Wider Determinants

- The service fully spent the £7.7m net expenditure budget and an additional £1.1m was re-directed towards Adults Social care in line with Public Health outcomes. The service encompasses a range of distinct service areas as listed below. The programme/services are supported via Inter Departmental Agreements with other Council services in line with public health outcomes.
- The following Programme/services are supported via Inter Departmental Agreements and grant agreements during 2017-18:

Project / Service	Funding allocated 17-18
Recovery in the Community	208,601
Welfare advice	3,298,989
Dementia Adults	246,000
Older People H&W VCS Grants	631,000
Mental Health Adults	1,177,300
Other PH Serv - Housing	379,000
Other PH Serv - Employment & Skills	65,000
Warm Homes	63,403
Health & Well Being Public Health	170,598
Air Quality	2,695
Self Care	150,023
Dementia Project	202,200
School Readiness	200,000
Health Improvements - Wider Determinants	378,841
Domestic Violence	1,143,800
Young People at Risk	263,100
Learning Disabilities	257,400
Wider Determinants Total	8,837,949

Environmental Health

The service underspent the £1.1m net expenditure budget by £0.4m. The service fully achieved Council approved savings of £35k for 2017-18.

	Gross Expenditure			Income			Net Expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Environ. Health Mgmt	0.3	0.3	-0.0	0.0	0.0	0.0	0.3	0.3	0.0
Air Quality	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Environ. Health Services	0.6	1.0	-0.4	-0.3	-0.2	-0.1	0.3	0.7	-0.4
Total	1.0	1.3	-0.4	-0.3	-0.2	-0.1	0.7	1.1	-0.4

The under spend is within the Environment Health Services area and was due primarily vacancy management and reduced expenditure across the service on supplies and services, the main service areas and the reasons are:

- Staffing vacancy management (£72k)
- Dog warden service – new contract that commenced in 2017-18 ((45k)

- Gypsy Liaison Service due to savings in the cost of utilities associated with the two Gypsy and Traveller sites run by the service with the recent provision of individual water and electric meters provided by utility providers and occupants paying direct to providers.
- Food Safety - primarily due to reduced testing costs and increase in income from Safety Certification Service work (£100k)
- Animal Impound – Horse Impound contract due from reduction in demand for the service (£83k)

3.2 Children's Services

- Children Services overspent the £82.1m net expenditure budget (£477.1m Gross budget) by £3.3m. In arriving at this position the service delivered £2.3m of the £5.3m approved budget savings.

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Children's Services									
Directors Office	0.4	0.4	0.0	-	-	-	0.4	0.4	0.0
Learning Services	306.4	308.2	1.8	-302.6	304.5	-1.9	3.8	3.8	-0.1
Children's Social Care	63.6	70.5	6.9	-5.1	6.7	-1.6	58.5	63.8	5.3
Performance, Commissioning	41.3	44.0	2.7	-42.0	45.1	-3.0	-0.7	-1.0	-0.3
Deputy Director	65.3	64.8	-0.5	-45.2	46.3	-1.1	20.1	18.5	-1.6
Total	477.1	488.0	10.9	-395.0	402.6	-7.7	82.1	85.4	3.3

- There is £308.2m of gross expenditure in relation to schools included within the service expenditure which is primarily funded from the Dedicated Schools Grant.

3.2.1 Children Social Care Service

- Children's Social Care overspent the £58.5m net expenditure budget by £5.3m. The overspend was largely attributable to;
 - Increases in the overall numbers of Looked after Children (LAC) and Children requiring support, impacting on the cost of Purchased Placements (£1.5m overspend) and Fees and Allowances (£0.2m overspend).
 - The increases in LAC numbers results from an unexpected demand for care placements with over half of the demand coming from children and young people who are originally from outside of the Bradford district. There has also been an increase in the number of teenagers requiring placements.
 - Additionally, there have been increased costs in the private residential sector. Since 2013-14 the average cost of a Purchased Placements has increased by 20%.
 - Increases in costs have resulted partly from risks which attract a higher cost package of care (e.g. Child Sexual Exploitation, Children going missing, violent aggressive behaviour and self-harm amongst others).
- The increases in the numbers and costs of Looked After Children has consequently resulted in;

- The non-achievement of a budget saving plan to reduce the number of Looked after Children to 800 (£0.8m overspend).
- The non-achievement of a £0.9m budget savings plan to reduce the remaining Looked after Children in typically more expensive external purchased placements to in house care, as numbers are increasing.
- Reducing Agency Spend in Children’s Social Care £1m
- Child Protection Management Restructure £0.2m
- Administrative Support Restructure £0.1m

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

- Success in managing the proportion of children needing care. Bradford had 69.6 Looked after Children per 10,000 Children, compared with a statistical neighbour average of 82 per 10,000 Children. This figure is also significantly lower than the majority of core cites. Indicatively, if the numbers of Looked After Children in Bradford were the same as average statistical neighbour¹³ benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.
- Increasing Social Worker workloads: Caseloads per Social Worker in Bradford (18.8) are now above the national (16.1) and regional averages (15.6).
- Improving value for money in respect of placements. Actual costs reduced very marginally in 2017-18 while delivering a higher number of care nights.
- Our internal homes running at close to full capacity
- A 9% reduction since October 2016 in children who are on care orders as the child is now placed with parents. This saves the cost of providing support for the child through e.g. fostering or residential care.

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

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Placed with Parents	90	82	84	86	119	117
Placed for Adoption	39	53	63	38	24	25
Friends and Families	201	189	218	206	232	235
Foster Parents	386	383	349	365	365	371
Fostering Agencies (Ext)	39	37	32	32	38	57
Residential Care	60	70	68	63	58	51
Residential Care (Ext)	40	41	46	50	47	42
Other *	34	32	37	34	48	62
Total Looked After Children	889	886	897	874	931	960
Residence Orders	78	81	65	69	59	46
Adoption Orders	213	224	270	271	260	247

¹³ A benchmarking group consisting of Councils most similar to Bradford socio-economically.

Special Guardianship Orders	122	157	240	277	304	320
Total Chd in Permanent Arrangement	413	462	575	617	623	613
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573

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

Looked After Children – Purchased Placements

Purchased Placements overspent the £7.6m net expenditure budget by £1.5m.

- A Purchased Placement is an independent fostering placement, an external residential placement, a leaving care placement, or secure residential provision.
- There are several issues contributing to the pressure on purchasing external placements:
 - A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
 - An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
 - Some risks attract a higher cost package of care (e.g. Child Sexual Exploitation (CSE), Children going missing, violent aggressive behaviour and self-harm amongst others).
- The table below outlines that costs increased by 4.2% in 2017-18 and delivered higher numbers of care nights. It should be noted that since 2013-14 the net cost of Purchased Placements has increased by 35%.

	2013-14	2014-15	2015-16	2016-17	2017-18
Gross Costs £000s	6,686	6,320	9,150	9,130	10,137
Income £000s	(104)	-	(592)	(600)	(1,247)
Net Costs £000s	6,582	6,320	8,558	8,530	8,890
Foster care Purchased Nights	16,775	12,941	12,320	13,632	20,093
Secure Residential Care Nights	443	289	770	676	549
Residential Nights Purchased	14,125	13,156	17,829	18,506	14,783
Leaving Care Supported Nights	1,641	3,204	3,899	3,542	5,532
Total	32,984	29,590	34,818	36,356	40,957
Cost per Purchased Foster care Week £s	813	792	791	801	851
Cost per Secure Residential Week £s	4,215	5,152	3,381	4,416	4,119
Cost per Purchased Residential Care Week £s	2,037	2,226	2,421	2,444	2,440
Cost per Leaving Care Supported Week £s	827	1,003	1,076	1,349	1,310

- The number of purchased foster care nights increased by 47.4% and number of purchased Leaving Care nights increased by 56.2% in 2017-18 with a reduction of 20.1% and 18.8% in the more expensive purchased and secure residential nights. There was also a 18.8% reduction in secure residential care nights.

Fees and Allowances

- The in-house Fees and Allowances budget of £17.6m for Looked After Children and Children in Permanent Arrangements overspent by £0.2m mainly due to a 4.2% increase in number of Special Guardian Orders in 2017-18

- The table below provides a breakdown of the cost of the different placements. The weekly placement costs for Fostering is reducing mainly due changes agreed in September 2015. The Adoption service will be provided regionally from 2017-18 but Bradford will be still responsible for the payment of the Adoption Allowances relating to Bradford Children.

	2014-15	2015-16	2016-17	2017-18
Gross Costs £000s	18,496	18,436	18,890	18,386
Income £000s	(953)	(663)	(889)	(525)
Net Costs £000s	17,543	17,773	18,001	17,861
Average number of Adoption placements	270	271	260	247
Average number of Fostering placements	349	365	365	371
Average number of Friends & Family placements	218	206	232	235
Average number of Residence Order placements	65	69	59	46
Average number of Special Guardian placements	240	277	304	320
Overall Placements	1,142	1,188	1,220	1,219
Cost per Adoption Placement Week £s	225	233	254	245
Cost per Fostering Placement Week £s	554	518	492	492
Cost per Friends & Family Placement Week £s	222	233	242	232
Cost per Residence Order Placement Week £s	135	130	133	149
Cost per Special Guardian Placement Week £s	108	118	120	128
Average Cost per Placement Week £s	295	288	284	281

- The net cost £17.9 has marginally reduced compared to 2016-17 with the number of placements being similar to 2016-17.
- The service has been supported through the Council's Transformation Fund to increase and promote Foster Care. Prior to this, the service had a £10k marketing budget. A full time Recruitment and Marketing officer is now working within the service and has developed a recruitment plan to increase the number for Foster Carers.

Care Management

- The service overspent the £11.4m budget by £0.1m mainly due to pressure on the staffing budgets for the Children Assessment Team (£0.4m) and Children and Young People social work team (£0.2m), offset by a £0.4m underspend on the legal/court cost budgets of £1.0m. Court fees are reviewed annually so it is currently unclear if the saving will recur.
- There are 180 Social Workers (169 full time equivalents) in Children's Social Care directly employed by the Council as at December 2017. The service has been dealing with greater workloads in 2017-18

	2015-16	2016-17	2017-18
Total Referrals per month	420	520	
Total Single Assessments per month	701	881	925
Caseloads per Social Worker	12.7	16.1	18.8
Children subject to a Child protection plan	484	535	

- Department for Education Benchmarking information indicates that
 - Caseloads per Social Worker are now above the national (16.1) and regional averages (15.6).
- As at 31st December 2017 there were 298 children and young people identified as being at risk of child sexual exploitation (CSE). The Council had allocated £0.3m in 2015-16 for 2

years in support of CSE prevention. In 2017-18, the funding was provided through reserves and the Council has made this funding permanent from 2018-19 as part of the budget setting process.

Children In-House Residential Homes

- The In-house Children Residential units overspent the £5.6m budget by £0.5m mainly due to staff turnover, the use of agency staff, overtime and premises related costs.
- There has been an average of 51 Looked after Children placed in in-house residential/respite units during the financial year. 18,673 nights of care were provided at an average weekly cost of approximately £2,521, which is broadly comparable with purchased Residential care.

Children with Disabilities

- The £5.1m budget was fully spent in 2017-18.
- The £3.0m Children respite homes budget and the Home Support/Direct payments budget of £1.1m was fully spent in 2017-18.
- The Children with Complex Health Disabilities Team (CCHDT) overspent their staffing budget by £0.1m. The service has been allocated with a total of £0.1m of staffing budget savings since 2015-16. Shared Care services underspent the £0.4m by £0.1m due to a reduction in support payments.

Through Care and After Care Services

- Through and After Care services overspent the £5.8m net budget by £0.3m (£0.1m on staffing and £0.2m on placement costs). The service has continued to benefit by £0.2m from the Staying Put grant allocation which supports young people to continue to live with their foster carers once they turn 18 (the “Staying Put” duty). This duty came into force in May 2014.

	2015-16	2016-17	2017-18
Gross Costs £000s	5,950	6,168	7,142
Income £000s	(253)	(493)	(1,098)
Net Costs £000s	5,697	5,675	6,044
No of Care Leavers supported	422	430	463
Average Cost per Week £	259	253	250

- The number of care leavers has increased by 9.7% since 2015-16 but the average cost has reduced by 3.5% in the same period.

Targeted Early Help

- The Targeted Early Help service fully spent the £7.5m net budget in 2017-18. The service made a £0.9m budget saving in 2017-18.
- Early Help service underspent the £2.7m budget by £0.1m on salaries.

- The Youth Offending Team has a break-even position for the year on a budget of £1.1m. The service also received £1.2m of grant income from the Youth Justice Board.
- Family Support Services underspent their £2.0m budget by £0.3m on commissioning services.
- Supervised Contact budget of £1.2m was fully spent in 2017-18.
- The Family First service reported an adverse variance of £0.4m due to a reprofile of the number of families engaging on the scheme in order to generate an attachment fee payment from the government.

Innovation Fund (“B” Positive Pathways)

- Children’s Social Care Services have started the delivery of the Innovation Fund (“B” Positive Pathways or BPP) programme in 2017-18. The Government allocated £3.2m of funding over 2 years to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care. The BPP has three key elements; Hub Home and Specialist Children’s Homes, Mockingbird Fostering Model and PACE model of care. The BPP was officially launched by the Minister of State for Children and Families in October 2017. The BPP service operates its base at a Local Authority Children’s home, The Willows. BPP is fully funded for two years with the expectations that the service generates savings in order to operate in years three and four.

3.2.2 Performance Commissioning and Development

- Performance Commissioning and Development underspent the net budget of £11.1m by £0.1m.
- Bradford Children’s Safeguarding Board (BCSB) fully spent the £0.2m net budget
- Child Protection Services overspent the budget of £1.4m by £0.1m on their staffing budget. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 532 plans at 31st December 2017 compared to 525 in December 2016.
- The numbers of children who became the subject of a plan has seen a fall, with 609 plans starting in the year to December 2017 compared to 660 in the year to July 2017.
- The Commissioning Team underspent by £0.1m due to staff vacancies and delay in recruitment.
- The Travel Assistance budget of £10.4m underspent by £0.1m. The service has been unable in 2017-18 to contribute any further savings towards the £5.9m Council Travel Assistance savings.
- Workforce Development budget of £0.3m was fully spent in 2017-18.
- Bradford is one of the Education Secretary’s 12 Opportunity Areas (OAs) - these are social mobility ‘coldspots’ each receiving a share of £72 million to improve opportunities for young people in this community. Bradford will receive an allocation of £6m plus a further £5.5m from the £22m Essential Life Skills Funding targeted towards helping disadvantaged young people to develop life skills such as resilience, emotional wellbeing and employability. The investment will be across the entire Education

sector in Bradford and not all of the funding will be paid to the Council. The Service has been allocated £2.5m of this funding in 2017-18 for the programme.

3.3.3 Education, Employment and Skills

- Education, Employment and Skills underspent the £15.4m net expenditure budget by £1.8m.

Early Years - Children Centres

- The Children Centre net budget of £7.5m was underspent by £0.3m mainly due to staffing vacancies. The service is set to be reconfigured as part of the Transformation of Prevention and Early Help Services

Early Years Services

- Early Year Services net budget of £1.7m underspent by 0.6m. Children Play Services has a £0.2m favourable variance mainly due to income generation with further underspend of £0.2m on staffing and £0.2m on commissioning/partnerships budgets across the service.
- The service is set to be reconfigured as part of the Transformation of Prevention and Early Help Services

SEND and Behaviour

- SEND and Behaviour services underspent the £3.5m budget by £0.1m due to vacancies within the Education Psychology service.

Services for 5-25 Year olds

- The service underspent its 2017-18 budget by £0.5m. The School Governor Service has generated surplus income of £0.1m and the he Secondary Achievement/School intervention budget underspent by £0.3m

Education Safeguarding

- The Education Safeguarding net budget of £1.2m underspent by £0.1m due to income generation from penalty notices from school absences.

Employment and Skills

- The Employment and Skills service underspent the £2.3m net budget by £0.2m due to staffing vacancies.

Former Teachers/Lecturer Pension Payments

- The £5.6m budget in relation to pension payments to former teachers and lectures underspent by £0.1m due to a reduction in the number of payments. The number of payments has reduced from 1,588 in April 2017 to 1,526 in March 2018.

Curriculum ICT

- Curriculum ICT reported an adverse position of £0.1m due to shortfall in income generation. The service is transferring to the Council's Department for IT Services from April 2018 to investigate options on addressing the current shortfall in income.

3.3 Department of Place

Department of Place

- The department overspent the £100.5m net expenditure budget, (£164m gross budget) by £1.5m,
- £4.7m of the £6.1m budget savings were delivered as planned, and a further £0.3m in offsetting mitigating savings have been found, reducing the unachieved savings to £1.1m.
- Transfers into reserves and better use of budget requests total £1.4m and £0.1m respectively and have been detailed within the service narratives.

	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Directors Office	0.4	0.4	0.0	0.0	0.0	0.0	0.4	0.4	0.0
Fleet & Transport Services	13.3	12.8	-0.5	13.5	13.2	0.3	-0.2	-0.4	-0.2
Waste Collection & Disposal	32.4	34.2	1.8	6.1	5.9	0.2	26.3	28.3	2.0
Neighbourhoods & Street Scene	21.3	21.0	-0.3	6.6	7.3	-0.6	14.7	13.7	-1.0
Sports & Culture Services	41.5	45.4	3.8	21.1	24.4	-3.2	20.4	21.0	0.6
Economy & Development Services	21.2	20.9	-0.3	9.3	9.5	-0.2	11.9	11.4	-0.6
Planning, Transportation & Highways	33.9	35.0	1.1	6.9	7.3	-0.4	27.1	27.7	0.6
Place	164.1	169.6	5.5	63.6	67.6	-4.0	100.5	102.0	1.5

3.3.1 Fleet, Waste and Transport Services - Waste Services

- Waste Services over spent the £26.3m net budget (£32.4m gross) by £2.0m, comprised of a £1.9m over spend on Waste Disposal, £0.2m over spend on Waste Programme costs and a £0.1m under spend on Waste Collection.
- Of the £1.8m planned savings, £1.2m have been achieved; the £0.6m under achievement relates to;
 - Savings ref 3E4 £1m Alternate Week Waste Collection; £0.4m under achievement due to fewer round reductions than originally planned.
 - Savings ref 3E2 £0.3m Garden Waste; £0.1m under achievement as rounds were not reduced from 5 to 4 (but off-set by favourable income levels).
 - Savings ref 3E1 £0.2m Waste Minimisation; £0.1m under achievement due to insufficient income received from recyclable material sales.

Waste Disposal

- Waste Disposal over spent the £16.8m net budget (£18.2 gross) by £1.9m, mainly due to an over spend on Materials Recovery Facility (MRF) of £0.7m; an under achievement in income from sale of recyclable materials of £0.4m, an over spend on operational running costs for the Transfer Loading Stations (TLS) of £0.4m, and an over spend on treatment/disposal costs of £0.1m.
- Regarding the £0.7m over spend on MRF costs, it was anticipated that savings from a

reduction in residual waste treatment costs and increased income as a result of improved recycling rates would fund the MRF. However, unforeseen problems relating to contamination levels in kerbside recycling and resultant negative impact on MRF processing rates has created capacity issues resulting in higher than expected treatment/disposal costs, and insufficient savings to fund the MRF as planned.

- The under achievement in income was predominantly due to market forces, as prices paid have reduced significantly compared with previous years. The service has endeavoured to attain best prices possible by tendering on a monthly or bi-monthly basis.
- The £0.4m over spend on Transfer Loading Station operating costs resulted from one-off agency staff costs and extra ordinary vehicle repairs costs and is not expected to repeat in 2018-19.
- Disposal costs for residual waste treatment have exceeded budget by £0.1m, largely due to contamination issues and capacity problems at the MRF which resulted in additional tonnage requiring treatment, mainly between August and December. Additionally, the Beast from the East contributed to a number of missed bin collections with associated contamination issues. Had it not been for this additional tonnage, disposal costs would have underspent against budget by approximately £0.4m.
- Despite the over spend, collection tonnage data is encouraging, with kerbside residual waste showing a 15% reduction on the 2016-17 figure and kerbside recycling increasing by 36%.
- Additional equipment soon to be installed at the MRF should enable a greater throughput of recyclable materials and remedy some of the contamination problems, which will in turn convert more recycling to sales and reduce treatment/disposal costs.
- The service is also continuing with waste minimisation strategies, concentrating on education and awareness and targeting areas with poor recycling rates and performance.

Waste Disposal	2015-16	2016-17	2017-18
Gross Costs £000s	17,437	18,300	18,982
Income £000s	-1,469	-1,441	-1,066
Direct Net Costs £000s	15,968	16,859	17,916
Direct Non Controllable costs	1,079	1,359	1,213
Corporate and Dept Recharges	805	779	616
Net Costs	17,852	18,997	19,745
Waste Collected as Recycling (Tonnes)	64,928	68,409	69,792
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	148,380	143,462	139,920
Total before Trade Waste	213,308	211,871	209,712
Trade Waste Tonnes (Funded by Trade Waste)	20,106	20,273	20,584
Total Municipal Waste Disposed of (Tonnes)	233,414	232,144	230,296
Gross cost per tonne	£81.75	£86.37	£90.51
Net cost per tonne	£74.86	£79.57	£85.43

Waste Programme

- The Waste Programme, consisting of employees, fleet and supplies & supplies costs, linked to the delivery of waste minimisation strategies and project costs relating to alternate weekly collections, was funded from corporate reserves.
- Costs exceeded the £0.5m allocation by £0.2m but the programme successfully delivered the objectives with which it was tasked and alternate weekly collections were implemented successfully and to schedule.
- An additional £0.7m was spent on recycling bins, funded from capital resources.
- All funding identified from reserves, to accommodate Waste Programme costs, has now been spent; subsequently it is the department's responsibility to budget for on-going programme costs beyond March 2018.

Waste Collection

- Waste Collection, comprising of Refuse Collection, Recycling and Trade Waste, underspent the £7.5m net budget (£12.3m gross) by £0.1m.
- With the introduction of alternate weekly collections of residual and recycled waste, the Refuse Collection and Recycling services have now integrated, where the same crews and vehicles collect both types of waste.
- Outturn figures therefore incorporate both services and cost centres will be merged from 2018-19 onwards.
- The combined service balanced the £7.7m net budget (£9.2m gross).
- However, there will be significant budget pressures from April 2018 as the service is tasked with delivering an additional £1m savings, which were originally predicated on a 13 round reduction, which has not been possible due to operational requirements and property growth.

Kerbside Waste & Recycling Collection	2015-16	2016-17	2017-18
Gross Costs £000s	7,344	7,882	7,165
Income £000s	-336	-270	-307
Direct Net Costs £000s	7,008	7,612	6,858
Direct Non Controllable costs	1,436	1,392	1,477
Corporate and Dept Recharges	765	874	1,022
Net Costs	9,209	9,878	9,357
Tonnes collected from Recycling bins	17,977	20,534	27,997
Tonnes collected from Waste bins	132,413	128,441	106,551
Kerbside Tonnes collected	150,390	148,975	134,545
Gross Cost per Tonne collected	£48.83	£52.91	£53.26

- Garden Waste balanced the £0.4m net income budget, and collected higher levels of tonnage, and higher levels of income than 2016/17 when charging for the service was introduced.

Garden Waste Collection	2015-16	2016-17	2017-18
Gross Costs £000s	676	630	618
Income £000s	-6	-1,025	-1,112
Direct Net Costs £000s	670	-395	-494
Tonnes collected	10,899	8,085	8,622
Gross Cost per Tonne collected	£62.02	£77.92	£71.68

- Trade Waste overachieved the £0.2m net income by £0.1m, largely due to an increased income.

Trade Waste	2015-16	2016-17	2017-18
Gross Costs £000s	2,630	2,747	2,846
Income £000s	-3,158	-3,210	-3,393
Direct Net Costs £000s	-528	-463	-547
Tonnes collected	20,106	20,273	20,584
Direct Net income per tonne	-26	-23	-27

Fleet, Waste and Transport services - Fleet & Transport Services

- Fleet & Transport Services over achieved the £0.2m net budget (£13.3m gross) by £0.2m.
- This in the main is due to an under spend of £0.4m in Fleet and Transport Services which has been offset by an underachievement of income within Licencing and Land Charges.

Licencing

- Licencing has underachieved its £0.3m net income budget by £0.1m
- The number of licence applications (licencing act, gambling act and other) has increased slightly from the 2016/17. However, the average income per licence has decreased due to a different combination of licence applications during 2017-18.

Licencing	2015/16	2016/17	2017/18
Gross Costs £000s	169	168	159
Income £000s	(431)	(437)	(392)
Direct Net Costs £000s	(263)	(269)	(233)
Number of licence applications	2,102	2,118	2,124
Average income per licence application £	205	206	184

Land Charges

- Land Charges under achieved the net income budget of £0.3m by £0.1m. The introduction of VAT charges on local authority search requests came into effect during 2017-18. As prices were maintained at the same level, this has resulted in a reduction in income for 2017-18. There was also a one off correction of property rental income accounted for under Land Charges at the end of 2016/17 which was reversed in 2017/18.

Land Charges	2015/16	2016/17	2017/18
Gross Costs £000s	576	89	78
Income £000s	(923)	(544)	(277)
Direct Net Costs £000s	(347)	(475)	(199)
Number of search requests	3,371	3,299	3,254
Net income per search request*	274	165	85

Emergency Planning

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

Emergency Planning	2015/16	2016/17	2017/18
Gross Costs £000s	241	180	214
Income £000s	(5)		
Direct Net Costs £000s	236	180	214
Direct Non Controllable costs	17	12	19
Corporate and Dept Recharges	19	11	17
Net Costs	272	203	250

Fleet Services

- Fleet Services over achieved the net income budget of £0.2m by £0.2m (gross budget (gross budget £7.5m).
- This has been achieved through the vehicle workshop where reduced staff and maintenance costs.
- The number of jobs completed within 24hrs has reduced from 11,396 to 10,278 due to an increase in the number of more complex equipment repairs/ refurbishments linked in part to an ageing fleet, leading to vehicles being off the road for prolonged periods.

Fleet Services	2015/16	2016/17	2017/18
Gross Costs £000s	6,671	6,815	7,022
Income £000s	(7,498)	(7,662)	(7,686)
Direct Net Costs £000s	(827)	(847)	(664)
Direct Non Controllable costs	136	120	183
Corporate and Dept Recharges	3,002	541	524
Net Costs	2,311	(186)	43
Number of jobs completed within 24 hours	11,899	11,320	10,278
% of jobs completed within 24 hours	88%	86%	84%
Total number of vehicles sent for testing	160	157	150
Number of vehicles passed	154	155	141
% MOT passed	97%	98%	94%
Benchmark comparator pass rate	90%	90%	90%
Cost of Fuel Issued £000s	1,950	2,010	2,105

Hackney Carriages

- Hackney Carriages achieved the net income budget of £0.2m (gross budget spend £1m).
- The budget is ring fenced with the surplus achieved during the year being transferred into reserve.
- The number of safety inspections continues to increase due to the number of new drivers / vehicles being licenced.

Hackney Carriages & Private Hire	2015/16	2016/17	2017/18
Gross Costs £000s	877	975	1,142
Income £000s	(1,035)	(1,285)	(1,398)
Direct Net Costs £000s	(158)	(309)	(256)
Direct Non Controllable costs	47	45	76
Corporate and Dept Recharges	309	112	138
Net Costs	198	(151)	(42)
Number of Hackney carriage/ Private Hire safety inspections	3,466	3,688	4,052
Total Number of vehicles passed	2,275	2,372	2,769
% of vehicle inspections passed	66%	64%	62%

Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport underspent the £0.2m net budget (gross budget £1.1m) by £0.1m.
- The number of journeys continues to reduce as a result of reductions in demand following a review of the service and re-routing.
- The average cost per journey has however increased over the last 2 years as gross costshave continued to rise despite the decrease in the number of client journeys.

Adult Social Care Transport - Contracted	2015/16	2016/17	2017/18
Gross Costs £000s	998	1,029	945
Income £000s	(814)	(836)	(825)
Direct Net Costs £000s	184	193	120
Direct Non Controllable costs	79	63	13
Corporate and Dept Recharges	362	70	65
Net Costs	626	326	198
Adult - Number of client journeys 000s	89.6	78.5	69.3
Avg number of Service users transported per day	178	154	138
Avg cost per journey	11.13	13.10	13.64
Avg cost per client per year £s	5,603	6,668	6,831

SEN Children's & Adults In-House minibus transport

- The SEN Children & Adults Core In-house Transport service balanced the £0.4m net budget (£2.2m gross).
- The total number of client journeys has reduced by 19,000 (-5%) from 2015/16 to 350,000 in 2017/18.
- Passenger Transport Services is supporting the Travel Assistance Service (TAS) to review risk and provide options for alternative travel arrangements to improve occupancy levels.

SEN Children & Adults Core Transport - In House	2015/16	2016/17	2017/18
Gross Costs £000s	3,524	3,297	3,224
Income £000s	(1,918)	(1,730)	(1,675)
Direct Net Costs £000s	1,606	1,568	1,549
Direct Non Controllable costs	383	345	431
Corporate and Dept Recharges	492	-66	10
Net Costs	2,481	1,847	1,990
Children - client journeys	153,874	141,468	143,432
Children - Client numbers	419	366	370
Adult - client journeys	215,576	209,498	206,650
Adult - Client numbers	427	411	410
Total Client journeys	369,450	350,966	350,082
Total Client numbers	846	777	780
Avg Gross cost per journey £s	9.54	9.40	9.21
Avg Gross cost per client per year £s	4,161	4,243	4,134

SEN Children's Taxi Transport

- SEN Children's Taxi Transport has balanced the net budget of £0.0m as the service is recharged to Children's services.
- The gross cost of the service has increased by £326k (6%) since 2015-16 and the number of journeys has reduced. This has caused the average cost per client journey to increase from £16.58 in 2015-16 to £17.88 in 2017-18.

SEN Children Transport – Contracted	2015/16	2016/17	2017/18
Gross Costs £000s	5,651	5,954	5,977
Income £000s	(881)	(856)	(857)
Direct Net Costs £000s	4,770	5,098	4,120
Direct Non Controllable costs	93	83	126
Corporate and Dept Recharges	457	284	251
Net Costs	5,320	5,465	4,497
Number of client journeys 000s	340,804	340,286	334,374
Avg number of Service users transported	925	879	797
Avg cost per journey	16.58	17.50	17.88
Avg cost per client per year £s	6,107	6,767	7,499

Training Division

- The Training Division balanced its net nil budget (gross budget £0.1m).

3.3.2 Sports and Culture

Sports and Culture

- Sports & Culture overspent the £20.3m net budget (£41.5m gross) by £0.6m, largely due to overspends in Sports Facilities. Of the £0.9m planned savings £0.6m were delivered as planned. The unachieved savings relate to Sports and Culture staffing - £0.1m, Museums staffing - £0.1m and the Review of Tourism - £0.1m. The full year effect of the saving will be delivered in 2018/19.

Sports & Leisure

- Employee costs within Sports Facilities overspent the £5.7m budget by £0.6m. This is in the main driven by pressures due to spend incurred on monthly allowances & casual staff as has been reported throughout the year. Unadjusted figures show that Sports Facilities have had higher costs, lower income and lower attendances than in prior years, resulting in an increase in the subsidy per attendance in 2017/18.

Sports Facilities	2015/16	2016/17	2017/18
Gross Costs £000s	7,774	8,319	8,364
Income £000s	(4,555)	(4,741)	(4,957)
Direct Net Costs £000s	3,219	3,578	3,408
Direct Non Controllable costs	4,723	1,747	1,865
Corporate and Dept Recharges	1,384	1,215	1,374
Net Costs	9,325	6,540	6,647
Total Attendances 000s	1,834	1,822	1,784
Gross Managed Cost per attendance	£4.24	£4.57	£4.69
Income Per Attendance	-£2.48	-£2.60	-£2.78
Direct Net Subsidy per attendance	£1.76	£1.96	£1.91
Bottom line subsidy per attendance	£5.08	£3.59	£3.73

- It should however be noted the below factors have impacted on Sports Facilities costs and visitor numbers.
 1. Temporary closure of Eccleshill Leisure Centre between April & August 2017;
 2. Temporary closure of Baildon Recreation Centre between January 2016 & March 2017;
 3. The permanent closure of Nab Wood Sports Centre from the end of 2015/16;
- Once adjusted for, Sports Facilities performance was broadly in line with prior years.
- Ground works have commenced on a new Leisure Centre at Sedbergh Playing Fields as part of the Sports Facilities investment programme.

Parks & Green Spaces Service

- Efficiencies within Transport & Equipment have resulted in the service achieving a £0.2m favourable variance driven by lower levels of budget spend against Transport, Repairs & Maintenance & Petrol & Oil.

Bereavement Services

- Bereavement Services over achieved the £1.3m net income budget (£2.1m gross) by £0.2m, due mainly to higher than budgeted levels of grave purchases and income related to cremations.
- In 2016/17 approval was given for £17m of capital funding for the Bereavement Strategy subject to project appraisal.

Bereavement Service	2015/16	2016/17	2017/18
Gross Costs £000s	1,808	1,860	1,945
Income £000s	(3,008)	(3,303)	(3,304)
Direct Net Costs £000s	(1,201)	(1,443)	(1,359)
Direct Non Controllable costs	95	101	(29)
Corporate and Dept Recharges	144	152	164
Net Costs	(962)	(1,190)	(1,223)
Burials and Cremations Administered*	4,197	4,402	4,289

*Includes burials undertaken by CfM and burials of ashes

Culture Services

- Culture Services (which now includes Events) balanced the £9.7m net expenditure budget (£21.5m gross). There were overspends in Markets, Museums & Tourism although these were offset a good year for Bingley Music Live and underspends in Events.
- The £9.7m budget included £0.3m transitional funding in Libraries and Tourism to facilitate the delivery of savings during 2017-18. Between Qtr4 and Outturn an overspend on Museums (£0.1m) was identified although this is offset by the £0.2m underspend on Culture, Policy and Events, the overspend is explained by Hockney Gallery development costs which were incurred to ensure the new attraction opened as planned.
- A number of Culture Services remain in a transition phase, strategic reviews of Libraries, Museums, Markets and Events are being prepared. During the year a number of sites and activities transferred to community based settings or alternative means of delivery were being prepared for. Tourism and Community Halls are already further along the path toward being smaller community led services albeit aiming to deliver the same outcomes.
- Reserves are earmarked to support Culture transition, these remain intact at the start of 2018-19 but will be utilised to procure specialist support in the year ahead. Theatres reserves increased by £0.2m and will pay for electronic signage improvements in 2018.

Theatres & Community Halls

- Theatres & Community Halls balanced the £0.9m net expenditure budget. This was despite the continuing closure of St George's Hall while the part Heritage Lottery Funded restoration takes place. Ticket sales at the Alhambra were aided by the most successful Pantomime in the region and shows such as War Horse. They were however lower than 2016/17 which had a number of blockbuster shows.

Theatres	2015/16	2016/17	2017/18
Gross Costs £000s	10,805	13,229	10,154
Income £000s	(9,741)	(12,679)	(9,730)
Direct Net Costs £000s	1,064	550	424
Direct Non Controllable costs	(1,558)	422	497
Corporate and Dept Recharges	1,128	1,128	781
Net Costs	634	2,100	1,702
Alhambra Ticket Sales	273,176	343,209	285,687
St Georges Hall Ticket Sales	77,000	0	0
Total Ticket Sales	350,000	343,209	285,687
Gross Managed Cost per ticket	£30.86	£38.54	£35.54
Income per ticket	-£27.82	-£36.94	-£34.06
Net Managed subsidy per ticket	£3.04	£1.60	£1.48
Bottom Line subsidy per ticket	£1.81	£6.12	£5.95

- Community Halls are being handed to local community groups to run with several agreements already completed. The six remaining Council managed community halls will by 2019 have made the transition to community management and so will achieve the net budget savings (£130k) by 2019.

Community Halls	2015/16	2016/17	2017/18
Gross Costs £000s	556	650	571
Income £000s	(310)	(396)	(419)
Direct Net Costs £000s	246	255	152
Direct Non Controllable costs	580	215	540
Corporate and Dept Recharges	112	105	105
Net Costs	938	574	797
Total Sessions	4,238	4,393	4,006
Direct Net subsidy per session*	£58.01	£57.99	£38.05
Bottom Line subsidy per session	£221.32	£130.72	£198.95

Libraries Service

- Libraries close attention to resource planning paid off with a small (£27k) favourable underspend against the total net £4.5m budget. The service also tracked the impact of transferring sites into community managed settings, thereby achieving targeted saving of £100k set in the year.
- Libraries are showing a continued downward trend in the number of visitors over recent years, however this is partially due the changing nature of the Service where more people are renewing on line rather than visiting the Library.

Libraries	2015/16	2016/17	2017/18
Gross Costs £000s	3,804	4,050	4,230*
Income £000s	(144)	(107)	(208)
Direct Net Costs £000s	3,660	3,942	3,942

Direct Non Controllable costs	(95)	330	471
Corporate and Dept Recharges	849	686	753
Net Costs	4,413	4,958	5,166

Books and Media Loans (Sitelib13)	1,077,728	1,072,853	1,000,810
Number of New Borrowers (Sitelib_08)	13,255	14,190	12,486
Number of Visits (Sitelib01)	1,394,170	1,362,386	1,230,959

Gross direct cost per visit	£2.73	£2.97	£3.44
Bottom line subsidy per visit	£3.17	£3.64	£4.20

*Includes one off costs associated with redundancies

Museums and Galleries

- The Museums and Galleries service over spent the £3.1m budget by £0.1m, linked to costs associated with the Hockney Gallery at Cartwright Hall.
- Despite the financial limitations, Museums and Galleries have been able to present a programme of exhibitions including Hockney and the Royal Collection, and visitor numbers have increased from last year.

Museums	2015/16	2016/17	2017/18
Gross Costs £000s	2,507	2,795	2,774
Income £000s	(320)	(572)	(468)
Direct Net Costs £000s	2,187	2,223	2,307
Direct Non Controllable costs	814	731	828
Corporate and Dept Recharges	501	475	588
Net Costs	3,502	3,430	3,722
Number of visits	212,937	211,922	228,186
Net direct cost per visit	£10.27	£10.49	£10.11
Bottom Line subsidy per visit	£16.44	£16.18	£16.32

- As a result of the opening of the Hockney Gallery, visitor numbers at Cartwright hall increased from 42,000 in 2016/17 to 62,000 in 2017/18.

Tourism Service

- Tourism overspent the £0.7m net budget by £0.1m, with staffing and premises costs closing higher than planned. The service saw the loss of transitional funding in 2017-18. The timing in delivery of strategic change in the service took a little longer than anticipated but will be fully achieved in 2018-19. In response to funding changes new visitor information channels are being developed including joint partnership working with Ilkley Parish Council and Shipley College.

Tourism	2015/16	2016/17	2017/18
Gross Costs £000s	728	785	917
Income £000s	(118)	(96)	(95)
Direct Net Costs £000s	610	688	822

Direct Non Controllable costs	37	30	48
Corporate and Dept Recharges	170	118	157
Net Costs	817	836	1,027

Markets Service

- The Markets Service under achieved the £0.5m net income budget by £0.2m due mainly to increases in vacant market stalls at the indoor and outdoor venues. This has meant not only a loss of income but in the case of indoor markets increased expenditure in terms of increased Business Rates liabilities. Council policy is for the surplus or deficit balance on the markets account be paid into or out of the Markets Reserve. The closing balance on the reserve reduced in 2017-18 from £1.1m to £0.7m.
- At the Oastler Centre, there has been a gradual decline in occupancy numbers over the past few years, which was compounded by the closure of Morrison's Westgate store, in April 2016.
- The service plans to vacate the Oastler site in favour of a new food focussed market on Darley Street. A markets reserve fund will help support ongoing and future revenue commitments as plans progress for future provision.

Markets	2015/16	2016/17	2017/18
Gross Costs £000s	1,895	1,916	2,138
Income £000s	(2,838)	(2,721)	(2,580)
Direct Net Costs £000s	(943)	(805)	(442)
Direct Non Controllable costs	845	102	(1,135)
Corporate and Dept Recharges	421	413	475
Net Costs	323	(290)	(1,102)
Avg Units Occupied	629	597	537
Visitor Numbers 000s	5,829	5,562	5,233
Gross Service Managed Cost per unit occupied	3,010	3,206	3,976
Income per occupied unit	(4,508)	(4,553)	(4,797)
Net Cost per occupied unit	(1,498)	(1,346)	(821)
Bottom Line Net Cost per occupied unit	513	(486)	(2,052)

Culture Policy & Events

- The service overachieved the £1.4m net budget by £0.2m. This was down to a very successful year for Bingley Music Live when the good weather and a strong line up served to deliver a sell-out.
- Other events included the City Centre events programme and support for other events across the district.

Culture Policy & Events	2015/16	2016/17	2017/18
Gross Costs £000s	2,140	2,533	2,501
Income £000s	(1,036)	(906)	(1,383)
Direct Net Costs £000s	1,103	1,627	1,119
Direct Non Controllable costs	16	15	23
Corporate and Dept Recharges	102	134	117

Net Costs	1,221	1,776	1,259
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- The service is currently being supported by £0.2m of transitional funding, which will be removed in 2018-19. However, £0.1m has been added to the budget, as a recurring investment, for match funding for events.

3.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services underspent the £14.7m net expenditure budget (£21.3m gross budget) by £1m and delivered the £1.4m of planned savings.
- The under spend of £1m was achieved as a result of higher than expected revenues and staff vacancies within Uniformed Services and Customer Services.

Street Cleansing

- Street Cleansing under spent the £5.9m net budget (£6.1m gross) by £0.1m, as a result of lower than budgeted expenditure on employees (£0.1m) and transport (£0.05m) and income exceeding target (£0.07m). This combined £0.2m was off-set by an over spend on supplies & services of £0.08m linked to the purchase of solar powered compacting bins.

Street Cleansing	2015-16	2016-17	2017-18
Gross Costs £000s	4,489	4,932	5,022
Income £000s	-162	-175	-225
Direct Net Costs £000s	4,327	4,757	4,797
Non Service Managed costs	1,068	861	1,030
Corp & Dept Recharges	802	732	825
Net Costs	6,197	6,350	6,652
Spend per population per year (based on gross cost)	£8.50	£9.28	£9.40
Bottom line spend per head per year	£11.73	£11.95	£12.45

Environmental Services

- Environmental Services, comprised of Pest Control & Environmental Enforcement, balanced the net £0.5m net budget (£0.7m gross).
- The Pest Control service ceased to exist from April 2018, in line with approved savings, and has been winding down operations during 2017/18.

Neighbourhood Services

- The combined £2.9m net budget (£3.9m gross) for Safer & Stronger Communities and Neighbourhood Support Services under spent by £0.1m.
- Safer & Stronger balanced the net £1.3m net budget, supported by external funding from West Yorkshire Police and Crime Commissioner, and government.

- Of the £1.5m income, £0.7m has been received from government to fund the 'Controlling Migration' project. This will fund a two year project to support cohesion projects, English language sessions and additional services which will target health and early intervention.

Safer & Stronger	2015-16	2016-17	2017-18
Gross Costs £000s	2,812	2,751	2,665
Income £000s	-1,102	-833	-1,455
Direct Net Costs £000s	1,710	1,918	1,210
Direct Non Controllable costs	35	36	85
Corp & Dept Recharges £000's	184	114	180
Net Costs £000's	1,929	2,068	1,475
Spend per population per year (based on gross cost)	£5.32	£5.18	£4.99

- Neighbourhood Support Services under spent the £1.5m net budget by £0.1m as a result of lower than budgeted employee costs.
- The service comprises five Area Committee cost centres, covering the costs for Area Coordinators, Ward Officers and a fund for small grants to local organisations, schools, community groups and charities.

Neighbourhood Service	2015-16	2016-17	2017-18
Gross Costs £000s	1,387	1,328	1,328
Income £000s	-4	-1	-5
Direct Net Costs £000s	1,383	1,327	1,323
Direct Non Controllable costs	102	86	127
Corp & Dept Recharges	315	203	349
Net Costs	1,800	1,616	1,799
Spend per head of population per year	£2.63	£2.50	£2.48

Uniformed Services

- Uniformed Services under spent the £0.9m net income budget (£3.9m gross) by £0.6m. Revenues received in Uniformed Services from parking tickets and parking and bus lane fines exceeded the £4.8m budget by £0.3m, however, levels are down compared to 2016-17.
- Most of the reduction is attributable to fines, with a significant drop in bus lane contraventions due to an increase in bus lane camera awareness, and cameras changing behaviour as intended.
- Revenues from parking tickets has increased slightly when compared with 2016-17, due to installation of new meters and amended tariffs in some areas.
- The service benefitted from one-off rates rebates, as a result of rates revaluations, creating a favourable variance to budget of £0.2m.

Gross Costs £000s	3,487	3,483	3,425
Income £000s	-5,861	-5,420	-5,176
Direct Net Costs £000s	-2,374	-1,937	-1,751
Direct Non Controllable costs	576	201	272
Corp & Dept Recharges	655	552	559
Net Costs	-1,143	-1,184	-920
9301 Tickets	-1,948	-1,930	-1,946
9303 Contract Parking	-142	-149	-129
9343 Fix Penalty Fines	-2,429	-1,932	-1,486
9345 Parking Fines	-1,271	-1,313	-1,469
Other	-71	-96	-146
TOTAL Revenues	-5,861	-5,420	-5,176

Customer Services

- Customer Services under spent the £3.7m budget by £0.1m, largely due to savings on staffing costs within Face to Face Customer Service Centres.

Customer Services - Face to Face	2015-16	2016-17	2017-18
Gross Costs £000s	1,258	1,286	1,259
Income £000s	0	0	0
Direct Net Costs £000s	1,258	1,286	1,259
Direct Non Controllable costs	92	77	117
Corp & Dept Recharges	-1,350	-1,363	-1,376
Net Costs	0	0	0
Total Face to Face contacts	128,038	128,117	135,390
Gross cost per contact	£9.83	£10.04	£9.30

Customer Services - Telephony	2015-16	2016-17	2017-18
Gross Costs £000s	1,724	1,776	2,008
Income £000s	0	0	0
Direct Net Costs £000s	1,724	1,776	2,008
Direct Non Controllable costs	89	81	140
Corp & Dept Recharges	-1,813	-1,857	-2,148
Net Costs	0	0	0
Calls Answered 000s	601	753	792
Calls Offered 000s	799	947	912
% Answered	75%	80%	87%
Gross Cost per Call answered	£2.86	£2.36	£2.58

- In order to facilitate the channel shift from face-to-face contacts to telephony and automated services, the service submitted a capital bid and was successful in securing £0.25m. This funding will enable the purchase of new software and equipment and also adaptations to buildings where necessary.
- The new software will allow customers to log requests and queries then track progress, so reducing contact for progress updates.
- However, activity data for Britannia House shows an increase in visitor numbers, partly as a result of the closure of Jacobs Well and also due to more services migrating into

Britannia House.

- Visitor numbers are likely to further increase in 2018/19 as a result of legislation changes that will prompt more people to seek advice.

Youth Service

- The £2.4m Youth Service net budget (£2.8m gross) outturned with a £0.1m under spend, which was predominantly on employee costs.
- This was due to vacancies and staff secondments, but is not likely to recur in 2018/19 following recent recruitments.
- The service was supported by £0.3m in grants and contributions during 2017/18 and funds have been secured for the next three years.
- Funding from Creative Support will enable a multi-tiered programme of support to young people, involving collaborative working between the Youth Service and Children & Adolescent Mental Health Services (CAHMS) and other organisations such as Barnado's.
- In relation to this funding, the role of Youth Services' practitioners is to support and promote emotional wellbeing of young people that have been referred by CAHMS, concentrating on early intervention, in a bid to avoid crisis management at a later date.

Youth Service	2015-16	2016-17	2017-18
Gross Costs £000s	3,137	2,773	2,414
Income £000s	-237	-176	-365
Direct Net Costs £000s	2,900	2,597	2,049
Direct Non Controllable costs	256	484	299
Corp & Dept Recharges	673	588	478
Net Costs	3,829	3,669	2,826
Attendees in last qtr	4,644	3,811	2,900
Attendances	56,595	48,694	40,655
Gross Cost per attendance	£55.43	£56.95	£59.38

3.3.4 Economy and Development Services

- The service ended the year with an underspend of £0.6m against the £8.1m net budget, a £0.2m increase from Qtr 4. The reason for the increase in underspend relates to spending constraints on a range of budgets including within the Education Client Services Team and Economic Development.
- The increase in underspend on Economic Development was due to a number of reasons including the launch of commissioning of the programme delivery being held back and the contribution to Leeds City Region from the Business Rates Pool rather than revenue budget.

- Economy and Development Services achieved in full £0.3m of targeted savings.
- There were £14.4m of corporate and service earmarked reserves within Economy and Development Services at the start of 2017-18. A number of transfers were made during the year including surplus rental income on Housing Development and Housing Strategy, HMO Licensing within Housing Operations, and a number of movements within Economic Development of which the most significant at the end of the year were the Business Rates Pool (£402k) and Business Support (£415k). E&DS' reserves closing balance was £12m.
- Two reserve requests have been submitted for Economic Development - £83k (Ad:Venture and Comm Enterprise) and £186k (Economic Strategy).
- A Better Use of Budget request of £25k was also submitted for Housing Operations to carry forward funding to complete the ongoing commission relating to the Council's role in future housing delivery. This piece of work will be completed in Quarter 1 2018/19.

Housing Operations

- The service balanced the £0.7m net expenditure budget.

Housing Operations	2014/15	2015/16	2016/17	2017/18
Gross Costs £000s	1,190	1,118	1,145	1,514
Income £000s	(341)	(414)	(419)	(829)
Direct Net Costs £000s	849	705	727	685
Direct Non Controllable costs	158	563	1,509	213
Corporate and Dept Recharges	337	291	270	284
Bottom line Net Revenue Costs/(Income)	1,344	1,559	2,506	1,182
Disabled Facilities Grants Cumulative £000s	2,746	3,288	3,681	4,242
No of Long Term Empty Homes in the district	3,942	4,154	3,944	3,931
No of Long Term Empty homes bought back into use	0	5,651	4,784	4,559*
Number of service requests - Empty Homes	486	303	456	481
Number of service requests - Housing Standards	1,320	1,491	1,727	1,834
No of Housing Standards inspections	849	1,114	1,219	1,136
Number of Disabled Facilities Grants enquiries	489	602	561	532
Number of Disabled Facilities Grants completed	236	240	317	323
Avg Cost per DFG completed including admin costs	£11,636	£13,698	£11,613	£9,806

*latest available figure as of February 2018

- There has been a continued trend in the increase in requests for service from the Housing Standards team which deals with the enforcement of housing standards in the private rented sector (PRS) with a 6% increase in requests received in the last year.
- This increase in demand is likely to reflect the increasing size of the PRS and the high incidence of poor standards, but is also reflective of the increasing use of the private rented sector through the Council's Private Sector Lettings Service (PSLS) as the Council's responsibilities under the Homelessness Reduction Act increase as all properties used are inspected by the Housing Standards team prior to use.
- The introduction of new statutory responsibilities under the Housing and Planning Act 2016 have further increased pressure on the service with the introduction of civil penalty notices during 2017/18. This is to be followed by the introduction of a Rogue Landlord register,

banning orders and the extension of the mandatory licensing scheme for Houses in Multiple Occupation during 2018/19 all without any additional resources.

- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, has continued to increase with an average of 44 new referrals/month being received by the Housing service during 2017/18. The number of DFG completions (where the planned adaptation has actually been installed) has increased by a further 2% in the last year.
- While this number is similar to the amount of adaptations delivered last year, it represents a 66% increase compared with 2013/14 highlighting the increase in the volume of the work carried out by the team. The indications are that demand is likely to continue at a similar level during 2018/19 in line with the strategy of keeping people independent for longer.
- The empty homes team have sustained performance in relation to the number of long term empty properties that have been brought back in to use through their intervention. This work not only brings properties back into use, but also contributes to the New Homes Bonus that the Council receives. The previous success of the Empty Homes Programme means that the empty properties that the team are now working on are the more difficult and protracted cases, which means that sustained performance is a positive. The social value in terms of removing potential blights on neighbourhoods also increases with these properties.
- The Housing Operations team delivers the Council's financial assistance programmes for vulnerable homeowners. Assistance is offered primarily through equity share loans with a minimal grant available as a last resort where no equity is available. Demand for financial assistance has increased significantly during 2017/18 with a 70% increase in enquiries and a 21% increase in the number of homeowners receiving assistance in the last year.
- The Housing service has taken responsibility for delivering financial assistance with flood resilience measures to residents affected by the floods in early 2017. 803 homes were affected and the team worked closely with those affected; other Council departments and other agencies to provide assistance through grants of up to £5,000 per property. To date the service has delivered 486 completed grants with a value of £2.2m with a further 5 approved but not yet paid grants with a further value of £25,000.

Housing Development

- The service balanced the £0.3m net revenue budget. The work of both the Empty Homes and Housing Development and Enabling teams contributes towards the Council's New Homes Bonus (NHB) which will result in a NHB payment of £11.7m for 2017-18.

Housing Development	2014/15	2015/16	2016/17	2017/18
Gross Costs £000s	293	308	233	305
Income £000s	(758)	(828)	(975)	(1,249)
Direct Net Costs £000s	(465)	(519)	(741)	(944)
Direct Non Controllable costs	4,111	4,176	2,078	5,060
Corporate and Dept Recharges	79	49	38	122

Bottom line Net Revenue Costs/(Income)	3,726	3,705	1,375	4,238
NI155 No of affordable homes delivered	306	31	184	240
CIS_05 NI154 No of additional homes (net)	1,320	1,338	1,334	1,552

- There are currently 5 new build housing schemes on site delivering 200 new homes, all of which will complete in 2018-19. The properties meet exacting social housing standards also benefiting from energy efficiency measures to help minimise running costs to tenants
- Developments onsite include an extra care housing scheme in Oakworth, Keighley; 69 one and two bedroom apartments offering older people independent living in a home of their own but with access to around the clock Adult Social Care and support if and when required. Alongside the extra care scheme, a residential care facility offering respite and 50 community care beds is also underway. Funding from the Department of Health of £2.76m has been secured through Homes England to support the delivery of the extra care element of the scheme.
- Unaudited figures for the total number of net additional homes, indicates that there was a slight increase with 1,552 new homes being delivered. Delivering housing growth within the District to meet the target of 8,000 new homes by 2020 continues to be a challenge, as it is reliant on market forces. Of the new homes delivered, 240 were affordable homes, a 55% increase on the previous year.

Housing Strategy and Access

- The service ended the year balancing the £1.8m net budget.

Housing Strategy Access to Housing	2014/15	2015/16	2016/17	2017/18
Gross Costs £000s	1,376	2,051	2,492	3,757
Income £000s	(213)	(314)	(434)	(2,042)
Direct Net Costs £000s	1,163	1,738	2,058	1,715
Direct Non Controllable costs	54	97	129	195
Corporate and Dept Recharges	501	565	687	616
Bottom line Net Costs/(Income)	1,718	2,400	2,874	2,526
Bed & Breakfast New Bookings	384	479	538	543
Other Temp Accom Bookings	240	207	430	385
Average Bed & Breakfast Stay Length (nights)		9.5	9.0	8.7
Homeless Prevention Assessments Started	7,516	7,806	8,639	8,659
Homeless Prevention Assessments Closed	7,059	7,798	8,251	8,164
Homeless Decisions	826	1,219	1,107	770
Homeless Acceptances	294	405	413	354
Private Tenancies Started		84	132	161

- Housing Options Casework (including homelessness prevention) – 8,659 homelessness prevention cases were started during 2017/18, which is almost exactly the same as 2016/17. This appears to represent a levelling out of service provision after a trend increase over several years, reflecting both a service focus on early intervention and prevention, and on-going intensifying pressures on homelessness from factors such as welfare benefit reductions, sanctions and budget reductions in related services. However, it is anticipated that with the roll-out of Universal Credit and the adoption of the

Homelessness Reduction Act that a further increase of casework will occur in the coming year.

- Private Rented Sector Lettings Scheme - In 2017/18, 150 new private tenancies were created for customers in housing need. This is the second year of this service and it is now established in the District having undertaken various marketing launch activities to publicise the scheme with landlords. Initial targets for the service were to create 100 tenancies per year, which was comfortably surpassed in 2016-17 with 135 and again this year.
- Bed & Breakfast placements - Long-term work is underway to hold down the usage of Bed and Breakfast accommodation for homeless clients. During 2017-18 there were 5,937 nights of Bed & Breakfast used – an increase on 2016/17 (5,395 nights). Correspondingly, the cost of placements in 2017-18 was £430k - an increase on the 2016-17 figure of £328k.
- Refugee Resettlement – The Council resettled 110 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2017-18. The scheme is delivered in partnership with Horton Housing Association.
- Housing Related Support – The Housing Options service has delivered the application, referral and placement system to the District’s Housing Related Support provision on a rolling programme to support clients with multiple generic needs, multiple needs with high risk, young people at risk and those who are homeless. On a rolling programme over 2017/18, the service supported over 930 clients per Qtr. The Service also has specific responsibility for supporting Domestic Violence victims and in 2017-18 helped 77 clients in refuge accommodation and resettlement support for 122 clients.
- No Second Night Out – This Council commissioned service helps individuals who are rough sleeping or at risk of rough sleeping. In 2017-18 they provided assistance to 739 people. NSNO also provided emergency accommodation for over 150 people, with 377 bed-spaces for rough sleepers, over the winter period when the temperature fell below zero as part of the District’s Cold Weather provision. This led the service to be able to secure ‘long term accommodation’ for 67 cold weather clients.

Education Client Services

- In delivering the Council strategic education investment priorities, the team ended the year with an underspend of £0.2m against their net budget of £1.7m.

Education Client Services	2014/15	2015/16	2016/17	2017/18
Gross Costs £000s	2,652	2,553	1,719	1,505
Income £000s	(5)	(44)	(17)	(131)
Direct Net Costs £000s	2,647	2,509	1,702	1,374
Direct Non Controllable costs	76	106	93	112
Corporate and Dept Recharges	294	410	216	167
Bottom line Net Costs/(Income)	3,017	3,025	2,011	1,653

- ECS has a team of professional specialists in Project, Programme and Contract Management.

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

	2010-2015 delivered	Outturn 2017-18	Future Years
Number of Schools Expanded	48	7	19
School Expansion Projects Delivered (in phases)	118 to date	0	0
Number of New School Places Created	8,315 to date	267	1,791
School Expansion Capital Spent	£124m	£6.2m	£30m
Number of Major Schools Repair Projects	119	46	92
Major School Repair Capital Spent	£14m	£4.4m	£8.5m
Academy Conversions Completed	34	17	8
School Crossing Patrols Maintained		94	94
Swimming Pool Schemes Commenced	2	1 started on site	1 being planned at Squire Lane
PFI Contract Deductions Administered	£3.6m to date	£90,000 (£150,000 Disputed)	
PFI contract change notices	1,879 to date	175	
Additional Schemes Delivered: <ul style="list-style-type: none"> • 2YOO (2 year old offer) • UIFSM (Universal Free School Meals) • District PRU (Pupil Referral Unit) • Tracks PRU (Pupil Referral Unit) 	102 schemes (£7.7m) 66 schemes - £4.3m 33 schemes - £1.96m 1 scheme - £1m 2 schemes - £390k 1 contract	<ul style="list-style-type: none"> • 30-Hour Offer Nursery Places 	TBC
Grant Income Secured	£76m	<ul style="list-style-type: none"> • New SEMH School (£10-15m) 	
New SEMH (SEN) School	NA		
External Consultancy Contracts Delivered		<ul style="list-style-type: none"> • 1 - Better Start 	1 - Better Start Bradford

		Bradford	
New schemes for Place	NA	<ul style="list-style-type: none"> • St Georges Hall - work ongoing • Markets Relocation – work ongoing • City Hall – bid Submitted. Odeon - commenced work April 2018 	

Economic Development

Economic Development Services – Delivery

The service underspent the £1.8m net expenditure budget by £0.4m.

Economic Development - Delivery	2014/15	2015/16	2016/17	2017/18
Gross Costs £000s	2,334	1,871	1,557	2,522
Income £000s	(263)	(383)	(482)	(1,253)
Direct Net Costs £000s	2,071	1,488	1,075	1,269
Direct Non Controllable costs	127	2,733	1,705	128
Corporate and Dept Recharges	276	237	390	368
Net Costs	2,474	4,458	3,169	1,766

Economic Development Services – Delivery

- The Broadway shopping centre which opened in November 2015 has become a focal point for a growing city centre restaurant and leisure offer, and The Light Cinema, multi-screen cinema, opened on the 11th May 2018.
- Other developments led by Economic Development include the continued support of a private sector-led development group, to put together proposals for a Bradford City Centre Business Improvement District. A full business plan has been developed and will be presented to business in June 2018.
- Work has continued on One City Park to develop the delivery model in line with the funding agreement with the Combined Authority. The development opportunity was launched at the October 2017 MIPIM (UK) event to gauge market appetite as collaboration with an experienced development partner is essential to facilitate delivery. This was followed by an invitation for informal expressions of interest to the development/investment sector which produced some positive returns.
- Elsewhere in the District, Baildon Business Park has now reached its final stages. The developer has redesigned the final two phases of the scheme to meet the demands of companies wishing to be located on what has proven to be a very popular location. The construction of the 12 units began on site in late March 2018 and completion of the whole development is due by the end of 2018. Produmax have taken a second unit which is now being fitted out. Canvasman moved onto site in late 2017 and the 12 new units have all

been sold prior to completion.

- EDS Delivery team continue to support the Enterprise Zone projects. Gain Lane secured planning permission in December 2017 and is now ready to begin on site once approval of funding from WYCA is approved. This will provide over 300,000 sq ft of new development on the Bradford/Leeds boundary. Site investigations of Staithgate Lane and design work at Parry Lane will be undertaken in 2018.
- In addition to the businesses supported through the City Growth Zone outlined below, the Inward Investment team work with a number of existing larger businesses both foreign and overseas owned to facilitate significant investment in the district. Successful investment projects of all types handled by the team totalled over £41 million investment and created 455 jobs in the last 12 months. The team also work with the LEP to develop the joint Leeds City Region working on inward investment.

Economic Development Services – Programmes

The Service ended with a £0.1m overspend against its net budget of £1.7m.

Economic Development - Programmes	2014/15	2015/16	2016/17	2017/18
Gross Costs £000s	3,166	2,151	2,214	1,843
Income £000s	(1,658)	(751)	(125)	(132)
Direct Net Costs £000s	1,508	1,400	2,089	1,711
Direct Non Controllable costs	32	323	319	71
Corporate and Dept Recharges	224	155	118	98
Net Costs	1,764	1,878	2,526	1,880

Economic Development Services – Programmes

- EDS are responsible for large scale initiatives supporting the local economy. Among these is the City Centre Growth Zone. £17.6m of Regional Growth Fund money was secured to deliver the City Centre Growth Zone matched with £17.5million of Council resource.
- The City Centre Growth Scheme supports new business to move into the City Centre and existing businesses to grow. The last 12 months saw 11 businesses being awarded Business Rate Rebates in recognition of their job creation. The Priority Streets Scheme awarded capital grants to 2 businesses. Last year saw 66 new jobs (55.5 FTE) created as a result of these investments.
- Community Led Local Development Programmes for Bradford Central and Keighley secured European Structural & Investment Fund monies for programmes in two areas of the most disadvantaged areas of the District that aim to stimulate the local economy to deliver jobs and growth, by supporting activity that addresses the local needs and opportunities. The Council is acting as Accountable Body, working with lead delivery partners Action for Business Ltd and CNet in Bradford and Airedale Enterprise Services in Keighley.
- The team commissioned the 'Northern Max' business support project, delivered at the Digital Exchange in Little Germany. The project, project part-funded through the

Ad:Venture programme, provided an intensive market-access focussed accelerator for 20 digital health start-ups from across the city region.

3.3.5 Planning Transportation and Highways

- Planning Transport and Highways overspent the £26.6m net expenditure budget by £0.6m.
- In 2017-18 PTH had a shortfall in income for Building Control Fees (£0.4m), higher than planned spend on both Street Lighting (£0.8m) and Winter Maintenance (£0.5m). An underspend arose due to changes to the Local Plan programme, which was deferred into 2018-19, this equated to £0.6m, although the allocated funds are one off. Structural pressures in Street Lighting and Building Control are to be subject to budget recovery plans in 2018-19.
- PTH outturn results represent deterioration since Qtr 3 as there was a sustained period of cold weather which resulted in a larger Winter Maintenance operation than planned. Highlighted issues for Planning Services were;

Policy/Local Development Framework;

- The service continued to lead on the delivery of the Local Plan for the District and underspent by £0.6m in 2017-18. This was due to the Secretary of State holding direction on the Core Strategy, together with national planning reforms and resulting re-programming of the Local Plan site allocations work. The unspent balance is recommended to be moved to a reserve to help fund the Local Plan in 2018-19.

Building Control Services

- Building Control under achieved the £1.2m Building Control Fees budget by £0.4m which represented a deterioration of £0.1m compared to 2016-17.

Development Services

- Development Services underspent the £0.2m net budget by £0.3m. The Service collected £2.26m of Planning Fees in 2017-18 compared to £1.8m in 2016-17 which was a result of more detailed major applications which carry a significant larger fee. Planning Fee charges were increased by 20% on the 17th January 2018. It is anticipated that the full effect of this increase, will be realised in 2018-19 and will be reinvested in the planning service including the policy team to deliver the local plan.

Development Services	2015/16	2016/17	2017/18
Major Planning applications processed	80	83	83
Minor Planning applications processed	913	948	937
Other Planning application processed	2,165	2,593	2,410
Total	3,158	3,624	3,430

Highways Asset Management inc Highways Delivery Unit

- The service overspent the £22.6m budget by £1.4m due to winter operations of £0.6m, Street Lighting £0.8m, and less than planned spend on trunk road maintenance of £0.1m.

- Street lighting operations and utilities energy costs were £0.8m above the £2.6m budget, this was mostly down to energy prices and pass through costs. Additional Council capital investment into energy saving equipment will help to reduce consumption is but has some way to go still to achieve budgeted savings of £0.2m.
- Due to a sustained period of bad weather, Winter Maintenance overspent by £0.6m. The operation used 18,800 tonnes of salt in 2017-18 compared to 6,800 tonnes in 2016-17. Savings in Trunk Road maintenance of £0.1m helped to alleviate the pressure overall in the Highway Development Unit.
- The service maintains approximately 1,840kms of road. During 2017-18 fewer potholes were repaired during the cold weather period as teams were redirected into winter service operations, however capital expenditure on surfacing work was the same as in 2016-17 resurfacing approximately 56kms of road.

	2016-17	2017-18
Capital Spend	£4.9m	£4.9m
Potholes repaired	9,188	8,290
Cat 1 Repair Jobs	185	210
Cat 2 Repair Jobs	3,645	3,981

- Highways services continued to work on the Challenge Fund schemes in conjunction with Kirklees MDC. This is a three year Capital Funded Grant for the maintenance of Highway Structures of which Bradford's share is £3.63m.

Transport Development

- Transport Development underspent the £0.4m net budget by £0.2m which has helped to offset expenditure pressures within Highways Asset Management. The street work permit scheme and associated income achieved £1.2m. Despite a challenging climate for front line highways services, Transportation Development officers are leading on the delivery of major highways projects that form part of a regional vision to improve local infrastructure. A number of projects (Hard Ings Road, Harrogate New Line and the Station Gateways), all in partnership with the Combined Authority, are reaching key staging posts in their delivery.
- **Council savings tracking:** included in the above figures is non-achievement of savings amounting to £0.4m, although there were offsetting saving of £0.2m, this equates in total that £1.2m was achieved from a total of £1.4m

The unachieved savings were;

- (R19) - The £0.2m saving linked to Highways cost reduction from 2016-17 was forecast at Qtr1 to be unachieved but since then progress has been made to reduce the energy load of street lighting which while delivering cashable benefits (£0.1m) was offset by price increases
- (3R18) – The £0.1m saving linked to restructuring Planning Transport & Highways and transferring functions to the West Yorkshire Combined Authority is forecast to be unachieved.

- (4R4) – The £0.1m saving linked to the Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset is forecast to be unachieved. The saving has been mitigated in 2017-18 by utilising one off external funding.
- (3R13 and 3R14) – £0.1m savings relating to CCTV and Partial Street Lighting switch off were partially unachieved as the timing in modernising facilities affected CCTV and consultation arrangements regarding lighting switch offs is taking longer than anticipated

3.4 Corporate Resources

- Overall the department underspent the £45.6m net expenditure budget (£268.8m gross budget) by £2.76m; and delivered £5.6m of planned savings. The underspend was largely from Revenues & Benefits (£1.1m), Estates & Property (£0.6m), Information Services (£0.5m) and Commissioning & Procurement (£0.4m). £1.5m of underspends are proposed to be transferred to reserves or carried forward to 2018-19.

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Corporate Resources									
Director of Corporate Resources	0.3	0.3	-0.0	-0.0	-	0.0	0.3	0.3	-0.0
Finance & Procurement	4.9	2.8	-0.4	-0.4	-0.2	-0.1	4.5	2.6	-0.4
Revenues & Benefits	183.4	175.8	-7.6	-178.5	-172.0	6.5	4.9	3.8	-1.1
ICT	14.2	13.6	-0.5	-1.0	-1.0	-0.0	13.1	12.6	-0.5
Estates and Property Services	45.2	43.3	-1.9	-39.0	-37.7	1.3	6.2	5.6	-0.6
Human Resources	6.8	6.7	-0.1	-2.0	-2.0	0.0	4.8	4.8	-0.0
Legal Services	8.8	8.9	0.1	-2.1	-2.2	-0.1	6.7	6.7	-0.0
Total	263.7	251.5	-10.5	-223.1	-215.1	7.7	40.6	36.4	-2.8

Financial Services

- Financial Services balanced the £2.6m net expenditure and delivered savings as planned. CIPFA benchmarking information shows that the Council spends the lowest on Financial Services relative to other Councils.

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

- Indicatively if Financial Services in Bradford operated at the same average cost of benchmark Councils, the total cost of service in 2015-16 would have been £5.8m rather than £2.6m.

Revenues & Benefits

- Revenues and Benefits underspent the £4.9m net expenditure budget (£183.4m gross budget) by £1.1m and delivered budget savings of £0.2m as planned. Pressure on payroll services school income and summons income was offset by mitigating one-off savings in contract costs of £0.2m. Cash Handling & Security services also delivered in year savings in advance of savings targets for 2018-19. A Better use of budget request has been put forward to carry forward £0.2m of this underspend relating to New Burdens funding provided to carry out on-going work associated with the move to Universal Credit.

ICT

- ICT underspent the £13.1m net expenditure budget by £0.5m as a result of an on-going review of contracts after the service returned in-house in 2015-16. The year-end position allows for the provision of £0.5m of funding for the cost of medium to long term transformational projects via the previously identified reserve.
- Spend on ICT has significantly reduced since the end of the IBM contract in September 2015. Spend per user has also reduced over the years and although it has stabilised in 2017-18 .

	2014/15	2015/16	2016/17	2017/18
Gross Spend	£22.8m	£16.4m	£13.0m	£12.8m
Bradford Gross Cost per user £s	3,404	2,656	2,196	2,252
Bradford Net Cost per user £s	3,176	2,442	2,034	2,067

Commissioning & Procurement

- Commissioning & Procurement underspent the £1.6m budget by £0.4m in line with forecasts. Of this £0.1m is on employee costs due to vacancy control pending a service review and £0.3m through a reduction in contract costs.

Estates and Property Services

- Estates and Property Services underspent the £11.4m budget by £0.6m. The improved position across the year as a whole has come from improved trading position in School Catering & ISG and underspends in Residential Catering, the Energy Unit and the Property Programme.

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

Energy Unit

- The Energy Unit manages the Councils energy contracts, and leads on initiatives to reduce energy consumption. In 2017-18 the service underspent the £4.8m budget¹⁴ by £0.2m and delivered £0.2m in savings as planned.
- The unit's efficiency work plus reductions in the estate through the Property Programme have also helped reduce energy consumption and mitigate the financial impacts of price rises since 2016.
- Additional benefits in water cost savings from more precision billing and shutting down unused supplies have further assisted the bottom line. The outturn balance was also affected favourably by a reduction in the estimated potential liability for historic accounts.
- The table below outlines continued reductions in energy usage. The reduction in Energy

¹⁴ The £5m budget is managed by the Energy unit during the year, but charged out to user services at year end in line with accounting practice.

consumption since 2014-15 equates to approximately £750k of savings per year at 2017-18 prices.

	2014/15	2015/16	2016/17	2017/18
Electric (Non Street Lighting)	21.7	20.0	18.7	16.4
Gas	46.2	46.7	43.8	45.1
Total Electric and Gas Kwh ms	67.9	66.7	62.5	61.5

- A request has been made to set aside the 2017-18 underspend into a reserve as a contingency to offset the impact of above inflation energy price rises in 2018-19 & 2019-20

School Catering

- School Catering achieved an underspend of £0.2m due primarily to improved productivity even though overall volumes reduced due to the loss of contracts. Operational efficiencies were achieved through the increased use of ICT, including electronic payment for which is now available in approximately 65% of schools, and the achievement of procurement savings via new contracts.
- However, the service is under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints. A better use of budget application for £155k has been put forward to fund on-going pre-planned dining room & menu development work in 2018-19.

FM - School Catering	2015/16	2016/17	2017/18
Number of Meals 000s	6,476	6,654	6,117
Other activity - e.g. Breakfast clubs meals 000s	179	176	150
Number of Primary Schools Catered For	149	147	141
Number of Secondary Schools Catered For	5	5	5
Take up of school lunches	69%	69%	67%
Primary school children's satisfaction with school meals	72%	72%	74%

Estates Operational

- Estates Operations balanced the £2.8m net budget. This was despite having a developing pressure on rental income relating to the voluntary sector.
- Overall rental income remained relatively static at £2.6m, short of the total budget of £2.8m and with an increasing move to Community Asset Transfers there is expected to be little increase in income from this sector in 2018-19. In 2017-18 the Council started to generate income from the NCP Car Park, but this was mostly offset by Morrisons vacating the Oastler Centre.
- It should also be noted that the service faces the challenge of improving rent account control while operating a wide range of commercial and non-commercial leases. The service area as a whole has seen an increasing pressure from one off projects and has requested that a central reserve of £0.35m be established to provide contingency funding to cover both internal costs of managerial and legal support and 3rd party costs.

Estates Investments

- Estates Investments underspent its net budget by £0.06m in 17/18 via over achieving its budget for income generated via the first year of the targeted investment programme. However it should be noted that generating further income via investment properties is dependent on market conditions and opportunities.

Estates Property Programme

- The Estates Property Programme underspent by £0.15m through more efficient use of resources. In 2017/18 the service has continued to reduce the size of the Councils operational estate while improving the quality of the buildings retained. Two leased buildings (Kershaw House and Bank House) have been vacated, and the service has overseen a number of Community Asset Transfers. The full year effect of savings from vacating buildings in 2017-18 totalled approximately £0.5m.
- Since 2008/9 when the Programme Started,
 - Over 90 operational buildings have now been vacated saving over £7.8m per year. The reduction in the size of the estate is over 90,000m², equivalent to over 6 City Halls.
 - £41m of capital receipts have been generated from the disposal of surplus property
 - Backlog maintenance on the Councils estate has reduced by £47m as a result of building vacations, and targeted investment.
- Estates Programmes have submitted a better use of budget request to carry forward funding of £0.14m specifically provided to facilitate Community Asset Transfers over 2 years into 2018-19.

Building, Technical & Architectural Services

- Building and Technical Services overspent the £3.2m net budget by £0.4m, of which £0.3m was a reduced contribution to central overheads from Architects (£0.1m compared to a £0.3m budget).
- This reduction in contribution is due to an historic and on-going decline in workloads down from £1.2m in 15/16 to £0.9m in 17/18.
- Building & Technical Services as a whole had a limited overspend of £0.1m on its net revenue budget of £3.6m. However, this was on a reduced budget, down £0.6m from 2016-17, and against a background of reducing capital works which saw income levels drop from £14m in 2015-16 to £12.3m in 2016-17 and to £11.3m in 2017-18.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

Backlog Maintenance £m	Base line	2014-15	2016-17	2017-18
Operational	85	50	49	46
Non Operational	16	5	8	5

Approx. Total Backlog Maintenance £ms	101	55	57	54
Of which Priority 1 £ms	70	28	25	24
Operational GIAm2 000s	319	256	237	228
Non-Operational GIAm2 000s	27	23	37	37
Total	346	279	274	265

GIAm2 = Gross Internal Area metres squared

Admin Buildings

- Admin Buildings is the budget that funds the main Council Office buildings including City Hall, Britannia House, Margaret Macmillan Tower and Keighley Town Hall amongst others. In 2017-18 spend was in line with the £6.2m budget while delivering £0.8m in savings predominantly due to the vacation of Jacobs Well offices.
- Pressures on salary budgets was offset in year by additional income from rents and recharges for shared occupancy. The increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in the cost base. Buildings vacated include Future House, Jacobs Well, Flockton House and Olicana House amongst others.

Admin Buildings	2015/16	2016/17	2017/18
Occupants	3,221	3,396	3,225
Workstations	3,892	2,784	2,653
% OCCUPANCY (1:1)	83%	122%	118%
Gross internal area (m2)	73,711	54,494	54,494
Backlog Maintenance £000s	8,281	6,595	6,595

Industrial Services Group's

- ISG provides work based training and employment opportunities to disabled people from across the Bradford district. Workload levels and trading position improved in 2017-18 although its position is still subject to considerable pressure since ISG is no longer a guaranteed supplier to In-communities.
- The service area as a whole, while still being in receipt of a one-off subsidy of £0.08m, underspent its net budget by £0.25m via a combination of savings via a planned restructuring and an upturn in trading levels.
- A rise in manufacturing sales levels from £1.4m in 2016-17 to £2.3m in 2017-18, have resulted in an under spend against budget of £0.1m while the Festival lights operation which produces festival lights for many Councils and other organisations across the country was £0.2m under budget.
- Although trading conditions remain difficult, recent new order leads mean that 2018-19 sales levels are expected to remain high. A request has been put forward to transfer this underspend to a trading reserve.

Human Resources

Human Resources (HR)

- HR underspent the £4.8m net budget by £0.04m. Savings of £0.9m have been achieved in 2017-18 as a result of service restructures. A restructuring of workforce development has also taken place at the start of the new financial year to enable the delivery of planned savings for 2018-19.
- The service is seeing an increasing pressure on its traded services due to the increasing number of Multi Academy trusts with income down £0.2m and the net surplus down £0.1m on budget. Offsetting the trading/cost pressures the service raised additional income through providing training to students via the college and from recharges to schools for medicals.
- Outturn figures allows for work in 2017-18 on Council priority programmes such as Organisational Change & Learner Management System being funded via dedicated reserves with unspent money of £0.06m being returned to the reserve.
- A better use of budget request has been put forward for £85k to fund software enhancement for traded services.

City Solicitor

- The City Solicitor spend was in line with its £6.7m net budget while achieving its planned savings of £0.3m in 2017/18. The service has seen pressures upon both the cost of elections and the coroners/mortuary services, £0.3m combined, which have however been off set in year by one off savings via a combination of a vacancy control, £0.2m, and additional income of £0.1m across all service areas.

3.5 Chief Executive

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
Chief Executive Core Office	0.5	0.5	-0.0	-0.0	-0.0	-0.0	0.5	0.5	-0.0
Political Offices	0.2	0.2	-0.0	-	-	-	0.2	0.2	-0.0
Public Affairs	1.5	1.4	-0.0	-0.1	-0.1	0.0	1.3	1.3	-0.0
Policy Programme	2.1	2.2	0.1	-0.0	-	-0.0	2.1	2.1	0.1
Total	4.3	4.3	-0.0	-0.1	-0.1	0.0	4.1	4.2	-0.0

- The Chief Executive's Office including Policy, Programmes & Change (PPC) balanced the £4.1m net expenditure budget and achieved £0.5m of targeted savings following a restructuring of the programme support function. Planned funding of £0.4m was provided from the Implementation fund in year to fund a short/medium requirement to support transformational project work. The full year effect of the restructuring, which completed in October 2017, is budgeted to deliver a further £0.5m of savings in 2018-19.

3.6 Non Service Budgets

- Non Service budgets underspent by £0.6m mainly due to underspends on Joint Committees and External Audit

3.7 Central Budgets & Contingencies

- Central budgets & contingencies includes budgets associated with Capital Financing, Payments to the West Yorkshire Combined Authority, and Corporate Contingencies amongst others. Overall the budget underspent by £8.4m largely due to an underspend on capital financing and lower redundancy costs than budgeted.

4.0 BALANCE SHEET

4.1 Cash Reserves

- Net movements from reserves have led to a £12.7m increase in total reserves from £153.0m at 1 April 2017 to £165.7m at 31st March 2018 (£145.2m Council and £20.5m School's), a £39.5m increase from Qtr 4.

	Opening Balance 2015-16 £m	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Net Movement	Closing Balance at 31st March 2018 £m
Council reserves	145.8	133.9	127.8	17.4	145.2
Schools Delegated budget	38.4	33.8	25.2	-4.7	20.5
Total	184.2	167.8	153.0	12.7	165.7

- The £12.7m net increase in reserves is outlined in Annex 2. Than main movements include

Transfers From

-£16.8m was drawn down from reserves to use as part of the 2017-18 budget from drawing down against the Severance, Waste Collection, Disposals and Reserve and renewal and the Care Act Reserve.

-£2.7m was transferred from the Better use of budget reserve at the start of 2017/18, £1.7m was added back at year end to be carried forward to 2018/19.

-£2.8m was released from Regional Revolving Investment Fund to the Local Enterprise Partnership who loan to commercial businesses

-£4.7m from the Schools Delegated Budget linked to schools transferring to academies and in support of the 2017/18 schools budget

-£3.2m was released from the Integrated Care Reserve to support ring-fenced projects and integration of Health and Social Care

-£8.4m other movements out of reserves as shown in annex 2 & 3

Transfers to

+£3.9m transferred to the Implementation Reserve. £5m was allocated to fund the implementation programme over 2 years.

+£1.9m transferred to the Insurance Risk Reserve as a result of the equivalent reduction in the insurance provision

+£4.0m has been added to the Transition & Risk Reserve to cover future risks

+£2.4m transferred back to a Redundancy Reserve to meet termination costs beyond 2018-19.

+£15.3m other movements to reserves as shown in annex 2 & 3

+£23.7m transferred to the Financing Reserve as a result of the change in the Capital Financing Minimum Revenue Provision policy

4.2 School Balances

The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2018.

	Balance 1 st April 2017		Balance 31 st March 2018		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	659	7	854	0	(195)
Primary	106	8,580	100	6,694	6	1,886
Secondary	7	(635)	7	(1,538)	0	903
Special	6	354	4	654	2	(300)
Pupil Referral Units (PRU)	7	666	7	457	0	209
Subtotal	133	9,624	125	7,121	8	2,503
School Contingency		14,650		12,721	0	1,929
Other Activities		943		708	0	235
Total	133	25,217	125	20,550	8	4,667

- The school balances reserve has reduced by £4.7m in 2017-18 from £25.2m to £20.5m.
- The overall reduction in individual school balances was £2.5m.
- Balances held by academies schools are not included within the Authority's reporting. At March 2018, 8 fewer schools were maintained by the Local Authority than at 31st of March 2017 (including the amalgamation of 2 maintained schools at September 2017). The 7 schools that have converted to academy status during 2017-18 held revenue balances of £0.518m at 31st of March 2017.
- Therefore £1.985m of the reduction in the individual school balances relate to the in year use of balances as schools are having difficulty in balancing their budgets due to school funding reforms.
- The gross value of total surpluses held at 31st of March 2018 is £10.441m (vs £11.467m at March 2017). The gross value of deficits is £3.320m (9 Schools) (vs £2.360m 8 Schools at March 2017)
- In setting the 2018-19 School's Budget, £8m of the School Contingency balance of £12.7m was allocated to support the overall schools budget from April 2018.

4.3 Provisions and Contingencies

- Within the balance sheet, the provisions are shown as amounts owed as at 31 March 2018. To be classified as provisions, it must be likely that the Council will eventually pay over these amounts.

- The cost of the provisions has already been shown as expenditure against the Revenue Budget, either in 2017-18 or in previous years. The overall effect, therefore, is that amounts are set aside to pay amounts owed because of decisions taken by the Council prior to 31 March 2018.
- Total provisions are £22.5m. The main provisions include:
 - £8.1m Redundancy provision to fund the cost of future redundancies
 - £1.1m provision to support a historical insurance provider (Municipal Mutual Insurance) whose assets fell below the minimum level for solvency in 1992, but where Local Authorities still have a responsibility to contribute to outstanding claims.
 - £5.7m provision to pay the insurance policy excess on outstanding claims
 - £7.5m Business Rate appeals
- A number of contingencies or potential risks were disclosed in the Council's Statement of accounts. No costs for these contingencies have been shown in the revenue budget because an eventual payout is regarded as unlikely or not material. For example, one of the contingencies disclosed was the risk of pension guarantees to external bodies eventually requiring a payout from the Council.

5.0 CAPITAL

- The Capital Investment Plan deals with investment in land, buildings and equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an ongoing basis are dealt with in the revenue budget, for example the payment of salaries to staff a library.
- The Capital Investment Plan originally budgeted 2017-18 spend at £124.2m (Full Council, 23 February 2017). This budget was later reprofiled to £90.4m in the 4th quarter monitoring report (Executive, 3 April 2018). Such reprofiling does not mean a budget reduction. Rather some of the 2017-18 budget was carried forward into other years, according to the latest estimate of when spend is expected to happen.
- Against the latest reprofiled budget of £90.4m, the Outturn was £72.9m. This is summarised by department in the Table below and is outlined in greater detail in Annex 4.

Capital Investment Plan 2017-18 by Department

	2017-18 Capital Investment Plan	2017-18 Q4 Budget	2017-18 Outturn	2017-18 Underspend
	£m	£m	£m	£m
Health and Wellbeing	15.3	4.3	3.1	-1.2
Children's Services	23.5	14.1	13.9	-0.2
Place – Economy and Development Services	34.4	*20.8	21.0	0.1
Place – Planning, Transportation and Highways	12.3	20.0	14.5	-5.6
Place – Other	15.3	11.9	12.8	0.8
Corp Services – Estates and Property Services	2.3	8.0	7.7	-0.4
Reserve schemes and contingencies	21.0	*11.2	0.0	-11.2
All Services	124.2	90.4	72.9	-17.5

*Includes additional transfer £0.55m from Reserve scheme to Place – Planning, Transportation and Highways, from contingencies

- As shown in the table above, the 2017-18 Outturn had a £17.5m underspend compared to the Quarter 4 reprofiled budget. Part of the underspend was on Place – Planning, Transportation and Highways, across a number of projects, including street lighting and transport structure.
- The most significant underspend related to Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions. Strategic Acquisition budgets are part of a new policy to invest to promote economic development and generate ongoing income that funds Council support across the district (Executive, 9 January 2018, A strategy for Growth from Council Tax, Business Rates and investments). However, the underspend on Strategic Acquisitions was in accordance with the Council's Capital Strategy (Full Council, The Council's Investment Plan for 2018-19 onwards, see Appendix A, 2.3). Such acquisitions should only happen when an investment meets high threshold against criteria including risk and yield.
- The underspend on Strategic Acquisition is also the most significant variance which has not been rolled onto future budgets. This is in line with the previous approval for a new Strategic Acquisition budget in 2020-2021, making any further roll forward unnecessary (Full Council, 22 February, The Council's Investment Plan for 2018-19 onwards, see 4.3). Overall of the overall £17.5m underspend, £8.7m has been added back onto future budgets to be spent in future years. This is shown in the table below.

Capital underspend 2017-18 by Department

	2017-18 Q4 Budget	2017-18 Outturn	Underspend	Underspend not added to future budgets	Underspend added to future budgets
	£m	£m	£m	£m	£m
Health and Wellbeing	4.3	3.1	-1.2	0.3	-0.9
Children's Services	14.1	13.9	-0.2	-1.5	-1.7
Place – Economy and Development Services	20.8	21.0	0.1	0.0	0.1
Place – Planning, Transportation and Highways	20.0	14.5	-5.6	0.6	-5.0
Place – Other	11.9	12.8	0.8	-1.1	-0.3
Corp Services – Estates and Property Services	8.0	7.7	-0.3	0.1	-0.1
Reserve schemes and contingencies	11.2	0.0	-11.2	10.5	-0.8
All Services	90.4	72.9	-17.5	8.8	-8.7

- The latest Capital Investment Plan was set as part of the 2018-19 budget (Full Council, 22 February, The Council's Investment Plan for 2018-19 onwards, Appendix 1).
- This Plan has been updated following the 2017-18 Outturn. This update includes the £8.7m carry forward from 2017-18, as shown in the table above. Other capital schemes are proposed for addition to the Capital Investment Plan, following approval from Executive. Further, existing schemes have been reprofiled to better reflect the expected date of spend. The revised Capital Expenditure Plan is shown in the table below.

Capital Investment Plan 2018-19 by Onwards (updated for 2017-18 Outturn)

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Total All Services (Full Council 22 Feb 2018)	176.2	172.8	98.0	49.3	496.3
Underspend added to future budgets	8.7		0.0	0.0	8.7
New Schemes/changes to current schemes	17.0	3.5	0.5	0	21
Reprofiling	-51.2	0.7	42.5	8.0	0.0
All Services	150.7	177.0	141.0	57.3	526.0

- The main impact of the reprofiling is to roll forward £51.2m of current 2018-19 budgets into future years.
- Despite the underspend, a 2017-18 Outturn of £72.9m against a £90.4m budget represents a substantial investment in the district. Of the total amount, £60.5m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' housing, for example grants funding disabled adaptations.
- The largest proportion of the £60.5m spend was on the upkeep of the Council's buildings, with further significant spend on new builds. An analysis of the 2017-18 capital spend showing its purpose is set out in the table below.

2017-18 Budget, Outturn and underspend analysed by purpose

	2017-18 Budget	2017-18 Outturn	2017-18 Underspend
	£m	£m	£m
Maintenance of Council Fixed Assets	45.0	40.0	-5.0
Invest to Save	2.8	2.2	-0.6
New Build or Acquisition	27.0	16.3	-10.7
Schools Capacity	7.2	6.7	-0.5
Regeneration	0.2	0.2	0.0
Grants to Third Parties	8.2	7.5	-0.7
Total	90.4	72.9	-17.5

- This 2017-18 spend included innovative approaches and schemes that have improved services in the district. For example, it includes the construction of affordable housing units in 2017-18, which will eventually be available to rent. This project is in partnership with the Homes and Communities Agency. These new housing units will represent an important achievement for the Council Plan, which set out targets to improve housing in the district.
- Further, the 2017-18 spend enabled the completion of works to Cliffe Castle museum and the surrounding grounds. There was further spend on St Georges Hall, protecting the district's heritage in the centre of the city and further encouraging visitors to the area.
- There was continued spend on primary school expansion, improving education, another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.
- One Strategic Acquisition included in the spend was the purchase of the NCP car park, in Hall Ings. This purchase is in a prime strategic location and delivers a yield in excess of the Council's borrowing costs, achieving the criteria set out in the Council's Capital Strategy.
- While achieving important Council aims, remarkably the 2017-18 spend in the Capital Investment Plan creates no additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement is £0m. To help explain this, the funding of the spend is set out in the table below:

2017-18 Capital spend sources of funding	£m	£m
Capital Grants & Private Developer contributions	41.2	
Capital Receipts	8.6	
Revenue budgets & reserves	5.9	
<i>Sub-total funding already applied</i>		55.7
Invest to Save Borrowing	17.0	
Private Finance Leases & Other Finance Leases	0.2	
Corporate Borrowing	0	
<i>Sub-total funding to be applied in future years</i>		17.2
Total		72.9

- The above table shows that out of the £72.9m spend, there was no future capital financing requirement for £55.7m of it, which was financed from available funding in 2017-18.
- The £55.7m includes £41.2m of grants. Such grants were used in the 2017-18 year, so up to their full amount, there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes within the spend. For instance, £2.3m was given by the Homes and Communities Agency to help fund the affordable housing units described above. The majority of the grants are from the Department of Education. Also these grants include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £55.7m also includes £8.6m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £5.9m of funding comes from ongoing revenue budgets or one off reserves. Of this amount, the most significant contribution was £1.4m from schools' own funds to fund their capital improvements. Again there is no future financing requirement on any of the spend funded from any of these sources.
- In contrast to the funding sources described above, the so called Invest to Save spend of £17m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate ongoing savings matching the future financing requirement, so there is no net draw on the revenue budget. For example, the affordable housing units are partly funded by Invest to Save, with a future financing requirement funded from the rentals.
- The £0.2m funding from Finance Leases represents a technical accounting adjustment which reclassified an ongoing Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is future additional draw.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating ongoing savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. However, a key outcome for the 2017-18 Outturn is that no such Corporate Borrowing was needed.
- This key outcome was achieved by maximising available flexibility to fund spend using grants and income from sales of land and building. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2017-18 financial year. These balances are shown in the two tables below.

Capital Grants Balances

Capital grants and private developer contributions	£m	£m
Balance b/fwd at 01.04.2017		42.9
Capital grants received in year		45.6
Applied to fund spend expenditure on own assets	-31.3	
Applied to fund expenditure on residents' houses and schools	-9.9	
Total Grants applied		-41.2
Balance c/fwd 31.03.2018		-47.4

Capital Receipt (Land and Building sales) Balances		£m
Balance b/fwd at 1.4.2017		3.7
Capital receipts received in year		5.1
Used to fund spend on the Council's own property		-8.8
Balance c/fwd at 31.3.2018		0

- The Council can use capital receipts to fund any capital spend, so has fully used the balances, as shown in the tables above, to avoid using Corporate Funding in 2017-18. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3.5m per year in capital receipts, although there may be potential for this to increase.
- The above tables also show while avoiding a requirement for Corporate funding, the Council also has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £47.3m, will enable significant investment in the district in future years.
- Overall, though, the use of balances of capital grants and receipts has avoided the use of Corporate Borrowing in 2017-18, while the estimates prepared for the 2018-19 budget assumed a requirement for some. The capital financing costs included in the 2018-19 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2018.
- Therefore, a positive outcome from the Capital Outturn position is a saving on the capital financing costs. This saving is preliminarily estimated at around £1m. The saving is currently being reviewed and analysed. It will be further considered as part of the separate report on capital financing costs to Full Council on 17 July 2018.
- Another positive outcome is that the Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £72.9m spend, £12.4m was on residents houses and other schools, leaving £60.5m additions to the balance sheet.
- Other outcomes for capital in 2017-18 were a net £26.6m upward revaluation of the Council's property by a qualified in house property valuer. While this revaluation is not an increase, it reflects the expectation of the valuer of increases in the service benefit that can be derived from the Council's property portfolio.
- Other changes to the property portfolio's value shown on the balance sheet included £32.1m of depreciation reflecting the cost of their wear and tear from delivering services over the 2017-18 financial year. There was also £32.9m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such assets are removed from the Council's balance sheet.

- The changes on the property portfolio described above, which impact on its value, are summarised in the table below.

	Opening balance sheet 31/03/17	Additions	Asset disposal	Depreciation	Revaluation	Reclassify	Closing balance sheet 31/03/18
	£m	£m	£m	£m	£m	£m	£m
Land, Buildings & vehicles	935.2	56.1	-30.6	-31.9	19.5	-1.8	946.5
Investment Property	48.6	4.4	-0.9	0.0	7.0	-0.2	58.9
Heritage Property	36.9	0.0	0.0	0.0	0.2	0.0	37.1
Mainly software licences	0.8	0.0	0.0	-0.2	0.0	0.0	0.6
Assets ready to sell	0.5	0.0	-1.4	0.0	-0.1	2.0	1.0
Total	1,021.9	60.5	-32.9	-32.1	26.6	0.0	*1,044.0

6.0 COUNCIL TAX AND BUSINESS RATES

- The Council holds a separate account (Collection Fund) both for the collection of Council Tax and Business Rates and distributing them back out to public bodies comprising the Council, Government, West Yorkshire Police and Crime Commissioner and West Yorkshire Fire and Rescue Authority. By statute these distributions are the budgeted amounts. A surplus or deficit is created on the separate account when the amount of Council Tax or Business Rates is less or more than the budgeted amount.
- In summary a surplus or deficit is generated because the distributions during the year are the budget amounts, while the actual collection of Council Tax and Business Rates always varies from the budget. The surplus or deficit on the account has to be paid back in the following year, by adding it onto that year's budget. However, the budget for Council Tax and Business Rates is set before the Outturn for the previous year is complete. The previous year's surplus or deficit added to the budget is based on an estimated Outturn rather a final Outturn.
- Overall for both Council Tax and Business Rates there were deficits in 2017-18. However, Bradford's share of the deficit that has to be paid back in the following year, is the proportion of Bradford's distributions compared to the total distributions.
- The individual results for Council Tax and Business Rates are discussed in more detail below.

Council Tax

- Bradford's share of the Council Tax deficit for 2017-18, so the amount that has to be paid back in the future, was £0.97m. The total deficit to be paid back by all the different bodies which receive distributions out of the separate account was £1.1m.
- Bradford's £0.97m share of the deficit is higher than the £0.4m which it expected to pay back in 2018-19, when the budget for 2018-19 was set. This means that there is a £0.57m pressure in 2018-19, directly reducing budgeted Council Tax when the next budget is set for 2019-20. However, to deal with this, an earmarked reserve for £0.57m was set aside at the end of 2017-18 to fund this pressure.
- There are a number of reasons for the overall deficit of £1.1m. Around £0.35m was caused because the cost of Council Tax reduction under the old scheme reduced more slowly than anticipated. A further £0.26m pressure was caused because the anticipated 2016-17 surplus, was lower for the final outturn than expected at the time the budget was set.
- The remaining part of the deficit is caused by chargeable Council Tax being £1.49m lower than expected, mitigated by a £0.95m saving in the amounts set aside to cover the projected unpaid amounts on remaining Council Tax Debt from all years prior to 31 March 2018. Lower chargeable Council Tax was caused by an increase in the uptake of discounts and exemptions in 2017-18. The overall result is shown in the table below.

	2017-18 Budget £m	2017-18 Actual £m	Deficit/(Surplus) £m
Previous year (surplus)	-2.34	-2.34	0.00
Distribution of surplus	2.34	2.09	-0.26
Chargeable Council Tax	240.35	238.87	-1.49
Council Tax Support	-33.64	-33.99	-0.35
Bad Debt Provision	-4.75	-3.80	0.95
Police payment	-20.57	-20.57	0.00
Fire distribution	-8.30	-8.30	0.00
Parish distribution	-1.71	-1.71	0.00
Bradford's distribution	171.39	171.39	0.00
Current Year deficit	0.00	1.14	1.14
Bradford's 85.6% share of deficit	0.00	0.97	0.97

- As noted above, a positive trend is the saving on the amounts set aside to fund unpaid Council Tax debt. Applying the same calculation model used in previous years against all the remaining outstanding debt, has allowed a lower amount than expected to be set aside.
- Further the collection rate for 2017-18 Council Tax debt to date has remained very close to the collection target.

Council Tax Collection	2015/16	2016/17	2017/18
Council Tax - Dwellings administered	212,133	213,645	214,856
BV9 Council Tax collected in year to 31 Mar £000s	173,574	182,085	193,475
BV9 % of Council Tax Collected to 31 Mar	94.20%	94.00%	94.20%
Council Tax Collection Target at 31 Mar	95%	94.50%	94.50%

Business Rates

- Bradford's share of the Business Rates deficit, representing the amount that has to be paid back in 2018-19, was £1.8m. However, the total deficit on Business Rates, including the shares for Government and the West Yorkshire Fire and Rescue Authority, was £3.7m.
- Of Bradford's £1.8m share of the deficit, £0.7m is already included in the 2018-19 budget. This still creates an additional £1.1m pressure to be repaid when setting the 2019-20 budget.
- The main cause of the increased deficit, though, were additional discounts granted to businesses, mandated by Government policy, for which the Government compensates the Council with Section 31 grants. Such Section 31 grants are not transferred into the separate account for Council Tax and Business Rates but form part of the normal revenue budget. As a result, within the revenue budget the Council received £0.7m more Section 31 grants, which have been set aside in an earmarked reserve. This reserve will be released to match the 2019-20 pressure arising from the increased deficit.
- However, as noted above, overall Bradford's share of the Business Rates deficit was £1.8m. The main drivers of this was lower than expected chargeable Business Rates, including the impact of discounts (known technically as reliefs) awarded to businesses. This is summarised in the table below.

	2017-18 Budget £m	2017-18 Actual £m	Deficit/(Surplus) £m
Total Rateable Value	390.79	386.14	4.65
Gross Rates Yield (@0.466p)	182.11	179.94	2.17
Previous year surplus/deficit	-11.96	-11.93	-0.03
Less discounts (Reliefs)	-40.94	-43.41	2.47
Less bad debt provision	-2.62	-1.79	-0.83
less appeal provision	-8.27	-8.24	-0.03
Less allowance for collection	-0.74	-0.74	0.00
Total	117.58	113.84	3.75
Bradford's 49% share	57.62	55.78	1.84

- The table above shows that the overall value of Business property was £4.65m lower than anticipated, which when applied against the tax rate of £0.466 causes a £2.17m cash loss. There is also a cash loss from increased discounts, though as noted above some of this is offset by increased Section 31 grants.
- The challenge with Business Rates is that Businesses can always appeal against the amount of tax they pay, including past years. It is always difficult to estimate the amount that will be paid back as a result of these appeals. For 2017-18 the table above shows that the cost of the appeal provision was almost exactly in line with the budget. Despite this, there is still uncertainty around the eventual cost of appeals. In particular, it is difficult to estimate the impact of a new appeals process introduced in 2017-18.
- The table above also shows there was a small saving in the cost of all unpaid debt. Indeed the in-year debt collected as at 31 March exceeded its target, as can be seen from the table below.

Business Rates Collection	2015/16	2016/17	2017/18
Number of Business Rates bills issued plus the number of summonses	34383	37,766	41,523
CIS_034 (BV10) - Business Rates collected in year to 31 March £000s	131.9	142.4	137.3
BV10 % Business Rates collected in year to the March	96.94%	97.01%	97.5%
Business Rates Collection Target at the 31 March	97.9%	97.9%	97.2%

2017-18 Savings Tracker – Unmet Savings

Annex 1.1

Ref	Saving Narrative	Budgeted Saving £000s	Forecast Saving £000s	Variance £000s
Health & Wellbeing				
3A1	Changes to the Contributions Policy	611	0	611
3A2	Changes to Older People and PD Home Care Service	1,500	0	1,500
3A3	Changes to Supported Living for Learning Disabilities	500	209	291
3A6	Changes LD Day Care and Procurement	1,000	0	1,000
3A7	Changes to Housing Related Support	1,000	710	290
3A8	Continue to Review Learning Disabilities Travel Support	360	187	173
3A10	Changes to Contracts for LD Residential and Nursing	1,000	0	1,000
3A12	Review Charging Arrangements for People with MH – 17/18	250	0	250
4A1	Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).	8,000	746	7,254
4A2	Demand management – further reductions in high cost packages, further reductions in Supported Living contracts/packages, various reductions in travel and fees.	2,000	1,450	550
Total 2017-18 new budget savings				12,919
3A10	Changes to Contracts for LD Residential and Nursing	278	55	223
3A12	Review Charging Arrangements for People with MH	215	68	147
Unachieved savings from prior years				370
Health and Wellbeing Total				13,289
Children's Services				
3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	500	85	415
4C4	Child Protection management restructure - reduction in teams by four to ten with potential reduction in team managers plus review other overall budgets	240	60	180
4C7	Looked After Team – Review of staffing and non-staffing budgets	19	0	19
4C14	Reducing agency spend in Children's Social Care Services	1,025	0	1,025
4C16	Administrative Support restructure – rationalisation of the supervision and management structure	100	35	65
Total 2017-18 new budget savings				1,704
3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	624	0	624
3C8	Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years.	815	0	815
Unachieved savings from prior years				1,439
Children's Services Total				3,143

Department of Place				
3E1	Support & Encourage Recycling	200	130	70
3E2	Introduction of Charges for Green Waste	310	190	120
3E4	Alternative Week Waste Collection	1,000	575	425
3E9	Sports Facilities – new online booking system	50	25	25
3E11	Restructure Sports & Culture Management Staffing	100	0	100
3E13	Transfer Ownership of Playing Pitches & Facilities to Sports Clubs, Parish Councils & Community Organisations	80	60	20
3E14	Parking Charges at Some Parks and Woodlands	40	10	30
3E19	Museums – restructure of the Service	80	0	80
3E22	Review of Tourism Budget	50	0	50
4R3	Commercialise HDU to increase the range of services provided	223	293	(70)
4R4	Centralisation of urban traffic control	119	0	119
3R13	CCTV – commercial income generation	100	50	50
3R14	Street Lighting - Partial Night Switch Off	100	50	50
3R18	Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125	0	125
Total 2017-18 new budget savings				1,194
R19	Reform services following on from highways delivery review. Reduce lighting costs and energy consumption through reduced and/or varied street lighting levels across the district's modern lighting stock. Securing a reduced highways insurance premium due to application of new legislation. Reduce the operational budgets for Urban Traffic Control, Street lighting and Highway Maintenance which represent a 10% reduction in operational budgets with a resultant pressure on maintaining assets across those areas. This would adversely affect: the efficiency of first time permanent repair of potholes; overall network condition; potential increase in insurance claims; risk of traffic disruption due to signal failure; increase in repair times for street lighting	170	0	170
Unachieved savings from prior years				170
Department of Place Total				1,364
Travel Assistance		4,774	0	4,774
Total Forecast underachievement				22,570

Reserves Statement as at 31st March 2018

Annex 2

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,198	29	1,227	Funding to support young and disadvantaged people into employment
Managed severance	4,093	-4,093	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	3,063	-3,063	0	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs
Trade Waste VAT refund	343	-64	279	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	805	-121	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	
Sports Strategy	104	-104	0	To cover feasibility costs associated with the Sports Strategy.
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Transformation Programme	125	-125	0	To fund transformational activity
Better Use of Budgets	2,788	-1,118	1,670	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	192	-30	162	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	5,187	-520	4,667	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	-2,804	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	1,848	-129	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	6,864	4,047	10,911	To help fund Transitional work, and cover risks.

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
Dilapidation & Demolition	2,000	-372	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	
Implementation Reserve	0	3,970	3,970	To fund Projects associated with delivering 2017-18 savings plans.
Insurance Risk	0	1,893	1,893	From reduction in provision
S31 offset to NDR deficit	0	735	735	To be used in 2019-20
Council Tax Reserve	0	575	575	To be used in 2019-20
Redundancy Provision	0	2,430	2,430	Help fund redundancy costs beyond 2020.
Review of Council's MRP Policy	0	10	10	
Review of Council's Pension Guarantees	0	10	10	
Leeds City Region WYTF	0	421	421	Transport Fund
Leeds City Region Economic Development	0	402	402	
Financing Reserve	0	23,738	23,738	Change in MRP policy
Sub Total	38,043	25,717	63,760	
C. Reserves to support capital investment				
Renewal and replacement	13,283	-8,146	5,137	Funding used to support the capital investment programme.
Markets	1,148	-480	668	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	14,431	-8,626	5,805	
D. Service Earmarked Reserves	41,685	-4,330	37,355	See Annex 3
E. Revenue Grant Reserves	8,366	4,571	12,937	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	25,217	-4,667	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	36,020	-4,667	31,353	
Grand total	153,042	12,665	165,707	

Departmental Earmarked Reserves Statement at 31st March 2018

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	1,416	-662	754	Funding to support invest to save projects
Integrated Care	4,491	-3,200	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	436	-147	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	4,543	-3,549	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	10,945	-7,558	3,387	
Children Services				
BSF Unitary Charge	6,929	389	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	4,465	312	4,777	See above
Children's Service Program Support	52	47	99	
Better Start Programme	90	42	132	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	0	368	368	
Early Help Enabler Support	0	500	500	Programme Support
Bradford Learning Network (Broadband)	0	128	128	
Early Help Workforce Development	0	81	81	
Recruitment & Retention	105	-63	42	
Routes to Work	348	-348	0	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	10	-10	0	
Retail Academy (Skills for Employment)	227	35	262	
Child Sexual Exploitation Prevention	300	-300	0	To support the continuation of CSE work in 2017-18.
Training Work Programme (Skills for Work)	927	-128	798	
Total Children	13,453	-1,053	14,506	

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	83	-83	0	Set aside to meet Departmental costs associated with delivering a Waste Management solution
City centre regeneration	51	0	51	
Customer Service Strategy	835	-773	62	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	491	55	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	446	200	646	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
Art Fund	12	-12	0	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	173	-100	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	91	-15	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	279	-192	87	To help fund the Tour De Yorkshire
Lidget Moor YC	18	-9	9	To support Youth Services in Lidget Green Area
Empty Homes	125	-125	0	To support the on-going programme to bring empty homes back into use
Council Housing Reserve	455	161	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.

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Bradford District Improvement District	0	125	125	
HMO Licencing Scheme	0	319	319	
VCS Transformation Fund	0	160	160	
Tree & Woodland Planting Fund	0	76	76	
City Park Sinking Fund	784	1	785	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	867	596	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Stock Condition	95	-95	0	Funding to procure Stock Condition Surveys.
Private Housing Rented Option	664	-464	200	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	956	-673	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	0	74	74	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	0	11	11	Licence costs over several years
Fresh Start	0	412	412	Housing project focussing on offenders
Complex Needs Project	0	280	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	0	261	261	
Housing Options IT System	0	173	173	IT system
PT&H Local Plan	0	600	600	Complete the Local Plan
PT&H Local Plan Transport Modelling	0	250	250	Complete the Local Plan
Ad:venture & community enterprise Reserve	0	83	83	
Economic Strategy Reserve	0	186	186	
Well England Reserve	0	200	200	
Department of Place	7,942	1,682	9,624	

Corporate Resources

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	72	-72	0	To support organisational development
Workforce Development	549	-300	249	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc. in support of workforce development.
District Elections	192	43	235	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,212	500	6,712	To fund future ICT projects
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	-515	0	To support investment in service improvements and cover against uncertainty in the client base
Additional cost of projects including legal and 3rd party costs Reserve	0	350	350	
ISG over achievement trading reserve	0	257	257	
Energy unit	0	230	230	Help manage in-year price volatility
Total Corporate Resources	9,345	493	9,838	
Total Service Earmarked Reserves	41,685	-4,330	37,355	

Capital Expenditure

Capital Executive Report

Scheme No	Scheme Description	Original Budget 17-18	Exec Report Q4	Spend 31 Mar 18	Variance	Funding			Budget Total
						Specific Grants, cap receipts, reserves	Invest to Save Funding	Remainder funding requirement	
		£'000's	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing									
CS0237	Keighley Rd Extra Care	4,324	2,050	1,805	-245	1,805	0	0	1,805
CS0237	Keighley Rd Residential Care	7,432	1,100	1,098	-2	1,098	0	0	1,098
CS0373	BACES DFG	0	667	64	-603	64	0	0	64
CS0239	Community Capacity Grant	3,593	151	25	-126	25	0	0	25
CS0348	Whiteoaks Respite Centre	0	153	63	-90	63	0	0	63
CS0311	Autism Innovation Capital Grant	0	19	0	-19	0	0	0	0
CS0312	Integrated IT system	0	131	41	-90	41	0	0	41
CS0352	Electric vehicle charging infrastructure	0	30	29	-1	29	0	0	29
Total - Health and Wellbeing		15,349	4,301	3,125	-1,176	3,125	0	0	3,125
Children's' Services									
CS0249	Schools DRF	0	0	1,460	1,460	1,460	0	0	1,460
CS0256	2yr old Nursery Educ Expansion	0	55	54	-1	54	0	0	54
CS0278	Targeted Basic Needs	47	74	40	-34	40	0	0	40
CS0286	Outdoor Learning Centres	30	33	6	-27	6	0	0	6
CS0297	Universal Free Sch Meals - Kitchen	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	0	914	793	-121	793	0	0	793
CS0030	Capital Improvement Work	0	173	131	-42	131	0	0	131
CS0240	Capital Maintenance Grant	4,538	5,569	4,400	-1,169	4,400	0	0	4,400
CS0244	Primary Schools Expansion Progr	16,392	4,094	4,090	-4	4,090	0	0	4,090
CS0244	Silsden Sch £7.265m Exec 12/04/16	1,900	768	824	56	824	0	0	824
CS0244	SEN School Expansions	0	1,609	1,195	-414	1,195	0	0	1,195
CS0360	Early Yrs 30 hrs childcare	0	487	481	-6	481	0	0	481
CS0313	School Capital Loans	550	0	0	0	0	0	0	0
CS0314	Foster Homes Adaptation	0	16	15	-1	15	0	0	15
CS0316	Tracks Educational provision	0	8	7	-1	7	0	0	7
CS0322	Horton Park Prim Open Spaces	14	21	15	-6	15	0	0	15
CS0362	Secondary School Expansion	0	150	107	-43	107	0	0	107
CS0377	LA SEN Free School	0	50	3	-47	3	0	0	3
CS0343	Childrens Home Build Works	0	46	2	-44	2	0	0	2
CS0382	Finance Leases	0	0	201	201	201	0	0	201
CS0389	Adaptation of SHMH - YOT	0	0	51	51	51	0	0	51
Total - Children's' Services		23,471	14,067	13,875	-192	13,875	0	0	13,875

Scheme No	Scheme Description	Original Budget 17-18	Exec Report Q4	Spend 31 Mar 18	Variance	Specific Grants, cap receipts, reserves	Invest to Save Funding	Remainder funding requirement	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Place - Economy & Development Services									
CS0134	Computerisation of Records	10	0	0	0	0	0	0	0
CS0136	Disabled Housing Facilities Grant	4,273	3,858	3,951	93	3,951	0	0	3,951
CS0137	Development of Equity Loans	1,500	800	787	-13	0	0	787	787
CS0144	Empty Private Sector Homes Strat	1,021	600	694	94	342	0	352	694
CS0225	Afford Housing Prog 11-15	240	126	126	0	0	126	0	126
CS0308	Afford Housing Prog 15 -18	18,468	12,000	12,960	960	3,635	9,325	0	12,960
CS0250	Goitside	205	5	4	-1	0	0	4	4
CS0280	Temp Housing Clergy House	50	263	31	-232	0	0	31	31
CS0335	Bfd Cyrenians 255-257 Mngm Ln	30	163	153	-10	153	0	0	153
CS0084	City Park	205	0	46	46	46	0	0	46
CS0085	City Centre Growth Zone	1,300	0	0	0	0	0	0	0
CS0086	LEGI	51	0	0	0	0	0	0	0
CS0189	Buck Lane	111	41	6	-35	0	0	6	6
CS0228	Canal Road	200	0	0	0	0	0	0	0
CS0241	Re-use of Fmr College Builds Kghly	306	152	135	-17	0	0	135	135
CS0266	Superconnected Cities	882	0	0	0	0	0	0	0
CS0291	Tyrils	1,000	0	18	18	0	0	18	18
CS0265	LCR Revolving Econ Invest Fund	1,956	2,299	1,148	-1,151	1,148	0	0	1,148
CS0285	Strategic Development Fund	1,167	0	0	0	0	0	0	0
CS0378	Cust Serv Strategy	250	33	16	-17	0	0	16	16
CS0345	Develop Land at Crag Rd, Shply	1,441	503	814	311	814	0	0	814
CS0382	New Bolton Woods	0	0	93	93	93	0	0	93
Total - Place - Economy & Development Serv		34,666	20,843	20,982	139	10,182	9,451	1,349	20,982
Place - Planning, Transport & Highways									
CS0131	Kghly Town Cntr Heritage Initi	0	397	241	-156	178	0	63	241
CS0178	Ilkley Moor	18	18	0	-18	0	0	0	0
CS0179	Landscape Environ Imp	0	23	2	-21	2	0	0	2
CS0281	Saltaire - Public Realm imp	0	0	2	2	0	0	2	2
CS0071	Highways S106 Projects	586	72	37	-35	37	0	0	37
CS0372	Countryside S106 Projects	0	0	2	2	2	0	0	2
CS0091	Capital Highway Maint	0	4,968	4,960	-8	4,960	0	0	4,960
CS0095	Bridges	0	806	927	121	927	0	0	927
CS0096	Street Lighting	0	203	191	-12	191	0	0	191
CS0099	Integrated Transport	0	431	1,061	630	1,061	0	0	1,061
CS0103	WY Casualty Reduction Ptner	0	36	52	16	52	0	0	52
CS0164	Local Intgrtd Transp Area Com	0	660	687	27	687	0	0	687
CS0168	Connecting the City (Westfield)	0	57	40	-17	40	0	0	40
CS0172	Saltaire R/bout Cong& Safety Works	0	320	39	-281	39	0	0	39
CS0252	Measures to Support Hubs	45	45	0	-45	0	0	0	0
CS0264	Highway to Health	0	234	440	206	440	0	0	440
CS0282	Highways Strategic Acquisi	0	206	30	-176	0	0	30	30
CS0289	Local Pinch Point Fund	0	502	7	-495	0	0	7	7

Scheme No	Scheme Description	Original Budget 17-18	Exec Report Q4	Spend 31 Mar 18	Variance	Specific Grants, cap receipts, reserves	Invest to Save Funding	Remainder funding requirement	Budget Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0293	West Yorks & York Transport Fund	2,966	2,853	1,999	-854	1,999	0	0	1,999
CS0353	Strategic land purch Hard Ings Kghly	950	0	0	0	0	0	0	0
CS0355	Strat land purc Hrrgte Rd/New Line Jct	3,500	0	0	0	0	0	0	0
CS0296	Pothole Fund	0	428	354	-74	354	0	0	354
CS0306	Strategic Transp Infrastr Priorit	1,810	550	0	-550	0	0	0	0
CS0306	Connectivity Project	0	4	4	0	4	0	0	4
CS0302	Highways Prop Liab Redn Strat	0	110	13	-97	0	0	13	13
CS0307	Bus Hot Spots	0	0	1	1	1	0	0	1
CS0310	Clean Vehicle Technology Fund	0	3	0	-3	0	0	0	0
CS0317	VMS Signage	0	39	0	-39	0	0	0	0
CS0319	Challenge Fund	750	2,465	1,076	-1,389	1,041	0	35	1,076
CS0323	Flood Risk Mgmt	0	285	89	-196	89	0	0	89
CS0325	Street Lighting Invest to Save	1,650	198	210	12	0	0	210	210
CS0329	Damens County Park	0	48	0	-48	0	0	0	0
CS0332	Flood Funding	0	919	532	-387	532	0	0	532
CS0334	Air Quality Monitoring Equip	0	9	0	-9	0	0	0	0
CS0350	Street Lighting Invest to Save	0	825	0	-825	0	0	0	0
CS0365	National Productivity Invest Fund	0	835	808	-27	808	0	0	808
CS0370	LTP IP3 One System Public Transport	0	779	376	-403	376	0	0	376
CS0371	LTP IP3 Places to Live and Work	0	629	243	-386	243	0	0	243
CS0375	Sign Shop	0	82	63	-19	0	63	0	63
CS0306	Strategic Acq - Highways	0	0	0	0	0	0	0	0
Total - Place - Planning, Transport & Highways		12,275	20,039	14,486	-5,553	14,063	63	360	14,486
Dept of Place - Other									
CS0060	Replacement of Vehicles	3,000	3,000	3,893	893	179	2,713	1,001	3,893
CS0066	Ward Investment Fund	0	0	0	0	0	0	0	0
CS0151	Building Safer Commun	0	0	0	0	0	0	0	0
CS0063	Waste Infrastructure & Recycling	797	677	676	-1	676	0	0	676
CS0132	Community Hubs	0	0	0	0	0	0	0	0
CS0274	Bfd Enhanced Recycle Collect Bid	0	0	0	0	0	0	0	0
CS0283	Above Ground Fuel Storage	0	110	0	-110	0	0	0	0
CS324	Waste Minimisation Strategy	0	0	0	0	0	0	0	0
CS0328	Cliffe Castle Various	0	35	0	-35	0	0	0	0
CS0374	Cartwright Hall CCTV	0	45	94	49	94	0	0	94
CS0376	Recycling Bins	0	680	680	0	0	0	680	680
CS0340	St George's Hall	3,568	3,000	3,995	995	1,246	0	2,749	3,995
CS0121	Roberts Park	0	65	69	4	0	0	69	69
CS0129	Scholemoor Project	83	0	0	0	0	0	0	0
CS0162	Capital Projects - Recreation	0	200	249	49	249	0	0	249
CS0187	Comm Sports Field & Facili	0	53	25	-28	25	0	0	25
CS0229	Cliffe Castle Restoration	605	2,458	2,360	-98	2,106	0	254	2,360

Scheme No	Scheme Description	Original Budget 17-18	Exec Report Q4	Spend 31 Mar 18	Variance	Specific Grants, cap receipts, reserves	Invest to Save Funding	Remainder funding requirement	Budget Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0347	Park Ave Cricket Ground	0	162	161	-1	45	0	116	161
CS0367	King George V Playing Fields	0	4	33	29	0	0	33	33
CS0277	Wyke Manor Sports Dev - demolitn	0	260	8	-252	8	0	0	8
CS0245	Doe Park	0	43	6	-37	6	0	0	6
CS0349	Chellow Dene	0	43	45	2	0	0	45	45
CS0284	Sport Facilities Invest Prog (SFIP)	0	0	0	0	0	0	0	0
CS0356	Sedbergh SFIP	6,500	1,000	294	-706	0	0	294	294
CS0354	Squire Lane Sports Facility	500	0	1	1	0	0	1	1
CS0359	Community Resilience Grant	0	32	10	-22	10	0	0	10
CS0388	Recreation Equipment	0	0	108	108	108	0	0	108
CS0107	Markets	50	52	52	0	52	0	0	52
CS0342	Westgate Carpark	100	0	0	0	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	125	0	0	0	0	0	0	0
CS0247	Replace Box Office Equip	0	5	2	-3	0	0	2	2
Total - Dept of Place - Other		15,328	11,924	12,761	837	4,804	2,713	5,244	12,761
Corp Serv - Estates & Property Services									
CS0094	Property Programme (bworks)	0	0	0	0	0	0	0	0
CS0294	Property Prog - Essential Maint	0	0	0	0	0	0	0	0
CS0262	Margaret McMillan Towers	0	22	22	0	0	0	22	22
CS0318	Property Programme 15/16	0	30	40	10	0	0	40	40
CS0333	Argos Chambers / Britannia Hse	723	1,171	420	-751	0	0	420	420
CS0344	Property Programme 16/17	0	544	633	89	0	0	633	633
CS0366	Property Programme 17/18	0	1,000	1,071	71	0	0	1,071	1,071
CS0368	Dishwasher	0	31	0	-31	0	0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	0	0	0	0
CS0269	Burley In Whrfedle Culvert repair	0	97	80	-17	0	0	80	80
CS0050	Carbon Management	1,620	506	710	204	59	0	651	710
CS0305	Healthy Heating Scheme	0	90	31	-59	31	0	0	31
CS2000	DDA	0	50	0	-50	0	0	0	0
CS0361	Strategic Acquisitions	0	4,500	4,352	-148	0	4,352	0	4,352
CS0381	Fmr Odeon	0	0	309	309	0	0	309	309
CS0383	Jacobs Well Demolition	0	0	5	5	5	0	0	5
Total - Corp Serv – Estates & Property Services		2,343	8,041	7,673	-368	95	4,352	3,226	7,673

Scheme No	Scheme Description	Original Budget 17-18	Exec Report Q4	Spend 31 Mar 18	Variance	Specific Grants, cap receipts, reserves	Invest to Save Funding	Remainder funding requirement	Budget Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies									
	General Contingency	2,000	471	0	-471	0	0	0	0
	Essential Maintenance Prov	2,000	0	0	0	0	0	0	0
	Bfd City Ctre Townscape Herit	2,750	750	0	-750	0	0	0	0
	Strategic Acquisition	10,000	10,000	0	-10,000	0	0	0	0
	School catering CPU Refurb	1,000	0	0	0	0	0	0	0
	Keighley One Public Sector Est	3,000	0	0	0	0	0	0	0
Total - Reserve Schemes & Contingencies		20,750	11,221	0	-11,221	0	0	0	0
TOTAL - All Services									
		124,182	90,436	72,902	-17,534	46,144	16,579	10,179	72,902

APPENDIX B – PROPOSED KPIS and Targets for 2018/19

Better Skills, More Good Jobs and a Growing Economy

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
Increase GVA by £4 billion by 2030 to bring in line with national average for an economy of this size.	£170m (or 1.7% growth) in Bradford overall GVA	£9.9 billion	To close the gap, Bradford's economy needs to grow by faster than average for the UK. Target is 1.7% growth versus UK GDP forecast of 1.5% growth in 2017.	The national average GVA for an economy of Bradford's size is currently £14bn but (based on average national growth rates of GVA), this figure will be £18.5 billion by 2030.
20,000 more people into work in the district by 2030	1,670 additional in employment	223,000 people in employment in Bradford District	The 20,000 jobs target will be delivered across a flat profile over the next 12 years.	Not applicable
48,000 more people in the district with NVQ level 3 and above by 2030.	2,800	New target, average of previous 3 years performance is 1,230	Based on the target set as part of the Bradford District Economic Strategy	The overall national proportion of people with NVQ3 skills has had a year on year increase over the last three years.
Raise district average earnings (as measured by median gross resident full time wages)	£480 per week	£476 per week.	Target is for wages to be higher than they are in the current year and to close the gap with Yorkshire and Humber average.	National median wages increased by 2.2% in 2017. Yorkshire and Humber average growth is 0.9%.
Total number of visits to council cultural attractions (markets, museums and libraries)	6.6 million	6.7 million	Number of visitors used as a proxy. Target is to arrest rate of decline in visitors to 2%. Future measures of cultural impact to be explored.	Not applicable

Decent Homes – Proposed KPIs for 2018/19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
An additional 2,476 homes delivered per annum	2,476 homes delivered per annum	1,500 homes (Year to date)	1,500 homes (YTD)	Target agreed as part of the core housing strategy.
Increase the number of homes improved through council interventions	1,000 homes improved in 2018/19	1,012 homes improved in 2017/18	Measure included to track improvements to housing quality	No direct statistical comparisons.
Ensure statutory homelessness remains below the England average per 1,000 households	Below England Average per 1,000 households – currently 2.47	1.99 per 1,000	The Homelessness Reduction Act came into force in April 2018, affecting all local authorities by fundamentally shifting emphasis onto early intervention and prevention. It will therefore, be inappropriate to compare future performance with past data, therefore a target against the England average (based on the new approach) is more appropriate.	Oct –Dec 2017 Statistical neighbours is 0.7 per 1,000 residents. Oct-Dec 2017 England average is 0.58 per 1,000 households

Safe, Clean and Active Communities – Proposed KPIs for 2018/19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
Reduce Crime rate per 1,000 people & bring in line with WY average (Current Bradford crime rate is 127 per 1,000 people)	112 crimes per 1,000 people (year to 31 Dec 17).	127 per 1,000 people (year to 31 Dec 17)	In the long run, the Council and partners are working to reduce crime rates to be in line with the West Yorkshire Average. In the short run, the target is to be in line with statistical neighbours.	West Yorkshire Crime Rate= 112 per 1,000 (yr to 31 Dec 17) Statistical neighbour crime rate is = 109 per 1,000 (yr to 31 Dec 17)
Improve the percentage of people from different backgrounds in the district who get on well together	Survey data began in July 2017. This first year of data should be used to set a baseline position for 2018/19 for targeting in future years	49.5% for July 17 – March 18	Collect baseline data for 2018/19 to create a target for improvement in future years	No current comparisons as the West Yorkshire Police Survey only began collecting data in July 2017.
Increase the % of household waste sent for reuse, recycling, composting or anaerobic digestion	Over 40%	37%	An improvement on the current recycling rates for the district	National and regional comparators
Reduce the number of people killed or seriously injured in road accidents	Target for Jan-Dec 2018: 173 KSI casualties Target for Jan-Dec 2019: 167 KSI casualties	193 KSI casualties (Jan-Dec 2017)	173 KSI casualties is Bradford District's KSI target for Jan-Dec 2018 (reducing to 167 for Jan-Dec 19). These targets have been set as part of The West Yorkshire Local Transport Plan which aims to reduce the number of fatal or serious road casualties in West Yorkshire by 50% by 2026. This reduction target uses the 2005-2009 average figure as a baseline. For the Bradford district this equates to a reduction from 248 to 124 casualties by 2026.	Target set at national level.

Good Start, Great Schools – Proposed KPIs for 2018-19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
EYFS at good level of development in the top 2 of our statistical neighbours	Above 69.7%	67.6%	Bradford currently performs below the national average, so being above the level of statistical neighbours is a stretching target for this indicator.	National average is 71% Statistical neighbour average is 66.36% Best amongst statistical neighbours is 69.8% (Sheffield), 69.7% (Telford and the Wrekin)
Every school to be judged good or better by September 2021	88% schools to be good or better by July 2019	77% schools are good or better (April 2018)	To lift the average to a figure towards the national and regional average.	National – 89% (Dec 2017) Regional (Y&H)– 84% (Dec 17) No data available for statistical neighbours
All SEND settings (PRUs & Special Schools) to be good or better by 2021	July 2019 86% SEND settings (12 out of 14 Special schools and PRUs) are good or better July 2019 Special Schools: 100% (7 out of 7) PRUs: 71% (5 out of 7 PRUs)	April 2018 79% SEND settings (11 out of 14 Special schools and PRUs) are good or better Dec 2017 and April 2018 Special Schools: 100% (7 out of 7) PRUs: 57% (4 out of 7 PRUs)	Currently Bradford's performance is below both the regional and the national averages due to two PRUs being in special measures and one judged as RI. One of the PRUs is improving and should secure a good outcome at its next inspection in 2019.	National – 92% SEND settings (Dec 2017) Regional (Y&H)– 88% SEND settings (Dec 17) No data available for statistical neighbours In December 2017 National Special Schools: 94% Regional Special Schools: 93% National PRUs : 86% Regional PRUs: 76%
By September 2020 KS2 Reading Writing and Maths at Expected Standard to be in line or above the national average	Sept 2019 69% end of KS2 pupils to achieve the expected standard in RWM	July 2017 57%	Bradford's performance is broadly in line with its statistical neighbours. The aim is to continue to close the gap with the national and the regional comparators.	July 2017 National – 61% Regional (Y&H)– 58% Statistical Neighbours: 57.3%

Good Start, Great Schools – Proposed KPIs for 2018-19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
Continue to improve on the positive KS4 Progress 8 measure	October 2019: 0.05	October 2017: 0.02	Bradford's performance is better than the national and regional averages and one of the best performers amongst its statistical neighbours.	October 2017 National : -0.03 Regional (Y&H): 0.03 Statistical Neighbours: -0.12
Reduce percentage of unauthorised absences across all phases	Bradford All: 1.5% (Primary : 1.3% Secondary: 2.2% Specials: 1.2%)	Bradford All:1.9% (Primary : 1.4% Secondary: 2.6% Specials: 1.3%)	Currently Bradford's overall performance is worse than its statistical neighbours but unauthorised absence in special schools is lower and better than the national, regional and statistical neighbours. We need to close the gap in the primary and secondary schools.	National: All : 1.3% (Primary :1.1% Secondary: 1.5% Specials: 2.1%) Regional (Y&H): All:1.6% (Primary :1.3% Secondary: 2.0% Specials: 1.8%) Statistical neighbours: All 1.8% (Primary :1.5% Secondary: 2.2 % Specials: 2.2%)

Better Health, Better Lives – Proposed KPIs for 2018-19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
Number of Looked after Children in Bradford per 10,000 under 18s	70 per 10,000 under 18s	69.3	Bradford performance is currently much stronger than for statistical neighbours so should look to be the strongest performing amongst this group	2016/17 Statistical neighbours = 81.8 National = 62.0 Regional = 67.0
Reduce childhood obesity rates at year 6 to statistical neighbour average	37.2%	37.9%	Aim to reduce to the levels of statistical neighbours.	Statistical neighbours =37.2% National average=34.2% Regional average = 34.6
Increase the number of adults who are physically active to the regional average	64.6%	63.7%	Bradford already performs better than its statistical neighbours.	Statistical neighbours =61.4% Regional average = 64.6% National Average = 66.0%
Improve fraction of mortality due to air quality to the regional average	4.8%	5.0%	Target is regional average as Bradford already performs better than the statistical neighbour average for this area.	Regional average = 4.8% Statistical neighbour average = 5.4% National average= 5.3%

Better Health, Better Lives – Proposed KPIs for 2018-19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s	14.8	17.1	Move to the same performance as the top performing amongst our statistical neighbour group	England = 13.4 Statistical neighbours = 18.1
Maintain performance for the number of older people in new care home placements per 100,000 over 65s	570	571.3 (16/17 data)	This target has been selected as our current performance is ahead of national, regional and statistical neighbours.	England = 610.7 Yorkshire and Humber = 658.4 Statistical neighbours= 734.2
Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+	315	315 (Average across the year)	Target is sustain our current rate which is already in the top 10 in the country	Bradford has the 7 th strongest performance in Delayed Transfers of Care in England

Well Run Council – Proposed KPIs for 2018-19

Performance Indicator	Performance target 2018/19	Current performance	Rationale	Performance of national average/ statistical neighbours
Ensure spending is within budget and year on year savings agreed by the council from February 2016 to March 2018 are delivered	£28.2 million savings	£22.6 million	Aligned to budget savings targets	No comparator data
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	9.76	12.06		No comparator data
Number of performance reviews completed	90%	15%	Completion of performance reviews is critical to ensure that staff are well managed and supported.	No comparator data
Percentage of employee declaring a disability	5.4%	3.9%	Included as a proxy for employee reporting protected characteristics	No comparator

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Report of the Assistant Director of Finance and Procurement to the meeting of the Corporate Overview and Scrutiny Committee to be held on 18th July 2018.

B

Subject:

Qtr. 1 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.

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**Overview & Scrutiny Area:
Corporate**

FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the first 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 issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements in the first quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

- Based on May 31st 2018 projection, the Council is forecast to spend £5.8m above the approved budget of £358.1m.
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) is forecast to overspend the £102.9m net expenditure budget by £7.0m. This is mainly due to a forecast £6.8m underachievement of the 2018-19 £8m demand management saving.
- Children's Services are forecast to overspend the £93.2m net expenditure budget by £1.4m. The overspend is largely due to;
 - A £1.3m overspend on the £8.4m external purchased placements budget due to higher numbers of placements than budgeted. The service has reduced this overspend compared to previous years by placing children into external fostering placements instead of costlier external residential placements.
 - The fees and allowances budgets of £18.1m are also anticipated to overspend by £0.4m due to increased Special Guardians Order placements.
 - Social Work services are currently forecasting a £0.4m overspend on the £8.9m frontline Social Work staffing budget.
 - The above overspends are partly offset by other underspends in the Department.
- The Department of Place is forecast to overspend the £63.3m net expenditure budget by £3.4m. The overspend is largely attributable to;
 - A £2.5m overspend on Waste Management comprised of a £1.14m over spend in Waste Disposal, £1.04m over spend in Waste Collection, and continuing Waste Programme costs of £0.33m, previously funded from reserves but which have now been fully spent.
 - A continuing £0.8m overspend on Sports Facilities caused mainly by higher than budgeted employees expenditure.
 - A £0.8m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - £0.3m underachievement on Building Control income.
 - The overspends outlined above are partly offset by underspends in Neighbourhoods and Streetscene and other underspends across the Department.
- The above overspends in Health & Wellbeing, Children's Services and the Department of Place totalling £11.8m are partly offset by
 - £3.0m of corporate contingencies
 - £2.0m of forecast lower redundancy costs.

- £1.0m of other centrally held underspends
- Contained within the overall £5.8m overspend outlined above, £13.4m of the £28.2m¹ budgeted savings programme are forecast not to be delivered as intended. Although significantly lower than the £22.6m in 2017/18, the forecast underachievement is still higher than prior years reflecting the increased difficulty of delivering further savings after lower priority areas have already been cut.
- Since 2010, the Council has delivered £240m of savings that have been required as a result of cuts in government funding, and increases in demand for social care services.
- Having high levels of underachieved savings can have a very detrimental impact on the financial health of the Council as savings not delivered in year compound the difficulty in delivering future years' additional savings unless addressed. There is also an opportunity cost of the time lost that could have been used to deliver alternative savings. The underachievement of savings and their potential impact on the financial health of the Council is the main issue highlighted by this report and prior monitoring reports.
- The Leadership Team will oversee Departmental plans and actions that will seek to address the overspend and underachieved savings. Alongside this, further crosscutting mitigations will be considered.
- At 31st May reserves stand at £167.3m (Council £146.8m and Schools £20.5m). Net movements in reserves have led to a £1.6m increase in reserves from the start of the 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.
- Regarding Capital Expenditure, the profiled resource position for 2018-19 for the Capital Investment Plan (CIP) stands at £150.7m with £9m incurred at 31st May.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.5m for Thornton Road / Toller Lane (A6177) Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
 - £0.3m additional funding to complete works to St Georges Hall.
 - £0.5m for the demolition of Jacob's Well, this scheme was approved by Executive in April 2017.
- 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.

¹ £20.6m are new budgeted savings, and £7.6m relates to underachieved savings from prior years that have carried over into 2018-19

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 31st May 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £5.8m. 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 £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	215.6	222.4	6.7	-112.8	-112.5	0.2	102.9	109.8	7.0
Children's Services	483.2	485.0	1.7	-390.1	-390.4	-0.3	93.2	94.6	1.4
Department of Place	119.6	126.2	6.6	-56.3	-59.4	-3.2	63.3	66.8	3.4
Corporate Services	251.4	251.0	-0.4	-209.0	-208.7	0.3	42.4	42.3	-0.1
Chief Executive	4.0	4.0	0.0	-0.1	-0.1	-	3.9	3.9	0.0
Non Service Budgets	7.2	7.2	-	-1.3	-1.3	-	5.9	5.9	-
Central Budgets & Net Transfers To Reserves	81.8	75.8	-6.0	-35.3	-35.3	-	46.5	40.5	-6.0
Total Council Spend	1,162.9	1,171.6	8.7	-804.8	-807.7	-2.9	358.1	363.9	5.8

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

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Council Plan Outcomes									
Better Health Better Lives	435.1	445.8	10.7	-268.5	-269.8	-1.3	166.6	176.1	9.5
Better Skills, More Good Jobs And A Growing Economy	93.6	97.4	3.8	-49.6	-52.5	-2.9	44.0	44.9	0.9
Safe, Clean And Active Communities	62.5	64.0	1.5	-23.1	-22.6	0.5	39.4	41.3	2.0
A Great Start And Good Schools For All Our Children	419.3	418.9	-0.4	-393.7	-393.2	0.5	25.6	25.6	0.0
Decent Homes That People Can Afford To Live In	4.2	4.2	-	-0.7	-0.7	-	3.5	3.5	-
A Well Run Council	83.8	83.3	-0.9	-29.8	-29.6	0.6	54.0	53.7	-0.3
Non Service, Fixed and Unallocated	64.4	58.1	-6.3	-39.4	-39.3	0.0	25.0	18.8	-6.3
Total Council Spend	1,162.9	1,171.7	8.7	-804.8	-807.8	-2.9	358.1	363.9	5.8

2.2 Delivery of Budgeted Savings proposals

The combined budget savings of £20.6m in 2018-19² brings the total savings the Council has had to find in the eight years following the 2010 Comprehensive Spending Review (CSR) to £261.7m.

Table 2- Year on Year savings since 2010 CSR

	£m
2011-12	48.7
2012-13	28.5
2013-14	26.1
2014-15	31.8
2015-16	37.7
2016-17	45.6
2017-18	37.5
Less undelivered savings added back	-14.4
Total savings to 17-18	241.1
2018-19	20.6
Total savings	261.7

The 2018-19 budget includes £20.6m of new budget reductions, however £7.6m of prior year underachieved savings have carried forward into 2018-19, meaning that £28.2m of savings will need to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £14.7m (52%) of the £28.2m is forecast to be delivered, leaving £13.4m 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	Total Savings 2019-20 ³
Health & Wellbeing	1.6	12.4	13.9	6.8	13.1
Children's Services	0.0	0.5	0.5	0.0	4.1
Place	1.3	3.6	5.0	1.6	3.7
Corporate	0.0	3.5	3.5	0.3	2.3
Corporate (CEO)	0.0	0.5	0.5	0.0	0.1
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0	0
Travel Assistance	4.8	0.0	4.8	4.8	0
Total	7.6⁴	20.6	28.2	13.4	23.3

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	13.4 (Forecast)

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

³ Additional budget savings will be required in line with the Medium Term Financial Strategy

⁴ Underachieved savings from prior years include the value of underachieved savings from 2016/17 and 2015/16 that were not achieved by 31/3/2018

	Prior year underachiev ed savings balance carried forward.	This years approved Budget Savings	Total Budget Saving to be delivered in year	This years Forecast Under / Over Achievement
Health and Wellbeing				
5A3 - LD Residential and Nursing Demand Management	773	2,480	3,253	2,480
5A2 = MH Residential and Nursing Demand Management		136	136	136
5A6 - Access review		2,000	2,000	2,000
5A7- Efficiencies in the contracting regime of all discretionary services		2,112	2,112	2,112
4PH11 – Environmental Health restructure		40	40	40
Health and Wellbeing Total	773	7,541	7,541	6,768
Department of Place				
4E2 - Waste Collection and Disposal Services – Full year effect of introduction of alternate weekly collection and associated round reduction, improved recycling, reduction in residual waste and improved efficiencies		807	807	500
4E11 - Sport and Physical Activity – investigate all methods of future operational service delivery		150	150	150
4R11 - Planning, Transportation and Highways - introduction of limited lighting hours / switch off of street lighting on non-principal road network		60	60	60
Total 2018/19 new budget savings		1,017	1,017	710
3E1 - Waste Minimisation – Support and Encourage Recycling; Provide One General Waste Bin and End the Collection of Side Waste. £500k saving applied to ref 3E1; this has been split between disposal costs and recycling income.	70		70	70
3E11 - Restructure Sports & Culture Management Staffing	100		100	50
3E13 - Transfer Ownership of Playing Pitches & Facilities to Sports Clubs, Parish Councils & Community Organisations	20		20	20
3E22 - Review of Tourism Budget	50		50	50
3E4 - Alternative Week Waste Collection	425		425	425
3E9 - Sports Facilities - New Online Booking & Membership System	25		25	25
3R13 - CCTV Services - seek to generate income through exploring the commercial opportunities for example services to education, other authorities and the private sector.	50		50	50
3R14 - Street Lighting - Partial Night Switch Off	50		50	50
3R18 Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125		125	125
Unachieved savings from prior years	915		915	865
Department of Place Total	915	1,017	1,932	1,575
4H1 - Human Resources – reduce HR transactional support, to reduce volume of service specific training		204	204	102
4H2 - Terms and Conditions – removal of non-contractual overtime payments and removal of essential car allowance lump sum payments		120	120	30
4R14 - Asset Management – make the best use of the Council's and public sector partners' estate working with the Voluntary and Community Sector Also seek to invest in non-operational property to generate surplus income		360	360	120
Corporate Services Total		684	684	252
Travel Assistance Total	4,774		4,774	4,774
Total Forecast Underachieved Savings	6,462	9,242	14,931	13,417

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

3. SERVICE COMMENTARIES

3.1 Health and Wellbeing

- The Department of Health and Well-Being is forecast to overspend the £102.9m net expenditure budget by £7.0m, all of which falls within Adult Services.

Health & Wellbeing	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Operational Services	161.2	166.9	5.7	-66.1	-65.9	0.2	95.1	101.0	5.9
Integration & Transition	9.9	10.8	0.9	-1.9	-1.9	-0.0	8.0	8.9	0.9
Strategic Director	0.5	0.7	0.1	-1.4	-1.4	-	-0.9	-0.7	0.1
Public Health	44.0	44.0	-0.0	-43.3	-43.3	-	0.6	0.6	-0.0
Total	215.6	222.4	6.7	-112.8	-112.5	0.2	102.9	109.8	7.0

Adult Services

- The 2017-18 outturn for the department highlighted a £21.4m pressure; this comprised of £13.3m of underachieved savings; further demand and cost pressures of £7.3m on the Purchased Care budget and other overspends across the department of £0.8m.
- Due to the financial pressure faced by the department and as a result of the 2018-19 budget process, £10m of savings have been deferred to future years (£2m to 2019-20 and £8m to 2020-21) and a further £1.5m saving was permanently deleted as it was conflicting to the new Home First strategy.
- The department also received additional funding of £8.4m for inflation and demographic growth and a further £1.4m one-off Adult Social Care Grant was received.
- This gave an increase to the budget of £21.3m before savings of £8m were applied.
- The department has increased care fees paid by £2.9m on an interim basis whilst a consultation process is underway with providers.
- The forecast £7m overspend at quarter one is primarily as a result of £6.8m underachievement of the 2018-19 £8m demand management saving. The department has allocated the saving to the following areas.
 - Older People (reduce packages of care) - £1m
 - Mental Health (reduce packages of care) - £0.1m
 - Learning Disabilities (review services, contracts and packages of care for people with learning disabilities to promote choice and independence) - £2.5m
 - Access Review - £2m
 - Efficiencies in Contracting - £3m
 - Direct Payment Reviews - £0.2m
- At quarter one, the forecast is indicating that £1m saving linked to reducing packages of care for older people will be achieved. This is due to the demand management and the Home First Strategy working very well in this area. The direct payment reviews (£0.2m) is also forecast to be achieved
- Learning Disability Services have an underlying £11m pressure in the budget and the further savings also add to this pressure. Action plans have been drawn up and intensive monitoring and scrutiny is taking place through task and finish groups and transformation boards.
- The Access review is unlikely to achieve the full savings target in year due to the time delay in preparing and implementing plans. Further work on gathering baseline data to aid the monitoring will be completed during the summer.

- There is a full review and scrutiny of all contracts however, due to timing of contract end dates and staffing resources to review each spot contract there will be a delay in delivering this savings in full this year.

Mitigating Actions

In terms of the Health and Well Being savings, the service will continue on the delivery of the demand management approach, which within Older People and Physical Disabilities has shown positive results. As such, the focus of will be in Learning Disability and include the following changes to support this work:

- The service will be changing the line management of the Learning Disability(LD) Service from Operations to the Principal Social Worker (PSW). The management will be strengthened in this area with temporary recruitment of a Service Manager reporting to the PSW whose first task will be a review of safe supervision levels between Team Manager and Social Work staff, review of the LD Duty System (front door) and a review of use of Agency staff.
- The Council has appointed Impower as a partner to support the Health and Wellbeing Department Transformation Programme with a specific focus on Learning Disability. Impower will commence their work in July for an initial period of three months.
- The LD transformation programme will be led by the Interim Assistant Director for Integration and Transition and overseen by a multi service task group.
- A diagnostic review of LD Commissioning will be undertaken and a set of recommendations will be made which will include quick wins and longer term activity around processes and procedure change leading to budget savings.
- The service will stop any new commissioning additional support for those people in 24 hour supported accommodation.
- The service will review all high cost packages with transitions to ensure the packages are sustainable while meeting the needs of people.
- The process of referrals to legal services is changing. Except in urgent cases referrals will be made by a special risk panel, which will consider the views of the Social Worker and the Mental Capacity Act team, before making a decision to refer to legal.
- Will continue to review the people in high cost packages outside of Bradford, while also undertaking a detailed review focusing on the pathway of Children who have been placed outside Bradford.
- Review the Capital Programmes within the H&WB department to identify any projects that could be delayed or reprioritised to secure savings/efficiencies.

3.2 Children's Services

Children Services are forecast to overspend the £93.2m net expenditure budget (£483.3m Gross budget) by £1.4m. The £0.5m of budgeted savings are forecast to be delivered as planned.

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Children's Services									
Directors Office	0.4	0.4	-0.0	-	-	-	0.4	0.4	-0.0
Learning Services	294.4	294.4	-	-297.0	-297.0	-	-2.6	-2.6	-
Children's Specialist Services	63.6	66.3	2.7	-3.6	-4.7	-1.1	60.0	61.6	1.6
Performance, Commissioning	56.1	55.9	-0.2	-41.3	-41.0	0.3	14.8	14.9	0.1
Deputy Director	68.8	68.0	-0.7	-48.2	-47.7	0.5	20.6	20.3	-0.2
Total	483.2	485.0	1.7	-390.1	-390.4	-0.3	93.2	94.6	1.4

Children Social Care Service

Children's Social Care is forecast to overspend the £60.0m net expenditure budget by £1.6m. The main variances include:

- A £1.3m overspend on the £8.4m external purchased placements budget. The service has reduced this overspend compared to previous years with placing children in the cheaper external fostering instead of external residential placement.
- The fees and allowances budgets of £18.1m are also anticipated to overspend by £0.4m in relation to increase numbers of Special Guardians Order placements.
- Social Work services are currently forecasting a £0.4m overspend on the £8.9m frontline Social Work staffing budget.
- Children internal residential provision forecasts to overspend the net budget of £4.7m by £0.2 mainly due to staffing and premises cost.
- The Children with Complex Health and Disability Team (CCHDT) is forecasting an adverse variance on salary budgets of £0.4m.
- The above pressures are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m, support cost for children with disability £0.2m and commissioning budgets on Targeted Early Help services £0.2m.

Performance Commissioning and Development

- Performance Commissioning and Partnerships are forecast to overspend the £14.8m net expenditure budget by £0.1m as a result of a £0.2m overspend on salary budgets in Child Protection services, partially offset by staff vacancies of £0.1m within the Employment and Skills Team.
- The Travel Assistance team is currently forecasting a breakeven position on the £10.6m net budget for 2018-19. The service is currently seeking a partner to will support in the delivery of the remaining £4.8m Travel Assistance savings.

- Education and Learning is forecast to underspend the £20.6m net expenditure budget by £0.3m.
- The £5.7m net budget in relation to pension payments to former teachers and lecturers is set to underspend by £0.3m due to a reduction in claimants. The Deputy Director's office is forecasting a £0.1m underspend on non-staffing related cost.
- Education Standards and Safeguarding is set to underspend the £1.9m net budget by £0.2m mainly due to vacancies (£0.1m) and income generation from penalty notices due to pupil absences (£0.1m).
- The Inclusion Services budget of £11.6m is forecast to overspend by £0.3m. This is made up of a pressure to generated traded income of £0.8m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 and £0.2m income shortfall for the Education Psychology Service. The income generation requirement is from the recent SEND service transformation and a traded service brochure has been designed. Discussions are taking place with schools on the new traded offer from September 2018.
- The pressure is currently offset by £0.4m staffing underspend on Early Year Services (including Children Centres) and £0.1m underspend on Behaviour Support Services.

Mitigating Actions

In order to mitigate the overspend, Children's Services are:

- Initiating a new project to move placement coordination into Performance Commissioning and Partnerships as part of the commissioning team to enable commissioning expertise to support the procuring of placements and to reduce the cost of placements.
- Continuing with our tight vacancy management in advance of the early help restructure.
- Continuing to work towards reducing cash spend within the department.
- Continuing to use work with other nearby authorities to maximise respite capacity.

3.3 Department of Place

The department is forecast to overspend the £63.3m net expenditure budget (£119.6m gross budget) by £3.4m and deliver £3.4m of the £5m savings as planned.

Department of Place	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.6	0.6	-0.0	-	-	-	0.6	0.6	-0.0
Fleet & Transport Services	12.9	12.5	-0.4	-13.9	-13.4	0.5	-1.0	-0.9	0.1
Waste Collection & Disposal	29.2	31.4	2.1	-6.2	-5.9	0.4	23.0	25.5	2.5
Economy & Development	8.5	8.5	0.1	-2.3	-2.3	-	6.2	6.2	0.1
Sports & Culture Services	30.4	34.3	4.0	-20.7	-23.8	-3.1	9.7	10.5	0.8
Neighbourhoods & Street Scene	18.4	18.2	-0.3	-6.1	-6.6	-0.5	12.3	11.6	-0.8
Planning, Transportation & Highways	19.5	20.7	1.2	-7.0	-7.5	-0.4	12.4	13.2	0.7
Total	119.6	126.2	6.6	-56.3	-59.4	-3.2	63.3	66.8	3.4

- The £3.4m forecast overspend position is in the main due to continued pressures within Waste Services, Planning, Transportation & Highways and Sports facilities. Budget recovery plans are being developed to mitigate structural pressures.
- Of the £5m planned savings £1.6m is forecast not to be achieved in 2018-19. The £1.6m includes unachieved savings totalling £0.9m which have been carried over from 2017-18 and are being monitored with this year's budget reductions.
- Unachieved savings from 2017-18 include £0.2m Planning, Transportation & Highways, £0.2m Sports & Culture and £0.5m Waste Services.

Waste, Fleet & Transport

- Fleet & Transport are forecast to under achieve their £1.0m net income budget (£12.9m gross budget) by £0.1m. The main pressure within the service is related to income levels for land charges where we have seen a reduction over the last 12 months due to changes in VAT.
- Waste Services are forecast to over spend the £23m net expenditure budget (£29.2m gross budget) by £2.5m, comprised of a £1.14m over spend in Waste Disposal, £1.04m over spend in Waste Collection and continuing Waste Programme costs of £0.33m, previously funded from reserves but which have now been fully spent.
- Of the £1.4m planned savings £0.4m is forecast to be achieved with a pressure in Waste Collection, which is detailed below.
- The £1.14m forecast over spend in Waste Disposal is due to:-
 - £1.2m costs to fund the MRF operation, but which are partially being off-set by a £0.7m under spend in disposal costs to the main waste contractor.

The MRF is currently employing an additional shift to cope with demand until new screening equipment is installed in August/September.

The new Trommel screen should address the capacity issues at the MRF and increase the current tonnage throughput of approximately 20,000 tonnes per year to nearer 30,000. This will in turn increase income yields from sales of recyclable materials and reduce fuel costs in transfer haulage, as no waste will be delivered to secondary outlets, outside of the district.

The forecast £0.7m under spend in waste disposal costs assumes an annual tonnage for residual waste of approx. 136,000 per year. The expectation is that 2018/19 tonnages will actually outturn at a lower level than the final figure for 2017/18, of 134,000 tonnes, therefore the £0.7m should be a conservative estimate. However, data from the first eight weeks of disposal suggests that a less favourable trend is emerging, with tonnages at a higher level than the first eight weeks of 2018/19. The service is closely monitoring the situation in

an endeavour to establish the root cause of these higher than expected tonnages.

- A £0.3m over spend on the £3.4m budget for waste operational costs, i.e. transfer loading sites, household waste recycling centres and transfer haulage; the overspend is largely on employees and transport costs as the service has dealt with the additional demands of increased waste haulage and increased resources to cover for temporary staff secondments to the MRF.
- A £0.4m under achievement in income from sale of recyclable materials; the commodities market remains volatile and consistent prices and contracts cannot be secured.
- The £1.04m forecast over spend in Recycling Domestic Waste Collection and Trade is largely due to a significant under achievement of the 2017/18 & 2018/19 savings.
- The combined £1.97m 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 ever increasing property numbers the number of rounds has reduced by 6, with a further two to be released later this financial year. The financial impact of this variance to plan is an estimated £0.9m; this will inform a wider investigation to ascertain service requirements and to establish whether current resources can be further reduced, whilst still maintaining adequate levels of service.

Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services are forecast to under spend the £12.3m net expenditure budget (£18.4m gross) by £0.8m.
- Planned savings of £0.53m are forecast to be delivered during the year.
- Most of the forecast under spend can be attributed to Parking Services, where it is anticipated that revenue from ticket sales and parking fines will exceed budget.

Sports and Culture

- Sports & Culture are forecast to overspend the £9.7m net expenditure budget (£30.4m gross budget) by £0.8m
- Of the planned savings of £1.1m it is forecast that £0.8m will be delivered during the year. At present it is forecast that the main areas of pressure will come from the Management & Museums restructures.
- Culture Services are forecast to balance the £5.4m net expenditure budget (£17.1m gross). Service transitional funding has now ended. Planning is underway for the transformation of cultural services taking into account proposed transfer of operations into the community and parallel new forms of delivery, in Libraries initial cost reduction of £0.1m is planned for. Similarly, cost reductions in Events (£0.15m), Tourism (£50k) and Theatres services (£0.1m) are expected to follow suit. Museums and Libraries are services undergoing significant change again in 2018-19 (£1.2m) for which planning is underway.

Economy and Development Services

- Economy & Development Services are forecast to balance the £6.2m net expenditure budget (£8.5m gross budget). This is a cautious estimate as it has been the case in previous years that E&DS closed with a favourable unspent balance of upwards of £1m. There is a reasonable probability E&DS will close 2018-19 under-spending the net £6.2m by at least £0.3m.
- Key programmes for E&DS such as the affordable housing programme and higher value regeneration schemes like the Enterprise Zone take considerable time to come to fruition, therefore funding can carry forward from year to year. Housing Access Services are recipients of 'new burdens' funding of £144k in 2018-19. The funding will enable the Service to make changes in order to provide homelessness services to all of those affected.

Planning, Transportation and Highways

- The service is forecast to overspend the £12.4m net expenditure budget (£19.5m gross budget) by £0.7m. This is mainly due to cost pressures incurred by Street Lighting, Building Control Fees & targeted savings. There are though risks inherent in delivering a balanced budget in Highways of up to £0.5m (not included in the £0.7m total pressure) but it is assumed at this early phase in the financial cycle the service will balance by year end.
- Street Lighting - estimated costs exceed the £2.4m budget by £0.8m, in response the service is preparing for large scale investment into energy efficient lighting equipment which is in addition to the £2.5m already identified. The business case for the investment rests on payback assumptions based on savings in lighting energy use.
- Building Control Fees – an estimated pressure £0.3m is likely to result in 2018-19. Consideration is being given to placing chargeable building control into alternative service delivery means that will help to recoup costs through using a more commercial approach.
- 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 £0.2m of unachieved savings. Of the new planned savings for 2018-19 the commercialisation plan for HDU (£0.4m) is at greatest risk as it will assume funding opportunities being gained from regional and national capital grants some of which will require the service to be leaner and more productive to be successful.

Mitigating Actions

The service is has the following mitigation actions to address the overspend:-

- Preparation and implementation of budget recovery plans for Waste Services, Sports Facilities and Street Lighting.
- Further development of income / commercial opportunities and partnership funding.
- Examine potential acceleration of 19/20 budget saving proposals.
- Potential vacancy management of non-critical posts.
- Explore possible re-phasing of capital schemes.

3.4 Corporate Resources

- The department is forecast to underspend the £42.4m net expenditure budget (£251.4m gross budget) by £0.1m, and deliver £2.8m of savings as planned.

Corporate Resources	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Resources	0.3	0.2	-0.1	-0.0	-0.0	-	0.3	0.2	-0.1
Finance & Procurement	4.2	4.2	0.0	-0.4	-0.4	-	3.8	3.8	0.0
Revenues & Benefits	170.4	170.7	0.3	-166.8	-167.0	-0.2	3.6	3.7	0.1
Information & Customer Services	13.2	13.1	-0.2	-1.0	-1.0	-	12.2	12.0	-0.2
Estates and Property Services	49.4	49.0	-0.4	-36.6	-36.3	0.4	12.8	12.7	-0.1
Human Resources	5.5	5.4	-0.1	-2.0	-1.7	0.3	3.5	3.6	0.2
Legal Services	8.4	8.4	0.1	-2.1	-2.2	-0.1	6.2	6.2	-0.0
Total	251.4	251.0	-0.4	-209.0	-208.7	0.3	42.4	42.3	-0.1

- Strategic Director of Corporate Resources, Financial Services and Commissioning & Procurement are, between them, forecasting an under spend of £0.1m, primarily on salaries as posts remain vacant pending recruitment & service reviews.
- Revenues & Benefits are forecast to achieve a small overspend of £0.05m with reductions in grant and pressures on traded areas, such as payroll services, expected to be primarily offset by comparative short term reductions in spend including salaries due to existing vacancy levels.
- Information Services are forecasting an under spend of £0.2m as a result of further savings being achieved on contract costs. This is in addition to the £0.7m of planned for budgetary reductions in 2018/19.
- Estates and Property Services are forecast to underspend the £12.8m net budget by £0.1m mainly linked to an anticipated reduction in Property programme costs.
- Within Building & Technical Services, Industrial Services Group (ISG) is expected to come in on budget while maintaining the improvement in activity levels it achieved in 17/18. Architectural Services and Building Services are forecast to have a structural pressure of £0.3m resulting from a smaller capital programme reducing the overhead contribution. The Energy unit has a forecast underspend of £0.2m due to one off savings in 2018/19 on CRC payments as the scheme ends.
- Catering & Office Services is seeing pressure on its traded services increase, notably in School Catering where a number of school contracts ending in September are at risk. However, they are still anticipating meeting budget as a result of further improvements in productivity levels and savings from extending the use of on line payments via ParentPay. Other Catering continues to see pressures on trading levels; however, this is being offset by anticipated savings in Building Cleaning.
- Estates Operational, Property Programme and Investments are forecasting an under spend of £0.1m between them. Pressure on income levels both within the normal rental account and via planned investments is currently expected to be offset by savings on the Property programme. It should be noted that as the number of CAT's increases that there is a consequent reduction in rental levels and the level of investment income is dependent on opportunity.
- Human Resources (HR) are forecast to overspend by £0.2m due to a combination of pressures on its traded services, an increasing requirement for support to the Coroners' office and a reduction in the in-year forecast for terms conditions savings. The restructuring of workforce development to achieve the planned for savings of £0.25m has been completed. HR projections assume work on Council priority programmes such as the Learner Management System will be funded in 2018-19 via previously established reserves.
- The City Solicitor is forecasting a balanced position and to achieve budgeted for savings of £0.2m in 2018/19. Pressure on the Coroners' office (including mortuary

services) and Democratic services (Increased net cost of registration) is being offset by anticipated one-off savings on the salary budget within Legal Services.

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 which was completed in October 2017. The forecast assumes that work on projects to the value of £0.44m is being funded by the centrally held Implementation budget.

Chief Executive	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Chief Executive Core Office	0.7	0.7	-0.0	-0.0	-0.0	-	0.7	0.7	-0.0
Political Offices	0.2	0.2	-0.0	-	-	-	0.2	0.2	-0.0
Public Affairs	1.3	1.3	0.1	-0.1	-0.1	-	1.1	1.2	0.1
Policy Programme	1.0	1.1	0.1	-	-	-	1.0	1.1	0.1
Programme Management	0.9	0.7	-0.1	-	-	-	0.9	0.7	-0.1
Total	4.0	4.0	0.0	-0.1	-0.1	-	3.9	3.9	0.0

3.6 Non Service Budgets

- Non service budgets are forecast to balance. Non-service budgets include payments to Joint Committees, External Audit and bank interest amongst others.

3.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies amongst others.
- There is a forecast £6m underspend which includes £3m of Corporate Contingencies and £2m lower redundancy costs than budgeted, and £1m of other forecast underspends.
- The £4.8m of savings associated with Travel Assistance that are forecast to be undelivered, will continue to be mitigated by £4.8m of Contingencies.

4. BALANCE SHEET

4.1 Cash Reserves

- Net movements in reserves have led to a £1.6m increase in total reserves from £165.7m at 1 April 2018 to £167.3m at 31st May. At 17th May 2017 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 31 st May 2017 £m
Council reserves	133.9	127.8	145.2	+1.6	146.8
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	+1.6	167.3

- The £1.6m net increase in reserves include:

Releases from

- £120k from the VAT refund reserve to support Financial Services
- £99k from Children's Services Programme Support reserve

Transfers to

- £1.9m to the Transition & Risk reserve linked to one off gain on Business Rates, partly offset by investment into children's Services and the Growth Strategy (Appendix G of the 2018-19 Budget Report)

Appendices 1&2 outline Council and schools reserves.

4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2018. Schools do not report their quarter one financial position for 2018-19 until the end of July 2018.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	854	0	0
Primary	100	6,694	97	6,570	3	124
Secondary	7	(1,538)	7	(1,538)	0	0
Special	4	654	4	654	0	0
Pupil Referral Units (PRU)	7	457	7	457	0	0
Subtotal	125	7,121	122	6,997	3	124
School Contingency		12,721		4,721	0	8,000
Other Activities		708		708	0	0
Total	125	20,550	122	12,426	3	8,124

- The school balances reserve is currently forecasted to reduce by £8.1m in 2018-19. There have been three schools (Farnham Primary, Hollingwood Primary and Laycock Primary) that converted to academy status in 2018-19.
- There are nine schools (six primary and three secondary) currently in deficit with a combined deficit total of £3.3m.
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

5.0 Capital Expenditure

- The profiled resource position for 2018-19 for the Capital Investment Plan stands at £150.7m. This is a reduction from the previous report. To the end of May there has been total spend of £9.0m. A summary by service is shown below with a detailed monitor in Appendix 3.

Scheme Description	Approved by Exec 2018-19		Re profile Budget 2018-19	Spend 31 May 18	Budget 19-20	Budget 20-21	Budget 21-22	Total
	£m	Changes £m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	10.4	-0.6	9.8	0.8	7.7	5.0	0.4	22.9
Children's Services	16.5	0.9	17.4	1.3	29.0	12.9	0.6	59.9
Place - Economy & Development Serv	22.6	-0.3	22.3	2.6	7.3	15.8	3.2	48.6
Place - Planning, Transport & Highways	30.8	10.7	41.5	1.1	38.9	35.8	27.1	143.3
Dept of Place - Other	21.5	-1.6	19.9	2.9	13.6	19.3	7.5	60.3
Corp Serv – Estates & Property Services	3.3	2.5	5.8	0.3	0.9	0.0	0.0	6.7
Reserve Schemes & Contingencies	71.0	-37.0	34.0	0	79.6	52.3	18.5	184.4
TOTAL - All Services	176.1	-25.4	150.7	9.0	177.0	141.1	57.3	526.1

- The latest Capital Investment Plan was set as part of the 2018-19 budget (Full Council, 22 February) and £496.4m of spend was approved in total. The Plan has been updated with the carry forward from 2017-18 and additional funding allocations. Also schemes have been reprofiled between years to better reflect the year of spend.
- Overall there has been an increase in the budget of £29.7m to £526.1m. This relates to:
 - £8.7m of 2017-18 underspend carried forward into future years
 - £8.3m of new schemes, the main ones being New Bolton Woods and School Capital Programme. Both are grant funded schemes.
 - £0.5m removed from 2018-19 CIP as funding no longer required.
 - £13.2m of additional spend on current schemes already included in the Capital Plan. The main schemes included here are School expansion, Disabled Housing Facilities Grant (DFG) and Capital Highway Maintenance. The increase in the DFG spend is due to an increase in the government grant such that we have a 2018/19 budget of £4.6m all of which is capital grant (no corporate resources).
- Although the total budget to 2021-22 has increased, there has been a £25.4m reduction to the 2018-19 Budget. This is made up of:
 - £8.7m of 2017-18 underspend added to 2018-19.
 - £7.2m of new schemes, including Jacob's Well demolition.
 - £10.3m of additional spend on current schemes already included in the Capital Plan.
 - £0.5m removed from 2018-19 CIP as funding no longer required.
 - £51.1 m of 2018-19 Budget re-profiled into future years.
- Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. £51.1m of Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

New Capital Schemes

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

- **St Georges Hall** – the scheme was approved as part of the 2016-17 Capital Investment Plan. The scope of St Georges Hall's refurbishment has developed over a 24-month period and work on site has highlighted the need to carry out other statutory and specialist works for the facility to open to the public. The scheme currently has a revised budget of £9.3m but an additional £300,000 is required to complete works to the auditorium.
- **Thornton Road and Great Horton Road Lane Junction Improvements** £0.5m for the purchase of properties identified as being key for the A6177 Outer Ring Road Improvement programme in advance of receiving identified external funding.

The scheme involves a package of measures to improve highway efficiency for the benefit of all road users along part of the A6177 Outer Ring Road which forms part of the West Yorkshire Key Route Network (KRN). Providing extra capacity at the Thornton Road / Cemetery Road junction and Great Horton Road / Cross Lane will reduce congestion at this key pinch point on the road network and help to facilitate housing and employment growth along both the A6177 and B6145 corridors and the regeneration of Bradford City Centre.

This project seeks temporary short term funding to secure the purchase of properties that may be successfully acquired by agreement in advance of full scheme funding through the WYTF. The estimated cost of the scheme is £0.5m to be temporarily funded from CS0353 Strategic Land Purchase line in the CIP prior to being reimbursed by the WYTF.

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 surplus does not impact in 2018-19 but will be carried forward into 2018-19. No variance is forecast for the budgeted Council Tax.

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 deficit is carried forward into the 2019-20 financial year. However, no variance is currently forecast for Business Rates

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 ASSESSMENT

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 Corporate Overview and Scrutiny Committee

- 12.1 Review and comment on the Qtr 1 Finance Position Statement for 2018-19.

13.0 APPENDICES

Appendix 1	Reserves Statement as at 31 st May 2018
Appendix 2	Service Earmarked Reserves as at 31 st May 2018
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 May 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	-120	159	£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	0	1,670	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	162	0	162	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	0	4,667	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	1,916	12,827	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	
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
				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	0	10	
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.
Sub Total	63,760	1,796	65,556	
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	-127	37,228	See Appendix 2
E. Revenue Grant Reserves	12,937	-58	12,879	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	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	1,611	167,318	

Departmental Earmarked Reserves Statement at 30th Jun 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	0	132	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	0	42	
Retail Academy (Skills for Employment)	262	0	262	Skills for work
Training Work Programme (Skills for Work)	798	0	798	Skills for Work
Total Children	14,378	-99	14,279	
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	
Customer Service Strategy	62	0	62	Non recurring investment to be used to fund the Customer Service Strategy.

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Taxi Licensing	546	0	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	0	646	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
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	0	9	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	0	125	
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	To undertake a feasibility study for a Social lettings Agency.
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
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

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
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
Adventure & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	0	200	
Department of Place	9,624	0	9,624	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	-28	221	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc. in support of workforce development.
District Elections	235	0	235	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
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	0	350	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
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	9,966	-28	9,938	
Total Service Earmarked Reserves	37,355	-127	37,228	

Capital Executive Report

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend 31 May 18	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing									
CS0237	Great Places to Grow Old	0	0	0	0	4,638	4,500	0	9,138
CS0237	Keighley Rd Extra Care	5,870	245	6,115	716	488	0	0	6,603
CS0237	Keighley Rd Residential Care	2,645	3	2,648	123	89	0	0	2,737
CS0373	BACES DFG	443	350	793	-13	443	443	443	2,122
CS0239	Community Capacity Grant	1,452	-1,374	78	15	2,016	0	0	2,094
CS0348	Whiteoaks Respite Centre	0	90	90	0	0	0	0	90
CS0311	Autism Innovation Capital Grant	0	19	19	0	0	0	0	19
CS0312	Integrated IT system	0	90	90	0	0	0	0	90
CS0352	Electric vehicle charging infrastructure	0	1	1	0	0	0	0	1
Total - Health and Wellbeing		10,410	-576	9,834	841	7,674	4,943	443	22,894
Children's Services									
CS0039	Surestart Early Years & Childcare	0	0	0	0	0	0	0	0
CS0249	Schools DRF	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	0	5	5	0	0	0	0	5
CS0278	Targeted Basic Needs	0	34	34	0	0	0	0	34
CS0286	Outdoor Learning Centres	0	27	27	0	0	0	0	27
CS0022	Devolved Formula Capital	0	0	0	974	0	0	0	0
CS0030	Capital Improvement Work	27	42	69	6	0	0	0	69
CS0240	Capital Maintenance Grant	3,331	1,169	4,500	120	0	0	0	4,500
CS0244	Primary Schools Expansion Progr	1,409	291	1,700	141	7,700	600	0	10,000
CS0244	Silsden Sch £7.265m Exec 12/04/16	2,979	-57	2,922	-7	5,588	0	0	8,510
CS0244	SEN School Expansions	2,391	414	2,805	18	0	0	0	2,805
CS0360	Early Yrs 30 hrs childcare	0	6	6	0	0	0	0	6
CS0314	Foster Homes Adaptation	0	1	1	0	0	0	0	1
CS0362	Secondary School Expansion	5,876	-2,776	3,100	50	7,633	6,900	0	17,633
CS0377	LA SEN Free School	500	-500	0	0	7,000	5,350	647	12,997
CS0387	School Cap Inv Prog 18-19	0	2,200	2,200	0	1,100	0	0	3,300
Total - Children's Services		16,513	856	17,369	1,302	29,021	12,850	647	59,887

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	0	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services									
CS0134	Computerisation of Records	10	0	10	0	0	0	0	10
CS0136	Disabled Housing Facilities Grant	2,028	2,572	4,600	405	2,028	5,753	2,028	14,409
CS0137	Development of Equity Loans	1,000	13	1,013	70	1,300	1,200	1,195	4,708
CS0144	Empty Private Sector Homes Strat	662	200	862	-44	0	0	0	862
CS0225	Afford Housing Prog 11-15	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	8,600	-960	7,640	1,972	1,383	0	0	9,023
CS0380	Afford Housing Prog18-21	0	0	0	0	0	0	0	0
CS0250	Goitside	0	1	1	0	0	177	0	178
CS0280	Temp Housing Clergy House	0	232	232	0	0	0	0	232
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	4	10	14	0	0	0	0	14
CS0084	City Park	205	0	205	0	0	0	0	205
CS0085	City Centre Growth Zone	1,699	-1,099	600	-91	1,150	4,400	0	6,150
CS0189	Buck Lane	75	35	110	0	0	0	0	110
CS0228	Canal Road	100	0	100	0	0	0	0	100
CS0241	Re-use of Fmr College Builds Kghly	506	17	523	0	60	0	0	583
CS0266	Superconnected Cities	907	-841	66	0	841	0	0	907
CS0291	Tyrles	4,800	-4,800	0	0	500	4,300	0	4,800
CS0265	LCR Revolving Econ Invest Fund	0	1,151	1,151	0	0	0	0	1,151
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	1,167
CS0378	Cust Serv Strategy	299	-66	233	0	0	0	0	233
CS0345	Develop Land at Crag Rd, Shply	573	-311	262	219	0	0	0	262
CS0382	New Bolton Woods Regen Sch P3		3,507	3,507	76	0	0	0	3,507
Total - Place - Economy & Development Serv		22,635	-339	22,296	2,607	7,262	15,830	3,223	48,611
Place - Planning, Transport & Highways									
CS0131	Kghly Town Cntr Heritage Initi	0	156	156	2	0	0	0	156
CS0178	Ilkley Moor	0	18	18	0	0	0	0	18
CS0179	Landscape Environ Imp	0	21	21	0	0	0	0	21
CS0281	Saltaire - Public Realm imp	0	0	0	0	0	0	0	0
CS0071	Highways S106 Projects	100	35	135	2	386	0	0	521
CS0372	Countryside S106 Projects	0	0	0	0	135	0	0	135
CS0091	Capital Highway Maint	0	4,958	4,958	136	0	0	0	4,958
CS0095	Bridges	0	729	729	84	0	0	0	729
CS0096	Street Lighting	0	144	144	17	0	0	0	144
CS0099	Integrated Transport	0	587	587	18	0	0	0	587
CS0103	WY Casualty Reduction Ptner	0	0	0	0	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	4	0	0	0	0
CS0168	Connecting the City (Westfield)	0	16	16	0	0	0	0	16
CS0172	Saltaire R/bout Cong& Safety Works	0	281	281	0	0	0	0	281
CS0252	Measures to Support Hubs	0	45	45	0	0	0	0	45
CS0264	Highway to Health	0	0	0	107	0	0	0	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	36	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0282	Highways Strategic Acquisi	0	176	176	0	0	0	0	176
CS0289	Local Pinch Point Fund	0	495	495	0	0	0	0	495
CS0293	West Yorks & York Transport Fund	23,952	835	24,787	204	32,878	35,795	27,014	120,474
CS0296	Pothole Fund	0	74	74	0	0	0	0	74
CS0306	Strategic Transp Infrastr Priorit	90	0	90	0	2,600	0	0	2,690
CS0306	Connectivity Project	1,196	0	1,196	0	400	0	0	1,596
CS0302	Highways Prop Liab Redn Strat	0	97	97	0	0	0	0	97
CS0307	Bus Hot Spots	0	0	0	0	0	0	0	0
CS0310	Clean Vehicle Technology Fund	0	3	3	0	0	0	0	3
CS0317	VMS Signage	0	39	39	0	0	0	0	39
CS0319	Challenge Fund	0	1,389	1,389	143	0	0	0	1,389
CS0323	Flood Risk Mgmt	0	196	196	6	0	0	0	196
CS0325	Street Lighting Invest to Save	0	0	0	83	0	0	0	0
CS0329	Damens County Park	60	48	108	0	0	0	0	108
CS0332	Flood Funding	0	387	387	58	0	0	0	387
CS0334	Air Quality Monitoring Equip	0	9	9	0	0	0	0	9
CS0350	Street Lighting Invest to Save	825	0	825	0	0	0	0	825
CS0365	National Productivity Invest Fund	3,500	-3,473	27	23	0	0	0	27
CS0370	LTP IP3 One System Public Transport	779	403	1,182	56	779	0	0	1,961
CS0371	LTP IP3 Places to Live and Work	300	386	686	24	0	0	0	686
CS0375	Sign Shop	0	19	19	1	0	0	0	19
CS0379	NPIF UTMC	0	1,730	1,730	63	1,770	0	0	3,500
CS0384	Pothole Fund 1819	0	829	829	30	0	0	0	829
CS0385	ULEV Taxi scheme LTP3	0	50	50	0	0	0	0	50
CS0386	Cycling & Walking Schemes LTP3	0	19	19	0	0	0	0	19
Total - Place - Planning, Transport & Highways		30,802	10,701	41,503	1,097	38,948	35,795	27,014	143,260
Dept of Place - Other									
CS0060	Replacement of Vehicles	3,000	0	3,000	682	3,000	3,000	3,000	12,000
CS0066	Ward Investment Fund	35	0	35	0	0	0	0	35
CS0151	Building Safer Commun	47	0	47	0	0	0	0	47
CS0063	Waste Infrastructure & Recycling	204	1	205	0	0	0	0	205
CS0132	Community Hubs	25	0	25	0	0	0	0	25
CS0274	Bfd Enhanced Recycle Collect Bid	0	0	0	0	0	0	0	0
CS0283	Above Ground Fuel Storage	0	110	110	51	0	0	0	110
CS0328	Cliffe Castle Various	0	35	35	0	0	0	0	35
CS0374	Cartwright Hall CCTV	0	0	0	39	0	0	0	0
CS0376	Recycling Bins	0	0	0	0	0	0	0	0
CS0340	St George's Hall	5,889	-995	4,894	1,578	0	0	0	4,894
CS0121	Roberts Park	0	0	0	0	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	0	83	83
CS0162	Capital Projects - Recreation	0	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	0	28	28	0	0	0	0	28
CS0347	Park Ave Cricket Ground	20	1	21	14	0	0	0	21
CS0004	S106 Recreation	0	0	0	0	0	0	0	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	0	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0367	King George V Playing Fields	1,096	-29	1,067	2	0	0	0	1,067
CS0392	Russell Hall Comm Grn		14	14	0	0	0	0	14
CS0393	Queensbury Play Areas		24	24	0	0	0	0	24
CS0277	Wyke Manor Sports Dev - demolitr	0	252	252	1	0	0	0	252
CS0245	Doe Park	0	37	37	0	0	0	0	37
CS0349	Chellow Dene	8	-2	6	51	0	0	0	6
CS0284	Sport Facilities Invest Prog (SFIP)	0	0	0	0	0	0	0	0
CS0356	Sedburgh SFIP	8,865	706	9,571	491	7,035	49	0	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	600	4,400	4,400	9,400
CS0359	Community Resilience Grant	0	22	22	0	0	0	0	22
CS0388	Recreation Equipment	0	0	0	0	0	0	0	0
CS0107	Markets	35	5	40	0	0	0	0	40
CS0342	Westgate Carpark	0	0	0	0	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	2,219	-1,879	340	0	2,975	11,850	60	15,225
CS0247	Replace Box Office Equip	0	3	3	0	0	0	0	3
Total - Dept of Place - Other		21,495	-1,569	19,926	2,911	13,610	19,299	7,543	60,378
Corp Serv - Estates & Property Services									
CS0094	Property Programme (bworks)	609	0	609	0	0	0	0	609
CS0262	Margaret McMillan Towers	0	0	0	0	0	0	0	0
CS0318	Property Programme 15/16	0	10	10	10	0	0	0	10
CS0333	Argos Chambers / Britannia Hse	0	751	751	0	0	0	0	751
CS0344	Property Programme 16/17	0	0	0	-10	0	0	0	0
CS0366	Property Programme 17/18	750	-71	679	14	0	0	0	679
CS0385	Property Programme 18/19		1,911	1,911	0	0	0	0	1,911
CS0368	Dishwasher	0	31	31	0	0	0	0	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	274
CS0269	Burley In Whrfedle Culvert repair	0	17	17	0	0	0	0	17
CS0050	Carbon Management	1,000	-203	797	-4	820	0	0	1,617
CS0305	Healthy Heating Scheme	77	59	136	22	0	0	0	136
CS2000	DDA	50	50	100	0	50	50	62	262
CS0361	Strategic Acquisitions	576	-576	0	0	0	0	0	0
CS0382	Fmr Odeon		0	0	278	0	0	0	0
CS0383	Jacobs Well demolition		495	495	14	0	0	0	495
Total - Corp Serv – Estates & Property Services		3,336	2,474	5,810	324	870	50	62	6,792

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend 31 May 18	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies									
	General Contingency	2,000	-300	1,700		2,000	2,000	2,000	7,700
	St George's Hall	0	300	300		0	0	0	300
	Highways Strategic acquisitions	0	500	500		0	0	0	500
CS0277	Wyke Manor Ph2 Sports Dev	493	0	493		0	0	0	493
	Essential Maintenance Prov	2,000	-2,000	0		2,000	2,000	2,000	6,000
	Bfd City Ctre Townscape Herit	2,000	0	2,000		750	0	0	2,750
	Strategic Acquisition	10,000	0	10,000		10,000	10,000	10,000	40,000
									0
	Keighley One Public Sector Est	10,000	-10,000	0		10,000	5,000	3,000	18,000
	Depots	3,000	-3,000	0		3,000	0	0	3,000
CS0306	Strategic Acq - Highways	550	0	550		0	0	0	550
	Canal Road Land Assembly	450	0	450		0	0	0	450
	Bereavement Strategy	8,500	-8,500	0		8,500	8,500	0	17,000
	New Schemes	31,995	-14,010	17,985	0	43,312	24,806	1,461	87,564
Total - Reserve Schemes & Contingencies		70,988	-37,010	33,978	0	79,562	52,306	18,461	184,307
TOTAL - All Services									
		176,179	-25,463	150,716	9,082	176,947	141,073	57,393	526,129

Corporate Risk Register May 2018



Corporate Risk Register May 2018
Generated on: 23 May 2018

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Cheshire West ruling March 2014 has significantly increased requests for authorisation of the Deprivation of Liberty Safeguards for people living in care homes and hospital. Failure to comply with the statutory DoLS processes leads to unlawful detention on the part of the state by the Local Authority.	
Potential Effect of risk	Harm to an individual unlawfully deprived of their liberty. Damage to the Council's reputation. Financial consequences arising from maladministration. The 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.	
Internal Controls	The department has completed the following work: <ul style="list-style-type: none"> 60 day internal audit review undertaken which recommended safe staffing levels going forwards Implementation of an improvement plan in response to all actions recommended in the internal audit report. Review of staffing compliment, leading to the establishment of a new MCA team and a business case for stabilising the level of base budget going forwards. Migration of all Best Interest Assessors through Comensura (bringing to and end the use of "independent BIAs"). Review of processes and systems. By end June 2018 all 1,800 cases in the backlog have been screened and cleared. Increase in use of short authorisations to manage the risk of cases where there are quality and safeguarding concerns. Recommissioning of the advocacy service contract to ensure capacity to provide Paid Relevant Person's Representatives. Retraining of all 47 qualified Best Interest Assessors within the Department. Bi-monthly free training offered to all providers across the health and social care sector to raise awareness of mental capacity and thresholds for authorisation of the Safeguards. Reintroduction with the CCG of the MCA Local Area Improvement Network reporting into the Safeguarding Adults Board. The impact of the internal controls has seen a significant improvement in performance: <ul style="list-style-type: none"> The total number of requests for DoLS has increased year on year by 26% to 3711 Applications not granted has increased by 40% to 1290 Applications withdrawn has increased by 176% to 458 	

	<ul style="list-style-type: none"> • Applications granted in year was 841 • The number of application completed was 929 • 27 cases have progressed to the level of a Section 21A appeal and are progressing before the Court of Protection. <p>The work undertaken over the last year has also led to a reduction in the number of active authorisations, which during 16-17 was 1,813 and during 17.18 stood at 1,417. This is a reflection of the good work by the team, the bar for capacity being low, and the MCA training raising awareness about the process.</p> <p>In 6 months the DoLS team reviews have resulted in a reduction in expenditure by £400K, the team have identified a further £2.1M of potential reductions to be achieved from purchased care spend if their work continues and the level of restriction is reduced.</p>
Actions/controls under development	In response to the internal audit recommendations and management review of capacity in the team, a business case has been developed to stabilise the level of base budget going forward to ensure we can continue to meet statutory responsibilities and manage the workload coming through.
Ownership Managed By	Bev Maybury

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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 the Care Act 2014 and to embed the provision of MSP. A 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</p>	

	<p>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 members of the Adult Protection Unit to ensure that members understand how to address the current backlog of cases and the seriousness of failing to do so. The appointment of two additional Adult Protection Unit staff members to focus upon the backlog of cases received in Duty for a period of two 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 are currently being updated A training programme is being developed to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Adult Protection Unit is currently under review. The review is considering the introduction of a single point of contact for all safeguarding concerns received. 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
Description	<p>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.</p>	
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</p>	

	<p>are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified</p> <p>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.</p> <p>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.</p> <p>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	Revised Business Continuity Management Template has been devised to simplify plans and render them more usable when they are most needed. In March 2018 all AD's were asked to nominate service contacts to work with Emergency Management to transfer BCM plans onto the new format. This work is ongoing.
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	<p>Demand for social care services is predicted to continue increasing and overspends are likely.</p> <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>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 Leadership Group focusing on reviewing budget position and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>At both meetings a savings tracker is presented which summarises progress to date.</p> <p>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. Business case put forward to support this work which will be integrated within the Departmental Transformation and Change Programme</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	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.	
Potential Effect of risk	<p>Reduced opportunity for citizens. Inability to attract high value-added employment Performance Indicators, attendance or Ofsted assessments decline Changing legislation, governance or funding structures require adaptation of delivery strategy</p>	
Internal Controls	<p>Annual analysis of attainment and progress measures and schools/academies with very low scores notified and monitored by LA, MAT and RSC. Annual Educational Standards report circulated and approved at O&S Committee in September and February. Annual risk assessment of LA maintained schools in July involving key stakeholders such as governors, Diocese reps, School Finance, Safeguarding, Headteachers and SEND and resources deployed according to needs Improving standards noted at the end of all key stages particularly in the progress measures due to the introduction of firmer lines of accountability Evidence of the narrowing of the gap with the national figures due to the rigorous monitoring and evaluation of key performance indicators and effective sharing of the data with key stakeholders including Teaching Schools and the RSC. Improved LA ranking in KS1, KS2 and KS4 due to the improved pupil outcomes. Boys' achievement in reading and writing continue to be an area for improvement and LA working in partnership with the National Literacy Trust and the Manager of the Bradford Literacy Trust and the Teaching Schools in order to establish targeted projects and initiatives aimed at improving boys' literacy skills.</p>	
Actions/controls under development	<p>April 2018 – Transformation of Prevention and Early Help and SEND approved at Ex Committee on 3rd April and officers to work on the first stage of the implementation process. All services operating under the Deputy Director for Skills restructured due to austerity challenges and limited funding.</p>	
Ownership Managed By	Yasmin Umarji	

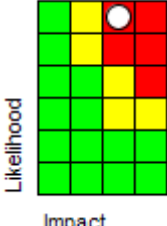
Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation</p>	
Internal Controls	<p>The action plans from the Safeguarding inspection in 2014 have been implemented. Safeguarding arrangements commended by Ofsted May 2014 - action plan devised for achieving improvements as recommended in the report within 6 month timescale. There is increased demand for child protection services; a steady increase in referrals and the numbers of children on plans has resulted in higher numbers supported by specialist services. In April this rose to above 1000 LAC. Caseloads have significantly increased for social workers. The Council has funded a resource plan and increased the number of social workers, staff in the child protection unit and a multi-agency response to Eastern European families. It has proved difficult to recruit additional experienced workers and the quality of agency workers who are available is poor, this has resulted in continued</p>	

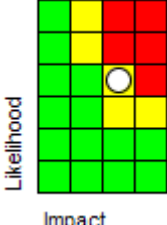
	<p>vacancies and staffing levels are a potential risk. A review of caseload allocation has been put in place to ensure resources are aligned to need. The Safeguarding Board has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. Bradford Safeguarding Children Board has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE hub. There is a robust co-located multi-agency service for dealing with contacts, referrals and assessments, and an additional specialist multi-agency service for dealing with child sexual exploitation concerns; this has been further enhanced by co-location at Sir Henry Mitchell House from April 2015. The work of the Child Sexual Exploitation Hub is strong as evidenced in the Ofsted Inspection March 2014 and the review in 2015. There has been a good response to nationally required improvements to track and reduce risk for young people. Strengthening assessment processes through the single child assessment; the Board has implemented a non-engagement pathway to address working with difficult and evasive service users. BSCB and its partners have a programme of multi-agency case file audit and case challenge. Challenge panels have been put in place to focus on key areas of practice including CSE ,and this has been further strengthened by a robust internal case file audit process. A quality assurance framework has been developed for children's services There has been further case file audit and challenge panels, together with the publication of a QA framework for Children's Social Care which has provided assurance and challenge around safeguarding work with vulnerable children. CSE has been reported to all area committees and the programme of awareness raising and training has continued. A review of caseload allocation has been put in place to ensure resources are aligned to need. The overall risk level remains the same.</p>
Actions/controls under development	
Ownership Managed By	Jenny Cryer

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. Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Employment and Skills Strategy are not delivered Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation Underspend of current funding</p>	
Internal Controls	<p>New contracts are developed in conjunction with key partners and are discussed with ESB Contracts are procured with specific reference to avoiding duplication of resources and funding Continue to promote streamlined provision and encourage providers to work in partnership to avoid duplication Delivery of the ESF STEP programme continues in Bradford and Leeds. ESF STEP contract runs until March 2020. 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 Reed in Partnership have started delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. SfW continue to deliver Levy and Non-Levy Apprenticeships since the introduction of the new Government Reforms in May 2017. SfW continues to deliver Education and Skills Funding Agency (ESFA) Classroom and Community Learning funding and have received</p>	

	their 2018-2019 Contract Variation with Maximum Contract Value allocated by the ESFA.
Actions/controls under development	SfW 2018 restructure will be implemented in July 2018. The restructure takes into account the rundown of DWP contracts and reducing staff customer caseloads. Resulting in a reduction in customer facing staff and support staff. Senior management is keeping abreast of the Governments' devolution agenda for education and skills funding to a more local level i.e. West Yorkshire Combined Authority and Leeds City Region LEP Organisations can bid for DWP Flexible Support Funding via the DWP Dynamic Purchasing System (DPS), where local jobcentre plus offices can purchase service for specific customer groups or area need. Organisations need to submit their Service Offer/s on the DPS that JCP can purchase.
Ownership Managed By	Jenny Cryer; Jim Hopkinson

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>Damage to Council's reputation due to failure to meet own 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 and district wide carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Climate "incident"</p> <p>Lack of robust understanding of population and other economic trends</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>Wider stakeholder community under resourced to deliver on action commitments</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 to 2020 target.</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		
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	<p>Services run the risk of failing to deliver statutory minimum standards</p> <p>Budget is overspent.</p> <p>Suboptimal decisions could be made.</p> <p>Achievement of priorities delayed or not delivered.</p> <p>Service delivery not achieved.</p> <p>Challenges to governance framework.</p> <p>Deterioration in reputation with knock on consequences.</p> <p>Scarce resources may not be utilised / prioritised to maximum effect.</p> <p>Reduced effectiveness of Council Leadership</p> <p>The Council's budget & setting of Council Tax is challenged.</p> <p>The risk was addressed for the current year. Spending pressures were resolved through the budget process together with the use of reserves.</p> <p>The risk remains for future years though already being planned for through organisational review and new operating models workstream.</p> <p>Central Government funding is still reducing and the future is uncertain beyond 2020.</p> <p>The Fair Funding Review which is underway will determine the national funding picture.</p>	
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2017</p> <p>Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</p> <p>Budget process fully integrated with the Authority's strategic service and value for money planning.</p> <p>Political engagement in place for budget process.</p> <p>Medium term planning extended over a six year time line.</p> <p>Controls on procurement and workforce changes in place</p> <p>Meaningful budget consultation process in place</p> <p>Strict adherence to Reserves Policy Project Appraisal Group established to scrutinise individual capital business cases</p>	
Actions/controls under development	<p>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.</p> <p>Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.</p> <p>Raise financial acumen across the Council to improve decision making.</p>	
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	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p>	

	<p>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.</p>
Internal Controls	<p>Designated SIRO (senior information risk owner) - City Solicitor 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. Updated E-learning "Responsible for Information : levels 1,2 and 3" is sent annually via email to all staff for compulsory completion. "Think! Security Training available for Non ICT Users". 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>GDPR Implementation Plan in place to ensure compliance with the new Data Protection Act is achieved. Implementation Plan will need to be completed through 2018/19</p>
Ownership Managed By	Parveen Akhtar

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	Strong Corporate Governance & Audit Committee (CGAC) and scrutiny arrangements. Annual work programme determined by the CGAC in consultation with Directors or	

	<p>Finance 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. Corporate Fraud Unit established External Audit independent overview. 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</p>
Actions/controls under development	Well run Council Transformation Board Back to Basics Approach
Ownership Managed By	Parveen Akhtar

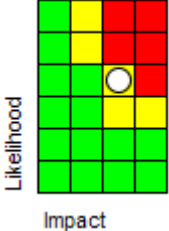
Risk Code & Title	CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision	Current Risk Matrix
Description	Operational failure or disruption, at worst organisational failure, in other parts of the public sector, caused by continuing fiscal constraint, leads to direct 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	New balance to be struck in resource allocation between public protection and affordability Damage to reputation.	

	This risk is likely to have a significant impact over the long term. Over a rolling review period of 3-5 years however the impact is considered to be marginal allowing for effective mitigation. The Authority needs effective systems for monitoring demographic trends.
Internal Controls	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	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 The Outbreak Management Algorithm dovetails with the following documents: - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance 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. 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. 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.	
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	

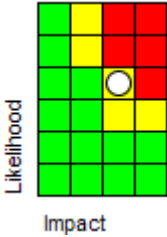
Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
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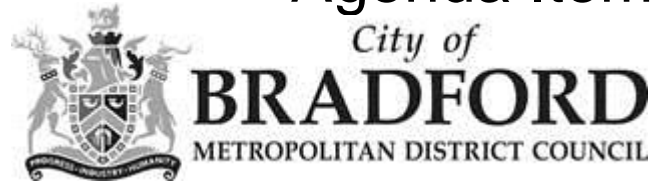
<p>Description</p>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in.</p>	
<p>Potential Effect of risk</p>	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. 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. Net additional homes (CIS_05 (NI 154)) 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 Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions. Strategic direction for District set out in Housing and Homelessness Strategy which was approved by the Council's Executive and Bradford Housing Partnership in 2014 and subject to review 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 Strategic Housing Market Assessment (SHMA) and the Strategic Housing Land Availability Assessment (SHLAA) developed by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan in order to provide opportunities for the provision of affordable housing. 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 the implementation of the Housing and Planning Act and changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies. Key indicators reported as part of the corporate indicator set relating to net additional homes and improvement delivered by main Housing services 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. Between 2010 and 2015 the team completed the delivery of 176 affordable homes and has now commenced the 2015/18 programme (funded by £4.9m HCA grant) for 194 new homes. To date 55 properties have been completed (47 for rent and 8 for sale) Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes 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 Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock. Invest in a proactive programme of interventions to bring empty homes back in to use. Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness. Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. 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>	
<p>Actions/controls under development</p>	<p>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</p>	

	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 Neil

Risk Code & Title	CRR_New_R&I Regeneration and Investment	Current Risk Matrix
Description	Loss of confidence in the local economy and regeneration prospects caused by failure to engage with the private sector, poor planning or ineffective interventions.	
Potential Effect of risk	<p>Inability to raise funds for projects. Reduced job opportunities. Increasing deprivation. District does not emerge from / break out of a subsidy culture to achieve a diversified and resilient economy. Delivery of local plans and economic growth adversely affected. Inability of transport infrastructure to accommodate demand for travel. Investment levels -enquiries and secured investments Business rates growth Premises vacancy/occupancy rates Projects delivered Continued reducing corporate resources - impact on the non statutory function of Economic Development Failure to engage the private sector Poor planning Ineffective interventions</p>	
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. Monitoring of economic intelligence and performance through monthly economic update bulletins and relevant `on the day` briefings; sharing of information across the Council and Partners. Comprehensive Invest in Bradford website www.investinbradford.com Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy launched. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Relationship management - development and monitoring of benefits from key programmes such as the European Social Integration Fund (ESIF), Homes England, West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p>	
Actions/controls under development	<p>Economic Development Service reshaping and restructure ESIF Programme engagement Implementation of Bradford Economic Strategy Development of Leeds City Region (LCR) pipeline projects Contractual development of local plans Engaged fully in Leeds City Region and West Yorkshire Combined Authority action impacting on the District including Business Rated Pool and CLLD Programmes</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 of the Health and Well Being Board (HWBB), and is accountable to HWBB. It is committed to working with all the Bradford District Partnerships to embed principles of cohesion and inclusion in their work. 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. The Community Safety Partnership subgroup - Neighbourhood and Community Strategy group -overview of Communities of Interest. Police incidents which may have an impact on tension are shared with relevant partners. The Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. A weekly intelligence @Community Information Report is circulated to partner agencies</p>	
<p>Actions/controls under development</p>	<p>Continued vigilance is needed to ensure that any rise in tension in the District is addressed on an ongoing basis with key partners. The government launched its Integration strategy as a 'Green Paper' on 14 March and Bradford has been identified as one of 5 'Integration Areas'. A local strategy will be developed and signed off in August 2018, which will lead to a two-year programme of work to respond to the government's integration strategy. Social media continues to pose significant challenges with real, and often 'fake news', leading to heightened tensions.</p>	
<p>Ownership Managed By</p>	<p>Ian Day</p>	



Report of the Strategic Director Health and Wellbeing to the meeting of Corporate Overview and Scrutiny Committee to be held on 18th July 2018

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Subject:

Commissioning of specialist services for domestic and/or sexual violence and those with multiple needs at risk of /or working in prostitution

Summary statement:

This is a report provided for information to advise members of the forthcoming procurement of a contract with a value of in excess of £2million

Bradford Council and the combined Clinical Commissioning Groups provide funding for a range of specialist services to support people who are or who have experienced domestic and/or sexual violence or who may have multiple needs and be working in /or at risk of working in the sex industry.

These contracts are due to expire on the 31st March 2019 and it is important that a re commissioning programme, leading to a formal procurement process, is run to identify and purchase these services for the future. Officers have already started to review and evaluate existing services and other models of service delivery; working with providers, service users and stakeholders to understand need better

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1. SUMMARY

1.1 In line with Council Standing order 4.6.1 all contracts with an estimated value of over £2 million must be reported to the relevant Overview and Scrutiny Committee before inviting tender. This report details the above requirement in relation to specialist services offered in respect of Domestic and/or Sexual Violence and those who are working in or at risk of prostitution.

1.2 This report includes details of the work undertaken by the multi-agency project team to better understand the needs in these service areas; including work with a large range of providers; stakeholders and service users.

1.3 The activity undertaken accords with the plans as laid out in the departmental procurement plans in Health and Wellbeing as well as Children and Young People's services and the joint procurement plans which operate between the districts three Clinical Commissioning Groups (CCG's) and Bradford Council.

1.4 The new commission/s will also reflect the recommendations made as a result of the Joint Targeted Area Inspection (JTAI)-2017/18 into services for families and young people; findings from the West Yorkshire Police's Strategic Needs Analysis –SNA 2017; the Bradford Domestic and Sexual Violence Strategy 2015-20 and the outcome of the supplementary needs work undertaken by the Council's Public Health Department.

2. BACKGROUND

2.1 The services listed in Appendix 1 are either contracts or grants commissioned by the Council and/or the CCG's. Many but not all of these contracts/grants will end on the 31st March 2019. Funding comes from the CCG's and Bradford Council's Health and Wellbeing Department and Children and Young People's services.

2.2 There is also considerable investment in similar and related services from charitable sources, West Yorkshire Police and national sources, such as the Ministry of Justice. As part of the overall preparatory processes these additional services and funding sources have been mapped as much as possible. This commission however relates only to those funds as listed at item 4 Financial & Resources Appraisal and the services set out in Appendix 1.

2.3 There is one Council grant funded service included within scope which has never been formally commissioned and three grant funded services from the CCG's. Including these services in the programme will standardise the contract terms under both the Council and the CCG's standing orders/financial regulations and offer a more sustainable and accountable financial base for delivery in the future. The Council grant funded service is the main source of support; counselling and advocacy for women who have been sexually assaulted. The CCG's services are therapeutic based and support families; women and children who have suffered domestic and/or sexual abuse and/or bereavement.

2.4 In recognition of the complexity and joint nature of the funding regime a multi-agency project team has been formed and is guiding commissioning processes and other associated activity. The same team will lead the subsequent procurement processes.

3. OTHER CONSIDERATIONS

3.1 Identifying Needs & Service User' voices

3.1.1 As part of commissioning activity the project team has gathered information from a number of sources and key work areas in order to identify and better understand the needs of the district, these are detailed below.

3.1.2 An open event was held on the 12th April 2018 and invitees included all current providers, providers funded through alternative sources, key public and private agencies and partners and stakeholders locally, regionally and nationally. Circa 90 people attended on the day, the focus of which was discussion and active mapping of pathways into and out of services.

3.1.3 The questions asked in the workshops run on the 12th April 2018 are listed below along with some of the key themes and findings identified;

Someone who you suspect is experiencing violence in the home what might you do?

Key themes:

- Victim led services are important as is sensitivity' trust building
- Clear pathways are needed into and across services
- Emotional and practical support
- Preventative work is important -early intervention-education and publicity campaigns

What help and support is available for someone who actively wants to end the violence/intimate violence and abuse in the home?

Key themes

- Improved access routes into services for a range of vulnerable groups
- More housing options as a places of safety
- Support for children in recovery
- Working with perpetrators

What help and support is available for someone whose experience of violence/intimate violence and abuse is in the past but they still need support

Key themes

- Service options offered for a longer term and for victims of 'historic abuse'
- Trauma counselling for adults and children –therapeutic services

3.1.4 A Public Health consultant has conducted a Rapid Evidence Review and a broader needs analysis is being undertaken (by Public Health) into the efficacy and evidence underpinning current service options and good practice. Key themes and findings from this work include:

- Commissioners of health and social care services should ensure there are integrated care pathways for identifying, referring (either externally or internally) and providing interventions to support people who experience domestic violence and abuse, and to manage those who perpetrate it.
- Partnerships should adopt clear protocols and methods for information sharing
- Health and social care service managers and professionals should ensure frontline staff in all services are trained to recognise the indicators of domestic violence and abuse and can ask relevant questions to help people disclose their past or current experiences of such

- People who experience domestic violence and abuse have a mental health condition (either pre-existing or as a consequence of the violence and abuse), should be provided with evidence-based treatment for the condition.
- Primary prevention programmes could be delivered to young people, this should be linked to the Government's ambition to support all young people to stay safe and prepare for life in modern Britain through Relationships and Sex Education (RSE)
- Delivery of group and/or therapy/support must be considered for young people who have witnessed domestic violence
- There is strong evidence and support for delivery of perpetrator programmes.
- Sexual Violence services should strengthen links into the regional structures which are funded by West Yorkshire Police, the Ministry of Justice and the Police and Crime Commissionaires office for sexual assault.

3.1.5 Work has been undertaken to examine the efficacy and outcomes of all currently funded services through the analysis of returned performance management data to identify service demand and usage.

3.1.6 A strategic need analysis was produced in partnership between the Police and Public Health colleagues from the Council into the needs of women who are working in or at risk of prostitution.

3.1.7 In addition to the above, the Project Team are utilising the outcomes from the Strategic Needs Analysis for Domestic Violence completed in 2017/18, produced jointly by the Council and the Police, and the recommendations originating in the Joint Targeted Area Inspection (JTAI)-2017/18 into services for families and young people to inform strategic direction and service specifications.

3.1.8 There is also a separate workstream managed by a sub group of the Project Team predicated on understanding and hearing the voices of Service users. CCGs have identified a service user lead to support this part of the overall commissioning programme. The initial focus for this has been to examine the outcomes of current contract performance management returns through which each funded service is required to gather and interpret service user's satisfaction data and submit case studies.

3.1.10 A survey has been prepared to be sent to the Council's citizen's panel requesting their views on DVSV services and how they should be delivered. This is the first time the panel has been utilised in this way and it may help identify more around current gaps in service as well as eliciting personal views and /or experiences.

3.2 Outcomes

3.2.1 The Project team will set key outcomes as an integral part of new contracting arrangements and based on the combined evidence and findings of work areas as identified in item 3.

3.2.2. High level outcomes will remain in line with the Strategic Objectives identified in the Bradford Domestic and Sexual Violence Strategy 2015 – 2020:

- Prevention - Developing models and programmes to stop violence from occurring in the first place is the most strategic (and cost-effective) medium to longer term positive outcomes. Early intervention prevents escalation, repeat victimisation and ultimately reduces high risk incidents of domestic and sexual violence

- Provision of Services - Access to a consistent range of co-ordinated support services is available that maximise safety, reduce repeat victimisation and acknowledge individual needs and experiences.
- Protection and Prosecution - Perpetrators are held accountable by a range of interventions that reduce risk, provide clear messages that their behaviour is not acceptable and are provided with specialist support to change their behaviour
- That services developed are focussed towards a whole family approach.

3.2.3. Complementing existing and new work with those mainstream services such as, primary care, children and young people social care, adult services, West Yorkshire Police is key in ensuring a full range of support is available and outcomes are met.

3.2.4 Consideration is being given to the use of 'transformational contracts' which can incorporate change processes and enable services to evolve over the life of the contract period. To create stability in the sector and to support change the project team would recommend contract lengths of 4 years plus one being offered, subject to Budget Council.

3.2.5 There are currently 48 resettlement units being used as 'move on' from the temporary accommodation that the refuges provide. The work undertaken already indicates that there may be a need to expand on this; creating some fixed 'dispersed units' which could facilitate housing more easily for women with older male children, women exiting prostitution and/or with multiple disadvantages, men fleeing violence, people from the gay, lesbian, bisexual, transgender and queer communities etc., opening up a choice which isn't freely available now. The time it may take to source additional accommodation is an example of where a transformational contract could be used.

3.2.6 It is particular important that family based therapeutic services are included in new commissions. This will reduce duplication and support the work streams and referral pathways which are already working between Children's Social Care and the more specialist services. It will also meet the needs of the recommendations in the JTAI.

3.3. Timetable and other commissioning considerations

3.3.1 The timetable means that it will be necessary to advertise tender opportunity/s in August 2018. This will allow the contract to be awarded in October 2018 giving a longer mobilisation period to accommodate staffing and/or property implications.

3.3.2 TUPE is likely to apply because a result of the commissioning process is that there may be a service provision transfer. TUPE Regulations apply in service provision transfers in situations where a new contractor takes over activities from another contractor (known as re-tendering).

3.3.3. Buildings such as refuges are leased from two registered social landlords Manningham Housing Association and Accent Group who built and own the properties. One refuge is also formally leased to one of the current contracted providers.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The total annual budget for specialist services for domestic and/or sexual violence is

£2.142m of which £1.6m is LA funded and the balance of £0.5m is funded by the CCG's. The estimated value for a four year contract is £8.5m, rising to £10.7m if the option to contract over a five year period is taken.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The project is managed by a team including commissioners and appropriate operational staff drawn from the following;

- The Council –Health and Wellbeing & Children and Young People's services; Place-Neighbourhoods and Housing services
- The Clinical Commissioning Group/s –Joint Mental Health Commissioner and operational staff
- West Yorkshire Police

5.2 To manage activities and time scales there is a formal Project Plan, including a risk register which is monitored fortnightly by the Project team

5.3 The project team reports progress to the Executive Commissioning Board (joint commissioning forum between the Local Authority and the Clinical Commissioning Group/s), the Domestic and Sexual Violence Partnership Board, the Community Safety Partnership, as well as internal management boards and senior officers in the Council and the CCG's.

6. LEGAL APPRAISAL

6.1 These services will provide advocacy and direct support to vulnerable people; families and children and therefore help fulfil the Councils' statutory duties.

6.2 The statutory duties which fall to the Council arise under the following provisions;

- a) Children's Act 1989 (and subsequent amendments)-duty of care to vulnerable children and their families
- b) Part 7 Housing Act 1996-requirement to house vulnerable residents –specific categories for priority need include fleeing domestic violence
- c) Crime and Disorder Act 1998 –introduction of community safety and the strategic partnerships required to manage services to ensure citizens quality of life and freedom from crime and disorder
- d) Mental Capacity Act 2005
- e) Localism Act 2011-extended the use of private sector accommodation offers as part of options available to local authorities to end homelessness duties
- f) Care Act 2014-the requirement to ensure the health and wellbeing of vulnerable groups
- g) Homelessness Reduction Act 2018-extended homelessness duties on local authorities and the requirement to provide housing advice and assistance

6.3 The Local Authority must also 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 any equality and diversity implications when commissioning services.

6.4 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.

6.5 The Public Services (Social Value) Act came into force on 31 January 2013. It requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The Act applies to the pre - procurement stage of contracts for services. Commissioners should consider social value before the procurement starts because this can inform the whole shape of the procurement approach and the design of the services required.

6.6. Commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could improve the social, environmental and economic well being of the area and also to consider how in conducting the process of procurement the commissioner might act with a view to securing that improvement.

6.7 In line with the Council's Social Value and Inclusive Growth Policy, the procurement for these services will include a 10% scored Social Value section, using the Social Value

Toolkit to demonstrate that bidders will meet social value objectives for inclusive growth

6.8 TUPE refers to the "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014". The TUPE rules apply to organisations of all sizes and protect employees' rights when the organisation or service they work for transfers to a new employer. TUPE has impacts for the employer who is making the transfer (also known as the outgoing employer or the transferor) and the employer who is taking on the transfer (also known as the incoming employer, the 'new employer' or the transferee).

6.9 All procurement activity must be undertaken in accordance with Council's Contract Standing Orders and in line with internal governance requirements.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 Services provided through this commissioning and procurement processes are designed to support some of the most vulnerable residents in Bradford's communities. As such they are an important part of the approach to equality and diversity as they seek to empower those who may not have a voice. See Appendix 2 Equality Impact Assessment.

7.1.2 Although it is recognised that women (with or without children) are the largest group affected by domestic abuse; rape and/or sexual violence the need to open up services to people from the lesbian; gay; bisexual, transsexual and/or queer communities and men is an integral part of service delivery, service specifications will identify specific needs for different groups to ensure appropriate service responses are in place.

7.1.3 Prevention and early intervention are a particularly important part of the programme. The Project team acknowledges the need for training and awareness to be provided in schools; youth facilities and other settings where younger people congregate. There is a greater opportunity to implement prevention based programmes with the new approached signalled by the Government in respect of the delivery of Personal and Social education modules in schools.

7.2 SUSTAINABILITY IMPLICATIONS

7.2.1. The need to develop new housing solutions over a period of time during the contract may require a building programme and additional capital investment. This may impact on the long term sustainability of the services if unable to be realised

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

7.3.1 The majority of service recipients will not maintain their access to personal vehicles unless remaining at home, through the Sanctuary scheme. There are small impacts anticipated on the environment through the use of public transport and project based vehicles.

7.3.2 The 'fixed' accommodation bases use gas fired boilers for heating and hot water these have not been examined to ensure there are operating at an optimum level.

7.3.3 Fuel poverty is an issue in the private sector in the district and there will be service recipients who experience debt and money management issues as a result.

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 As noted earlier in this report sexual and domestic violence are issues of particular concern to the Community Safety Partnership. As such the Project team updates this forum through members in Public Health and the portfolio holder.

7.4.2 Crime and fear of crime are both concerns across the district and services such as these can support people to tackle crime and use statutory agencies such as the Courts and the Police to greater effect

7.5 HUMAN RIGHTS ACT

7.5.1. The Human Rights act 1998 enshrines a person's right to the following; A life; respect and a family life; right to marry and to have a family; right to liberty and security; prohibition of torture and inhuman and/or degrading treatment; prohibition of discrimination; slavery and forced labour; freedom of assembly; association and expression; the right to a fair trial and no punishment without law. Service recipients may well be experiencing some or all of the above at the point that they seek support from these commissioned services. In this way the services offered can make a very real contribution

7.6 TRADE UNION

7.6.1 New service specifications may change the roles of staff and offer new and different opportunities to work together. This is unlikely to result in reduced staffing levels or any significant staffing implications but may require time and training support to move forward.

7.7 WARD IMPLICATIONS

7.7.1 Services are offered across the district and therefore will support the needs of families and individuals across all areas and wards

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

7.8.1. None

7.9 IMPLICATIONS FOR CORPORATE PARENTING

7.9.1 The services which form this commissioning and procurement programme are not specifically aimed at 'looked after children' or those for which the Council has a corporate parenting responsibility.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.10.1 The performance management systems used to ascertain the effectiveness of the contracts issued will require anonymised data to be returned to the Council and Clinical Commissioning group/s to identify efficacy; demand and service usage trends.

7.10.2 There may be a need for partner agencies to share data however this would only be with the express permission of the service user 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

None

9. OPTIONS

9.1 As this report is for information only there are no options which can be listed

10. RECOMMENDATIONS

10.1 That the Committee recognise the breadth, importance and complexity of the work undertaken by providers in relation to the above services and support the continuation of these via the new commissioning programme

10.2 That the Committee consider any equality and diversity, TUPE and social value implications at this pre- procurement stage in accordance with Council Standing Orders in 4.6.

11. APPENDICES

Appendix 1

Appendix 2

12 . BACKGROUND DOCUMENTS

JTAI 2017/18

SNA 2017

Rapid Evidence Review

Specialist services funded by Local Authority and/or or Clinical Commissioning Groups
DV /Sexual Abuse and Exiting Prostitution Support

Service	Outturns and outcome in 2016-17
Programme of support to children in recovery from Domestic abuse in the home. Also delivers the DART programme	The service worked with 76 families
Specialist work with children in refuge and accommodation settings	Specialist children’s service supported 144 children and provided 1306 play sessions. 88% of school age children were attending school/college whilst in refuge
Provision of housing/ refuge accommodation and resettlement support to those fleeing violence and/or moving on from refuge or other temporary accommodation	24 units refuge accommodation housing 108 women, 144 children accommodated & 48 Resettlement floating supported housing 140 women
Crisis, outreach and prevention; support in safety planning, court support and other interventions as needed to remain in own home	Target 440 people (including a minimum of 24 units of specialist BAME provision and 24 for males and/or members of LGBT community) 812 people engaging in on-going support 345 people needs met
Target Hardening – installation of panic alarms and lock changes	250 - 300 people per annum minimum (stretch target) 192 alarms installed & 161 lock changes
Capacity Building delivers awareness raising sessions with professionals such as other housing related support providers and a range of different sectors	60 training days per annum 51 sessions delivered for Workforce Development 13 other sessions Freedom programme – 4 groups with 58 participants

Service	Outturns and outcome in 2016-17
Support to high risk victims as part of Multi-Agency Risk Assessment Committee (MARAC) -Independent Domestic Violence Advocate- IDVA.	Minimum 400 clients per annum
Perpetrator Programmes e.g. MAZE which is a RESPECT accredited 24 week Group programme for those 'willing or ordered by Court' to attend. Participants assessed by trainers for appropriateness	41 families supported At June 2017 there were 24 children in households of people participating in the programme 40 men per annum 6 women, or men in GBT relationships Families or partners of perpetrators as needed 23 enrolled in group 10 completed group 16 completing 1:1 work
Support to people who have experienced sexual abuse	224 service users supported
Support to people who have experienced sexual abuse	145 service users supported
Support to people who have experienced sexual abuse	400 counselling sessions offered for 48 women and girls
Support to people who have experienced sexual abuse	105 families supported
Services for women with complex needs and who are sex working	82 women on active caseload. 25 women known to service but not on caseload. 7 women not engaging with any service. Service saw 38 new women in previous 12 months. 29 of these were on street sex working. 18% successful exit from Prostitution.
Services for women with complex needs and who are sex working	Specialist health care; 4 women per clinic seen in 9 clinics per quarter & 161 women seen in year. 16 not initially registered with a GP



Airedale, Wharfedale and Craven Clinical Commissioning Group
 Bradford City Clinical Commissioning Group
 Bradford Districts Clinical Commissioning Group



Equality Impact Assessment Form

Reference –

Department	Adult Services	Version no	1.0
Assessed by	Kerry James, Tony Sheeky, Hannah Hatchman	Date created	20/06/18
Approved by	Liz Barry	Date approved	20/06/18
Updated by	Sarah Possingham	Date updated	20/06/18
Final approval		Date signed off	

The Equality Act 2010 requires the Council and the Clinical Commissioning Groups 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.

Domestic and Sexual Abuse Service contracts/grants currently funded by Bradford Council and the CCGs are due to expire on the 31 March 2019. The services are being reviewed to inform future commissioning

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

Services will be tendered in line with the outcome of the review Following the outcome of an appropriate commissioning programme; including needs work; service evaluation and performance and consultation and involvement work with providers and stakeholders a procurement process will be used to commission new services

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.

Yes, the proposal ensures provision of specialist services for domestic and/or sexual violence and those with multiple needs at risk of/or working in prostitution with protected characteristics. In particular those from different genders; the BAME and LGBTQ communities and those with mental health issues.

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.

Yes, the proposal ensures provision of specialist services for domestic and/or sexual violence and those with multiple needs at risk of/or working in prostitution services which will meet the needs of those with protected characteristics as listed above.

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

No

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	N
Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N
Additional Consideration:	
Low income/low wage	N

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.)

Not applicable

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.

Police – Additional IDVA provision, Conditional Cautions,
CCG – Primary & Secondary Care
Children’s – Education & Early Years, Children’s Safeguarding
Housing – Emergency accommodation, longer term accommodation
Safeguarding Adults

All of the above services are involved in the multi-agency project team for this commission.

Probation – work with perpetrators

Work with probation will be captured through the work with the Domestic Violence Partnership.

Section 4: What evidence you have used?

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

[Domestic Abuse and Sexual Violence Strategic Needs Analysis 2017](#)
[Prostitution Needs Assessment 2018](#)
[Domestic Abuse and Sexual Violence Rapid Evidence Review 2018](#)
[Joint Targeted Area Inspection 2017](#)

Performance Reports from commissioned services
Outcomes from specialist event held in April for stakeholders and providers of services across this field

4.2 Do you need further evidence?

Supplementary work is being undertaken by Public Health.
Work is being undertaken to collate feedback from service users.
A survey has been prepared to send to the council’s citizens panel requesting their views on domestic and sexual violence services to help identify any gaps in current provision.

Section 5: Consultation Feedback

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

Consultations were undertaken as part of the previous procurement process in in 2014/15.

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

Services were tendered and awarded in March 2015.

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

A consultation event was held with stakeholders on the 12th April 2018 which explored 3 areas; experiencing violence in the home, for those who want to end violence and for those experiencing violence in the past. The key themes from the day were:

- Victim led services-sensitivity' trust building-training for front line staff to assess risk better
- Clear pathways into and across services
- Emotional and practical support
- Wider housing options
- Preventative workstreams-early intervention-education and publicity campaigns
- Access routes into services for vulnerable groups
- Support for children in recovery
- Working with perpetrators
- Counselling
- Service options offered longer term and for victims of 'historic abuse'
- Trauma counselling for adults and children –therapeutic services

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.



Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Wednesday 18 July 2018

D

Subject:

Corporate Overview and Scrutiny Committee – DRAFT Work Programme 2018/19

Summary statement:

This report includes proposed items for the Corporate Overview and Scrutiny Committee DRAFT work programme for 2018/19. The Committee is asked to consider which items it wishes to include in the work programme.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

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

Portfolio:

Corporate
Community Safety

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes proposed items for the Corporate Overview and Scrutiny Committee Draft work programme for 2018/19, which are attached as appendix 1 to this report. The Committee is asked to consider which items it wishes to include in the work programme.

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).
- 3.2 The remit of this Committee also includes:
- the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
 - supporting the Executive through its contribution towards the improvement of the Council’s performance;
 - co-ordinating the development of the Overview and Scrutiny role within the Council.
- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.
- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 None.

6. LEGAL APPRAISAL

6.2 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

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

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

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

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

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may choose to add to or amend the proposed items to be included in the 2018-19 work programme for the committee.

9.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

10.1 That members consider and comment on the areas of work to be carried forward into this municipal year.

10.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

10.3 That the work plan for the committee be approved.

11. APPENDICES

Appendix One – 2018-19 DRAFT Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2018-19 Corporate Overview and Scrutiny Committee Work Programme.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 18th July 2018 at City Hall, Bradford.			
Chair's briefing 27/06/2018. Report deadline 05/06/2018.			
1) 2017-18 Annual Finance and Performance Report.	The Councils overall finance and performance position at the end of 2017-18.	Andrew Crookham/Philip Witcherley.	To be considered by the Executive on 10 July 2018.
2) First Quarter Financial Position Statement.	The forecast financial position as at 30 June 2018.	Andrew Crookham.	To be considered by the Executive on 10 July 2018.
3) Domestic Violence Commissioning.		Liz Barry/Sarah Possingham.	
4) Draft 2018-19 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt	
Thursday, 13th September 2018 at City Hall, Bradford.			
Chair's briefing 22/08/2018. Report deadline 30/08/2018.			
1) Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) Draft Poverty Strategy for the District.		Helen Johnston.	Corporate O&S recommendation from Thursday 25 January 2018 for this to be considered in June 2018.
3) Financing for regeneration of building on Godwin Street, Bradford BD1 2SU formerly occupied by the Odeon.		Andrew Crookham.	Request from Corporate O&S Chair.
4) LGA Peer Review.	Progress against the Improvement Plan be considered in 12 month time.	Philip Witcherley/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
5) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017. Was due to be considered on Thursday 19 April 2018, but meeting was cancelled.

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

Agenda	Description	Report	Comments
Thursday, 13th September 2018 at City Hall, Bradford.			
Chair's briefing 22/08/2018. Report deadline 30/08/2018.			
6) Risk Management across the Council.		Mark St. Romaine.	Corporate Overview and Scrutiny Committee recommendation from Thursday 25 January 2018.
7) Equality Objectives.	12 month progress report.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
8) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt	
Thursday, 4th October 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 11th October 2018 at City Hall, Bradford.			
Chair's briefing 19/09/2018. Report deadline 27/09/2018.			
1) Industrial Services Update.		Peter Keeley.	Request from members. Scheduled Thursday meeting for consideration on Thursday 19 April 2018 was cancelled.
2) District Plan Progress Report.	Performance and Resourcing.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Recommendation from Wednesday 20 December 2017.
3) Bradford Councils Workforce Development Strategy 2015-2021.	12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
1) Mid Year Finance and Performance Outturn Report.		Andrew Crookham/Philip Witcherley.	

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Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
2) Council Tax Collection/Business Rates. 3) Families First Programme.	A progress report be submitted in 12 months time.	Martin Stubbs. Martyn Stenton.	Corporate Overview & Scrutiny recommendation from Wednesday 22 December 2017.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 22nd November 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 6th December 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 13th December 2018 at City Hall, Bradford.			
Chair's briefing 21/11/2018. Report deadline 29/11/2018.			
1) Verbal update from Bradford Councils representatives on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) Safer and Stronger Communities Performance reporting.	To be considered in June 2018.	Ian Day/Rebecca Trueman.	
3) Safer Communities Plan.	That a progress report on the Bradford District Safer and Stronger Communities Strategic Plan 2017-20 be considered in 12 months time, which includes outcomes and indicators.	Ian day/Rebecca Trueman.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 20 December 2017.
4) Integrated Communities Strategy.		Ian Day/Philip Witcherley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.

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

Agenda	Description	Report	Comments
Thursday, 13th December 2018 at City Hall, Bradford.			
Chair's briefing 21/11/2018. Report deadline 29/11/2018.			
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 17th January 2019 at City Hall, Bradford.			
Chair's briefing 19/12/2018. Report deadline 03/01/2019.			
1) Implementation of Universal Credit across the District.	To focus on the roll out of Universal Credit.	Martin Stubbs.	Corporate Overview & Scrutiny Recommendation from Wednesday 21 February 2018.
2) Organisational Procurement Strategy.		Duncan Farr.	
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	Request from Corporate O&S Chair.
Thursday, 14th February 2019 at City Hall, Bradford.			
Chair's briefing 23/01/2019. Report deadline 31/01/2019.			
1) Third Quarter Financial Position Statement.		Andrew Crookham.	
2) Draft Digital Strategy.		David Cawthray.	
3) Draft IT Strategy.		Keith Hayes.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.		
Thursday, 14th March 2019 at City Hall, Bradford.			
Chair's briefing 20/02/2019. Report deadline 28/02/2019.			
1) Updated Prevent Programme for the District.	To include details of the new programme.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
2) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda

Thursday, 11th April 2019 at City Hall, Bradford.

Chair's briefing 20/03/2019. Report deadline 28/03/2019.

- 1) Managing Attendance Scrutiny Review.
- 2) Resolution Tracking.

- 3) Work Planning.

Description

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

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

Report

Mustansir Butt.
Mustansir Butt.

Mustansir Butt.

Comments

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

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 New Ways of Working.	Scrutiny Review.	Mustansir Butt.	
2 Quarterly Performance reports.		Philip Witcherley.	
3 Effectiveness of Bradford Councils approach and key Partners towards tackling dangerous driving throughout the District.		Mustansir Butt.	Member request.
4 Gambling.	TBC		Request from Cllr Richard Dunbar.

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