



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 15 November 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
Cooke Hargreaves M Pollard	Duffy Bacon Green Watson	J Sunderland

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:

Parveen Akhtar
City Solicitor
Agenda Contact: Yusuf Patel
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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 11 October 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

On 16 October 2018 the following referral was made to the Health and Social Care Overview and Scrutiny Committee by Council

PERIOD POVERTY

Resolved –

This Council notes:

- *Because of Government cuts more than one in four children in the UK are living in poverty (27.1% in 2015-16) and this will rise to almost one in three (31.3%) by 2021-22, according to the Institute for Fiscal Studies.*
- *Food bank use has risen rapidly in recent years with the Trussell Trust reporting it gave out a record 1.3m food parcels to an estimated 666,000 people in 2017-18, up 13% on the previous year.*
- *People who are unable to afford food might also be unable to afford other essentials such as sanitary products. Young girls may be particularly vulnerable to the impact as it could lead to them missing school or having to choose between buying food or sanitary protection.*
- *After being tasked by the Leader to explore how we can address this issue, officers launched a pilot scheme at Britannia House in May this year to take donations of products to be provided through the Storehouse, a local charity that supplies over 30 food banks.*

This Council will:

- Carry out more detailed research to identify the causes and extent of the issue, what good practice is already taking place and what more can be done to address the problem most effectively across the district.*
- Work with partners such as the Clinical Commissioning Group, schools, the Red Box project and the Storehouse to establish the best ways to tackle the problem.*
- Ask officers to report back to the Health and Social Care Overview and Scrutiny Committee before the end of December with their findings and options for scaling up our activity with partners.*
- Call on Government to remove VAT from all sanitary products.*

On 25 October 2018, that Committee made the following referral to this Committee:

That, following consultation with the Chair and Deputy Chair of Corporate Overview and Scrutiny Committee, and in the view of the fact that the issue is related to poverty rather than health or social care, that the recommendation of Council be referred to Corporate Overview and Scrutiny Committee for consideration.

The Committee is asked to note the referral listed above and decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group/Committee.

(Mustansir Butt – 01274 422574)

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. QUARTER 2 FINANCE POSITION STATEMENT FOR 2018-19

1 - 56

The Director of Finance will present a report (**Document “L”**) which provides Members with an overview of the forecast financial position of the Council for 2018-19. The report 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 Committee is asked to review and comment on the Quarter 2 Financial Position Statement for 2018-19.

(Andrew Cross – 01274 436823)

7. HALF YEAR PERFORMANCE REPORT 57 - 78

The Committee is asked to consider **Document “M”** which provides a summary of progress in the first half of the year against the Council’s key performance indicators.

The Committee is asked to consider Document “M”.

(Phil Witcherley – 01274 431241)

8. FRAMEWORK AGREEMENT FOR CONSTRUCTION RELATED PROFESSIONAL SERVICES 79 - 86

Paragraph 4.7 of the Council’s Contracts Standing Orders requires that for contracts with a total estimated value in excess of £2m details must be reported to the relevant Overview and Scrutiny Committee.

Accordingly, the report of the Strategic Director of Corporate Resources (**Document “N”**) is provided for information to advise Members of the forthcoming procurement of a contract with a value in excess of £2m for an initial three year period with an optional one year extension.

Members are advised that Built Environment wishes to procure, via an open EU compliant procurement process, a framework agreement for the provision of consultancy services for Construction, Design and Management Services.

The current framework expires on 14th July 2019 and procurement of a replacement framework is required to ensure compliance with Procurement Legislation and Contract Standing Orders

The Committee is asked to consider the recommendation of Option 1 as detailed in paragraph 9.1 of Document “N”.

(Craig Blackwell – 01274 432107)

9. PROCUREMENT OF A GENERAL CONTRACTORS FRAMEWORK AGREEMENT 87 - 92

Paragraph 4.7 of the Council’s Contracts Standing Orders requires that for contracts with a total estimated value in excess of £2m details must be reported to the relevant Overview and Scrutiny Committee.

The report of the Strategic Director, Corporate Resources (**Document “O”**) is provided for information to advise Members of the forthcoming procurement of a framework agreement with a value in excess of £2million, for an initial period of three years with an optional one year extension.

Members are advised that the Council's Built Environment Team currently utilises a framework contract for building works in live education environments which is used to procure contractors to deliver new builds, alterations and expansion works in primary schools, secondary schools and early years provisions.

The current framework has been in place since 24th June 2015 and is due to expire on 23rd June 2019. Procurement of a replacement framework is required to ensure maintenance of supply, compliance with EU procurement legislation and Contract Standing Orders.

The Committee is asked to consider the recommendation of option 1 as detailed in paragraph 9.1 of Document "O".

(Craig Blackwell – 01274 4320107)

10. UPDATE ON FAMILIES FIRST PROGRAMME INCLUDING LINKS TO STRONGER FAMILIES 93 - 106

Previous Reference: Minute 38 (2017/18)

Document "P" is a report of the Strategic Director, Children's Services which provides an update on the Families First Programme since the Committee last considered it in November 2017.

The report covers national programme development, local progress and service changes made since the last report. It also provides examples of how the programme has helped local families turn around their lives.

Recommended –

That the Committee considers the implementation of Bradford's Families First and Stronger Families Programmes which deliver effective services to families, avoid duplication and improve outcomes for families in the District.

(Mark Anslow)

11. ANTI POVERTY CO-ORDINATION GROUP 107 - 168

Previous Reference: Minute 67 (2017/18)

The Strategic Director Place will present a report (**Document "Q"**) which presents a draft of the Bradford District Anti-Poverty Co-ordination Group's approach for tackling poverty along with data measures that will be used to evidence the impact of activity at District level and, where available, at ward level.

Recommended –

- (1) That the final draft Bradford District Anti Poverty Co-ordination Group's Approach for Tackling Poverty 2018-2020 be accepted and endorsed.**
- (2) That recommendations of suggested changes to the final draft Approach be made, including endorsement of activity to consult individuals living through the experience of poverty.**

(Helen Johnston – 01274 434401)

12. COUNCIL TAX COLLECTION 169 -
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The Committee is asked to consider **Document “R”** which is a report of the Strategic Director, Corporate Services setting out the Council's performance in, and the challenge for, the collection of Council Tax.

Recommended –

That this Committee notes, and gives its views on, progress in the collection of Council Tax.

(Martin Stubbs – 01274 432056)

13. BUSINESS RATE COLLECTION 181 -
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The report of the Strategic Director, Corporate Resources will present a report (**Document “S”**) which sets out the Council's performance in, and the challenges for, the collection of Business Rates.

Recommended –

That this Committee notes, and gives its views on, progress in the collection of Business Rates.

(Martin Stubbs – 01274 432056)

14. WORK PROGRAMME 2018/19 199 -
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The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “T”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2018/19.

Recommended –

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

(Mustansir Butt - 01274 432574)

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



Report of the Director of Finance to the meeting of the Corporate Overview & Scrutiny Committee to be held on 15th November 2018.

L

Subject:

Qtr. 2 Finance Position Statement for 2018-19

Summary statement:

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

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

Andrew Crookham
Director of Finance

Portfolio:

Leader of the Council and Corporate

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Overview & Scrutiny Area:
Corporate

QUARTER 2 FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

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

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where significant issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements in the 2nd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Revenue Budget & Savings Tracker

- Based on September 30th 2018 projection, the Council is forecast to overspend the £358.1m net budget by £6.1m. (£5.8m at Qtr 1).
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) is forecast to overspend the £103m net expenditure budget by £6.9m. This is mainly due to a forecast underachievement of the 2018-19 savings in Adults Social Care. The Medium Term Financial Strategy is assuming that planned Adult Social Care budget savings will have to be reduced as part of the 2019-20 budget setting process.
- The Department of Place is forecast to overspend the £64.1m net expenditure budget by £4.3m. The overspend is largely attributable to;
 - A £3.2m overspend on Waste Management comprised mainly of a £1.7m overspend in Waste Disposal and a £1.3m overspend in Waste and Recycling Collection.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted employee's expenditure.
 - A £1.0m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A £0.3m underachievement on Building Control trading income.
 - A £0.4m overspend in the Highways Delivery Unit linked in part to underachieved savings.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.
- Children's Services are forecast to overspend the £93.3m net expenditure budget by £2.5m. The overspend is largely due to;
 - A £2.7m overspend on the £8.1m external purchased placements budget due to higher numbers of placements for Looked After Children. The overspend includes £0.25m linked to outstanding income where health partners make a contribution to Children's care packages.
 - A £1m overspend on the £8.6m Social Work staffing budget due to difficult to fill vacant posts being covered by Agency staff.
 - A £0.5m overspend on the £4.8m In-House residential home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
 - The above overspends are partly offset by underspends in Education and

Learning due to one off Prevention and Early Help savings in advance of next years planned budget reductions.

- The underspend in Education and Learning does however include a £0.6m pressure in relation to Special Educational Needs and Disability (SEND) traded services (£1m full year effect).
 - A report detailing the outcome of an OFSTED Inspection of Local Authority Children's Services (ILACS) has been presented to the Executive. In response to the judgement, the Council has committed a further £134k to address immediate concerns. It will also be necessary to consider the case for additional investment as part of the upcoming Budget process.
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- Travel Assistance is a service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place. £4.8m of budget savings are still to be delivered. The underachievement is currently being offset by Corporate Contingencies.
 - Departmental plans to mitigate the issues are outlined in Section 3 Services Commentaries.
 - 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. A Corporate spending control panel has also been established for the approval of staff recruitment, and consultant spend.
 - The above overspends in Health & Wellbeing, Children's Services and the Department of Place totalling £13.7m are partly offset by
 - £3.0m of corporate contingencies
 - £2.0m of forecast lower redundancy costs.
 - £1.2m of capital financing underspend linked to the change in MRP policy
 - £1.0m of other centrally held underspends.
 - £0.3m underspend in Corporate Resources
 - Any Council wide overspend at year end will have to be funded from reserves.

Reserves

- At 30th September reserves stand at £164.7m (Council £144.2m and Schools £20.5m). Net movements in reserves have led to a £2.5m decrease in reserves since quarter 1. Section 4 details reserves.
- Unallocated reserves stand at £14.5m. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- School balances are currently £20.5m but are forecast to reduce to £9.2m by March 2019.
- Hanson School was £3m in deficit at the end of 2017-18 and the deficit is forecast to increase to £4.1m by the end of 2018-19. The Council is working with the school, the Department for Education and the Regional Schools commissioner to identify options to resolve the issues.

Capital Expenditure

- Regarding Capital Expenditure, the latest forecast of expenditure for 2018-19 for the Capital Investment Plan (CIP) is £109.2m, compared to a revised budget of £154.4m. Spend incurred at 30th September is £35.2m. The Council will endeavour to

maximise spending on the programme in 2018-19 but some projects and their sources of funding may carry over and result in profiling budgeted spend into future years.

- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.35m for Highways IT equipment to produce technical engineering drawings. This scheme seeks temporary short term funding from revenue reserves in advance of funding from the West Yorkshire Transport Fund.
 - £0.057m for the relocation of a Soup Kitchen to be funded by a capital receipt generated by the sale of land.
- Schemes to be noted as previously approved by Executive:
 - An additional £4.7m for the redevelopment of the City Centre Markets was approved by Executive in July 2018.
 - Relocation of the Coroner's accommodation, this scheme was approved by Executive in July 2018.

Council Tax and Business Rates Collection

- Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2019-20, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates.

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 30th Sept 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £6.1m. 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	216.4	224.1	7.7	-113.4	-114.2	-0.8	103.0	110.0	6.9
Children's Services	485.9	488.5	2.6	-392.6	-392.7	-0.1	93.3	95.8	2.5
Department of Place	116.9	123.5	6.6	-52.8	-55.2	-2.4	64.1	68.3	4.3
Corporate Resources	254.4	252.5	-1.9	-211.0	-209.4	1.6	43.4	43.1	-0.3
Chief Executive	4.1	4.1	0.0	-0.1	-0.1	0.0	3.9	3.9	0.0
Non Service Budgets	6.6	6.6	0.0	-0.8	-0.9	-0.1	5.8	5.7	-0.1
General Fund	79.2	71.9	-7.3	-34.6	-34.6	0.0	44.6	37.4	-7.2
Total Council Spend	1,163.5	1,171.2	8.2	-805.3	-807.1	-1.8	358.1	364.2	6.1

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	437.5	450.4	12.9	-270.8	-272.5	-1.7	166.7	177.9	11.2
Better Skills, More Good Jobs And A Growing Economy	94.1	97.1	3.0	-49.6	-51.5	-1.9	44.5	45.6	1.1
Safe, Clean And Active Communities	59.3	62.0	2.8	-19.7	-19.5	0.2	39.6	42.5	2.9
A Great Start And Good Schools For All Our Children	420.4	418.8	-1.5	-394.5	-394.0	0.6	25.8	24.9	-1.0
Decent Homes That People Can Afford To Live In	4.2	4.0	-0.2	-0.7	-0.7	-	3.6	3.4	-0.2
A Well Run Council	86.3	84.6	-1.6	-31.4	-30.3	1.1	54.9	54.4	-0.5
Non Service, Fixed and Unallocated	61.8	54.2	-7.5	-38.7	-38.6	-0.0	23.1	15.6	-7.5
Total Council Spend	1,163.5	1,171.2	8.2	-805.3	-807.1	-1.8	358.1	364.2	6.1

2.2 Delivery of Budgeted Savings proposals

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

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

In tracking progress made against each individual saving proposal, £14.6m (53%) of the £27.4m is forecast to be delivered, leaving £12.8m 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 ¹
Health & Wellbeing	0.8	12.4	13.2	6.1	13.1
Children's Services	0.0	0.5	0.5	0.1	4.1
Place	1.3	3.6	5.0	1.4	3.7
Corporate	0.0	3.5	3.5	0.4	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	6.8 ²	20.6	27.4	12.8	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	12.8 (Forecast)

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

¹ Additional budget savings for 2019-20 will be required in line with the Medium Term Financial Strategy

² Underachieved savings from prior years include the value of underachieved savings from 2017/18 that were not achieved by 31/3/2018.

3. SERVICE COMMENTARIES

3.1 Health and Wellbeing

- The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £6.9m (£7.0m at Qtr 1), all of which falls within Adult Services.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Health & Wellbeing							
Operational Services	104.7	106.4	-42.5	-42.6	62.2	63.8	1.6
Integration & Transition	10.1	10.7	-1.8	-1.9	8.2	8.7	0.5
Learning Disabilities	59.0	62.3	-24.1	-24.7	34.9	37.6	2.7
Strategic Director	-1.6	0.7	-1.4	-1.5	-3.0	-0.8	2.2
Public Health	44.1	44.0	-43.4	-43.5	0.7	0.6	-0.1
Total	216.4	224.1	-113.4	-114.2	103.0	110.0	6.9

- The overspend largely results from a £5.7m under achievement of the £8m 2018-19 demand management saving, and recurrent pressures from 2017-18. The main financial issues and mitigating actions are outlined below:

1) Learning Disabilities (£2.7m overspend)

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

Average Population	2016-17	2017-18	2018-19
Residential	134	127	129
Residential Block Contract	53	49	48
Nursing	18	16	15
Nursing Block Contract	60	44	43
Residential & Nursing	265	236	235
Day Care	1,007	932	929
Direct Payments	389	430	450
Home Care	471	460	417
Supported Living	226	226	234
Community Care	2,039	2,048	2,030
Total	2,304	2,284	2,265

- The transformation has not gone as far as planned, and the service is forecast to overspend the £34m net expenditure budget by £2.7m; the main areas of concern are:

- 1.1) **LD Residential Fees** is forecast to overspend the £8.0m net expenditure budget by £2.2m due to a combination of unachieved savings (£1.7m) and a recurring pressure from 2017-18. Total spend is however forecast to be £0.1m lower than last year.

In Year Mitigation

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

Future Mitigation

- A number of housing schemes are in development that once complete will be an alternative to residential care, enabling people to live in their own tenancies with more choice and control.
- The overspend/ delay in the delivery of savings is also being reassessed, and the results will feed in to the 2019-20 budget setting process.

1.2) LD Nursing Fees are forecast to overspend the £4.4m net budget by £0.9m; this is a recurrent pressure from 2017-18, primarily associated with a nursing block contract arrangement.

Mitigation

- Work is on-going to change the model of care from nursing to supported living which will result in a reduced cost base for the Council. It is likely that this work will be complete by early 2019 and a balanced budget should be delivered in 2019-20. The forecast overspend in 2018-19 is however unlikely to change significantly before year end, and consequently the overspend will be funded by other parts of the Department/ Council.
- The Learning Disability overspends above are being partly offset by underspends in Learning Disability Home Care.

2) Commissioning Savings (£2.1m unachieved)

- Part of the department's £8m demand management saving is a £2.1m saving regarding efficiencies in contracts (5A7) which remains unachieved. Work is ongoing to identify how this saving will be achieved but it is unlikely that the saving will be delivered in 2018-19.

In Year Mitigation

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

Future Year Mitigation

- The overspend/ delay in the delivery of savings is also being reassessed, and the results will feed in to the 2019-20 budget setting process.

3) Older People and PD Purchased Care (£1.8m overspend)

- The table below shows that Older People and Physical Disability services are being transformed in line with the Home First strategy which seeks to keep people independent and at home, rather than in Residential and Nursing care

Average Population	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – Older People	1,368	1,289	1,234	1,113	1,005
Total Residential and Nursing – Physical Disabilities	83	85	76	115	103
Total Residential and Nursing	1,451	1,374	1,310	1,228	1,108
Total Community Care – Older People	1,521	1,530	1,609	1,816	1,856
Total Community Care – Physical Disabilities	370	335	353	261	268
Total Community Care	1,891	1,865	1,962	2,077	2,124
Total	3,342	3,239	3,272	3,305	3,232

- The pace of change is not however sufficient to balance the budget, and the Older People (OP) and Physical Disabilities (PD) net expenditure budget of £31.1m is forecast to overspend by £1.8m.
- This budget area has had two budget savings totalling £3m attributed to it in 2018-19. A £1m demand management saving, and the £2m Access Saving (5A6).
- Activity data at the half year is showing a forecast reduction of 120 residential and nursing clients resulting in a £2m full year cost reduction. This however has been partly offset by an increase in 2,110 homecare hours per week (from 20,510 hours in 2017-18, to a forecast of 22,620 in 2018-19) due to the department's strategy of keeping people at home.
- Taking into account the increase in home support hours and number of clients, £1m of savings have been delivered, however the £2m Access saving is forecast to be unachieved in 2018-19.

In Year Mitigation

- The department is working to reduce the overall demand for homecare by continuing to embed the community led support strategy, working with the NHS where a client has a health need and will be eligible for Continuing Health Care.
- These mitigations could reduce the £2.0m forecast overspend in the second part of the year.

Future Year Mitigation

- The deliverability of Demand Management savings are being revisited. The findings will feed into the 2019-20 budget setting process.

4) Integration and Transitions Staffing overspends (£0.9m)

- Within Integration & Transitions, the employee budget is forecast to overspend by £0.9m. This is due to a significant number of temporary posts which have been required in order for the department to meet the statutory obligations for Safeguarding Adults.

- A business case for additional funding has been prepared and presented to management; and will feed into the 2019-20 budget process.

Remaining Department

- Other than the specific mitigating actions outlined in the above sections, the forecast overspends are being partly offset by underspends in other parts of the department in 2018-19.
- The Government has recently announced further funding for the Health and Social Care sector in 2018-19, however the value and conditions linked to the funding are not yet known, and consequently this has not been factored into the forecast.
- Based on the current forecast, the £6.9m overspend will have to be funded from other parts of the Council in 2018-19.
- Further options to mitigate the main issues in the longer term are being examined as part of the IMPOWER System Review and 2019-20 budget setting process.
- The current Medium Term Financial Plan (MTFP) assumes the time limited element of the Better Care Fund grant will not continue beyond 2019-20. Furthermore, the MTFP also makes provision to reduce the value of future years Adults savings. Current indications show that the MTFP assumptions may have to be revised further as part of the 2019-20 budget process.

3.2 Children's Services

- Children Services are forecast to overspend the £93.3m net expenditure budget (£485.9m) Gross budget) by £2.5m (£1.4m at Qtr 1). The £0.5m of budgeted savings are forecast to be delivered as planned

Children's Services	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	-0.1
Children's Social Care	64.9	69.4	-4.8	-5.4	60.1	63.9	3.9
Education & Learning	67.1	65.5	-46.9	-46.4	20.2	19.1	-1.1
Performance, Commissioning & Partnerships	63.9	63.6	-48.7	-48.5	15.3	15.1	-0.2
Schools	289.5	289.6	-292.2	-292.3	-2.6	-2.7	0.0
Total	485.9	488.5	-392.6	-392.7	93.3	95.8	2.5

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

1) External Purchased Placements (£2.7m overspend)

- The £8.4m external purchased placements budget is forecast to overspend by £2.7m. The overspend has increased by £1.4m since quarter 1 mainly due to increasing number of children being placed in external Foster placements.
- The table below shows how the numbers of Looked After Children, and Children requiring support has increased in recent years, resulting in increased costs.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Qtr2	% Increase from 2012-13
Placed with Parents	90	82	84	86	119	117	126	40%
Placed for Adoption	39	53	63	38	24	25	28	-23%
Friends and Families	201	189	218	206	232	235	284	37%
Foster Parents	386	383	349	365	365	371	354	-8%
Fostering Agencies	39	37	32	32	38	57	87	123%
Residential Care (In House)	60	70	68	63	58	51	42	-30%
Residential Care (Ext)	40	41	46	50	47	42	40	0%
Other	34	32	37	34	48	62	63	85%
Sub Total (Number of Children Looked After)	889	886	897	874	931	960	1,024	15%
Residence Orders	78	81	65	69	59	46	41	-47%
Adoption Orders	213	224	270	271	260	247	239	12%
Special Guardianship Orders	122	157	240	277	304	320	324	166%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	623	613	604	46%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,628	25%

- The overspend includes £0.25m linked to outstanding income where health partners make a contribution to Children's care packages.

In Year Mitigation

- The service is placing children in less costly external fostering instead of external residential placement where appropriate.
- A new project to move placement coordination into the commissioning team in Performance Commissioning and Partnerships has been initiated. This will enable commissioning expertise to support the procuring of placements, and reduce the cost of placements.
- The service is also continuing to work with other nearby authorities to maximise respite capacity.
- Discussions with health partners to resolve outstanding contributions are on-going.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.

2) Social Work Services

- Social Work services are forecast to overspend the £8.6m budget by £1m as a result of agency staff being used to cover difficult to fill vacant posts.

Mitigation

- Children's Social Care are actively recruiting to vacant Social Work posts to reduce the spend on agency Social Workers. The service has also introduced a retention payment scheme (commencing January 2019) to reduce staff turnover.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.

3) In-House Residential Care

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

Mitigation

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

Within Children's Social Care, the above overspends are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m; support costs for children with disabilities (£0.1m), and commissioning budgets on Targeted Early Help services (£0.2m).

Remaining Department

- The overspend in Children's Social Care, is partly offset by underspends in other parts of the Department.
- Performance Commissioning and Development are forecast to underspend the £15.3m net expenditure budget by £0.2m as a result of staff vacancies.
- Education and Learning is also forecast to underspend by £1.1m.
- £0.3m results from lower pension payments to former teachers and lecturers due to a reduction in claimants, and £0.4m results from vacancies across the service.
- The Inclusion Services within Education & Learning is forecast to underspend by £0.4m. However, this is made up of a pressure to traded income of £0.7m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 (the full year effect of the pressure is £1m). Options are being examined on how to address this.
- The pressure is currently offset by a one-off staffing underspend of £1.2m on Early Year Services (including Children Centres) in advance of next years' savings. These budgets are part of the new arrangements for Prevention and Early Help that came into effect from the 1st of October 2018 and will be realigned to Children Social Care Services in Qtr 3.

In Year Mitigations

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

3.3 Department of Place

The Department of Place is forecast to overspend the £64.1m net expenditure budget (£116.8m gross budget) by £4.3m (£3.4m at Qtr 1) and deliver £3.6m of the £5m savings as planned.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Waste, Fleet & Transport Services	38.6	41.5	-16.5	-16.2	22.0	25.3	3.3
Economy & Development Services	8.8	8.5	-2.3	-2.3	6.5	6.2	-0.3
Neighbourhoods & Customer Services	18.7	18.3	-6.1	-6.4	12.5	11.9	-0.6
Planning, Transportation & Highways	19.4	19.9	-7.0	-6.3	12.4	13.6	1.2
Sports & Culture Services	30.7	34.5	-20.8	-23.9	9.8	10.6	0.7
Total	116.8	123.5	-52.8	-55.0	64.1	68.3	4.3

- The main financial issues and mitigating actions are outlined below:

Waste Services

- Waste Services are forecast to over spend the £23m net expenditure budget (£29.3m gross budget) by £3.2m as a result of a £1.7m over spend in Waste Disposal; a £1.3m over spend in Waste Collection, and unbudgeted Waste Programme costs of £0.3m.
- Performance data indicates that service provision is being transformed in line the strategy of collecting more recyclable waste and having less waste disposal.

Kerbside Waste & Recycling Collection	2015-16 to end of Qtr 2	2016-17 to end of Qtr 2	2017-18 to end of Qtr 2	2018-19 to end of Qtr 2
Tonnes collected from Recycling bins	8,685	9,816	13,774	17,017
Tonnes collected from Waste bins	67,479	65,449	55,343	52,358
Kerbside Tonnes collected	76,164	72,264	69,216	69,375

Waste Disposal	2015-16 to end of Qtr 2	2016-17 to end of Qtr 2	2017-18 to end of Qtr 2	2018-19 to end of Qtr 2
Waste Collected as Recycling (Tonnes)	36,916	38,516	38,858	46,538
Waste to Landfill or Alternative Treatment	75,558	74,861	69,142	64,594
Total before Trade Waste	112,474	113,377	108,000	111,132
Total Municipal Waste Disposed of (Tonnes)	122,332	123,237	118,282	120,670

- However, the transformation is not sufficient to balance the budget, resulting in overspends in Waste Disposal and Waste & Recycling Collection.

Waste Disposal

- Waste Disposal is forecast to over spend the £15.9m budget by £1.7m as a result of;
- A £0.9m overspend on materials recycling facility (MRF) operating costs. Savings in disposal costs resulting from significant reductions in kerbside residual waste, have been negated by contaminated recycling tonnages. Consequently, the level of savings anticipated are insufficient to cover the costs of the MRF as planned. Furthermore, due to an unsuccessful Trommel procurement exercise, a temporary second shift was required at the MRF.

- A £0.5m overspend on disposal operating costs, including Bradford & Keighley Transfer Loading Sites, Transfer Haulage and Household Waste Recycling Centres costs. Much of this over spend can be attributed to fleet costs (£0.4m) and employee costs (£0.1m) as the service continues to deal with the additional demands of increased waste haulage and increased resources to cover for temporary staff secondments to the MRF.
- A £0.35m shortfall in income from sales of recyclable materials. The market remains volatile and long term contracts and consistent prices cannot be secured. However, the service continuously strives to attain best prices possible and to keep contracts under review.
- The forecast over spend is being partly off-set by other areas of Waste Disposal.

In Year Mitigation

- In the short term the service is tackling high levels of contamination by raising awareness across the district. Awareness and education campaigns have been launched in addition to the enforcement of the bin policy. The current level of contamination is approximately 40%; if reduced to 30% (equivalent to 3,000 tonnes), £0.3m would be saved from reduced disposal costs and increased levels of income. As awareness of contamination continues to be raised, the quality of recycling is expected to improve.
- Following a soft market test, an alternative approach has been implemented by securing an agreement with a third party recycling operator. The MRF is now able to process all of the Districts recycling tonnage by increasing the processing speed by removing certain high value recyclates. The balance of the recyclate is sent to a 3rd Party Operator. This approach will reduce costs at the MRF; reduce transport costs and minimise the amount of contaminated recyclate being disposed of as costly residual waste. The potential full year effect of the new operating model could reduce the overspend significantly.
- The potential impact of such action will be assessed at Q3; until such time, forecasts have not been altered to account for possible savings.

Future Year Mitigation

- The above in year mitigation will be evaluated to determine the scope of a possible new procurement early in the next financial year.
- In order to reduce costs, an invest to save capital scheme is also being examined which could see the procurement of a Trommel (screening device) for the Material Recycling Facility (MRF). The Trommel enables the automation of sorting contamination from recycled waste and would lead to a smaller workforce at the MRF, reduced residual waste disposal costs, and increased income.

Waste Collection

- The £1.3m forecast over spend in Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, is largely due to a significant under achievement of the 2017-18 & 2018-19 savings.
- The combined £1.97m of savings over the two years was predicated on a reduction of 13 collection rounds, plus spares and management reductions; however, due to operational requirements and increasing property numbers the number of rounds has reduced by 7. The financial impact of this variance to plan is an estimated £0.9m.

- The service is currently undertaking a full re-route to ensure parity between rounds with all able to finish on the day. Going forward, there will be no scope to further reduce residual rounds, and there will be a need to add extra rounds in future years depending on the speed of property growth.

Future Year Mitigation

- As the unachieved savings are undeliverable, the Medium Term Financial Plan assumes that the budgeted saving will be added back as part of the 2019-20 budget setting process.

Sport Facilities

- Sports Facilities are forecast to overspend by £0.6m. This is due to a £0.6m overspend on employees linked to casual staff and allowances, and £0.3m of other premises and supplies & services overspends.
- Of the planned savings within sports facilities, £0.1m of the £0.3m will be delivered during the year. Replacement in year savings have been identified (Tier 5 Staff Reorganisation & Increased Income from Swimming Lessons) which will provide a part year benefit in 2018-19 of £70k, with further savings of £105k being recognised in 2019-20.
- In the short term the £0.9m overspend outlined above is partly mitigated by additional income from Ilkley Lido and Keighley Leisure Centre (£0.3m).

Future Year's Sports Facilities Mitigation - £0.9m

- The service's budget recovery plan has identified further savings, totalling £0.9m, that are scheduled to be achieved over the next 2 years.

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

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

Street Lighting

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

from previous years, e.g. adjusted street lighting hours (4R11) and other street lighting savings (R19) which in aggregate equate to £0.2m of unachieved savings

Future Year Mitigation

- In response to increasing energy costs the service is preparing for large scale investment in energy efficient lighting equipment (LEDs) which is in addition to the £2.5m upgrade programme already identified. The viability of the business case for this investment rests on payback assumptions based on savings in energy and maintenance costs.
- The savings from the street lighting plan are not deliverable before year 2, therefore in this intervening period alternative solutions must be found.

Building Control Fees

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

In Year Mitigation

- A budget recovery plan proposes extending discretionary chargeable Building Control work that will help to recoup costs.
- It is anticipated the level of Planning Fees will offset the pressure on Building Control in 2018-19.

Highways Delivery Unit

- The Highways Delivery Unit is forecast to overspend the £1.4m budget by £0.4m. Despite significantly increasing income within the service to achieve the targeted income savings of £0.4m, historic structural underfunding of the unit has placed an additional impetus to increase income generation by as much again.
- Whilst the service has a good work programme of capital projects, the restructure of the highways delivery function has been delayed which in turn has impacted on further commercialisation.

Mitigation

- Expenditure on revenue highway repairs has been suspended in the last two quarters until further income generating work has been secured. Higher than anticipated capital project fees will help to mitigate the pressure.

Remaining Department

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

3.4 Corporate Resources

- The department is forecast to underspend the £43.4m net expenditure budget (£254.4m gross budget) by £0.3m, and deliver £3.1m of the £3.5 savings as planned.
- There are no significant issues to report.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Corporate Resources							
Director of Corporate Resources	0.3	0.2	0.0	0.0	0.3	0.2	0.0
Financial & Procurement	4.5	4.3	-0.4	-0.4	4.0	3.8	-0.2
Estates and Property Services	50.2	48.8	-37.0	-35.4	13.3	13.4	0.2
Human Resources	5.5	5.6	-2.0	-2.0	3.5	3.6	0.1
ICT	14.6	14.4	-2.5	-2.4	12.1	12.1	0.0
Legal & Democratic	8.5	8.6	-2.1	-2.2	6.3	6.3	0.0
Revenues & Benefits	170.7	170.6	-166.9	-166.9	3.8	3.6	-0.2
Total	254.4	252.5	-211.0	-209.4	43.4	43.1	0.3

3.5 Chief Executive

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

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

3.6 Non Service Budgets

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

3.7 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 £7.2m underspend which includes £3m of Corporate Contingencies, £2m lower redundancy costs than budgeted, £1.2m of capital financing underspends and £1m of other forecast underspends.
- The main financial issue is that the £4.7m Travel Assistance saving continues to be undelivered.

- A preferred partner has been selected to assist with the delivery of the remaining £4.8m Travel Assistance Savings. The partner will initially agree a revised baseline in respect of the budgetary savings before starting the actual savings delivery.

In year mitigation

- The underachievement will continue to be mitigated by £4.8m of Contingencies in 2018-19.

4. BALANCE SHEET

4.1 Cash Reserves

- Net movements in reserves have led to a £2.5m decrease in total reserves from £167.3m at 31 May 2018 to £164.7m at 30 September. At 30 September 2018 unallocated reserves stand at £14.5m.

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement	Reserve Balance at 30 th Sept 2018 £m
Council reserves	133.9	127.8	145.2	-1.0	144.2
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	-1.0	164.7

- The £2.5m net decrease in reserves include:

Releases from

- £132k from the Better Start Programme reserve
- £277k from Theatre Box office reserve
- £100k from Well England reserve
- £101k from Additional Costs of Project reserve
- £180k from Regional Growth reserve
- £1,669k from Better use of Budget reserve
- £54k from Producer City reserve
- £47k from Grant reserves
- £64k from Transitional & Risk reserve

Transfers to

- £64k to the Workforce Development New Deal reserve

Appendices 1&2 outline Council and school's reserves.

- In setting the 2018-19 budget, the Council allocated a one off amount of £1m (£0.5m for 2018-19 and £0.5m for 2019-20) to support the Prevention and Early Help new structures. The new service is being implemented from October 2018 with proposed savings starting in April 2019. A request has made to put £0.5m into reserves to support the new service from April 2019.

4.2 School Balances

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

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	659	0	195
Primary	100	6,694	91	5,881	9	813
Secondary	7	(1,538)	7	(3,421)	0	1,883
Special	4	654	4	534	0	120
Pupil Referral Units (PRU)	7	457	7	497	0	(40)
Subtotal	125	7,121	116	4,150	9	2,971
School Contingency		12,721		4,721	0	8,000
Other Activities		708		339	0	369
Total	125	20,550	116	9,210	9	11,340

- The school balances reserve is currently forecasted to reduce by £11.3m in 2018-19. There have been nine schools (Byron Primary, Cullingworth Primary, Eastwood Primary, Farnham Primary, Hollingwood Primary, Holycroft Primary, Laycock Primary, Nessfield Primary and Woodlands CoE 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 £4.2m. The main concern remains on Hanson Secondary where the deficit balance is forecast to increase from £3m at the end of 2017-18 to £4.1m in 2018-19
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

5.0 Capital Expenditure

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

Overall Capital Programme 2018-19 to 2021-22

- The revised capital budget for 2018-19 to 2021-22 is £535.3m (£526.1m as at July 2018). The revised budget position for 2018-19 for the Capital Investment Plan stands at £154.4m.

Revised Capital Programme 2018-19 to 2021-22

	Budget Q1 monitor 2018	Change	Revised Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	TOTAL
	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	9.8	0.0	9.8	7.7	4.9	0.5	22.9
Children's Services	17.4	0.3	17.7	29.0	12.9	0.6	60.2
Place - Economy & Development	22.7	0.0	22.7	10.2	27.7	8.0	68.6
Place - Planning, Transportation & Highways	42.0	2.8	44.8	39.7	35.8	27.0	147.3
Place - Other	19.5	0.4	19.9	10.6	7.5	7.5	45.5
Corporate Resources – Estates & Property	5.8	2.4	8.2	1.3	0.0	0.0	9.5
Reserve Schemes & Contingencies	33.5	-2.2	31.3	79.2	52.3	18.5	181.3
TOTAL - All Services	150.7	3.7	154.4	177.7	141.1	62.1	535.3

- There has been an increase in the budget of £3.7m for 2018-19 and overall £9.2m. This relates to additional grant or reserve funding for:
 - £0.3m Healthy Pupil capital grant
 - £0.8m new Highways schemes
 - £0.35m Highways IT equipment
 - £0.3m Electric vehicle charging infrastructure, plus £0.4m in 2019-20
 - £2m grant funding for Godwin Street

Also there are additional budgets for the following schemes that were reviewed and approved by Executive in July 2018:

- £4.7m for the redevelopment of the City Centre Market
- £0.35m additional for Coroner's accommodation

Capital Programme 2018-19 Update

- The latest forecast for expenditure for 2018-19 is £109.2m, compared to a revised budget of £154.4m. Spend to the end of September is £35.2m, which is low compared to the forecast.
- We are not proposing to change budget profiles in this monitoring report. However, the capital programme is undergoing continuous review to analyse and challenge the current approved spending profiles and updates will be reported to the Executive in the next capital monitoring report. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date as at 30 September for 2018-19

	Revised Budget 2018-19	Annual Spend Forecast	Variance	Spend 30 Sept 2018	Spend to date as a % of forecast
	£m	£m	£m	£m	%
Health and Wellbeing	9.8	9.7	-0.1	3.2	32.9%
Children's Services	17.7	14.9	-2.8	4.8	32.2%
Place - Economy & Development Service	22.7	17.9	-4.8	9.7	54.2%
Place - Planning, Transportation & Highways	44.8	27.1	-17.7	8.1	29.9%
Place – Other	19.9	17.2	-2.7	7.7	44.8%
Corporate Resources – Estates & Property	8.2	5.7	-2.5	1.7	29.8%
Reserve Schemes & Contingencies	31.3	16.7	-14.6	0	0%
TOTAL - All Services	154.4	109.2	-45.2	35.2	32%

- There is a forecast capital programme variance of £45.2m between the budget

and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of a number of capital schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan.

- The main reasons for the reduction in the projected spend are:
 - Children's Services – staff shortages mean that school capital maintenance and investment programmes did not start as early as planned this year. Schemes are now underway and £2.2m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school, delays in planning and site surveys mean £1.5m will slip in to 2019-20.
 - Economy and Development Service – Affordable housing programme, delays on one of the schemes means that £1.6m of spend is projected to move in to 2019-20. The Leeds City Region Revolving Investment Fund has a budget of £1.2m but currently no schemes have been identified. It is expected that the budget will roll forward to 2019-20.
 - Planning, Transportation & Highways – Majority, £15m of the variance, are West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependant on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
 - Place Other – Within Leisure there have been delays in starting projects due to completing site investigations, obtaining planning permission. Work has progressed well on the new Sedbergh Sports facilities but it is likely that £1.9m will slip into 2019-20. Also £1m of spend on King George V Playing Fields is likely to take place in 2019-20.
 - Corporate Resources - Property Programme, some of the larger projects on Council property will slip into next year.
 - Reserve schemes and contingencies - £14m will slip in to next year or beyond and further work required in the scoping of these schemes. These schemes have not been reviewed by PAG or formally committed in the CIP.
- It should be noted that there are a number of significant elements of the Corporate Property programme, such as the Strategic Acquisitions programme, which are dependent on negotiations with third parties in order to achieve a successful outcome for projects such as land acquisition. This means that there is a risk that additional slippage could be required later in the year if the negotiations take longer than anticipated.

New Capital Schemes

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

- **Highways IT equipment**– £0.35m for the purchase of higher specification laptops to enable the continued use of the AutoCAD package within Highways and Architects Services. AutoCAD is used to complete technical engineering drawings and an IT upgrade is essential to ensure that the Council remains able to progress capital programmes in Highways and Architectural Services.

This project seeks short term funding of the equipment to be funded temporarily from

revenue reserves. The costs will then be recovered from the West Yorkshire Transport Fund.

- **Relocation of Bradford Soup Run** – £0.057m for the relocation of the Bradford Soup Run. The Bradford Soup Run is a long established Charity that provides meals for the homeless. It has operated over the past 26 years on a site located on the verge to the north of Portland Street. This is within an area of land that has been identified for the development of a new school.

Moving the Soup Run will enable the disposal of the land to the Secretary of State for Department of Communities and Local Government for the development of a new school known as New College Bradford. This will generate a capital receipt for the Council. It has been agreed that the Council will facilitate the relocation of the Soup Run to another site on the west side of Nelson Street in order to give full vacant possession of the land and allow the development of the school.

The following schemes have already been approved by Executive in July 2018 and have now been reviewed by PAG.

- **City Centre Market** -The Capital Programme agreed by Council in February 2018 set aside £15.225m towards the project funded corporately through capital financing. The July 2018 Executive approved a revised Markets scheme. The proposal is to build a new food-focused market on Darley Street and to develop a new non-food market in the Kirkgate Centre.

The current estimated total capital cost for the project is £19.9m and it is proposed that the shortfall is funded from markets earmarked reserves and additional borrowing by the Markets Service that will be paid from revenue funding which is budgeted from a central corporate revenue allocation.

- **Coroner's Accommodation** – the relocation of the Coroner's Service to new premises was approved by Executive in July 2018 as the current accommodation is not fit for purpose. A new property has been identified and works proposed to provide a new, purpose built Coroner's Court and office accommodation.

Capital Resources

- The capital programme is reviewed on an on going basis to confirm the capital resources required to finance 2018-19 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2018-19, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council priorities; projections on interest rates; and the Council's balance sheet to fund capital spend.
- Capital receipts from the sale of fixed assets exceed £2.1m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £15.0m in capital grants and contributions so far this year.
- The Council has had £9.4m of debt mature in May and August this year at an average interest rate of 6.8%

6.0 COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- In 2018-19 the Council will receive its budgeted Council Tax of £187.1m. Any in year variance against the budgeted Council Tax and previous year deficit therefore does not impact in 2018-19 but is carried forward with an impact in 2019-20.
- In summary, no overall variance is forecast against the in year budgeted Council Tax. However, within this no overall variance, the Council Tax Reduction Scheme is forecast to be £1.2m lower, offset by £1.2m additional discounts.
- Bradford's share of the previous year Council Tax deficit in 2017-18 was £0.975m, which was £0.575m higher than the budgeted deficit of £0.4m. However, the future year impact in 2019-20 will be mitigated in full by the application of a £0.575m earmarked reserve, previously set aside.

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.
- Currently a small surplus is forecast on Business Rates. This small surplus has been generated because reliefs are currently lower than forecast. It takes into account variations against budget on Government grants to compensate for extension to relief schemes.
- Bradford's share of the previous year Business Rate deficit in 2017-18 was £1.8m, compared to a budgeted deficit of £0.7m. This will be mitigated in part by the application of a £0.7m earmarked reserve, leaving a budget pressure for 2019-20 of £0.4m. However, it is currently expected that this will be more than absorbed by the small surplus identified above.

7.0 RISK MANAGEMENT

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

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 LEGAL APPRAISAL

- A report has been 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 2 Finance Position Statement for 2018-19.

13.0 APPENDICES

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

12.0 BACKGROUND DOCUMENTS

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

Reserves Statement as at 30th September 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	-1,669	1	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	162	-54	108	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-180	4,487	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	0	1,152	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,719	0	1,719	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	10,911	1,852	12,763	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	0	1,628	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly	756	0	756	

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18 savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
S31 offset to NDR deficit	735	0	735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	2,430	0	2,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	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	-171	63,589	
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	-727	36,628	See Appendix 2
E. Revenue Grant Reserves	12,937	-105	12,832	
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	1,003	164,704	

Departmental Earmarked Reserves Statement at 30th September 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	0	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	0	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	0	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	0	3,387	
Children Services				
BSF Unitary Charge	7,318	0	7,318	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,777	0	4,777	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	-132	0	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Travel Training Unit	368	0	368	
Early Help Enabler Support	500	0	500	To help support Early Help programme
Early Help Workforce Development	81	0	81	
Recruitment & Retention	42	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	14,377	-231	14,146	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	546	0	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	-277	369	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	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	-9	0	To support Youth Services in Lidget Green Area
Council Housing Reserve	616	0	616	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	125	-29	96	
HMO Licencing Scheme	319	0	319	
VCS Transformation Fund	160	0	160	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	0	785	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	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

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Clergy House/Jermyn Court	74	0	74	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing I
PT&H Local Plan	600	0	600	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To completed the local plan
Ad:venture & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	-100	100	
Department of Place	9,624	-431	9,193	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	36	285	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		6,712	To fund future ICT

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
		0		projects
UC Admin Reserve	546	0	546	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	-101	249	
ISG over achievement trading reserve	257	0	257	To support ISG
Bradford Learning Network (Broadband)	128	0	128	
Energy unit	230	0	230	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-65	9,902	
Total Service Earmarked Reserves	37,355	-727	36,628	

Capital Investment Plan 2018-19 – 2021-22

Capital Investment Plan 2018-19 – 2021-22											Funding		
Scheme No	Scheme Description	Budget Q1 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing													
CS0237a	Great Places to Grow Old	0	0	0	0	0	4,638	4,500	0	9,138	0	0	9,138
CS0237b	Keighley Rd Extra Care	6,115	0	6,115	6,115	2,019	488	0	0	6,603	690	1,000	4,913
CS0237c	Keighley Rd Residential Care	2,648	0	2,648	2,648	1,035	89	0	0	2,737	0	2,400	337
CS0373	BACES DFG	793	0	793	793	99	443	443	443	2,122	0	0	2,122
CS0239	Community Capacity Grant	78	0	78	78	25	2,016	0	0	2,094	2,094	0	0
CS0348	Whiteoaks Respite Centre	90	0	90	0	0	0	0	0	90	90	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	19	19	0	0
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	90	90	0	0
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	0	1	1	0	0
Total - Health and Wellbeing		9,834	0	9,834	9,743	3,178	7,674	4,943	443	22,894	2,984	3,400	16,510
Children's Services													
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	5	0	5	5	4	0	0	0	5	5	0	0
CS0278	Targeted Basic Needs	34	0	34	34	1	0	0	0	34	34	0	0
CS0286	Outdoor Learning Centres	27	0	27	27	13	0	0	0	27	27	0	0
CS0022	Devolved Formula Capital	0	0	0	868	1,811	0	0	0	0	0	0	0
CS0030	Capital Improvement Work	69	0	69	254	35	0	0	0	69	69	0	0
CS0240	Capital Maintenance Grant	4,500	0	4,500	4,000	1,540	0	0	0	4,500	4,500	0	0
CS0240b	Capital Inv Programme	2,200	0	2,200	500	111	1,100	0	0	3,300	3,300	0	0
CS0244a	Primary Schools Expansion Programme	1,700	0	1,700	1,700	590	7,700	600	0	10,000	9,928	0	72

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244b	Silsden School	2,922	0	2,922	1,400	-10	5,588	0	0	8,510	8,510	0	0
S0244c	SEN School Expansions	2,805	0	2,805	2,805	96	0	0	0	2,805	2,805	0	0
CS0360	Early Yrs 30 hrs childcare	6	0	6	6	6	0	0	0	6	6	0	0
CS0314	Foster Homes Adaptation	1	0	1	0	0	0	0	0	1	1	0	0
CS0362	Secondary School Expansion	3,100	0	3,100	3,100	644	7,633	6,900	0	17,633	17,633	0	0
CS0377	LA SEN Free School	0	0	0	0	0	7,000	5,350	647	12,997	12,997	0	0
CS0421	Healthy Pupil Capital Grant	0	328	328	208	0	0	0	0	328	328	0	0
Total - Children's Services		17,369	328	17,697	14,907	4,841	29,021	12,850	647	60,215	60,143	0	72
Place - Economy & Development Services													
CS0134	Computerisation of Records	10	0	10	10	0	0	0	0	10	10	0	0
CS0136	Disabled Housing Facilities Grant	4,600	0	4,600	4,000	1,631	2,028	5,753	2,028	14,409	4,600	0	9,809
CS0137	Development of Equity Loans	1,013	0	1,013	785	341	1,300	1,200	1,195	4,708	0	0	4,708
CS0144	Empty Private Sector Homes Strat	862	0	862	862	31	0	0	0	862	0	0	862
CS0225	Afford Housing Prog 11-15	0	0	0	0	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	7,640	0	7,640	6,000	5,531	1,383	0	0	9,023	3,000	6,023	0
CS0380	Afford Housing Prog18-21	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	1	0	1	0	0	0	177	0	178	0	0	178
CS0280	Temp Housing Clergy House	232	0	232	232	2	0	0	0	232	0	0	232
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mnghm Ln	14	0	14	14	2	0	0	0	14	0	0	14
CS0084	City Park	205	0	205	205	1	0	0	0	205	0	0	205
CS0085	City Centre Growth Zone	600	0	600	600	-44	1,150	4,400	0	6,150	0	0	6,150

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0189	Buck Lane	110	0	110	110	2	0	0	0	110	0	0	110
CS0228	Canal Road	100	0	100	100	0	0	0	0	100	0	0	100
CS0241	Re-use of Frmr College Builds Kghly	523	0	523	523	0	60	0	0	583	0	0	583
CS0266	Superconnected Cities	66	0	66	66	0	841	0	0	907	0	0	907
CS0291	One City Park (fmr Tyrls)	0	0	0	0	0	500	4,300	0	4,800	4,800	0	0
CS0265	LCR Revolving Econ Invest Fund	1,151	0	1,151	0	0	0	0	0	1,151	1,151	0	0
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	1,167	0	0	1,167
CS0378	Cust Serv Strategy	233	0	233	233	75	0	0	0	233	0	0	233
CS0345	Develop Land at Crag Rd, Shply	262	0	262	262	219	0	0	0	262	262	0	0
CS0382	New Bolton Woods Regen Sch P3	3,507	0	3,507	3,507	1,859	0	0	0	3,507	3,507	0	0
CS0107	Markets	40	0	40	40	14	0	0	0	40	40	0	0
CS0363	Markets Red'mnt - City Cntr	340	0	340	340	68	2,975	11,850	4,760	19,925	0	4,700	15,225
Total - Place - Economy & Development Serv		22,676	0	22,676	17,889	9,732	10,237	27,680	7,983	68,576	17,370	10,723	40,483

Place - Planning, Transportation & Highways													
CS0131	Kghly Town Cntr Heritage Initi	156	0	156	156	6	0	0	0	156	156	0	0
CS0178	Ilkley Moor	18	0	18	18	0	0	0	0	18	18	0	0
CS0179	Landscape Environ Imp	21	0	21	21	0	0	0	0	21	21	0	0
CS0071	Highways S106 Projects	135	0	135	135	171	386	0	0	521	521	0	0
CS0372	Countryside S106 Projects	0	0	0	0	1	135	0	0	135	135	0	0
CS0091	Capital Highway Maint	4,958	0	4,958	4,958	2,948	0	0	0	4,958	4,958	0	0
CS0095	Bridges	729	0	729	729	451	0	0	0	729	729	0	0
CS0096	Street Lighting	144	0	144	144	119	0	0	0	144	144	0	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0099	Integrated Transport	587	0	587	479	193	0	0	0	587	587	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	-3	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	16	0	16	16	0	0	0	0	16	16	0	0
CS0172	Saltaire R/bout Cong& Safety Works	281	0	281	0	2	0	0	0	281	281	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	45	45	0	0
CS0264	Highway to Health	0	0	0	1,000	803	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	176	1	0	0	0	176	176	0	0
CS0289	Local Pinch Point Fund	495	0	495	495	0	0	0	0	495	495	0	0
CS0293	West Yorks & York Transport Fund	24,320	-9,628	14,692	8,924	1,117	32,878	35,795	27,014	110,379	110,379	0	0
CS0396	WYTF Corr Imp Projects	967	9,628	10,595	1,350	133	0	0	0	10,595	10,595	0	0
CS0296	Pothole Fund	74	0	74	74	0	0	0	0	74	74	0	0
CS0306a	Strategic Transp Infrastr Priorit	90	0	90	0	0	2,600	0	0	2,690	0	0	2,690
CS0306b	Connectivity Project	1,196	0	1,196	0	0	400	0	0	1,596	0	0	1,596
CS0302	Highways Prop Liab Redn Strat	97	0	97	97	0	0	0	0	97	97	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	3	3	0	0
CS0317	VMS Signage	39	0	39	39	0	0	0	0	39	39	0	0
CS0319	Challenge Fund	1,389	0	1,389	1,389	289	0	0	0	1,389	1,389	0	0
CS0323	Flood Risk Mgmt	196	0	196	196	149	0	0	0	196	196	0	0
CS0325	Street Lighting Invest to Save	0	0	0	0	3	0	0	0	0	0	0	0
CS0329	Damens County Park	108	0	108	108	0	0	0	0	108	0	0	108
CS0332	Flood Funding	387	0	387	387	333	0	0	0	387	387	0	0
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	9	9	0	0
CS0350	Street Lighting Invest to Save	825	0	825	825	170	0	0	0	825	0	825	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0365	National Productivity Invest Fund	27	0	27	27	29	0	0	0	27	0	27	0
CS0370	LTP IP3 One System Public Transport	1,182	0	1,182	1,182	208	779	0	0	1,961	1,961	0	0
CS0371	LTP IP3 Places to Live and Work	686	0	686	686	53	0	0	0	686	686	0	0
CS0375	Sign Shop	19	0	19	19	1	0	0	0	19	0	19	0
CS0379	NPIF UTMCI	1,730	0	1,730	1,730	447	1,770	0	0	3,500	3,500	0	0
CS0384	Pothole Fund 1819	829	0	829	829	334	0	0	0	829	829	0	0
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	50	50	0	0
CS0386	Cycling & Walking Schemes LTP3	19	0	19	19	1	0	0	0	19	19	0	0
CS0414	LTP IP3 Safer Rds 1819 Shipley	0	120	120	120	38	0	0	0	120	120	0	0
CS0415	LTP IP3 Safer Rds 1819 Bfd West	0	144	144	144	31	0	0	0	144	144	0	0
CS0416	LTP IP3 Safer Rds 1819 Kghly	0	123	123	123	36	0	0	0	123	123	0	0
CS0417	LTP IP3 Safer Rds 1819 Bfd South	0	128	128	128	23	0	0	0	128	128	0	0
CS0418	LTP IP3 Safer Rds 1819 Bfd East	0	145	145	145	25	0	0	0	145	145	0	0
CS0419	IP3 Safer Rds Strat Proj 1819	0	120	120	120	0	0	0	0	120	120	0	0
CS0398	Bfd City Ctre Townscape Herit	0	2,000	2,000	25	0	750	0	0	2,750	2,500	0	250
Total - Place - Planning, Transportation & Highways		42,003	2,780	44,783	27,072	8,112	39,698	35,795	27,014	147,290	141,775	871	4,644
Place - Other													
CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	1,031	3,000	3,000	3,000	12,000	0	12,000	0
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	35	0	0	35
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	47	47	0	0
CS0063	Waste Infrastructure & Recycling	205	0	205	205	-6	0	0	0	205	205	0	0
CS0132	Community Hubs	25	0	25	25	0	0	0	0	25	0	0	25

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0283	Above Ground Fuel Storage	110	0	110	110	51	0	0	0	110	0	0	110
CS0328	Cliffe Castle Various	35	0	35	35	0	0	0	0	35	35	0	0
CS0374	Cartwright Hall CCTV	0	0	0	0	39	0	0	0	0	0	0	0
CS0340	St George's Hall	4,894	300	5,194	5,424	3,268	0	0	0	5,194	0	0	5,194
CS0121	Roberts Park	0	0	0	0	0	0	0	0	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	0	0	83	83	83	0	0
CS0162	Capital Projects - Recreation	0	0	0	100	71	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	28	0	28	28	10	0	0	0	28	28	0	0
CS0229	Cliffe Castle Restoration	150	0	150	131	29	0	0	0	150	150	0	0
CS0347	Park Ave Cricket Ground	21	0	21	21	14	0	0	0	21	21	0	0
CS0004	S106 Recreation	0	0	0	0	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	1,067	0	1,067	50	11	0	0	0	1,067	1,067	0	0
CS0392	Russell Hall Comm Grn	14	0	14	14	0	0	0	0	14	14	0	0
CS0393	Queensbury Play Areas	24	0	24	24	0	0	0	0	24	24	0	0
CS0394	Harold Walk	0	20	20	20	0	0	0	0	20	20	0	0
CS0277	Wyke Manor Sports Dev - demolition	252	0	252	150	14	0	0	0	252	252	0	0
CS0245	Doe Park	37	0	37	0	0	0	0	0	37	37	0	0
CS0349	Chellow Dene	6	0	6	51	51	0	0	0	6	6	0	0
CS0356	Sedbergh SFIP	9,571	0	9,571	7,747	3,135	7,035	49	0	16,655	0	0	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	0	600	4,400	4,400	9,400	0	0	9,400
CS0359	Community Resilience Grant	22	0	22	22	0	0	0	0	22	22	0	0
CS0247	Replace Box Office Equip	3	-3	0	0	0	0	0	0	0	0	0	0
Total - Place - Other		19,546	317	19,863	17,239	7,718	10,635	7,449	7,483	45,430	2,011	12,000	31,419

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corp Resources - Estates & Property Services													
CS0094	Property Programme (bworks)	609	0	609	109	0	0	0	0	609	0	0	609
CS0318	Property Programme 15/16	10	0	10	0	0	0	0	0	10	0	0	10
CS0333	Argos Chambers / Britannia Hse	751	0	751	151	1	0	0	0	751	0	0	751
CS0366	Property Programme 17/18	679	0	679	679	700	0	0	0	679	0	0	679
CS0391	Property Programme 18/19	1,911	0	1,911	1,000	33	0	0	0	1,911	0	0	1,911
CS0368	Dishwasher	31	0	31	31	30	0	0	0	31	0	0	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	0	274	148	0	126
CS0269	Burley In Whrfedle Culvert repair	17	0	17	17	1	0	0	0	17	0	0	17
CS0050	Carbon Management	797	0	797	797	70	820	0	0	1,617	0	0	1,617
CS0305	Healthy Heating Scheme	136	0	136	136	52	0	0	0	136	0	0	136
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	0	270	270	270	0	400	0	0	670	670	0	0
CS2000	DDA	100	0	100	100	0	50	50	62	262	0	0	262
CS0361	Strategic Acquisitions	0	0	0	0	64	0	0	0	0	0	0	0
CS0381	Godwin St	0	2,190	2,190	1,900	652	0	0	0	2,190	2,000	190	
CS0383	Jacobs Well demolition	495	0	495	495	93	0	0	0	495	0	0	495
Total - Corp Resources – Estates & Property Services		5,810	2,460	8,270	5,685	1,696	1,270	50	62	9,652	2,818	190	6,644

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
Reserve Schemes & Contingencies		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0395	General Contingency	1,700	-57	1,643	1,643	0	2,000	2,000	2,000	7,643	0	0	7,643
	Soup Kitchen	0	57	57	57	0	0	0	0	57	0	0	57
	Highways IT upgrade	0	350	350	350	0	0	0	0	350	350	0	0
CS0340b	St George	300	-300	0	0	0	0	0	0	0	0	0	0
CS0396b	From Hard Ings Money	0	0	0	0	0	0	0	0	0	0	0	0
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	493	0	0	493
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	6,000	0	0	6,000
CS0398	Bfd City Ctre Townscape Herit	2,000	-2,000	0	0	0	0	0	0	0	0	0	0
CS0399	Strategic Acquisition	10,000	0	10,000	13,200	0	10,000	10,000	10,000	40,000	0	40,000	0
CS0400	Keighley One Public Sector Est	0	0	0	0	0	10,000	5,000	3,000	18,000	0	15,000	3,000
CS0401	Depots	0	0	0	0	0	3,000	0	0	3,000	2,500	500	0
CS0306c	Strategic Acq - Highways	550	0	550	550	0	0	0	0	550	0	0	550
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	450	0	0	450
CS0403	Bereavement Strategy	0	0	0	0	0	8,500	8,500	0	17,000	0	0	17,000
	New schemes	17,985	-190	17,795	845	0	43,662	24,806	1,461	87,724	8,768	42,406	36,550
Total - Reserve Schemes & Contingencies		33,478	-2,140	31,338	16,645	0	79,162	52,306	18,461	181,267	11,618	97,906	71,743
TOTAL - All Services		150,716	3,745	154,461	109,180	35,277	177,697	141,073	62,093	535,324	238,719	125,090	171,515

Corporate Risk Register September 2018

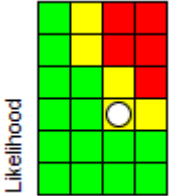


Corporate Risk Register September 2018
Generated on: 30 September 2018

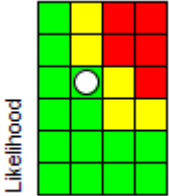
Risk Status	
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	High Risk
	Warning
	OK
	Unknown

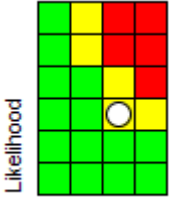
Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of over 100 requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation.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

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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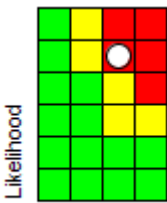
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users. 	
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP). An Interim Safeguarding Adults Board manager has been appointed to monitor further development of the SAB and its Sub-groups. Senior management representation on Safeguarding Adults Board. Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so. As part of the new Safeguarding arrangements The appointment of two additional Adult Protection Unit staff members to focus upon the backlog of cases received in Duty for a period of eight weeks after which the situation will be reviewed.</p>	
Actions/controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and from October 22nd we will be introducing a streamlined approach to respond to Safeguarding Concerns. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p>	
Ownership Managed By	Bev Maybury	

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

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p>	

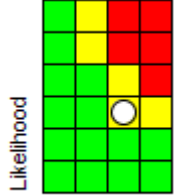
	<p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
Internal Controls	<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. 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	<p>Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.</p>	
Potential Effect of risk	<p>Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.</p> <p>Inability to attract high value-added employment.</p> <p>Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.</p>	
Internal Controls	<p>Annual risk assessment of schools in July and the start of an academic year – at risk schools targeted for focused intervention, challenge and closer monitoring.</p> <p>Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors.</p> <p>Provisional end of key stages for Early Years, KS1 and KS2 data collated and shared in July and for KS4 in September before the SFRs to allow the LA to identify underperformance and target resources accordingly.</p> <p>Half termly risk assessment of governing boards using the rag rating model</p> <p>Use of LA intervention powers – additional governors or Executive Interim Board (IEB)</p> <p>Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns</p> <p>Letter of concerns sent to underperforming schools</p> <p>Letter of congratulation sent to improving schools</p> <p>Challenging conversations held with weak leaders and governors</p> <p>Sharing of best practice at LA termly HT briefing</p>	
Actions/controls under development	<p>September 2018- Phase 2 assimilation completed and Phase 3 due to be completed by 1st October. Transformation and restructure process timeline and milestones met and on track.</p> <p>Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018 and July 2019</p> <p>Introduction of termly school improvement focused area meetings from November 2018.</p> <p>LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 15 identified schools using local and external system leaders.</p> <p>LA working closely with the school successful in becoming an English Hub in the delivery of phonics workshops to the 22 schools with Year 1 phonics scores of 10% or more below the national average of 82%.</p> <p>Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower</p>	

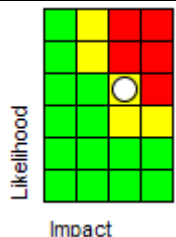
	<p>proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019.</p> <p>Developing a more robust approach to challenging conversations with underperforming schools</p> <p>In the process of introducing School Improvement Management Committees as a replacement for IEB</p>
Ownership Managed By	Yasmin Umarji

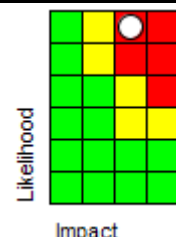
Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	<p>A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols. <u>Increased demand for child protection services, increase in referrals and children on plans. Caseloads have significantly increased for social workers.</u></p>	
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.</p> <p><u>Demand on Services</u> 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.</p> <p><u>Recruitment and Retention of Social Work staff.</u> 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 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.</p> <p><u>Bradford Safeguarding Children Board (BSCB)</u> The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p> <p><u>Front Door/MASH/CSE Team</u> 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.</p>	
Actions/controls under development	<p>October 2018</p> <p>A review of caseload allocation has been put in place to ensure resources are aligned to need. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Childrens Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be</p>	

	<p>tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p> <p>The risk has been increased to recognise the recent increasing demands and resourcing challenge's.</p>
Ownership Managed By	Jenny Cryer

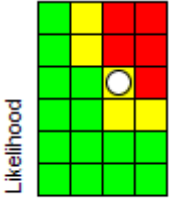
Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities.</p> <p>Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected)</p> <p>Get Bradford Working outcomes not realised</p> <p>Funding bodies releasing new contracts in isolation Underspend of current funding</p>	
Internal Controls	<p>New contracts are developed in conjunction with key partners and are discussed with ESB</p> <p>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</p> <p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020.</p> <p>Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme. Customer numbers across all SfW DWP programmes will be less than 50 before the end of 2018</p> <p>Reed in Partnership have started delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2018-2019 Contract Variation with the Maximum Contract Value allocated by the ESFA.</p>	
Actions/controls under development	<p>SfW 2018 restructure implemented in July 2018 to reflect the rundown of DWP contracts and reducing staff customer caseloads, and balanced by increase to community learning contract.</p> <p>Senior management is keeping abreast of the Government's devolution agenda for education and skills funding to a more local level i.e. West Yorkshire Combined Authority and Leeds City Region LEP. Officers are seeking to maximise funding opportunities and influence ESIF commissioning decisions, as well as trying to shape the policy agenda. Similar work is being undertaken through the Key Cities network, where our Deputy Leader holds the education and skills portfolio, and through the Leader's work on the LGA skills agenda.</p> <p>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.</p>	
Ownership Managed By	Jenny Cryer;	

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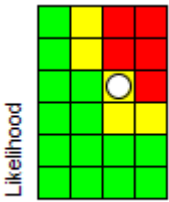
Description	Rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction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

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	<p>Central Government funding is likely to continue to reduce .</p> <p>The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services</p>	
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. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. The Fair Funding Review which is underway will determine the national funding picture.</p>
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2018 Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy Project Appraisal Group established to scrutinise individual capital business cases</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. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making.</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. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>	
Internal Controls	<p>Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources Assistant Directors Assigned Information Asset Owners. Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities. Security breach notice and protocol is well established. IT Security Policies, guidance and procedures actively maintained and reviewed annually. GDPR Implementation Plan in place Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p>	

	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.
Actions/controls under development	Revised Online Training being finalised to incorporate new requirements of the Data Protection Act 2018 Implementation Plan will need to be completed through 2018/19 The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining performance.</p> <p>Critical inspection/ external/ scrutiny report.</p> <p>Non-compliance with statute or regulations.</p> <p>Prosecution / financial penalty.</p> <p>Outcomes not delivered</p> <p>Resources not effectively or efficiently allocated and utilised</p> <p>Financial loss.</p> <p>Reputational damage</p> <p>Failure to deliver value for money.</p> <p>Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	<p>Strong Governance & Audit Committee (GAC) and scrutiny arrangements.</p> <p>Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor.</p> <p>New Code of Corporate Governance Adopted by the Council in December 2017.</p> <p>Assurance exercise completed April 2018. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government"</p> <p>Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan.</p> <p>Established whistle blowing policy and procedure available to all staff.</p> <p>Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 27.9.18</p> <p>Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 27.9.18</p> <p>External Audit independent overview.</p> <p>Annual review of governance framework including Strategic Directors' compliance statements.</p> <p>Established insurance principles & processes</p> <p>New Corporate indicator set established</p> <p>Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes</p> <p>Increased demand on services/requests for assistance</p>	
Actions/controls under development	Well Run Council Transformation Board Back to Basics Approach	
Ownership Managed By	Joanne Hyde	

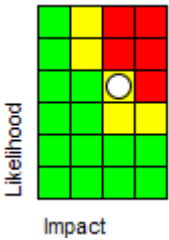
Risk Code & Title	CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision	Current Risk Matrix
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Description	Operational failure or disruption, at worst organisational failure, in other parts of the public sector, caused 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	Identification of needs through the Joint Strategic Needs Assessment refresh for completion in December 2018	
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	

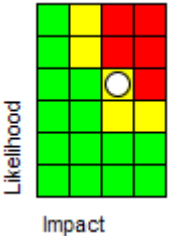
	<p>During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public</p> <p>The Outbreak Management Algorithm dovetails with the following documents:</p> <ul style="list-style-type: none"> - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance <p>The CBMDC led Bradford District Resilience Forum (BDRF) has been operational since November 2014 and aims to provide a co-ordinated approach to integrated emergency management as determined by the risks and needs throughout the district of Bradford, in accordance with the requirements of the Civil Contingencies Act 2004.</p> <p>As well as Influenza and communicable disease outbreak specific planning mechanisms, the CBMDC Emergency Management Plan (Feb 2015) outlines the strategic and operational arrangements to be undertaken in the event of any emergency.</p> <p>The Council's Adverse Weather Plan and Flood Plan outline the procedure for the distribution of weather warnings and define the framework for response to adverse weather incidents.</p>
Actions/controls under development	<p>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.</p> <p>Identification of needs through the Joint Strategic Needs Assessment refresh for completion in December 2018</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	<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>	
Potential Effect of risk	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p> <p>Negative impact on regeneration priorities and neighbourhoods.</p> <p>Negative impact and wasted resources associated with a large number of empty homes.</p> <p>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</p> <p>Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p>	
Internal Controls	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions.</p> <p>Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Housing and Homelessness Strategy is currently under review as it expires in 2019.</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans</p> <p>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 to meet</p>	

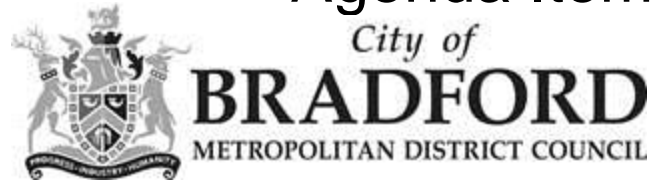
	<p>the District's housing needs.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered a total of 418 affordable homes for rent.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2350 requests for assistance during 2017/18</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>
Actions/controls under development	<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 awaiting final approval.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>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).</p>
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.</p> <p>Reduced job opportunities and business growth</p> <p>Increasing deprivation.</p> <p>District does not emerge from / break out of a subsidy culture to achieve a diversified and resilient economy.</p> <p>Delivery of local plans and economic growth adversely affected.</p> <p>Decline in the city and town centres</p> <p>Inability of transport infrastructure to accommodate demand for travel.</p> <p>Investment levels -enquiries and secured investments</p>	

	<p>Lack of conducive environment for developers</p> <p>Business rates growth</p> <p>Premises vacancy/occupancy rates</p> <p>Reduction in projects delivered</p> <p>Support for businesses post-Brexit</p> <p>Inability to influence regional and national funding post European funding</p> <p>Continued reducing corporate resources - impact on the non-statutory function of Economic Development</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.</p> <p>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</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Relationship management - development and monitoring of benefits from key programmes such as the European Social Integration Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p>
Actions/controls under development	<p>Implementation of Economic Growth Strategy – Delivery Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Engagement in plans for Shared Prosperity funding</p> <p>Economic Partnership</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Contractual development of local plans</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p>
Ownership Managed By	Shelagh O'Neill

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
Description	<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>	
Potential Effect of risk	<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>	
Internal Controls	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership of the Health and Well Being Board and is accountable to BDP. 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.</p>	
Actions/controls under development	<p>A local strategy has been developed which will lead to a programme of work to respond to the government's Integrated Communities Strategy. A decision on funding is expected in October.</p> <p>A new 'Stronger communities Partnership' is being put in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p>	
Ownership Managed By	<p>Ian Day</p>	

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Report of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on 15th November 2018

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Subject:

Half-Year Performance Report

Summary statement:

This report provides a summary of progress in the first half of the year against the Council's key performance indicators.

Kersten England
Chief Executive

Portfolio: Corporate

Report Contact: Phil Witcherley, Head of
Policy and Performance
Phone: (01274) 431241
E-mail: philip.witcherley@bradford.gov.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1. This report provides a summary of progress in the first half of the year against the Council's key performance indicators. As outlined in the July 2018 Executive report, many of our KPIs have been revised to include areas where we are working with partners, such as the outcomes in the economic strategy and our joint work to address crime and anti-social behaviour in the district.

2. BACKGROUND

- 2.1. This report provides an assessment across all performance indicators and activity in the first half of the 2018/19 municipal year. There are a number of successes to point to in each of our key outcome areas as shown below.



BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

Bradford has been named as a top emerging destination in the luxury travel guide

Visitor numbers up at key events. For example - Bradford Literature festival up to 70,000 (from 50,000 in 2017) with over half of all festival goers from BAME populations and a 1/3 from households with an income below £20,000.

NEC, a well-known exhibition and conference operator in the UK, have now entered into a lease agreement with Bradford Live. Venue expected to attract 270,000 visitors a year when complete.

A plan to develop city centre markets has been approved.

City Centre Business Improvement District voted for, unlocking investment to improve the quality of Bradford's city centre offer. This means we now have two Business Improvement Districts in our area, in Keighley and in Bradford City Centre.

Manufacturing Week, where students from over half the District's schools took part in over 3,000 work experience opportunities in the manufacturing sector.



DECENT HOMES

The number of new homes delivered in the District are now at the highest level for the last ten years.

The number of homes confirmed as improved in Quarter 1 is well above target and 16.9% higher than for the same quarter last year.

The number of homes improved through tackling disrepair in the private rented sector and supporting vulnerable homeowners to carry out repairs and improvements, is well above target and at the end of Quarter 2, 23.3% higher than the same time last year.

The number of requests for assistance with adaptations to make disabled peoples homes more appropriate for their needs has increased by 50% compared to the same point last year.

Bradford Council has been awarded Empty Homes Practitioner of the year in recognition of work to overcome some significant obstacles to bringing a particularly complex empty property back in to use.



GREAT START, GOOD SCHOOLS

In September, funding was confirmed for the Glasses for Classes trial in 8 schools. This will be delivered in partnership with Varilux who will provide 2 pairs of glasses for all young people who need them in trial schools.

In August, we launched Parents and Partners in learning in three areas (Keighley, Ecclehill/Idle and Tong/Bowling). This aims to improve parent's engagement with their education providers on their children's learning journey.

For our Primary School pupils, our recent results show that there is an increase in the proportion of pupils achieving the expected standard across a range of subjects. However, the gap between Bradford and national performance has remained the same.

GCSE results continue to improve with Attainment 8 narrowing the gap on the national average and Progress 8 showing positive progress and the second best performer in our family group of local authorities.

Some of our schools and academy chains are performing at an exceptionally high level nationally. Dixon has performed particularly well at Progress 8 with Dixons Trinity the 3rd best nationally and Tauheedhal the highest performing nationally. This should bode well for local schools they sponsor

There is also improvement at A-levels and more young people continue to participate in the Industrial Centres of Excellence and Bradford Pathways.



BETTER HEALTH, BETTER LIVES

The Care Quality Commission published a report in June 2018 that praised Bradford Council and the local NHS for their partnership working around health and social care.

The Council has been named by the NHS as the 5th best in the country for the health and social care interface. This is based on a series of measures, including the delayed transfer of care.

The Care Quality Commission ratings have shown a positive improvement in our residential and domiciliary care provision with two care home in the district being recently rated as outstanding.

We have secured funding through our partners and the Leeds City Region Business Rates Pool to develop skills and talent in Bradford District's health and social care workforce.



SAFE, CLEAN AND ACTIVE COMMUNITIES

An 'Integrated Communities Partnership' has been created to develop Bradford's local response to the Government's pilot integrated communities strategy (of which, Bradford is one of five pilot areas). Our response was delivered in partnership with a wide network of individuals and organisations with a track record of working on cohesion and integration initiatives.

Our recycling tonnage has increased. In the first 6 months of the year 17,017 tonnes of kerbside recycling was collected. This is a 22% increase compared to the first half of last year.

In September, there was a host of activity across the District for National Recycling Week. This included roadshows, activity on social media and a newsletter being delivered to over 22,000 residents with information about how to improve recycling rates and reduce contamination.

Six Bradford Parks have now been named as Green Flag parks, making these amongst the best parks in the country. This includes Peel Park, Undercliffe; Harold Park, Low Moor; Lister Park, Manningham; Roberts Park, Saltaire; Central Park, Haworth and Cliffe Castle, Keighley.

Performance Summary

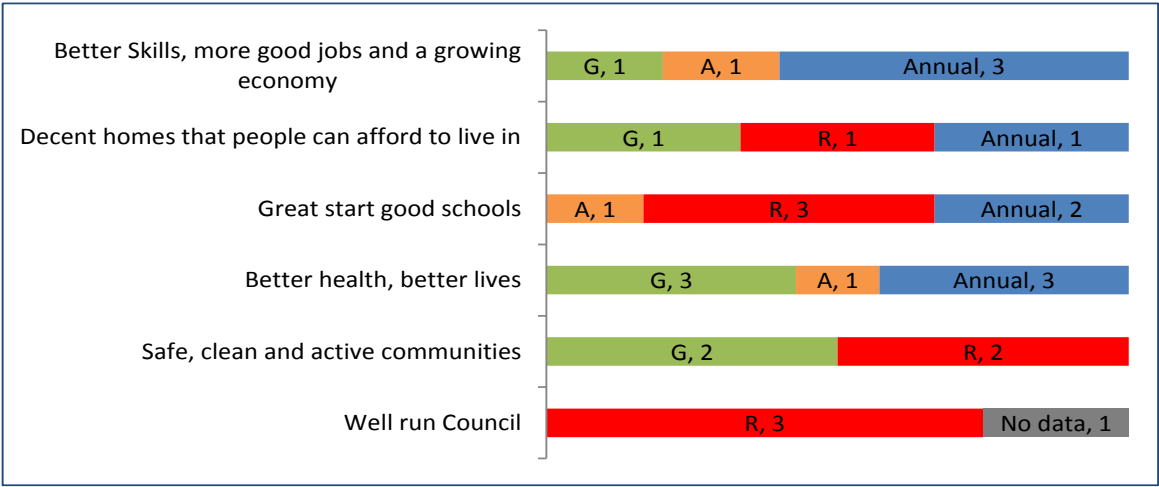
2.2. The rest of this section provides summary data of performance against our headline targets which were set in July 2018 Executive for the 2018/19 municipal year. This report does not include some wider targets, such as the children's imperatives, which are reported separately.

2.3. Figure one outlines overall performance across all measures. ***For measures that have changed since the last reporting period***, a red/amber/ green assessment of

current performance is included¹. A full list of **all** headline performance indicators (including those that have not changed in value since the last Executive report in July) is included in Annex A of this report.

2.4. The key measures where the indicators have moved to red or amber are included in figure 2. This includes both the overall performance rating of the target and also the direction of travel. A green direction of travel indicates that the measure has improved since the last reporting period; a red direction of travel indicates that the measure has got worse since the last reporting period.

Figure 1: Performance indicator RAG status by Council Plan Outcomes (All indicators*)



*Blue measures indicate where data is reported annually and it is not possible to provide an update at the time of this report.

Figure 2: Performance indicators which have changed in the last six months

¹ Measures are rated amber when there is a 5% variance from the performance target.

The following indicators are performing well			
Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	The total number of visits to council cultural attractions (markets, museums & libraries)		
02) Decent Homes	Increase the number of homes improved		
04) Better health, Better lives	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s		
	Maintain performance for the number of older people in new care home placements per 100,000 over 65s		
	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+		
05) Safe, Clean and Active Communities	Improve the percentage of people from different backgrounds who get on well together	New Target set in this report	
	Reduce the number of people killed or seriously injured in road accidents		
The following indicators are amber rated (within variance)			
Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	20,000 more people into work in the district by 2030		
03) Great Start Good Schools	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours		
04) Better health, Better lives	Rate of Looked after Children per 10,000 under 18s		
The following indicators are underperforming			
Council Outcome	Description	Status	Direction of Travel
2) Decent homes that people can afford to live in	An additional 2,476 homes delivered per year		
03) Great Start Good Schools	Every school to be judged good or better by September 2021		
	All SEND settings (PRUs and Special Schools) rated good or better		
	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average		
05) Safe, Clean and Active Communities	Reduce Crime Rate per 1,000 people in line with West Yorkshire Average		
	Improve the % of household waste sent		

	for reuse, recycling composting or anaerobic digestion		
06) Well Run Council	Ensure year on year savings agreed by council are delivered		
	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.		
	Percentage of Employees with a Disability		

2.5. The current suite of reporting indicator updates in this report does not yet include monitoring of the target on staff appraisal reports. The current system for appraisal and staff management was only launched in the Spring. Training is still ongoing with managers and staff on using this new system. Whilst no reporting is available for this report, HR are now in the process of setting up monthly reporting and challenge sessions with departments to ensure that our target on the number of staff receiving appraisals is being reached.

2.6. A detailed narrative on performance against each of these targets can be found in Annex A.

Performance target setting – Safe, Clean and Active Communities

2.7. At the July 2018 Executive, no target was set for the Safe, Clean and Active Communities objective to “improve the proportion of people in the district who get along well together”. This is because, at the time of the July 2018 executive, it was advised that it was too early to set a target. Now that a full year of data is available, it is recommended we now set a target as an annual target of 51%. This will require the gap in perceptions between Bradford and West Yorkshire to narrow by the end of the year. This target will be kept under review if the West Yorkshire average for this indicator deviates significantly from its current level.

3. OTHER CONSIDERATIONS

3.1. None

4. FINANCIAL & RESOURCE APPRAISAL

4.1. There are no specific financial issues or resource implications arising from this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1. This report is for information only.

6. LEGAL APPRAISAL

6.1. This report is for information only. There are no specific legal issues.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Report is for information only. No specific issues.

7.2 SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

7.4 COMMUNITY SAFETY IMPLICATIONS

Report is for information only. There are no specific issues.

7.5 HUMAN RIGHTS ACT

Report is for information only. There are no specific issues.

7.6 TRADE UNION

Report is for information only. There are no specific issues.

7.7 WARD IMPLICATIONS

Report is for information only. There are no specific issues.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

Report is for information only. There are no specific issues

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues.

8. NOT FOR PUBLICATION DOCUMENTS

Not applicable

9. RECOMMENDATIONS

9.1 That the Overview and Scrutiny Committee consider the report.

11. APPENDICES

Appendix A – Detailed Performance Information and Reporting

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

1. Detailed Reporting for Performance Measures which are Exceeding the Target.

Theme / Priority:	Skills, Jobs and Economy		
Indicator / Measure detail:	Visitors to council-run museums and libraries		
Target and timescale:	550,000 per month 2018/19	Actual and timescale:	671,587 August 2018
Why is performance at the current level?			
<p>Visitor numbers to council sites have held up against target between April and August 2018. The first half of the year has seen many successful events in the district, this includes:</p> <ul style="list-style-type: none"> • Bradford Literature Festival –The Festival has grown in 2018 to a Public and Schools programme of over 469 events and more than 70,000 attendees (20,000 more than in 2017). Over half of attendees were from a BAME background and a third of attendees were from low income households. • Bingley music live – with a sell-out crowd of over 40,000 visitors <p>There have been other successes for our local attractions in the first half of the year, including the Alhambra being named by the UK's most welcoming theatre awards as the most welcoming theatre in Yorkshire for the second consecutive year. The district has also been named on the list of top upcoming destinations by the Luxury Travel Guide.</p>			

Theme / Priority:	Decent Homes		
Indicator / Measure detail:	Increase the number of homes improved		
Target and timescale:	250 per quarter 2018/19	Actual and timescale:	291 2018/19 Q1
Why is performance at the current level?			
<p>The number of homes confirmed as improved in Quarter 1 is well above target and is also 16.9% higher than for the same quarter last year.</p> <p>A key driver for this indicator is the number of service requests received by the Housing Operations team. The number of service requests has increased by around 30% over the last 3 years, but the number received in this quarter appears exceptional (32% higher compared to the same quarter last year). It may be that the number of service requests, and by extension performance on this indicator, will return to more normal levels over the following quarters, but given the overall longer term trend, the annual target should still be achieved.</p>			

Theme / Priority:	Better Health, Better Lives			
Indicator / Measure detail:	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s			
Target and timescale:	14.8	2018/19	Actual and timescale:	14.6 2018/19
Why is performance at this level?				
<p>Performance is now in line with our CIPFA peer group. As part of the Home First strategy, There is renewed focus on meeting needs without admission to permanent care home placements and working with people to allow their social care needs to be met in a community based setting allowing people to live more independent and enriching lives.</p> <p>This work encompasses people transitioning from children's services as well as younger adults whose needs require support from Adult Social Care. We envisage that this performance will continue to improve in the coming years.</p>				

Theme / Priority:	Better Health, Better Lives			
Indicator / Measure detail:	Maintain performance for the number of older people in new care home placements per 100,000 over 65s			
Target and timescale:	492	2018/19	Actual and timescale:	492 2018/19
Why is performance at this level?				
<p>Performance is improving on this measure. Performance is now in the top quartile when compared with our CIPFA peer group. As part of the Home First strategy, There is renewed focus on meeting needs without admission to permanent care home placements and working with people to allow there needs to be met in a community based setting to live more independent and enriching lives.</p> <p>We envisage that performance will be maintained at the current level which will continue to reduce the overall numbers of people who live in a permanent care home placements funded by Adult Social care.</p>				

Theme / Priority:	Better Health, Better Lives			
Indicator / Measure detail:	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+			
Target and timescale:	315	Each quarter	Actual and timescale:	308 2018/19 Q1
Why is performance at this level?				
<p>Performance around delayed transfers of care is exceptionally good, both on the overall numbers of delays and also those where responsibility has been attributed to Adult Social Care. Bradford is in the top quartile when compared to our CIPFA peers. Bradford consistently meets NHS England's expected performance levels.</p> <p>Whilst focus needs to remain to ensure that the level of performance is maintained we also need to ensure that positive longer term outcomes are being seen and that the number of avoidable hospital admissions is reduced.</p>				

2.Detailed Reporting - Performance measures for amber rated targets

Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy		
Indicator / Measure detail:	20,000 more people into work in the district by 2030		
Target and timescale:	224,670 by year end	Actual and timescale:	222,300 (August 2018)
Why is performance at the current level?			
<p>The latest data, which is annual to adjust for seasonal variations, shows a reduction in employment in the district for the period April 2017 to March 2018. This is against our economic strategy of a target for a growth in employment.</p> <p>It should be noted that as a survey based indicator, quarterly reported figures can fluctuate and the 3 year trend remains positive for the district.</p>			
How can we make sure things get better?			
<p>This drop in employment numbers should be considered against a fall in the district's working age population. The employment rate in the district increased slightly from 68% to 68.1%.</p> <p>Nevertheless, we are continuing to work with businesses to help promote growth in the district through development and delivery of the economic strategy. We are also working to increase the employment rate in the district by working with the JRF to trial measures that promote employment opportunities for women from BAME backgrounds in the textile industry and the public sector.</p>			

Theme / Priority:	Great Start, Good Schools		
Indicator / Measure detail:	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours		
Target and timescale:	69.8% 2018/19	Actual and timescale:	66.8% 2018/19
Why is performance at the current level?			
<p>Latest EYFS data indicates that Good level of development (GLD) is at 67% down slightly from 68% last year. National provisional data has increased from 71% to 72% which means there is a widening gap. Girls continue to out perform boys (74% GLD for girls compared to 60% for boys). In terms of children eligible for free school meals GLD is at 56% compared to 59% last year. Although Bradford has generally performed better than its statistical neighbours in regard to the FSM measure of GLD, this is a concerning development. The gender gap between boys and girls was particularly marked among children eligible for free school meals, where 48% of boys recorded GLD, compared to 65% of girls.</p>			
How can we make sure things get better?			
<p>The new Prevention/Early Help area teams will have dedicated resource for access and take up to address these issues and will target key wards and FSM children. Support for settings and schools continues to emphasise the need for different approaches to boys' early learning.</p>			

Theme / Priority:	Better Health, Better Lives		
Indicator / Measure detail:	Rate of Looked after Children per 10,000 under 18s		
Target and timescale:	70 looked after children per 1,000 young people	Actual and timescale:	72.1 looked after children per 1,000 young people
Why is performance at the current level?			
Whilst the overall number of looked after children as a proportion of the population has slightly increased, the actual number of looked after children has reduced slightly in the first half of this year. This is reflected in national as well as local trends.			
What are we doing to improve performance?			
Whilst this is our current headline measure for children's social care performance. The recent OFSTED report will mean we need to reflect on how we measure and track children's social care performance.			
As part of the draft improvement plan being tabled for December's meeting of Executive, we will consider the potential introduction of new performance measures..			

3. Detailed Reporting – Performance indicators where target is not currently being met (red rating)

Theme / Priority:	Decent Homes		
Indicator / Measure detail:	An additional 2,476 homes delivered per year		
Target and timescale:	2,476 per year	Actual and timescale:	1,621 (July 2017 to July 2018)
Why is performance at the current level?			
This July 2017 to July 2018 figure is for the rolling 12-months and is an in-year provisional value.			
City and Craven wards saw the greatest increase in numbers of new homes.			
The new National Planning Policy Framework (NPPF) issued in July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing needs. Initial indications suggest that the new standardised method for assessing housing need together with the latest and lower population projections would result in a reduced minimum annual housing need for the District.			
How can we make sure things get better?			
As a result of the changes to national policy, Bradford will be carrying out a partial review of the Core Strategy to revisit the district housing requirement. A new Strategic Housing Market Assessment (SHMA) is being commissioned which will inform the scale, size and type of housing required across the district to meet current and future housing needs.			
A 'Growth Delivery Group' was created in September and tasked with exploring how the Council can best support, enable and encourage housing and economic growth to ensure the supply of homes is the right type, and location to meet demand and the annual housing target. This will entail a dedicated, multi-disciplinary team of officers providing a centre / hub of knowledge and intelligence in respect of development activity in the District			

and the development of 'Housing Delivery Plan' setting out priorities and practical interventions we can take to bring schemes forward and unlock stalled sites. Working groups across a number of themes are being established to take this forward.

Theme / Priority:	Great Start Good Schools		
Indicator / Measure detail:	Every school to be judged good or better by September 2021		
Target and timescale:	88% (2018/19)	Actual and timescale:	72% (September 2018)
Why is performance at the current level?			
<ul style="list-style-type: none"> We are performing below the national and were improving but the change in Ofsted's approach in August 2018 has caused a drop in the number of schools judged good or better nationally and locally. However our rate of improvement over the last three year period is better than that seen nationally. The decline in 2018 both locally and nationally is due to academised schools' previous judgements being included in the overall figures. Nursery schools have been performing better than similar schools nationally over the last three years and the rate of improvement significantly better than the national. Primary schools are still performing significantly below similar schools nationally and the narrowing of the gap with the national has been maintained despite the decline in 2018. The rate of improvement over the last three years is better than that seen nationally Secondary schools are still performing significantly below similar schools nationally but the gap is narrowing and the rate improvement is better than of the national 			
How can we make sure things get better?			
<p>The Local Authority has worked closely with the Opportunity Area in the identification of 5 local authority maintained schools for the school to school support programme. They have been allocated system leaders who will provide support to each school in the development of a recovery plan from September 2018.</p> <p>Below Floor – There has been a reduction in the number of schools with Below Floor standards. This has improved from 5 schools in 2017 to 3 schools in 2018 (2 local authority maintained and 1 academy). Parklands are working with the Cooperative Trust to address low standards and Lister is receiving School to School support from Exceed Trust to address standards.</p>			

Theme / Priority:	Great Start Good Schools		
Indicator / Measure detail:	All SEND settings (PRUs and Special Schools) rated good or better		
Target and timescale:	86% (2018/19)	Actual and timescale:	73% (September 2018)
Why is performance at the current level?			
<ul style="list-style-type: none"> Special schools improved and were performing better than similar schools nationally in 2017 but the gap widened in 2018 due to the inadequate school judgement being included in the data PRUs are still performing significantly below similar schools nationally and the rate of improvement is lower than that seen nationally 			
How can we make sure things get better?			
<p>In order to reverse this position, the Strategic Manager for Education and Learning is taking a lead in the monitoring and evaluation of the school improvement offer in PRUs and Specials. We are in the process of looking for additional resources and the implementation of a more rigorous school improvement programme for our PRUs and Specials. LA intervention and close monitoring through the LA School Improvement Scrutiny Committee is resulting in both Tracks and District PRU taking effective actions to make reasonable progress in the areas needing improvement.</p>			

Theme / Priority:	Safe, Clean and Active Communities		
Indicator / Measure detail:	Reduce Crime Rate per 1,000 people in line with West Yorkshire Average		
Target and timescale:	Reduction in line with West Yorkshire Average	Actual and timescale:	Q4 2017/18 136 per 1,000
Why is performance at the current level?			
<p>Bradford's crime rate is above the West Yorkshire rate of 119 and the rate for comparator areas across England (116 per 1,000 people). The number of crimes reported to the Police has increased by 13% in Bradford over the last year, similar to the 11% increase across West Yorkshire.</p> <p>The rise in crime is mainly within low level violence against the person offences (these make up over a third of the overall crime in Bradford – hence the category pulling the total crime rate up). Improved recording has almost certainly driven this increase, for example if somebody reports that they have been assaulted 5 times in the past by a particular person then it will now be counted as 5 crimes. In the latest release of crime data ONS acknowledges that increases in violent crime, particularly offences that are not 'higher</p>			

harm' such as assault without injury, largely reflect changes in reporting and recording practices.

When you break total crime in Bradford down into its sub categories there are some offence types where the number of crimes have fallen (mainly vehicle crime, theft offences and shoplifting). Internal Police data for the year to date (April 18 – Sept 18) reports a reduction in the number of burglaries (both residential and business/community).

How can we make sure things get better?

The Community Safety Partnership (CSP) has sharpened its focus on the key crime issues for the District with community cohesion issues being picked up through the newly formed Integration Board. Priorities for the Partnership are outlined below and will all contribute towards reducing overall crime rates in Bradford:

Tackling Domestic Abuse and Sexual Violence:

- Continue to commission and deliver services which meet the needs of victims of Domestic Abuse and Sexual Violence
- Continue to target our early interventions to help reduce instances of domestic abuse and sexual violence
- Strengthen the approach to delivering services that are focused on supporting children affected by Domestic Abuse
- Communities and professionals have greater awareness of how to recognise, respond to and recover from domestic abuse and sexual violence.

Tackling Crime and Reoffending

- Dismantle serious organised crime groups and disrupt individuals involved in serious criminality
- Tackle violent extremism
- Reduce the risk of being a victim of a residential burglaries

Tackling Anti-Social Behaviour

- Improve the service received by victims of anti-social behaviour by conducting a review of how partners should respond to anti-social behaviour
- Continue to reduce the number of anti-social behaviour incidents
- Address issues of nuisance and the anti-social use of vehicles including standards of driving and respect on the roads
- We will look to increase our enforcement footprint by extending Community Protection Notice (Warning) powers to Wardens, ASB and PSPO staff.
- Continue to strengthen Neighbourhood Policing across the District by developing stronger relationships with communities with a focus on preventing crime

Increased Neighbourhood Police resources will strengthen the ability to deliver across much of this agenda.

Theme / Priority:	Safe, Clean and Active Communities		
Indicator / Measure detail:	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion		
Target and timescale:	39.85% 2018/19	Actual and timescale:	35% (2017/18 quarter 4)

Why is performance at the current level?			
<p>The recycling performance in 15/16 and 16/17 remained below previous years despite improved recycling tonnes collected at both kerbside and via Household Waste Recycling Centres (HWRC). This was due to previous compostable material extracted from our residual waste being disallowed after the first quarter of 15/16 and for all of 16/17. In addition, the waste contractor chose to focus on creating refuse derived fuel (RDF) instead of recycling low quality recyclates extracted from our waste due to depressed commodity prices. RDF does not count towards recycling performance.</p> <p>The Further 2% (unverified) reduction in recycling performance in 17/18 was due to contamination levels of recyclates running at 40% and the impact of the “beast from the East” storm in early 2018 which saw 3 weeks worth of recyclates having to be disposed of as residual waste in order to catch up on whole district collections.</p>			
How can we make sure things get better?			
<p>The new residual waste treatment contract will guarantee a 6% contribution to this target due to performance standards built into the contract which when added to our upstream performance at kerbside and HWRC's, is expected to see the indicator exceed 40% at current performance levels.</p> <p>In addition, alternative working arrangements at the Material Recycling Facility (MRF) should also see improved recycling rates.</p> <p>Contamination of recycling bins is our biggest challenge with 40% of all recycled waste being contaminated. The Service is addressing this by way of targeted intervention in known hot spots using the Councils Waste Advisors on the doorstep and a range of leaflets/stickers etc in addition to enforcement.</p> <p>The service is also currently recruiting volunteers, Community Recycling Champions, to supplement this work in their local areas. 116 Local residents are now signed up.</p> <p>National Recycling Week, 24th to 28th September was very successful with road shows across the district, daily Twitter posts, the Stay Connected newsletter being sent to 22k residents with links to webpages and interesting articles about how residents can improve their recycling rates and avoid contamination.</p>			

Theme / Priority:	Well Run Council		
Indicator / Measure detail:	Ensure spending is within budget and year on year savings agreed by council are delivered		
Target and timescale:	£27.4m by end of 2018-19	Actual and timescale:	Forecast £14.7m achieved by end of 2018-

			19. £12.8m unachieved.
Why is performance at the current level?			
Narrative included in the Qtr 2 Finance Report presented to the same meeting of the Executive as this performance report			
How can we make sure things get better?			
Mitigating action included as part of the Qtr 2 Finance Report			

Theme / Priority:	Well Run Council		
Indicator / Measure detail:	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.		
Target and timescale:	9.76 2018/19	Actual and timescale:	13.57 2018/19
Why is performance at the current level?			
New sickness performance targets have recently been agreed: The number of cases raised when an employee meets a short or long term sickness review point, the proportion of short term sickness cases resulting in formal action and the case duration of long term sickness absence cases.			
How can we make sure things get better?			
<p>The HRplus service continues to provide advice, support and coaching to managers on effective sickness management. The service proactively supports managers to manage sickness absence and ensure consistency of application of procedures across all Departments. Managers are sent email alerts notifying them when an employee reaches a sickness absence review point, and advising them to raise a case with HRplus so that they can receive the necessary advice and support to effectively manage the case.</p> <p>Our HR Business Partners present and discuss management information at Departmental Management Teams, encouraging Departments to take appropriate action to manage sickness in their areas.</p> <p>In Autumn 2017 a front loaded programme of initiatives commenced to build manager capability to help reduce sickness in support of the Wellbeing Strategy. Circa 250 managers have been through a programme of workshops, including managing mental health in the workplace. The HRplus portal has been developed with dedicated advice pages relating to mental health, with further developments to be delivered.</p>			

Theme / Priority:	Well Run Council		
Indicator / Measure detail:	% of employees with a disability		
Target and timescale:	5.4% by 2020	Actual and timescale:	3.97% 2018/19 Q1
Why is performance at the current level?			

The figure is slowing increasing. The increase could partially be down to a positive campaign to get people to update their information and also with the Council being awarded Level 1 Disability Confident status.

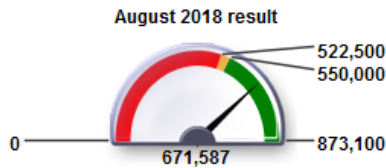
How can we make sure things get better?

In support of the Council Wellbeing Strategy, we will continue to work on breaking down any stigma relating to disability through a number of initiatives including applying for Level 2 of the Disability Confident award. Staff will be regularly reminded to update their status relating to disability.

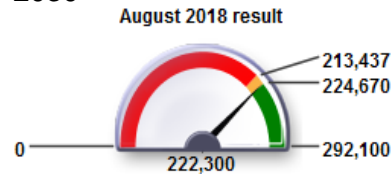
4. KEY PERFORMANCE INDICATORS WHERE THERE HAS BEEN A CHANGE IN THE LAST 6 MONTHS (Amber Ratings represent a 5% variation from the original target)

Better Skills, More Good Jobs and a Growing Economy

The total number of visits to council cultural attractions (markets, museums & libraries)

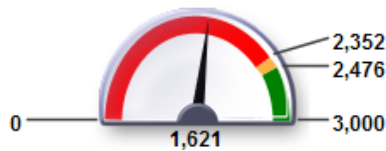


20,000 more people into work in the district by 2030

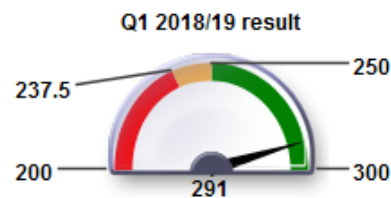


Decent Homes

An additional 2,476 homes delivered per year
2018/19 result

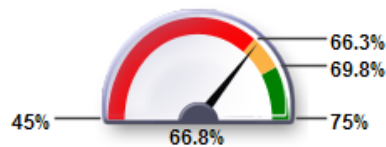


Increase the number of homes improved

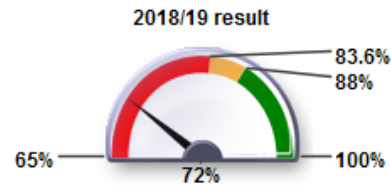


Great Start, Good Schools

Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours
2018/19 result



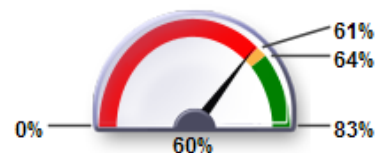
Every school to be judged good or better by September 2021



All SEND settings (PRUs and Special Schools) rated good or better



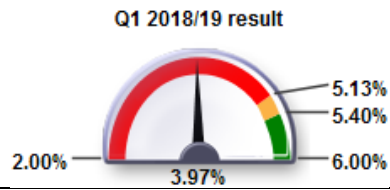
By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
2018/19 result



Better Health, Better Lives

<p>Rate of Looked after Children per 10,000 under 18s</p> <p>August 2018 result</p> <p>70 76.462 0 100 72.101</p>	<p>Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s</p> <p>2018/19 result</p> <p>14.8 15.54 0 20 14.6</p>
<p>Maintain performance for the number of older people in new care home placements per 100,000 over 65s</p> <p>2018/19 result</p> <p>492 516.6 0 670 492</p>	<p>Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+</p> <p>2018/19 result</p> <p>315 days 331 days 0 days 430 days 308 days</p>
<p>Safe, Clean Active Communities</p>	
<p>Reduce Crime Rate per 1,000 people in line with West Yorkshire Average</p> <p>Latest result for 2018/19 as of Q4 2017/18</p> <p>112 118 50 150 136</p>	<p>Improve the percentage of people from different backgrounds who get on well together</p> <p>Q1 2018/19 result</p> <p>47.05% 49.53% 0% 65% 49.74%</p>
<p>Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion</p> <p>Cumulative result for 2017/18 as of Q3 2017/18</p> <p>39.85% 37.86% 20% 65% 35.92%</p>	<p>Reduce the number of people killed or seriously injured in road accidents</p> <p>2017/18 result</p> <p>86 90.3 0 120 77</p>
<p>Well Run Council</p>	
<p>Ensure spending is within budget and year on year savings agreed by council are delivered</p> <p>Q2 2018/19 result</p> <p>£26.03m £27.4m £0m £36m £14.7m</p>	<p>Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.</p> <p>2018/19 result</p> <p>9.76 10.25 0 20 13.57</p>

Percentage of Employees with a Disability



5. Full list of performance indicators

Skills, Jobs and Economy	
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average	Median earnings of employees in the area
20,000 more people into work in the district by 2030	The total number of visits to council cultural attractions (markets, museums & libraries)
48,000 additional number of people in the district with NVQ level 3 and above by 2030	
Decent Homes	
An additional 2,476 homes delivered per year	Ensure statutory homelessness remains below the England average per 1,000 households
Increase the number of homes improved through council interventions	
Good Start, Great Schools	
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours	All SEND settings (PRUs and Special Schools) rated good or better
Every school to be judged good or better by September 2021	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
Continue to improve on the positive KS4 Progress 8 measure	Reduce percentage of unauthorised absences across all phases
Better Health, Better Lives	
Rate of Looked after Children per 10,000 under 18s	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s
Reduce childhood obesity rates at year 6 to statistical neighbour average – excess weight	Maintain performance for the number of older people in new care home placements per

	100,000 over 65s
Increase the percentage of adults who are physically active to the regional average	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+
Improve fraction of mortality due to air quality to the regional average	
Safe, Clean and Active Communities	
Reduce Crime Rate per 1,000 people in line with West Yorkshire Average	Reduce the number of people killed or seriously injured in road accidents
Improve the percentage of people from different backgrounds who get on well together	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion
Well Run Council	
Ensure spending is within budget and year on year savings agreed by council are delivered	Number of performance reviews completed performance reviews
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	Percentage of Employees with a Disability



Report of the Director of Corporate Resources to the meeting of Overview & Scrutiny Committee to be held on 15th November 2018

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Subject:

Framework Agreement for Construction Related Professional Services

Summary statement:

This is a report provided for information to advise members of the forthcoming procurement of a contract with a value in excess of £2m for an initial 3 year period with an optional 1 year extension.

Built Environment wish to procure, via an open EU compliant procurement process, a framework agreement for the provision of consultancy services for Construction, Design and Management services. The framework will support the in house team when there is a lack of resources or expertise.

The current framework expires 14th July 2019 and procurement of a replacement framework is required to ensure compliance with Procurement Legislation and Contract Standing Orders.

Joanne Hyde
Strategic Director Corporate Resources

Report Contact: Craig Blackwell
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

The Council utilises a framework for construction related professional services to deliver a range of projects on both Council properties and for external customers. The in house team use the consultants to support delivery of projects where specific expertise is required or there is a lack of available internal resources.

The current framework expires on 14th July 2019 (YORE-9CXE32) and requires a replacement framework to ensure consistency of supply and compliance with Procurement regulations.

2. BACKGROUND

The current framework YORE-9CXE32 expires on 14th July 2019. An EU compliant process takes approximately 6 months to complete, therefore the invitations to tender should be made available to the market by late November 2018.

The current framework has had 41 call-offs throughout the 3 year period supporting works projects with a value of £91million.

The framework allows officers in Built Environment to call off professional support services in a timely manner. The consultants available have been robustly vetted; have set rates where applicable, or alternatively competitive pricing tailored to the size and complexity of the works project is a call-off option. The 'call off' process involves utilising the most cost effective, available and suitable contractor on the framework in the particular price band.

The proposed new framework will provide professional services for the following disciplines:

- Architect
- Quantity Surveyor
- Structural Engineer
- Mechanical and Electrical Engineer

The framework will be divided into 5 value bands with a maximum of ten (10) providers for each discipline, the value bands are as below for the estimated construction value of the works projects:

- 0-£100,000
- £100,000 - £500,000
- £500,000 - £2.5 million
- £2.5 million - £5 million
- Over £5million

The framework will be structured to allow direct call offs for works projects up to £500,000 and further competitions for works projects over £500,000.

The in house team retains an executive project management function over both the professional services and the works.

Procurement of this new framework will take account of the Council's Social Value and Inclusive Growth Policy; implemented in April 2018. The Policy provides Officers with a range of inclusive growth orientated measures to pick from and apply to the contracts they are procuring. As this procurement is for a framework, of multiple construction professional services disciplines (across several value bands) it is not practical make specific Social Value asks of the organisations awarded a place on the framework, because at this stage it is not clear how many contracts each may then win. Social Value will have to be considered at the call-off stage when seeking to award a contract; at this point reasonable and proportionate Social Value (considering the value and duration of the project) can be sought. Well managed construction projects are though proven, in securing Social Value, including; local employment and skills opportunities, facilitating supply chains from the local economy / area, and securing reductions in carbon and waste arising from construction activity.

This will be the third construction professional services framework, the previous two have been felt to be successful, providing support to delivery of the Council's construction projects.

3. OTHER CONSIDERATIONS

The call offs from the Consultancy framework will be subject to the Councils Vacancy Control Process.

4. FINANCIAL & RESOURCE APPRAISAL

This framework is to facilitate the Council's Building and Construction Programme, other than officer time, there will be no cost impacts around the procuring of the Framework itself.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risk

Consultants may not be required: The Council will not guarantee any volumes of work via the framework, providing no financial commitment.

Consultants do not deliver a satisfactory level of service: Consultants will be corporately managed to ensure any issues are dealt with including any requirement to suspend or delete any provider from the framework. Negligence claims are less likely as other measures will be in place to deal with issues from the Consultants.

Procurement compliance: Transparency and adherence to regulations will be enhanced via the existence of the framework.

Corporate Governance has been implemented both for the management of the framework within Architectural Services (Built Environment) and in relation to Consultant management aligned with Construction Contractors by the Consultant and Construction Review Group.

6. LEGAL APPRAISAL

- 6.1** The establishment of a framework agreement of this value requires compliance with EU procurement legislation, in the form of the Public Contracts Regulations 2015. Regulation 33 sets out the process for setting up a framework agreement, and this and all relevant regulations will be adhered to. Failure to comply could lead to legal challenge incurring costs, delays and reputational damage to the Council.
- 6.2** Correct framework establishment, however, helps to reduce the risks undertaken in placing call-offs under the framework, which will still be subject to the legislation but will benefit from the demonstration of a robust competitive process. Framework agreements are a routine procurement method.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Equality assessments – Equalities has been considered and the conclusion is that it has no impact to protected characteristic groups.

7.2 SUSTAINABILITY IMPLICATIONS

The framework as a whole will not provide any sustainability implications, but by putting a framework in place this shall ensure that any sustainability factors will be taken into account on individual call offs.

Consideration will be given to Social Value and Inclusive Growth Policy requirements e.g. promoting spend in the local economy and local employment within each call off (see section 2 above).

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The framework as a whole will not provide any Greenhouse gas impacts, but by putting a framework in place this shall ensure that any greenhouse gas factors will be taken into account on individual call offs.

7.4.1 COMMUNITY SAFETY IMPLICATIONS

The framework as a whole will not provide any community safety implications, but by putting a framework in place this shall ensure that any safety factors will be taken into account on individual call offs.

7.5 HUMAN RIGHTS ACT

Not applicable.

7.6 TRADE UNION

In house services will be utilised in the first instance in accordance with Contract

Standing Orders therefore there is no impact.

7.7.1 WARD IMPLICATIONS

Call offs will deal with any Ward implications where applicable.

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

Not applicable

7.9 IMPLICATIONS FOR CORPORATE PARENTING

Not applicable

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The DPIA Screening Checklist was followed and no further action is required.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

1. Procure a Framework

- Advantages –
 - time to appoint for each commission is reduced,
 - direct award set rates will identify exact costs for budgeting,
 - further competition method will enable competitive pricing,
 - known reduced supply base which can be managed including suspension process,
 - no volume of usage guaranteed
 - as a Council procurement there is the opportunity for well planned pre-procurement early market engagement, providing opportunity to encourage appetite amongst local (and non-local) consultants to engage in the procurement process
- Disadvantages –
 - Closed market doesn't allow new consultant organisations to join, however the framework can have a maximum duration of 4 years.
 - Some demand on resources (particularly Officer time) for procuring the framework

2. Utilise other frameworks (YORconsult)

- Advantages –
 - does not require Bradford Council officer time to prepare and implement
- Disadvantages –
 - does not concentrate on Bradford supply base,

- rebate charged for usage of the framework resulting in higher costs
- potential lack of clarity of specification and terms,
- lack of direct management of the supply base
- lack of supplier engagement based on past experience
- The Council has had less control over the establishment of the framework

Option 1 is the preferred option; procure a Bradford council specific framework with significant benefits in terms of time management, competitiveness and supplier relationships and performance without the need to guarantee any volume of business. The establishment of a framework is not in itself binding, and other procurement routes can be considered for more bespoke or specialist projects, for example requirements imposed by 3rd party capital grant conditions.

10. RECOMMENDATIONS

The committee consider the recommendation of Option 1 detailed in 9.1.

11. APPENDICES

None provided.

12. BACKGROUND DOCUMENTS

None provided.

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Report of the Strategic Director, Corporate Resources to the meeting of Corporate Overview & Scrutiny Committee to be held on 15th November 2018

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Subject:

Procurement of a General Contractors Framework Agreement

Summary statement:

This is a report provided for information to advise members of the forthcoming procurement of a framework agreement with a value in excess of £2 million, for an initial 3 year period with an optional 1 year extension.

Bradford Council's Built Environment Team within the Corporate Resources Department currently utilises a framework contract for Building Works in Live Education Environments which is used to procure Contractors to deliver new builds, alterations and expansion works in Primary Schools, Secondary Schools and Early Years Provisions.

The current framework has been in place since 24th June 2015 and is due to expire on 23rd June 2019. Procurement of a replacement framework is required to ensure maintenance of supply, compliance with EU Procurement Legislation and Contract Standing Orders.

Joanne Hyde
Strategic Director, Corporate Resources

Portfolio:

N/A

Report Contact: Craig Blackwell, Project
Management & CDM Manager
Phone: (01274) 4320107
E-mail: craig.blackwell@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This is a report provided for information to advise members of the forthcoming procurement of a framework agreement with a value in excess of £2m.
- 1.2 Bradford Council's Built Environment Team within the Corporate Resources Department currently utilises a framework contract for Building Works in Live Education Environments which is used to procure Contractors to deliver new builds, alterations and expansion works in Primary Schools, Secondary Schools and Early Years Provisions.
- 1.3 The current framework has been in place since 24th June 2015 and is due to expire on 23rd June 2019. Procurement of a replacement framework is required to ensure maintenance of supply, compliance with EU Procurement Legislation and Contract Standing Orders.

2. BACKGROUND

- 2.1 Council Officers use the framework to procure contractors to support delivery of projects where there is a lack of resource and/or expertise available in-house to deliver the requirements.
- 2.2 The framework allows Officers to call off Contractors in a timely manner. These contractors have been robustly vetted at the onset of the framework; and call offs allow for competitive pricing tailored to the size and complexity of the works project to achieve the best price at the time of the requirement of the works. The 'call off' process involves utilising the most cost effective, available and suitable contractor on the framework in the particular price band.
- 2.3 The current framework has been used 11 times between August 2015 and October 2018 with a spend of approximately £17 million going through it.
- 2.4 The replacement framework will be expanded from being solely for works on Education Buildings to a General Contractors framework so that it can be used across the Council by all departments who may require contractors to provide construction works. It is anticipated that the majority of use will be for General Building, Affordable Housing Schemes, Residential and Extra Care Homes, Sports & Leisure Facilities and Education Buildings. Building schemes will be in various locations across the Bradford District and outside the District when required to support the Council's income generation on works they have secured externally.
- 2.5 The framework can be set up to allow other Local Authorities, Agencies, Academies and Trusts to use the framework for their own projects for an administrative charge.
- 2.6 The new framework will be divided into 4 value bands with a maximum of ten (10) contractors for each discipline, the value bands are as below for the value of the works projects:
 - £100,000 - £500,000
 - £500,000 - £2.5 million

- £2.5 million - £5 million
- Over £5 million

A separate framework procured and implemented by the Council in 2016 provides access to a broad range of construction trades, including general building work, up to a value of £100k (see 3.1 below).

- 2.7 The in house team will retain an executive project management function of the Contractors and the works.
- 2.8 The procurement of the new framework will be via an open EU compliant procurement process. An EU compliant process takes approximately 6 months to complete, therefore the invitations to tender require to be made available to the market before the end of 2018.
- 2.9 Procurement of this new framework will take account of the Council's Social Value and Inclusive Growth Policy; implemented in April 2018. The Policy provides Officers with a range of inclusive growth orientated measures to pick from and apply to the contracts they are procuring. As this procurement is for a framework, of multiple contractors (across several value bands) it is not practical make specific Social Value asks of the contractors awarded a place on the framework, because at this stage it is not clear how many contracts each contractor may then win. Social Value will have to be considered at the call-off stage when seeking to award a construction contract; at this point reasonable and proportionate Social Value (considering the value and duration of the construction works) can be sought. Well managed construction contracts are proven, in securing Social Value, including; local employment and skills opportunities, facilitating supply chains from the local economy / area, and securing reductions in carbon and waste arising from construction activity.

3. OTHER CONSIDERATIONS

- 3.1 Since June 2016 the Council has had in place a Construction Framework that includes a General Building Category. This currently is for procurements valued up to £1.5 million but the next renewal in 2019 will only cover up to £100,000 to align with this framework agreement and to cover lower value requirements.
- 3.2 Use of Internal Services - Building Services in-house contractors will be used where appropriate in terms of capability and capacity to deliver, in accordance with rule 4 of the Council's Contracts Standing Orders.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 This framework is to facilitate the Council's Building and Construction Programme, other than officer time, there will be no cost impacts around the procuring of the Framework itself.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risks identified:

- 5.1.1 Changes mean that works are not required: The Council will not guarantee any volumes of work via the framework, providing no financial commitment.
 - 5.1.2 Contractors do not deliver a satisfactory level of service/ non-conformance: Contractors will be corporately managed to ensure any issues are dealt with. There will be a suspension and deletion process incorporated into the framework to assist in managing the Contractors.
 - 5.1.3 Procurement compliance: Transparency and adherence to regulations will be enhanced via the existence of the framework.
- 5.2 Corporate Governance has been implemented both for the management of the framework within Architectural Services (Built Environment) and in relation to Contractor management aligned with Consultants Contractors by the Consultant and Construction Review Group.

6. LEGAL APPRAISAL

- 6.1 The establishment of a framework agreement of this value requires compliance with EU procurement legislation, in the form of the Public Contracts Regulations 2015. Regulation 33 sets out the process for setting up a framework agreement, and this and all relevant regulations will be adhered to. Failure to comply could lead to legal challenge incurring costs, delays and reputational damage to the Council.
- 6.2 Correct framework establishment, however, helps to reduce the risks undertaken in placing call-offs under the framework, which will still be subject to the legislation but will benefit from the demonstration of a robust competitive process. Framework agreements are a routine procurement method.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Equality assessments – Equalities has been considered and the conclusion is that it has no impact to protected characteristic groups.

7.2 SUSTAINABILITY IMPLICATIONS

The framework as a whole will not provide any sustainability implications, but by putting a framework in place this shall ensure that any sustainability factors will be taken into account on individual call offs.

Consideration will be given to Social Value and Inclusive Growth Policy (in line with 2.9 above).

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The framework as a whole will not provide any Greenhouse gas impacts, but by

putting a framework in place this shall ensure that any greenhouse gas factors will be taken into account on individual call offs.

7.4 COMMUNITY SAFETY IMPLICATIONS

The framework as a whole will not provide any community safety implications, but by putting a framework in place this shall ensure that any safety factors will be taken into account on individual call offs.

7.5 HUMAN RIGHTS ACT

Not Applicable

7.6 TRADE UNION

In house services will be utilised in the first instance in accordance with Contract Standing Orders therefore there is no impact.

7.7 WARD IMPLICATIONS

Call offs will deal with any Ward implications where applicable.

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

Not Applicable.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

Not Applicable.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The DPIA Screening Checklist was followed and no further action is required.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1. Procure a Framework

- Advantages –
 - time to appoint for each works project is reduced
 - further competition method will enable competitive pricing for all projects
 - known reduced supply base will be managed including suspension process
 - no volume of usage guarantee
 - the structure of the framework should encourage local businesses to

- apply
 - as a Council procurement there is the opportunity for well planned pre-procurement early market engagement, providing opportunity to encourage appetite amongst local (and non-local) contractors to engage in the procurement process
 - Disadvantages –
 - Closed market doesn't allow new Contractor organisations to join, however the framework can have a maximum duration of 4 years.
 - Some demand on resources (particularly Officer time) for procuring the framework

9.2. **Utilise other frameworks (e.g. YORbuild, SCAPE)**

- Advantages –
 - does not require Bradford Council officer time to prepare and implement
- Disadvantages –
 - does not currently provide a Bradford supply base
 - rebate charged for usage of the framework resulting in higher costs
 - there is a potential lack of clarity of specification and terms
 - there is a lack of direct management of the supply base
 - based on past experiences of using these there is a lack of supplier engagement
 - The Council has had less control over the establishment of the framework

Option 1 is the preferred option; to procure a Bradford Council specific framework with significant benefits in terms of time management, competitiveness and supplier relationships and performance without the need to guarantee any volume of business. The establishment of a framework is not in itself binding, and other procurement routes can be considered for more bespoke or specialist projects, for example requirements imposed by 3rd party capital grant conditions.

10. **RECOMMENDATIONS**

The committee consider the recommendation of Option 1 detailed in 9.1.

11. **APPENDICES**

None provided.

12. **BACKGROUND DOCUMENTS**

None provided.



Report of the Strategic Director (Children's Services) to the meeting of the Corporate Overview and Scrutiny Committee to be held on 15 November 2018.

P

Subject:

Update on Families First programme, including links to Stronger Families.

Summary statement:

Committee received a detailed report in November 2017 which provided an update on progress with the programme and related developments in targeted early help services.

This update covers national programme development, local progress and service changes made since the last report. The report also provides examples of how the programme has helped local families turn around their lives.

Michael Jameson
Strategic Director
(Children's Services)

Portfolio:

Health and Well Being

Report Contact: Mark Anslow
Head of Service
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E-mail: mark.anslow@bradford.gov.uk

1. SUMMARY

- 1.1 This report provides an update on national Troubled Families (called Families First in Bradford district) programme developments, local progress made since the last report and provides examples of how the programme has helped local families turn around their lives.

2. BACKGROUND

- 2.1 Bradford's Families First Programme is a multi-agency programme which forms part of the government's national Troubled Families agenda co-ordinated by the Ministry for Housing, Communities and Local Government (MHCLG).
- 2.2 Phase 2 of the programme commenced in Bradford in 2014 and we are able to work with up to 6,070 families by the end of the programme in March 2020.
- 2.3 Alongside council and partner support locally, the MHCLG currently fund us to deliver local work in three ways:
- An annual Service Transformation Grant to support programme development, delivery and co-ordination.
 - Paying us £1,000 per family that meets agreed criteria and is added to the programme with one identifiable main key worker and a whole family assessment and plan. This is called an attachment fee. Families need to meet two of the following inclusion criteria for the programme are two or more of the following within a family:
 - Involvement in crime or anti-social behaviour
 - Children not attending school regularly
 - Children who need help (social care/early help)
 - Adult out of work or at risk of financial exclusion
 - Families affected by domestic violence and abuse
 - Health problems
 - Paying us £800 per family where we can demonstrate sustained progress on the issues identified through work with families which are linked to our outcomes plan. This has to meet the requirements of the financial framework of the programme. This is called the payments by results element and is subject to internal audit and sign off by the Strategic Director of Corporate Services.
- 2.4 By taking the approach of 'one worker, one family, one plan', sharing information between services and seeking to provide 'the right service at the right time' there is potential to make considerable savings to the public purse, reduce multiple service input in family lives, reduce demands on late/statutory interventions, help families to help themselves and improve outcomes for different family members.

Service Transformation Maturity Model and Peer Review of Local Troubled Families Work

- 2.5 MHCLG have produced a guide and toolkit for local authorities and their partners delivering the programme. We completed an initial self-assessment of our local position along a path of transforming early help services over the life of the programme.
- 2.6 There are six transformation strands in the model: leadership, strategy, culture, the family experience, workforce development, delivery structure and processes.
- 2.7 The summary of the initial assessment completed and submitted to MHCLG in September 2017 by strand was:
- Leadership - Maturing
 - Strategy – Developing /Maturing
 - Culture – Developing/Maturing
 - The Family Experience – Maturing
 - Workforce Development – Developing/Maturing
 - Delivery Structures and Processes – Developing/Maturing
- 2.8 Our overall initial self-assessment in September 2017 was **Developing/Maturing**.
- 2.9 In June 2018, we were also visited by the national Troubled Families Practice Lead. The purpose of this visit was to challenge and support our local plans in the context of the requirement that we recover our projections on both families engaged with and positively affected by the programme.
- 2.10 Both the Maturity Model self-assessment and feedback from the national Practice Lead have been incorporated into a local Transformation Plan. Deputy Director (Children's Social Care) chairs the Family Hubs Board which also oversees implementation of this plan.
- 2.11 A further visit by the national Practice Lead and review of the Maturity Matric will lead to an update of the transformation plan by the end of November 2018.
- 2.12 Bradford's new arrangements for prevention and early help are being implemented through a Family Hubs model of delivery. Our new Family Hub model is sustaining core elements of the Families First programme:
- A Prevention and Early Help Outcome Framework and dashboard has been agreed across the children's trust partnership. This includes all the key Families First outcome areas.
 - The largest proportion of the new Family Hubs workforce is Senior Family Key Workers and Family Key Workers.
 - A new post of Practice Lead (Families First) is a part of the new Family Hubs senior leadership team.

- As early as possible in 2019, health visiting and school nursing teams will co-locate with Family Hub teams which will increase joint identification of families who need additional support.
- Our Prevention offer includes group work responding to issues such as domestic abuse and child exploitation.
- A whole family Signs of Safety assessment and plan including everyone living in the household.
- Regular family and agency meetings to ensure all agencies involved are delivering to timely agreed actions and the family are fully informed of progress.
- We continue to provide an Early Help Gateway so all members of the public and professionals can discuss and/or refer any family for support. All contacts are triaged against the Families First criteria.
- Continuation of dedicated Families First Analysts (2 x FTE) and business support to the programme.
- Continue to target schools with higher levels of children experiencing domestic abuse and/or subject to referrals to social work.
- Service standards and quality assurance reinforce 'one family, one worker, one plan' approaches.
- New Early Help Module case recording system which flags families against Families First criteria at contact, assessment, review and closure points.

2.13 Whilst the Family Hub model does reflect a reducing workforce, we have sharpened our focus on family key working, using IT to case track outcomes and evidence-based groups work with families.

2.14 The Prevention and Early Help outcome framework has also sharpened our focus on those localities where there are the biggest inequalities. We have identified at least 10 wards where children and families are experiencing the poorest outcomes. The Early Help Gateway and screen of all daily Domestic Violence Notifications will continue to allow us to identify families who may need support from any part of the district.

2.15 We have now accelerated progress with attaching families on the Families First programme is currently as follows:

Date	Families engaged on Families First programme Phase II
31 Oct 2016	1,416
27 Oct 2017	2,312
End September 2018	3,809 <i>(for the first time exceeding our projections of 3635)</i>

2.16 We are now ahead of our projected attachment figures – as of mid-October that meant £199,000 extra funding for the attachments. Since July 2018, we have added 699 families. This has led to the national team releasing the £633,000. This means over £1.2 million being raised into the council. This is not including claims for

outcomes achieved with families - which will also increase.

- 2.17 In relation to our commissioned VCS services, following a competitive tender for delivery of these services mobilisation of the new contracts has been completed.
- 2.18 This service is led by **Barnardos** in partnership with **Brathay, J.A.M.E.S** and **YMCA** and covers the whole of Bradford & District. As part of a whole family approach there is also intensive youth support for children and young people (age 8-13) where additional needs have been identified.
- 2.19 Delivery is undertaken across four Family Hub areas. There is a total of 22 key worker staff located across these areas delivering a 'Think Family Model; one worker, one family, one plan'.
- 2.20 At present there are **238** families receiving key worker support. This includes 22 young people receiving individual targeted support. Families also access a range additional activities which individual partners are running – including a Barnardos flower arranging work shop in partnership with Prestige flowers and 'Food, Families, Fun' summer programme delivered by J.A.M.E.S and YMCA.
- 2.21 As part of this contract there is recognition of the high numbers of children going missing from home/school settings and increased pressure on the Integrated CSE/MISSING Hub. In response to this there is a Missing/CSE worker (Barnardos) employed (one day per locality) to support capacity regarding early identification of young people at risk and working closely with partner agencies and schools.
- 2.22 Barnardos have also provided training to wider staff based on a Barnardos training resource **Real Love Rocks**. This is a tool used to help young people understand and build healthy relationships. Further work will take place with school staff and to Family Hub family key workers (based on data relating to priority data hot spots).

Families First Outcomes

- 2.23 Appendix One includes a small number of recent examples to highlight the difference the approach makes to families in the Bradford District.
- 2.24 We submit regular payment by results claims to MHCLG where we can evidence significant and sustained progress in individual families we have worked with in line with the measures in our outcomes plan and the financial framework for the programme.
- 2.25 Examples of this include school aged children with attendance over 90% for three consecutive terms, an adult moving off benefits and into employment for 26 consecutive weeks, fewer police call outs, fewer visits to accident and emergency or ambulance calls, not needing social work interventions and children not missing school.
- 2.26 Progress with claims for payment by results payments for the programme is currently as follows:

Date	Payment by results claims submitted to DCLG
31 Oct 2016	214 families
31 Oct 2017	443 families
End September 2018	607 and we have already identified an additional 80 families by the 15 October but still below our projection of 705 projected for the end of September)

Progress with Stronger Families programme

- 2.27 Our Families First work in Bradford sits alongside work on the Stronger Families programme which supports people across Bradford and Leeds who are facing challenges in being able to develop their skills, move towards the world of work and secure employment. Taking part in the programme is entirely voluntary and is available to anyone who meets the eligibility criteria. Alongside partners from across Leeds and Bradford we have been given £3.5 million of funding from the Big Lottery Fund and the European Social Fund to deliver the programme until September 2019.
- 2.28 Each participant, and their family, will have someone who works with them as a Key Worker, helping them to access support from across their local area. Work in Bradford is co-ordinated through a hub which is managed by Barnardo's. There are strong day-to-day partnership and delivery links across the two programmes.
- 2.29 By the end of September 2018, there have been 195 families participating on the programme in Bradford.
- 2.30 By end of September 2018, 63 participants had moved into employment or training, 29 had moved into employment and 22 had moved from being economically inactive to job searching.
- 2.31 On 29 August 2018, Stronger Families hosted an event to celebrate the work that has been carried out over the past twelve months in Bradford and the journeys that the participants have experienced. The Bradford Participants forum that was held in July and all the activities were suggested by parents during the forum.
- 2.32 All participants who have been engaged with Stronger Families over the last year were invited, participants could bring friends and family who they thought might benefit from the service or who could offer them support on the day.
- 2.33 The event was attended by 35 adults and 65 children. Stronger Families also had an information stall which was supported by two parents who had attended the initial forum. Parents could meet and talk with some of the key partners and support services.

3. OTHER CONSIDERATIONS

- 3.1 The core priority within the transformation plan is focused effort to link as many families to the programme as possible by the end of March 2019 in order to maximise claims for positive results before the programme ends in March 2020.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Programme finances are regularly reviewed with finance colleagues and our MHCLG contact. Each payment by results claim is subject to internal audit and signed off by the Strategic Director of Corporate Services.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Any programme risks are considered as part of the risk management arrangements for projects in children's services. Partnership oversight of the programme is governed by the Family Hubs Implementation Board. As a cross-cutting programme there is also scrutiny from the Corporate Overview and Scrutiny Committee.

6. LEGAL APPRAISAL

- 6.1 No new legal issues.

7. OTHER IMPLICATIONS

- 7.1 There are no significant new implications arising from this report.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 None

9. OPTIONS

- 9.1 Committee is asked:

- To note and discuss the progress made.
- To support the need for a continued assertive and intensive approach to the reach of the programme and improved outcomes for eligible families across the District.

10. RECOMMENDATIONS

- 10.1 The Committee consider the implementation of Bradford's Families First and Stronger Families programmes which delivers effective services to families, avoid duplication and improve outcomes for families in the district.

11. APPENDICES

- 11.1 Appendix One: Examples of progress in families

12. BACKGROUND DOCUMENTS

12.1 None

Appendix One

Family A supported through Barnardos

Worries at the time of referral

The relationship between a young person and his parents were very strained which was leading the young person to have angry outbursts. It was identified that the focus of work should be around parenting skills, behaviour management for the young person and relationship development.

The whole family assessment identified that the majority of the young person's anger and relationship break down was linked to the amount of alcohol the father was drinking. This was leading to changes in the father's behaviour and lack of money within the household.

Additionally his mother suffers from a degenerative disc disorder (spine/disability has long term depression.) Both parents were worried about their son's emotional wellbeing as he seemed to be low in mood, low self-esteem and depressed at times. There were no concerns identified for the elder sibling.

Work completed with family

Following assessment including a Three Houses model a work plan identified

- 1:1 work with the son, 1:1 with each of the parents and a Family Meeting.
- Referral to Young Carers and Wellness Recovery Action Group with the young person.
- Discussions with College as the son was struggling with his peer group and academic work
- Triple P parenting was identified as the preferred parenting programme as the focus is on behaviour management and would enable the additional use of coping skills which would help support the parents.

Progress/impact/outcomes at the end of the support

The Family sessions created a safe space to talk about the impact of parental alcohol use.

Following meetings with College and advocating on his behalf it was identified that the young person has dyslexia and is now getting appropriate support. An Education, Health and Care Plan has been applied for. The young person attended all the WRAP sessions and is to be asked to act as a mentor in future groups. He is currently engaging with Young Carers.

Dad is undertaking a medical detox and Mum has applied to be a volunteer and also supported a Barnardo's recruitment panel.

Dad and son have been playing pool together and the physical fights between them have significantly decreased. Dad has been signposted to volunteering opportunities once he has completed detox.

Mum feedback:

When I was first asked to volunteer to be part of the interview process for Barnardo's Families First, I was slightly hesitant, and thought "why have I been asked".

On the morning of our first meeting I did consider not going because I was hesitant, drained from doing my normal family things and just felt like I didn't want to. However, I persuaded myself to go and I'm glad I did. I met some lovely people, other parents and other key workers, and it got me out of the house and thinking about something else other than my family and its problems etc. After my first meeting I felt more confident, and proud of myself.

I would like to say, any experience I have had working with Barnardo's has been a positive one.

Family B supported by Barnardos

- Dad – over aged 65 years
- Daughter – young adult
- Son – young adult
- Son – young adult
- Son – high school
- Son – just started high school

Worries/concerns at the time of referral

Dad was receiving mental health support from Lynfield Mount, due to wanting to end his own life. Dad is a single elderly parent with his wife currently remaining in Pakistan.

The only money currently being received is dad's pension. The young adults in the family are not receiving any education or benefits.

Schools are not local to the family home, impacting on attendance. Look into Young Carers support for younger 2 children.

Work completed with family

Worked with adult social care to support dad receiving appropriate support. Worked with the older young people to register for college and benefits, enabling one of the young people to get a job. Supported school transfer to local school, including supporting and attending the appeals process. Offered young carers, but they feel it is not needed at this time. Ensured the family are receiving appropriate housing benefits and school meals benefits. Registered family with a dentist.

Progress/impact/outcomes at the end of support

The younger children are now attending their local school, and their attendance and well-being has improved significantly.

All of the adults in the house are receiving appropriate benefits, college education and employment support, one of them is now in employment.

The family unit are happier, and looking forward to the future.

Family C supported by Targeted Early Help

Worries at the point of referral

Referral from secondary school. Concern regarding young person's attendance at school and worries about her socialising with other young people involved in crime – though no crime committed by this young person. A whole family assessment was completed.

Support provided to the family

1:1 work with young person regarding aspirations and explored Post-16 college courses to encourage engagement at school. Contract of attendance completed with young person, mum and shared with school

CSE (child sexual exploitation) risk assessment completed following concerning incident during intervention. Following this 1:1 work with the young person on CSE/keeping safe. Police worked 1:1 on internet safety. Mum is now attending a parenting course around preventing CSE.

Concern raised regarding younger sibling hearing – referral to school nurse made and ruled out hearing concerns.

Mum struggling to manage younger sibling's behaviour – frequent arguments, mum not putting consistent boundaries in place and putting lot of pressure on older child to support her in parenting. 1:1 with mum using Family Links programme.

Mum not in work and we discussed return to work with mum – low self-esteem and confidence but now attending life-coaching course run through Hidden Voices.

Progress/impact/outcomes at the end of support

Young person's attendance has improved and is now focussed and engaging with school with plans to attend College open days shortly – clear career in mind!!

Young person has identified the risk-taking behaviours she was engaged in, also recognised how she managed to get herself out of situations where she didn't feel safe. She has now started a weekend job waitressing and is not meeting with groups involved in initial concern. Relationship with mum has improved.

Mum more confident in parenting – putting consistent boundaries in place has helped improve behaviour. Mum is really benefitting from life coaching and parenting group – mum has a meeting planned with Job Centre and thinking positively about starting work now youngest is starting nursery

Family D supported by Targeted Early Help

Worries at the point of referral

Mum and her daughter (aged 8 years old) moved back to live in Britain after living abroad, fleeing from domestic violence and a very controlling relationship where they were not allowed out of the house. Child witnessed domestic abuse and was home schooled. Child was diagnosed with Autism. Mum suffers from anxiety and depression and this can sometimes impact on child.

Child's behaviour can be aggressive and violent, especially towards mum.

Mum having to rely on friends for money and accommodation.

Child did not attend school for several months. After several months child started attending 2 half days at SEND school and coped really well. After being assessed as having Autism she started full time at SEND school in 2018.

Support provided with the family

Parenting support, food parcels and clothing for the child. Emotional support and advised mum to seek help for her own mental health. Mum now on medication.

Liaised with school and organised reviews where education were discussed and formulated an action plan. Took mum and child to furniture project so they can furnish their house cheaply. Took mum and child to Job Centre to make appropriate claims. Mum still only entitled to claim employment benefit, child benefit and housing benefit as she is not entitled to disability living allowance for another year.

Joint home visit with a job coach. Job coach is still involved, mum is actively looking for work to fit in with childcare.

Outcome by the end of support

Child is at SEND school where she is settled and getting her educational needs met and transport is provided. Child's getting her health needs met via paediatrician and specialist dentist.

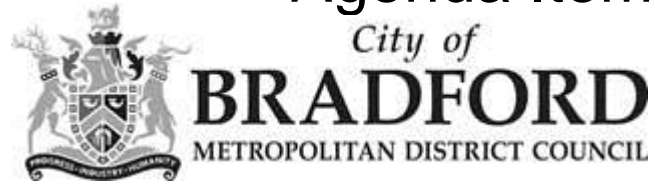
Mum's mental health has improved and she sees her GP when needed.

The family are living independently in their own house for the first time. Mum is actively looking for a part time job to fit around child's schooling. Child is settled at home and has less challenging behaviour. Mum is in a new relationship but money is still very tight.

Mum said:

Thank you for everything you have done for us.

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Report of the Strategic Director of Place to the meeting of Corporate Overview and Scrutiny Committee to be held on 15 November 2018

Q

Subject:

Anti-Poverty Coordination Group

Summary statement:

A report by Corporate Overview and Scrutiny on Poverty was discussed at this committee on 29 June 2016 and at Council Executive on the 19 July 2016. This report made 22 recommendations and scrutiny have received reports on progress on 2 February 2017 and 21 February 2018 respectively. At these meetings, the Scrutiny Committee agreed that most recommendations have already been delivered.

Following scrutiny's initial review, there has been activity to oversee all existing work in the authority through one overarching approach whilst developing a multi-agency approach to tackle poverty in the district. This has included creating a Bradford District Anti-Poverty Co-ordination Group.

The report presents a draft of the Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty, along with data measures that will be used to evidence the impact of activity at a District level and, where available, at ward level.

Steve Hartley
Strategic Director, Place

Portfolio:

Neighbourhoods and Community Safety

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Corporate

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1. SUMMARY

The report presents the final draft Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty along with data measures that will be used to evidence the impact of activity at a District and, where available, at lower levels and a delivery plan.

2. BACKGROUND

- 2.1 The Strategic Director of Place presented Corporate Overview and Scrutiny Committee with a progress report on the 21 February 2018 on implementation of the recommendations made by this committee on poverty.
- 2.2 Given the activity that has taken place since 2016, a timeline is included in Appendix 1 to assist members' understanding of what has already been agreed, what has already been delivered and what has been discussed at previous committees.
- 2.3 In February 2018, Corporate Overview and Scrutiny resolved as follows:
 - (1) That the progress made to date against the recommendations of the Corporate Overview and scrutiny Committee of the 2 February 2017 be accepted.
 - (2) That this Committee requests that comments raised by Members be considered in the development of the strategy.
 - (3) That the Poverty Strategy be presented to this Committee in June 2018
- 2.4 It is well understood that to have an impact on poverty in a place, it is critical that Council's take a multi-agency approach and work with partners across the district¹. Therefore, following the initial scrutiny review, significant effort has been made to convene a partnership approach to addressing poverty in Bradford District.
- 2.5 The Anti Poverty Co-ordination Group (APCG) is attended by Council members and officers including the Neighbourhood & Community Safety Portfolio Holder, the Strategic Director for Place and the Member Anti-poverty Champion Cllr Cath Bacon. The group also includes membership from statutory partners, the voluntary and community sector, including City of Sanctuary, and faith organisations. A full list of membership is available within the document at Appendix 2
- 2.6 The draft Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty 2018-2020 has been developed with consideration to the Scrutiny Review recommendations and the concerns, interests and feedback of partners and the following activity:
 - Workshops and consultation with the multi-agency Bradford District Anti-poverty

¹ The following JRF report highlights how partnership working is best practice for authorities
<https://www.jrf.org.uk/report/addressing-poverty-through-local-governance>

Co-ordination Group (APCG)

- A workshop with the Bradford District Voluntary and Community Services Assembly (through their Poverty and Universal Credit Summit in May 2018)
- Wider consultation with elected representatives and representative groups across the district that included an invite to comment and three consultation three drop in sessions at Carlisle Business Centre, Keighley Civic Centre and Bradford City Hall. Appendix 3 provides a list of those consulted.

2.7 The feedback from the wider consultation was mainly positive, with support expressly given for the plans in the strategy to:

- Work to more closely understand the experiences of those living in poverty in the District.
- Consideration to be given to the use of social inclusion currency as a means of getting people involved in volunteering and other activities aimed at improving their wellbeing and opportunities, getting people socially connected within their communities and as a means of helping people, especially those with lower incomes, to take part in a range of normal social activities.

Other feedback included:

- Promote volunteering more as it supports wellbeing and can lead to employment opportunities
- Area Committees should receive regular reports about their own areas as elected members have much local knowledge and experience that would be useful in tackling poverty in their wards.
- Need to report data for specific communities of interest and those with other protected characteristics – as poverty impacts more in some communities than others
- A need to acknowledge and address the issue that being in poverty can pose a barrier to moving into work for practical reasons of presentation such as not having access to decent clothes/shoes, hairdressers./barbers etc.
- Acknowledgement of the huge anti-poverty agenda and the complexities involved in trying to address the agenda.
- A need to change the mind sets of those in poverty and decision-makers
- Concentrate efforts on areas that are most deprived
- Reflect Roma and Traveller needs in the strategy.
- That people living in poverty should be treated with dignity and respect
- Concern that some measures taken by Government that have had a positive impact on levels of poverty have not been acknowledged in the Approach
- That people should be encouraged, where ever possible, to help themselves
- Having a job is more important than having a 'well paid job'. Expectation cannot be that it is usual to join the job market at a 'higher level'.
- The Approach should not concentrate on lowering costs in Bradford – as costs here are quite low compared to other places.
- The absence of Welfare Advice providers from the Anti-poverty Co-ordination Group
- Need for increased funding and support for Welfare Advice services
- Lack of information on the Bradford District Partnership pages about the Anti-

poverty Co-ordination Group

- 2.8 A total of 80 people and organisations gave their feedback through the Bradford VCS Assembly workshop with an additional eight providing detailed comments through the wider consultation exercise.
- 2.9 As far as possible comments and suggested amendments have been incorporated into the final draft document. However, it is recognised that following recent budget consolidations, there is a lower level of Council resources available to undertake some of this activity, including the consultation elements.
- 2.10 Comments received about specific services and groups through this consultation will be passed to the appropriate partnerships for consideration and response, such as to USDL group (Universal Services Delivered Locally).
- 2.11 The work also brings together a number of existing strategies and work carried out by the Council and its partners to address poverty in the district including, but not limited to, the economic strategy, the Education Opportunity Area, activity in relation to Financial Capability following the recent welfare reform changes, the Health and Wellbeing Strategy. The Council is continuing to work on embedding poverty in its partnership strategies and approaches, including the recently published Joint Health and Wellbeing Strategy; this strategy recognises the wider factors, including poverty, that influence our health and wellbeing, and has reducing inequalities at its core.
- 2.12 The Approach reflects a commitment by organisations across the District to work together to undertake additional collaborative work that will add to the wealth of anti-poverty work taking place across the district
- 2.13 Actions within the Approach will be delivered within existing resources or via funding identified and applied to from external bodies.
- 2.14 The APCG is keen for those with a lived experience of poverty to inform the local agenda and be involved in co-producing interventions to address poverty and is investigating options to support this such as through a Poverty Truth Commission.
- 2.15 The final draft Approach draws, as previously, on the Joseph Rowntree 5 Point Plan for Solving Poverty, the Approach has five priorities as follows:
 - 1. Boost income and reduce costs
 - 2. Deliver an effective benefits system
 - 3. Improve education standards and raise skills
 - 4. Strengthen families and communities
 - 5. Promote long-term economic growth benefitting everyone
- 2.16 The Approach will be reviewed regularly to ensure it continues to align with other District strategies and to allow for outcomes from engagement with people with a lived experience of poverty to inform future plans.
- 2.17 Whilst much action to address the recommendations within the Scrutiny Poverty

Review has taken place across the District, there are additional actions within the Approach that aim to bring work together to improve outcomes for people such as the Anti-poverty Co-ordination Group working together and through their own individual organisations to raise awareness around Universal Credit and entitlement to other welfare benefits, promoting membership of Credit Unions etc.

- 2.18 A further action within the Approach is to involve people with a lived experience of poverty in developing local responses to it. One mechanism to support this engagement could be through a Poverty Truth Commission. Preparatory work around setting up such a Commission in Bradford has taken place throughout the summer months. In order to do this, there will be some resource implications on the authority and partners that will need to be considered by the Executive.

Experience from other areas where Poverty Truth Commissions have operated shows that people with a lived experience of poverty have valuable insight into what would help and what does not. The Commissions are made up of local decision-makers, leaders and people. The Leeds Poverty Truth Commission reported back on the 2 February 2018 and launched its Humanifesto. – the key points in this manifesto are:

- People experiencing poverty should be in the leadership of programmes to address it
- People writing about poverty should take care to use language that is respectful to those experiencing it
- Poverty creates isolation. People should reach to those experiencing poverty. This will help to build stronger and more resilient communities.

- 2.19 The Approach acknowledges that work is already undertaken across the District to reduce and mitigate the impacts of poverty and that this work will and should continue, for this reason this Approach aims to:

- Reduce duplication in effort by maintaining a broad overview of strategy, plans and activity across the District
- Influence and encourage strategic and delivery partnerships, groups and providers to develop and deliver their plans and actions to reflect the five anti-poverty priorities within this approach
- Concentrate effort where further collaborative partnership working would make an impact
- Identify gaps or barriers to progress and consider how these can be filled or removed
- Try out new approaches where gaps or barriers to progress have been identified
- Collaborate with partners across West Yorkshire, the region, nationally, globally or virtually where this would support delivering on our priorities.

- 2.20 The Approach contains a set of actions along with a set of data that will evidence

impact of activity at District and lower levels and over time. Appendix 4 provides the delivery plan that will also be used track implementation of identified actions. Appendix 5: provides an initial data report.

- 2.21 The Approach has been endorsed by the Anti-poverty Co-ordination Group which is now considering the implementation of each specific activity and additional data that can be used to evidence the impacts of implementation.
- 2.22 This will be a live document, with additional activities being added as need is identified and being removed as actions are implemented and issues are addressed.
- 2.23 The APCG will develop and deliver awareness and workshop sessions with partners, groups and others with a role in tackling poverty to support them to reflect the five priorities in this plan in their own plans and activities.
- 2.24 APCG will also collaborate with others to promote and provide partner and public awareness events across the District as need and capacity allows.
- 2.25 The final draft Approach is at Appendix 2 to this report.

3. OTHER CONSIDERATIONS

- 3.1 Work to reduce and alleviate poverty across the district takes place through many organisations, private, public and community and voluntary services. As resources available for local public services diminish further, organisations are focussing attention on our most vulnerable people and on areas where people face the most deprivation. This Approach augments what is already taking place across the district and is not intended to replace current activity.
- 3.2 The Anti-poverty Co-ordination Group terms of reference are contained in the final draft Approach document and outline the remit and role of the Group. This is available at Appendix 2
- 3.3 Implementation of the actions contained within the final draft Approach is within current resources across all the organisations that make up the partnership. The partnership will apply for external funding where additional resources are required to implement actions. Contained in Appendix 2 within the terms of reference is the list of organisations that are represented at the partnership
- 3.4 Data reporting requirements will be met from within existing resource. Work continues to identify other existing data sets that could be used to evidence progress.

4. FINANCIAL & RESOURCE APPRAISAL

There are none arising from this report

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are none arising from this report

6. LEGAL APPRAISAL

There are none arising from this report

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 The Poverty Scrutiny Review highlighted a number of equality and diversity related issues. Research has also highlighted similar issues, such as a link to poorer health, lower educational outcomes etc.

7.1.2 The Anti-Poverty Co-ordination Group will consider equality and diversity issues in relation to its work.

7.1.3 Key Performance Indicators will be used to evidence overall outcomes of anti-poverty work across the District as well as the impact on individuals, groups and communities with protected equality characteristics.

7.1.4 The Approach contributes to the following Equality Objectives:

- **Employment and skills** – promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

The final draft Approach contains actions around: promoting apprenticeships to those living in the most deprived neighbourhoods across the district and relooking at entry level jobs so that people can develop their numeracy and literacy whilst working instead of it being a pre-requisite to employment.

- **Equality monitoring** - our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

The Anti-poverty Co-ordination Group will be considering data from several perspectives with the aim of evidencing that interventions taken across the District are supporting people who are experiencing poverty and those gaps between the most and least affluent citizens are not widening.

7.2 SUSTAINABILITY IMPLICATIONS

There are none arising from this report

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are none arising from this report

7.4 COMMUNITY SAFETY IMPLICATIONS

There are none arising from this report

7.5 HUMAN RIGHTS ACT

There are none arising from this report

7.6 TRADE UNION

There are no trade union implications apart from a potential increase in membership of trades unions active in Bradford District.

7.7 WARD IMPLICATIONS

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

7.8 IMPLICATIONS FOR CORPORATE PARENTING

The report does not have any implications for Corporate Parenting

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising from the privacy impact assessment

8. NOT FOR PUBLICATION DOCUMENTS

. None

9. OPTIONS

In considering this report the Committee may wish to:

- 9.1 Accept the final draft Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty 2018-2020 and endorse it.
- 9.2 Recommend changes to the final draft Approach.

- 9.3 Both of the above options.

10. RECOMMENDATIONS

That the Committee:

- 10.1 Accept the final draft Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty 2018-2020 and endorse it.
- 10.2 Make recommendations of suggested and changes to the final draft Approach, including endorsement of activity to consult individuals living through the experience of poverty.

11. APPENDICES

Appendix 1: Progress timeline

Appendix 2: Final draft Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty

Appendix 3: Those consulted about the draft Anti-poverty Co-ordination Group Approach to Tackling Poverty

Appendix 4: Delivery Plan

Appendix 5: Initial data report.

2. BACKGROUND DOCUMENTS

[Scrutiny Poverty Review report 2016](#)

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

[Council Executive 19 July 2016](#)

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

[Corporate Overview and Scrutiny Committee 21 February 2018](#)

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

[Leeds Poverty truth Commission Humanifesto](#)

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Appendix 1: Anti-poverty Scrutiny Poverty Review – timeline, decisions, implementation of recommendations, and general progress

Date	Body/Entity/Action	Decision/outcome
14 July 2014	Corporate Overview and Scrutiny Committee	To review poverty across the district
3 December 2014	Review commences	
14 April 2015	Review concludes	
29 June 2016	Corporate Overview and Scrutiny Committee	Council Executive to instruct Bradford Council to develop a comprehensive Anti-poverty Strategy (and implement all 22 recommendations of the Scrutiny Review)
19 July 2016	Executive Committee	Instruct as COSC recommendation Leader requested: Strategic Director, Regeneration to review the recommendation in consultation with the Regeneration, Planning and Transport Portfolio Holder with a view to it being taken forward
Poverty Scrutiny Review Recommendation 1 This Committee recommends to the Executive that Bradford Council should develop a comprehensive Poverty Strategy addressing the multiple factors related to poverty including but not limited to; food, health, housing, children, energy and employment. The Poverty Strategy should include key actions, monitored through a delivery plan, and its development should involve a review of existing, subject-specific poverty strategies to ensure efficiency and possible mergers to ensure a lack of duplication. A Councillor and Officer should be appointed as Poverty Champions to oversee this work.		
	Review of the COSC 29 June 2016 and Executive 19 July 2016 recommendations	With consideration to Bradford District Partnership's governance review that suggested there was a need for multi-agency work around poverty and fairness, it was agreed that the approach to address the recommendation by the Strategic Director,

Date	Body/Entity/Action	Decision/outcome
		Regeneration with the Regeneration, Planning and Transport Portfolio Holder would be a multi-agency Anti-poverty Co-ordination Group.
16 September 2016	Council Management Team	Agree draft terms of reference for the multi-agency group
October 2016 Lead and support officer for the Anti-poverty Strategy in Office of the Chief Executive leave the service prior to the multi agency group being instigated		
October 2016 New Anti-poverty Strategy support officer identified in the OCX		
Council Top Management Restructure: Post of Strategic Director Regeneration removed, responsibility for the work transferred to the newly created post of Strategic Director, Place (that spans both the previous departments of Regeneration and of Environment and Sport)		
	Multi-agency Anti-poverty Co-ordination Group	Work undertaken to get buy-in and representation for the Multi-agency Group as per decisions of COSC, Executive, the Strategic Director Regeneration with the Regeneration, Planning and Transport Portfolio Holder and Council Management Team
6 December 2016	Multi-agency Anti-poverty Co-ordination Group	First meeting cancelled due to late apologies received
2 February 2017	Corporate Overview and Scrutiny Committee Progress report on action taken to address the 22 recommendations of the Scrutiny Poverty Review	That this Committee requests that the Poverty Strategy be presented to this Committee, which also includes quantifiable data that analyses the impact of the activities that are being undertaken as part of the Strategy. Scrutiny Officer confirmed following the meeting there would be no requirement to provide further updates on the other recommendations.
14 February 2017	Anti-poverty Co-ordination Group First meeting	Issues/decisions that came from the meeting: <ul style="list-style-type: none"> • Difficult to determine what the remit and focus

Date	Body/Entity/Action	Decision/outcome
	<p>Chaired by the Regeneration, Planning and Transport Portfolio Holder the meeting was to set the scene, get representatives up to speed with progress to date and determine future action.</p>	<p>of the group should be based on the available information and data.</p> <ul style="list-style-type: none"> • TORs Work required to develop to ensure the group is strategic, adds value and doesn't duplicate others' work. • Broad agreement around the 3 pillars - Prevention, support and reduction • Need to develop understanding of the issue before developing a plan and determining what to concentrate on. • Ask JRF to work with us to: <ul style="list-style-type: none"> ○ Develop an evidence base that helps us understand issues ○ Determine methods of collecting information and data consistently so we can track changes and make projections ○ Enable us to identify issues that the group should be working on • Use the JRF 5 point plan in developing our approach - checking our strategies against this • Ask representatives to identify data and information they collect that could be used by the group.
Transfer of chair to Portfolio Holder Neighbourhoods and Community Safety		
Offer of Public Health registrar support to develop strategy document		
19 May 2017	<p>Anti-poverty Co-ordination Group</p> <p>Second meeting</p>	<p>Outputs from the meeting:</p> <ul style="list-style-type: none"> • More complete map of

Date	Body/Entity/Action	Decision/outcome
	Chaired by the Portfolio Holder Neighbourhoods and Community Safety and attended by the Public Health Registrar assigned to the work	<p>current interventions</p> <ul style="list-style-type: none"> Starting to identify gaps Consideration of priority actions for the group to work on.
	Anti-poverty Co-ordination Group	Further work undertaken with representatives of the Group to complete the interventions mapping, identify gaps, prioritise possible actions for the group and also identify appropriate and available data sources that could evidence impacts of anti-poverty work across the district and undertaken by the group.
	Anti-poverty Co-ordination Group	Virtual project team set up and engaged as sounding board and for further input and direction
1 August 2017	Neighbourhood and Community Safety Portfolio Holder	
	Briefing to support remit and role	
29 September 2017	Anti-poverty Co-ordination Group	<p>1st draft of anti-poverty strategy produced</p> <p>Handover with Public Health Registrar undertaken</p>
Further work under taken on draft of Anti-poverty strategy produced and sent out to project team for comments		
13 November 2017	<p>Large Families, Poverty and Welfare Reform national conference</p> <p>Developed and presented in partnership with Liverpool University and the Children's Society</p>	<p>Unexpected outcome was the impact that people with a lived experience of poverty had on the conference.</p> <p>Stark reminder that 'people' had not been invited to give evidence to the Poverty Scrutiny</p>

Date	Body/Entity/Action	Decision/outcome
		Review but their voice needed to be heard and reflected in work in the district to address poverty. Also raised questions about how this needed to be and could be supported.
Further work under taken on draft of Anti-poverty strategy produced and sent out to project team for comments		
18 January 2018 Bradford Education Opportunity Area Announced. Overall aim to increase social mobility of disadvantaged pupils		
2 February 2018 - Leeds Poverty Truth Commission – end of Commission event and report - Raised the possibility of supporting engagement with people with a lived experience of poverty through a Commission in Bradford		
21 February 2018	Corporate Overview and Scrutiny Committee Progress report on action taken to address the first recommendation of the Poverty Scrutiny Review	Decision: This Committee requests that the Poverty Strategy be presented to this Committee, which also includes quantifiable data that analyses the impact of the activities that are being undertaken as part of the Strategy
14 March 2018 – Integration Pilot Area Announced. Aim: take measures to improve integration and remove disadvantage		
Bradford Economic Strategy Launched		
Strategy – write up following further comments from project team and the APCG		
20 April 2018	Anti-poverty Co-ordination group Meeting	Considered the draft document and consultation plan
24 May 2018	Bradford VCS Assembly Poverty and UC Summit Consultation on actions within the draft anti-poverty strategy and VCS support to implement	
Update of strategy document following feedback from VCS Assembly Summit		
Updated strategy document sent to APCG for further comment		
11 June 2018	West Yorkshire Combined Authority Poverty Standards meeting	Agreement to support the work going forward

Date	Body/Entity/Action	Decision/outcome
29 August 2018	Poverty Truth Commission Meetings with interested bodies	
Anti-poverty Document out for wider consultation as agreed by APCG Consultation ended 14 th September 18 Consultation conducted by email, plus drop in sessions Amendments made following feedback received. Update of strategy document following feedback from COSC and CMT		
15 November	Corporate Overview and Scrutiny Committee Report rescheduled to be presented to this meeting.	

Anti-poverty Strategy

Bradford District Anti-poverty Co-ordination Group's Approach for Tackling Poverty



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Foreword

Bradford District and its local partners have agreed a vision to be a place where all our children have a great start in life, where businesses are supported to create good jobs and workers have the skills to succeed, a place where people live longer and have healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.

Not all of Bradford's residents are sharing in these benefits. The significant levels of poverty which continue to exist in many parts of the district are preventing many residents from reaching their full potential. For young people in particular, growing up in poverty means they are almost four times more likely to live in poverty as adults as their peers¹.

Our multi-agency strategic approach sets out our commitment to tackling poverty and inequality and the steps we and our partners will take over the next few years aimed at ensuring everyone in the District can live a decent and secure life.

In the context of the policy and financial challenges we face, it is essential that we co-ordinate what resources and community assets the district does have more effectively, to improve outcomes for as many people as possible – supporting people to contribute and benefit from all the opportunities that Bradford District offers.

Our strategy will be reviewed and refreshed regularly and in line with other District policies, plans and strategies such as the District Plan 2016-20 and to address changes as the UK leaves European Union. We will also allow for the outcomes from engagement with people with a lived experience of poverty to be incorporated into the approach.

I would like to take this opportunity to offer my thanks to all those involved in the development of this strategy and I look forward to working with you all to ensure its effective implementation – making the best use of resources to reduce the level and impact of poverty across Bradford District.

Cllr Abdul Jabar
Portfolio Holder Neighbourhoods & Community Safety
Chair of Anti-Poverty Coordination Group

¹ UK Government Child Poverty Strategy, 2014-17

1. Executive Summary

Whilst a small minority of our people live in the most affluent areas in England, nearly a third live in some of the most deprived areas. As a district, we are the fifth most income deprived area in the UK with just over a fifth of our children and older people living in households experiencing poverty. Living in poverty has negative impacts in other areas of people's lives and is not just about money – it impacts educational attainment, access to good paying work, increases the risk of developing health conditions, reduces years of life in good health and reduces lifespans. It also means that many people are not able to take part in the normal life of a place as experienced by other residents.

Developed through the Anti-poverty Co-ordination Group, a district-wide partnership of representatives from the public, private, social housing, voluntary and community and faith sectors, the strategy aims to add value to work already being undertaken across the district. The strategy recognises the breadth of work across the district to reduce and mitigate the impacts of poverty on our people, such as through the Get Bradford Working Programme, and seeks to add value to this through further collaborative work.

The five priority areas contained in the Joseph Rowntree Foundation: We Can Solve poverty in the UK provides the framework for this strategy under which actions will be taken. These are:

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

A separate delivery plan has been developed to support implementation of **these** actions. The anti-poverty monitor will be used to indicate if the sum total of interventions and actions taken across the district to reduce and mitigate poverty are having the required outcome. Progress on tackling poverty within the district will be regularly reported through the Health and Well Board, the Council's Corporate Overview and Scrutiny Committee and through Area Committees.

The strategy will be regularly reviewed to ensure continued alignment with other district policies and strategies and reflect the voices and involvement of people with a lived experience of poverty.

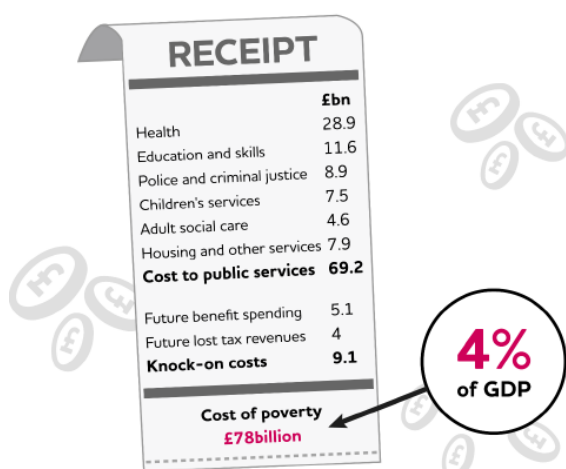
2. Our Vision

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

Anti-Poverty Co-ordination Group

3. What do we mean by poverty?

This strategy uses the same definition of poverty as the Joseph Rowntree Foundation’s (JRF). This is that poverty can be defined as when a person’s resources are well below their minimum needs, including the need to take part in society². It means not being able to heat your home, pay your rent or buy the essentials for your children. It means waking up every day facing insecurity, uncertainty and impossible decisions about money. It means facing marginalisation – and even discrimination³ – because of your financial circumstances. The constant stress it causes can overwhelm people, affecting them emotionally and depriving them of the chance to play a full part in society.



Poverty wastes people’s potential, depriving our society and economy of the skills and talents of those who have valuable contributions to make. The cost of poverty is now recognised as not only affecting individuals and families but also the whole economy⁴.

It has been estimated that poverty costs the UK economy £78bn per year and that one fifth of spend on public services contributes to addressing the effects of poverty on people’s lives⁵.

Joseph Rowntree Foundation

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

- under-achievement at school
- unemployment
- health problems (physical and mental), including a reduced life expectancy and reduced number of years in good health

² We Can Solve Poverty in the UK, Joseph Rowntree Foundation, 2016

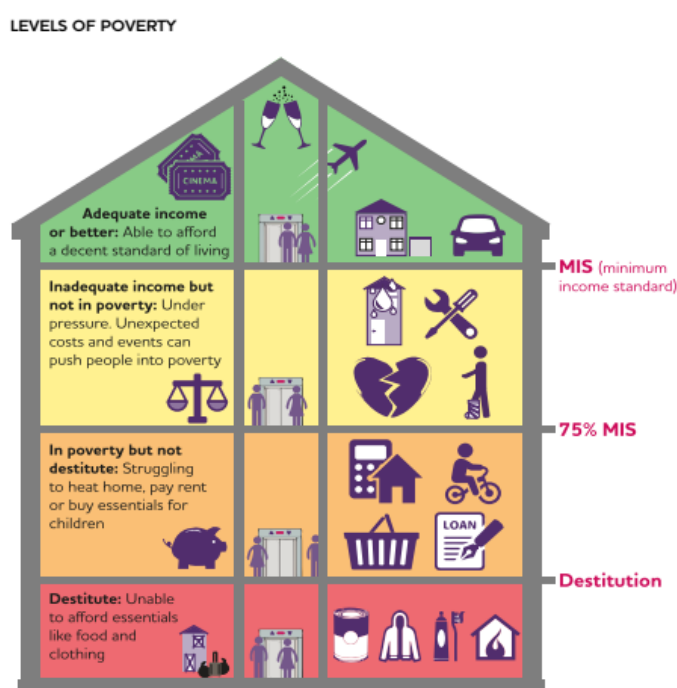
³ Is poverty in the UK a denial of people’s human rights?, Joseph Rowntree Foundation, 2008

⁴ UK Government Child Poverty Strategy, 2014-17

⁵ Counting the Cost of Poverty in the UK, Joseph Rowntree Foundation, 2016

- abuse of alcohol, drugs and other stimulants
- debt
- poor quality accommodation
- insecure housing and homelessness

Living in poverty is particularly **harmful to children** in terms of both their current health and development and their long-term socio-economic and health prospects. Early childhood is an important period for social, cognitive and physical development. The conditions of early life influence child development with direct influences on health. They also have a powerful influence on adult socio-economic position with an indirect effect on adult health⁶. Ensuring good quality and equitable nursery places, schooling and improving educational achievement among disadvantaged children should therefore be considered a prerequisite to improving their pathways into adulthood.



JRF UK Poverty: Causes, Costs and Solutions,

4. Poverty in Bradford District

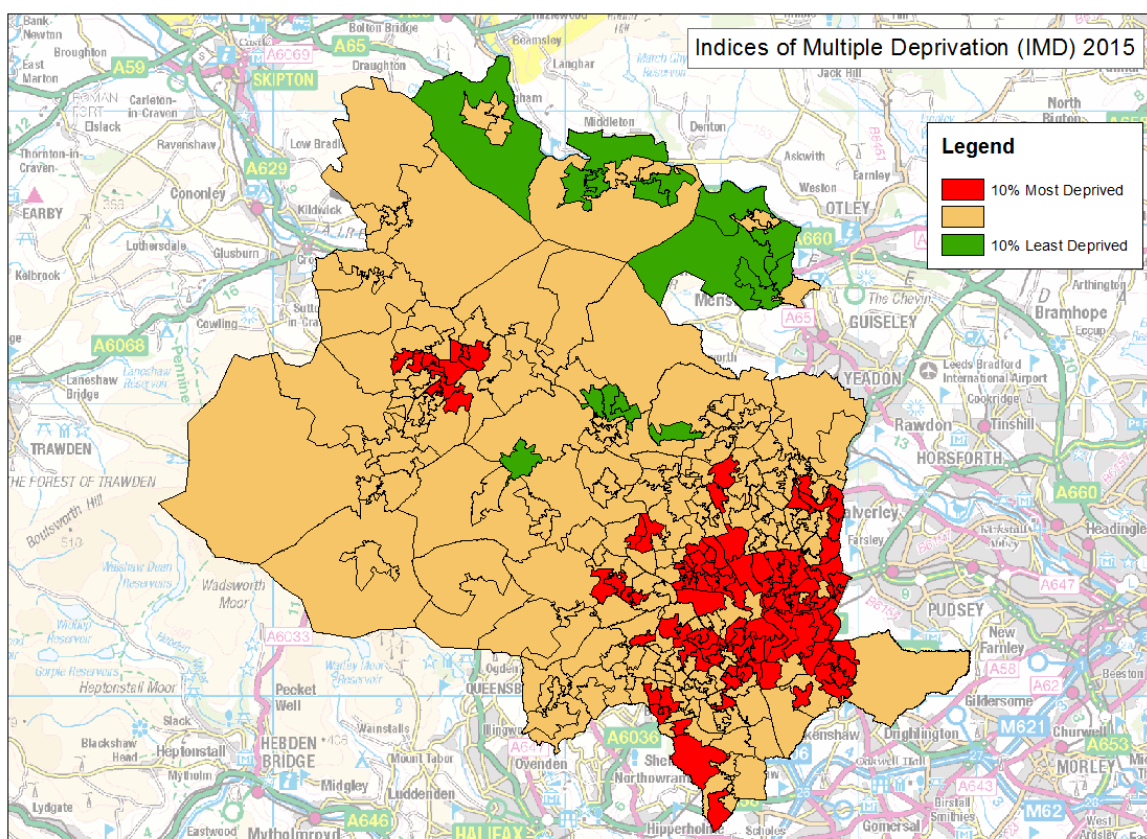
We are a place with a strong community spirit to address poverty. Whether through supporting food banks or supporting our communities through the activities of faith groups. There is a long standing history and traditions across our communities to tackling poverty where it exists in our District. This stems from our history of being the birthplace of free school meals and the social pioneering activities of Titus Salt and Oastler.

Our recent history includes a wealth of good practice examples such as Bradford Metropolitan Food Bank to the Salvation Army and the Storehouse project, where unwanted food from the hospitality and supermarket sector is used to feed those experiencing poverty in the district.

⁶ Child Poverty Facts and Figures, Child Poverty Action Group, 2013

Bradford is a diverse district in many aspects including the relative affluence of its residents: a minority (6%) live in the most affluent areas compared to the rest of England, whereas just under a third (27% or about 150,000 people) live in the 10% most deprived areas in England.

This diversity means that the experience of people across the district is not necessarily uniform. Our district spans from areas with poverty but with a strong community and faith infrastructure equipped to help alleviate at least some of the challenges associated to areas of deprivation without more limited community infrastructure to wealthy areas where those living in poverty can be even more isolated from those that they live beside.



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Public Health Analysis Team, Bradford

Key Facts about Poverty in Bradford District

5th Most income deprived area in the UK

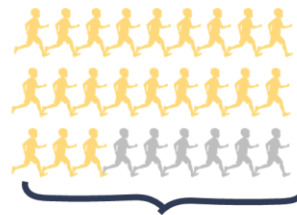
853 Asylum seekers

150-200 Refugees

Home to 532,000 people

In 207,000 households

39,700 working families receive Working Tax Credit and/or Child Tax Credit



22% of Bradford's children live in poverty

23% of older people live in income deprived households



13.8% of working age people have no formal qualifications

The above data, with the exception of the asylum seeker information which is available via the link in the footnotes, is available from the District Dashboard which is updated regularly. The Dashboard also provides the source and definition for each data measure included and can be accessed via this link: <https://datamillnorth.org/products/bradford-district-dashboard/>

853 asylum seekers were accommodated in Bradford⁷ at 7 September 2018 via the Home Office contract held by G4S. There are also many more appealing against the refusal of their applications for asylum, who are destitute with no recourse to public funds.

150 people (mainly in families) are resettled as refugees in Bradford each year, with a rise for next year only up to 200, through the UNHCR's Gateway Protection Scheme⁸.

In addition, whilst exact data is not available, there is also significant evidence of poverty experienced by Roma and Traveler families within the district⁹ – with access to education, employment, health services and decent housing being negatively impacted¹⁰. Changes to national welfare policy has lead to many EU/Roma families having not right to public funds¹⁰.

⁷ G4S figures provided to the Bradford District Asylum Seekers and Recent Refugees Operational Group

⁸ Information provided by Horton Housing

⁹ EEA Briefing note: European Economic Area (EEA) Citizens / Central Eastern European Migrants, BMDC February 2017

¹⁰ [Joint Strategic Needs Assessment 2014 -](#) Bradford District's Central and Eastern European Communities

Tackling poverty in Bradford District

There is already significant action and work taking place across the District through a range of partnerships and agencies aimed at addressing poverty. This document recognises the Scrutiny Poverty Report recommendation for a comprehensive strategy that considers the multiple factors relating to poverty¹¹. Outlined in this document are a number of key actions that need to be undertaken. These actions will be supported through a delivery plan and be monitored through key data as described in Section 6 of this document.

Following the Scrutiny Poverty Review, that was heavily supported by all partners across the District – including the NHS, social housing landlords, the voluntary and community sector, this multi-agency Anti-Poverty Coordination Group (APCG) was formed to implement the recommendation made by the review to develop and implement a district-wide anti-poverty strategy. In recognition that poverty affects all aspects of people's lives and will only be addressed by all partners working together, this multi-disciplinary partnership includes representation from the public, private, faith, voluntary and community sectors.

BRADFORD DISTRICT ANTI POVERTY CO-ORDINATION GROUP

Formed in recognition that poverty in the District can only be reduced and mitigated effectively by partners working collaboratively together, the Group is a direct response to the Poverty Scrutiny Review Recommendation 1.

Chaired by Cllr Abdul Jabar, the Council's Portfolio Holder Neighbourhoods & Community Safety, and overseen by the Member and Officer Anti-poverty Champions, Cllr Cath Bacon and the Department of Place Strategic Director Steve Hartley, membership includes representation from:

- NHS Clinical Commissioning Groups
- Public Health
- Social Housing Providers
- City of Sanctuary
- Department of Work and Pensions
- Voluntary and Community Sector

The Group has staged a national conference on Large Families, poverty and welfare reform in partnership with Liverpool University and the Children's Society, supported people, the statutory and voluntary and community sector to get prepared for the roll out of Universal Credit through road shows and workshops and identified some innovative approaches to explore – such as social inclusion currency.

The Group has also identified the need to meaningfully involve and support people to be involved who have a lived experience of poverty. Discussions are on going with the view of developing a local mechanism with local people.

¹¹ Bradford Poverty Scrutiny Review, Bradford Corporate Overview and Scrutiny Committee, 2016

The APCG does not seek to replace activity being currently undertaken, but aims to:

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

Appendix 1 provides the terms of reference for the Group.

Delivering on our strategic approach for tackling poverty

The APCG will work collaboratively across the family of partnerships, organisations and agencies that make up the Health and Wellbeing Board and with any other relevant bodies, organisations or agencies.

A range of local strategies, plans and programmes are currently delivering on aspects of the anti-poverty priorities described in this approach, these are:

- District Plan 2016-2020
- Happy, Healthy and at Home - A plan for the future of health and care in Bradford District and Craven 2017
- Joint Health and Wellbeing Strategy
- Economic Strategy for Bradford District 2018-30
- Get Bradford Working Programme
- Fuel Poverty: A Framework for Action for the Bradford District, 2015 and work programme 2016-2018
- Bradford Children, Young People and Families Plan 2017 – 2020
- Bradford Education Covenant

- Education Opportunity Area Programme
- Ward Plans
- Changing Places (Controlling Migration Fund)
- Stronger Communities Strategy

The APCG will actively work with those leading on developing and implementing these strategies, plans and programmes to ensure that the anti-poverty elements are joined up, complementary and reflect the priority areas within this strategic approach.

In consultation with lead officers and/or organisations responsible, the APCG will also consider how any additional externally funded programmes operating in Bradford could support delivery of the anti-poverty priorities described below in section 5: A Strategic approach for Bradford.

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

Organisations and people living and working in Bradford District can do much to affect positive change to support people who are experiencing poverty now, support people to get out of poverty (and in some instances to help themselves out of poverty) and to lessen the chance of people experiencing poverty in the future. However, despite best endeavours, sometimes decisions that impact our people are taken elsewhere, for instance by central government or sub-regionally by West Yorkshire Combined Authority. For this reason the APCG will also seek opportunities to: respond to consultations, brief local MPs and other influential people locally and nationally and determine appropriate lobbying activity.

5. A strategic approach for Bradford

Poverty is seldom the result of a single factor. Through its research, the Joseph Rowntree Foundation (JRF)¹² has identified five key causes of poverty in the UK today as being:

1. Unemployment, low wages and insecure jobs;
2. Lack of skills;
3. Family difficulties;
4. An inadequate benefits system;
5. High costs.

These result from an overlapping and shifting series of influences that include market opportunities, state support and individual decisions. Our strategy is guided by the Joseph Rowntree Foundation's evidence based five point plan to solve poverty in the UK.

The five priorities within the JRF plan **that provide the framework for our strategic actions are:**



Joseph Rowntree Foundation

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

¹² We Can Solve Poverty in the UK, Joseph Rowntree Foundation, 2016

Priority 1: Boost incomes and reduce costs

Why is this important

The general consensus is that, for those who can, work represents the best route out of poverty. But increasing the number of people in work does not necessarily decrease the number of people in poverty. Nationally, of the 14 million people who live in poverty in the UK, 8 million are in families where at least one person is in work¹³. Many people in work also rely on welfare benefits to make ends meet. A freeze on increases in benefits, a lack of increase in wages and higher costs mean that many are now struggling to cope on their income.

The government's introduction and subsequent increase of free childcare provision of up to 30 hours per week for working parents, has, in particular, increased mothers' capacity to work¹⁴. The increase in personal tax allowance to £11,850, means that people on lower incomes are paying less in direct taxation¹⁵. Despite these two measures, many people and families in our district continue to live in poverty¹⁶.

Work should offer a route out of poverty, but a combination of low wages, not enough hours, insecurity, the high cost of housing, poor health, discrimination and low-level skills all present considerable barriers¹⁷.

What will help?

- Creating more jobs offering a living wage, with greater job security and opportunities for progression
- Improving access to employment for those facing disadvantage in the labour market
- Improving in-work progression for low paid workers
- Skills, numeracy and literacy training
- Raising and protecting family incomes to be able to afford essentials, reduce stress and give children and other family members the opportunity to participate socially and educationally in the communities around them
- Giving access to high-quality, flexible and affordable childcare to parents on low incomes, allowing them to work and improving children's pre-school development
- Reducing the cost of fuel
- Greater independence and capability in managing money and access to affordable credit.

¹³ UK Poverty 2017, JRF Analysis Unit, 2017

¹⁴ More mothers with young children working full-time, Office for National Statistics, 2017

¹⁵ Income Tax rates and allowances for current and past years, HM Revenues and Customs, 2018

¹⁶

¹⁷ We Can Solve Poverty in the UK, JRF, 2016

What's already happening here

- **Jobs, training and progression**
 - Implementing the Economic Strategy for Bradford District 2018–2030 – with an aim to create more sustainable and well-paying jobs.
 - Stronger Communities Strategy (Integration Pilot Programme) – developing interventions to remove barriers to work for those furthest from the job market
 - Partnership working with organisations and partners such as Incommunities to deliver employment, job clubs and literacy and numeracy programmes in community settings
 - Partnership working with Skills House, RETAS (Refugee Education Training Advice Service) and others to assist those newly granted refugee status to access suitable employment.
 - NHS Works force training and development
 - Industrial Centre for Excellence – Personal social care training
 - Supporting partners and other large employers to continue to support their staffs to remain and/or return to work if illness and/or other factors affect them
- **Fuel poverty remedies** such as:
 - Warm Homes Programme – providing first-time gas central heating systems to households at risk of fuel poverty
 - Strengthening the existing network of partner agencies involved in delivering affordable warmth and promoting benefits, schemes etc. to all residents
 - Promoting White Rose Energy to residents for the supply of fair and competitively priced energy where any profit is re-invested in initiatives to reduce fuel poverty and where prepayment tariffs are fairer than through other suppliers
 - Programme Manager to support District Plan decent homes priority
- **Personal budgeting support**
 - Partnership working with organisations, like Bradford District Credit Union and community centres, to deliver events that help people to manage their money more effectively.
 - Personal budgeting support in Job Centres
 - Access to welfare support
 - Making sure that families access all the support they are entitled to including welfare benefits, housing benefit; working tax credits (equivalent under UC) child benefit etc.
 - Promoting take-up of free school meals

What needs to be done

Consider different approaches to recovering statutory debt such as Council tax, rent arrears, utilities bills, court costs and fees and charges (Local Charter)

Develop a different way of recruiting to entry level jobs that delivers literacy and numeracy support on the job.

Encourage workplace representative groups to better publicise membership – as they offer a means for people to improve their working conditions and also to access a range of services, such as legal advice, and discounted services. Partner organisations to offer these groups space in their staff newsletters

Investigate, with a view to developing and implementing, the use of social inclusion currency¹⁸ in the district (the currency is virtual and is earned through taking part in specified activities. It can be used to access discounts with local participating retailers and services).

Work with the Stronger Communities Programme (Integration pilot area) and other programmes to consider how barriers to employment experienced by those currently living in poverty might be overcome.

Data measures across this priority area

- Number of in work benefit claimants
- Number of new jobs
- Take up of free childcare places
- Percentage of households in fuel poverty
- Percentage of older people (60+) living in income deprived households
- Percentage of people receiving low earnings
- Median rates of pay

¹⁸ Hull Coin, <http://www.hull-coin.org/> 2018

Priority 2: Deliver an effective benefits system

Why is this important

Good quality, stable work offers a way out of poverty. Where people cannot support themselves and their families through work the benefits system should be there to prevent them from falling into poverty. The way services are delivered makes a big difference to whether individuals are able to engage with them and get the support they need to move out of poverty.

What will help

- Refocus employment support services to focus on delivering high employment, with jobs leading to higher earnings rather than simply moving people off benefits (actions covered in Priority 1 above)
- Enabling access to a range of statutory and voluntary support through single gateways in community settings
- Meeting the needs of vulnerable groups, such as refugees, asylum seekers and others who may be destitute - whichever bodies are responsible for providing this support.

What's already happening

➤ **Access to welfare support**

- Working with partners to ensure claimants can submit applications for Universal Credit including ensuring claimants have access to the internet and support to submit their applications on line and to maintain and provide evidence that they are meeting their claim conditions such as around job search etc. (Universal Support Delivered Locally programme).
- Ensuring those claiming Discretionary Housing Payments (DHPs) are aware of entitlement to other benefits and taking them up
- Council tax reduction scheme for those on low incomes and/or claiming benefits
- Continue to support the main welfare advice delivery agencies to review and redevelop their service offer making it easier to access through a range of different media – integrating Council and welfare advice services

➤ **Sign posting to employment and skills training and other support**

- Encouraging families claiming DHPs to undertake skills and employment training
- Work with West Yorkshire Combined Authority colleagues to develop 'poverty standards' to ensure all residents across West Yorkshire have access to a range of support wherever they live.
- Collaborative working with a range of providers including Job Centre Plus, offering initial sign-posting for vulnerable clients.
- Some co-location pilots are taking place , for instance welfare advice is offered at some food banks

➤ **Personal budgeting support**

- Budgeting support programmes being run by Incommunities and the Council

What needs to be done

Raise the profile of financial capability, access to low-cost credit and highlight the dangers of loan sharks

Consider measures needed to ensure all private rented sector residents are aware of and claiming benefits they are entitled to, including Tax-free childcare

Develop recommendations for action as informed by the recent mapping exercise undertaken to about the needs and entitlements of refugees

Seek information about Roma and Travellers communities on which to base future recommendations for action

Lobby central government to increase the weekly allowance for asylum seekers and to allow them to work

Work closely with the Stronger Communities Programme (integration Area pilot) to develop and deliver awareness and information sessions for service providers about support available to help people access benefits including provision of ESOL.

Create/improve data sharing agreements - with clarity of use of information across frontline agencies to ensure individuals can access appropriate support

As is happening in the social rented sector, increase digital access and enablement to access benefits for those in the private rented sector

Consider future joint lobbying activity and response to consultations about changes to the benefits system

Data measures across this priority area

- Rate of benefit sanctions
- Take up of skills and employment training of eligible adults in families claiming DHPs
- Number of in-work claimants
- Number of working families receiving Working Tax Credit and/or Child Tax Credit

Priority 3: Improve education standards and raise skills

Why is this important?

Building human capital through education and training is vital not just to individuals, but to the economy as a whole. There has been a significant rise, both nationally and locally, in the number of working households in poverty over the last decade. Many low-paid workers are in insecure jobs where they are less likely to receive the training needed to progress on to higher earnings.

What will help

- Ensuring that children have the same opportunities to succeed regardless of their family circumstances
- Supporting people to gain the skills and capabilities to find a job and progress once in work
- Identifying barriers to learning at all levels
- Opportunities to volunteer which can present a route into paid work and employment opportunities

What's already happening here:

- **Education**
 - Bradford Education Covenant, working with local schools, parents and around 5,000 businesses to: help schools and teachers raise standards, support parents to get children ready for school, work and life, work with businesses and colleges to boost career options and champion the district's unique art and culture
 - Bradford Education Opportunity Area Programme (OA)- aimed at increasing social mobility for children from disadvantaged backgrounds by removing barriers to their education, supporting numeracy and literacy and helping parents to support their children's learning.
 - Department of Work and Pensions schools advisors working with and in schools to provide employment advice to students
 - Promotion of early education and frees childcare provision
 - Work placements, OA internships, National TakeOver Challenge day
- **Training and skills**
 - Health and Social Care Education, Employment and Skills Partnership established
 - Bradford Pathways Framework
 - Bradford Apprenticeship and Employment Programme
 - Carer's Resource Create Team provide carers with support around job search and finding training courses
 - Changing Places (Controlling Migration Fund Programme)
 - Department of Work and Pensions employer engagement creating work experience opportunities and promoting disability confidence
 - Incommunities is developing a 'partnership network' of local community centres from which training and job clubs can be delivered – along with numeracy and literacy classes.
 - Council aims to have 500 apprentices by 2020.
- **Volunteering**
 - People Can – campaign supporting and encouraging volunteering
 - Training of staff and volunteers in welfare advice settings in formal qualifications for interpretation and translation skills

What needs to be done

Consider with Children's Services, and others, actions needed to poverty proof the school day' – for instance encouraging schools to provide used uniform and shoe swap shops, items of uniform to be available from high street supermarkets.

Consider data from Bradford Education Opportunity Area volunteer literacy and numeracy in schools mapping and plan appropriate actions.

Consider how to target the apprenticeship levy at the most vulnerable residents

Consider with Education how community venues (including schools out-of-hours) could be used to run skill development sessions

Data measures across this priority area

- Standard in reading, writing and mathematics at Key Stage 2
- Percentage of out of work benefit claimants
- Number of in work benefit claimants
- Percentage of NEETs
- Percentage of unauthorised pupil absence
- Percentage of working-age people qualified to at least Level 3
- Percentage of people with no qualifications
- Take up of apprenticeships by location and other equality characteristics
- Rate of attainment at Key Stages for those on Free School Meals compared to those not on free school meals

Priority 4: Strengthen families and communities

Why is this important

Children who grow up in low-income households have poorer mental and physical health, and are more likely to leave school with lower educational attainment. For this reason this Approach builds on the previous Bradford and District Child Poverty Strategy¹⁹.

Being socially connected within a neighbourhood or community (and cross community) can support good mental health and reduce the need for public sector and other organisations interventions²⁰. Being able to and confident to access local community or voluntary provision can help people to help themselves in familiar settings.

We need to make sure people in local areas have the powers, incentives and capacity to tackle poverty.

What will help

- Parents supported to help support their children's early years educational development
- Involving people with first-hand experience of poverty in shaping policies and approaches to prevent poverty and enable people to get out of poverty
- Increasing financial and digital inclusion
- people being able to access the right support first time
- People being socially connected and able to take part in a range of social activities
- People with a lived experience of poverty being involved in developing solutions

What's already happening in Bradford

- **Supporting parents**
 - Changing Places Programme (funded through the Controlling Migration Fund) - aims to reduce inappropriate use of services and link people from new communities into opportunities available across the District
 - Re-invigorating early help and access to children's social care through the Prevention and Early Programme
 - Stronger Communities Strategy (Integration Area Pilot) – promoting access to opportunities for all in education, work and play. Looking at provision of ESOL across the District to provision is accessible to communities and individuals
 - Better Start Bradford a community partnership to help parents give their children the best start in life.
 - Born in Bradford – a partnership programme that works to improve the health and life chances of children and young people particularly in the early years of life
- **Social connections and activities**
 - A range of Voluntary and Community Sector services across the district providing opportunities for communities to come together, support their health and well being, access services and support, develop and gain skills
 - People Can – Campaign to encourage and support people to volunteer, connect and do

¹⁹ Bradford and District Child Poverty Strategy 2014-17, City of Bradford Metropolitan District Council Children's Services, 2014

²⁰

things together to improve their neighbourhoods

- **Increasing digital inclusion**

- Credit Union – helping people without access to credit to build a personal credit rating and access responsible loans and financial capability/awareness sessions
- USDL multi-agency group (Universal Support Delivered locally government programme funded by the DWP), continues its work to identify action needed and put in place solutions to ensure people can apply on line for Universal Credit and other welfare benefits

- **Accessing the basics**

- Access to food outside of term time and assessing the extent of food poverty within communities, holiday hunger work
- Healthy Bradford Charter
- Feeding Bradford Campaign
- Support to Food Poverty Networks
- Bradford Healthy Heat Programme provides heating measures to low income private sector households where a person with a chronic cold related condition is housed to ensure they are able to live in a warm home they can afford to heat properly.

What needs to be done

Involve people with first-hand experience of poverty in shaping policies and approaches to prevent poverty and enable people to get out of poverty – consider establishing a Poverty Truth Commission or other mechanism

Facilitate community-led solutions to poverty through an asset-based approach within communities, recognising the strengths and skills already present (including those with a lived experience of poverty).

Work with social enterprises and voluntary and charity sector to find new and innovative solutions to address food poverty in the district.

Encourage initiatives to reduce the risk of social isolation

Identify groups with destitute members – current support available to them and unmet needs

Consider how our multi-lingual people could be involved to support individuals in community settings to inform about interventions and gather views on proposed actions

Data measures across this priority area

- Percentage of children living in poverty
- Average life expectancy
- Average life expectancy in good health in years
- Percentage of people who agree that their local area is a place where people live together harmoniously
- Percentage of people volunteering

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

Why is this important

Creating a more productive and inclusive economy is essential to addressing poverty in the long term. The district's Economic Strategy sets out an ambition to unlock Bradford's economic potential to create wealth and better jobs for the benefit of everyone in the District. The strategy aims to increase the value of our economy by £4billion, get 20,000 more people into work and improve the skills of 48,000 residents. Promoting inclusion and social mobility is central to the economic strategy and will help build a fairer and more cohesive district.

We recognise that, left alone, current labour and housing markets will not guarantee shared prosperity for all. Bringing down poverty levels requires a comprehensive long-term approach that includes investment in infrastructure, transport and housing along with ensuring people have the right skills to take up secure well paid work.

What will help

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

What's already happening in Bradford

- Economic Strategy for Bradford District 2018–2030 launched March 2018
- Supporting business growth through community led development, Invest in Bradford, collaborating on inward investment across Leeds City Region, SME (Small and medium-sized enterprises) hub supporting businesses with growth ambitions, scope of Business Covenant agreed
- City centre business support including Growth Zone, Priority Streets
- Discounted business rates
- City Centre development – including the Odeon, Bradford markets, Broadway Phase 2 nearing completion
- Business support through WYCA/ESIF (West Yorkshire Combined Authority/ European Structural and Investment Funds) funded programmes, Northern Max and Enterprise Europe Network
- Core Strategy adopted – area action plans for the City Centre and Canal Road Corridor.
- Northern Powerhouse Rail (NPR) Bradford station on the map
- Destination management plan to support tourism
- Get Bradford Working and the ESIF STEP (Skills Training Employment Pathways) programmes supported over 3,000 disadvantaged people into sustained employment.
- Health and Well being strategy - focus on place and economics
- A new collaboration between the HE, FE sector, our acute and community health trusts, GPs, the council and independent sector is developing routes into careers and progression pathways across the health and care economy

- #teamBradford brand for all those in the district who share the objective to 'unlock the full potential of our phenomenal asset base'²¹

What needs to be done

Appropriate APCG members to consider how to support implementation of the Council's Social Value and Inclusive Growth Policy to ensure big local employers use their collective spending power to better connect jobs and opportunities to neighbourhoods and businesses that would benefit most.

Consider if additional support is required for the self employed who are claiming Universal Credit.

Data measures across this priority area

- Take up of apprenticeships by location and other equality characteristics
- Number of jobs created locally
- Percentage of in work benefit claimants
- Number of jobs for every working age person
- Number of in work benefit claimants

²¹ Kersten England: Collaborative leaders can cut through complexity - Local Government Chronicle, 18 October 2018
<https://www.lgcplus.com/politics/workforce/kersten-england-collaborative-leaders-can-cut-through-complexity/7026241.article>

6. Data, performance and monitoring

An evidence review published by the Joseph Rowntree Foundation reported that Anti-Poverty strategies are more likely to succeed when they have²²:

- Political commitment;
- Clear lines of accountability;
- Links to economic policy;
- Dedicated institutions or systems of governance;
- Co-ordination across government;
- External stakeholder involvement;
- An effective system of monitoring and review

Delivery of this strategy will be overseen by the Anti-Poverty Coordination Group (APCG) which will report to the Council's Corporate Overview and Scrutiny Committee. The Group will send reports to the Health and Wellbeing Board and any other bodies/organisations or groups it feels appropriate in terms of their consideration and actions.

Data

The following data will be used to consider if anti-poverty actions taken across the District and through this Strategic Approach have been effective. Where possible data will be reported at different levels, such as at District and Ward level and will also be compared to national or regional returns. This will allow the APCG to drill down to identify where an intervention/action is or is not being effective and where additional effort may need to be targeted. This will also enable us to identify best practice so that this can be replicated across all our localities.

Priority and data measures	Data is available at these levels					
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics
1. Boost incomes and reduce costs						
• Number of in work benefit claimants			•	•		
• Number of new jobs (<i>measure to be identified from Bradford Economic Strategy 2018-30</i>)			•			
• Take up of free childcare places	•	•	•			
• Percentage of households in fuel poverty	•	•	•	•		
• Percentage of older people (60+) living in income deprived households			•			
• Percentage of people receiving low earnings			•			
• Median rates of pay	•		•			

²² International and historical anti-poverty strategies: evidence and policy review, MacInnes, Bushee et al, New Policy Institute, 2014

Priority and data measures	Data is available at these levels					
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics
2: Deliver an effective benefits system						
• Rate of benefit sanctions	•	•	•			
• Take up of skills and employment training of eligible adults in families claiming DHPs. <i>(developing PI)</i>			•	•	•	
• Number of in-work claimants			•	•	•	
• Number of working families receive Working Tax Credit and/or Child Tax Credit				•		
3: Improve education standards and raise skills						
• Standard in reading, writing and mathematics at Key Stage 2	•		•			
• Percentage of out of work benefit claimants	•	•	•			
• Percentage of in work benefit claimants – Universal Credit claimants	•	•	•			
• Percentage of NEETs and not known	•		•	•	•	
• Percentage of unauthorised pupil absence	•	•	•			
• Percentage of working-age people qualified to at least Level 3	•	•	•			
• Percentage of people with no qualifications	•	•	•	•		
• Take up of apprenticeships by location and other equality characteristics	•	•	•	•		
• Rate of attainment at Key Stages of those on free school meals compared to those who are not	•	•	•			
4: Strengthen families and communities						
• Percentage of children living in poverty	•	•	•			
• Average life expectancy in years	•	•	•	•	•	
• Average life expectancy in good health in years	•	•	•	•	•	
• Percentage of people who agree that their local area is a place where people live together harmoniously			•			
• Percentage of people volunteering <i>(measure to be identified from People Can project)</i>			•			
5: Promote long-term economic growth, benefitting everyone						
• Take up of apprenticeships by location and other equality characteristics <i>(Measure to be identified)</i>						
• Number of new jobs created locally <i>(measure to be identified from Bradford Economic Strategy 2018-30)</i>						
• Number of jobs for every working age person	•	•	•			
• Number of in work benefit claimants				•	•	

Where required data will be identified to evidence the impact of specific interventions, actions or projects undertaken through this strategy. These data measures are described in delivery plan that accompanies this document.

The data will be monitored to determine movement is in the correct direction to evidence that interventions are reducing the impacts of poverty on people in Bradford. A traffic light system will be used where Red indicates that interventions are not having the impact expected, Amber where there is little change and Green where interventions are having a positive impact. Please note, levels of poverty will also be influenced by factors outside of Bradford District and the control or influence of the APCG or other organisations within the District.

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

Performance monitoring

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

Reports will be prepared and presented to the Council's Corporate Overview and Scrutiny Committee and the Council's Area Committees. Reports will also be available for the Health and Wellbeing Board and any other partnerships and bodies the APCG considers appropriate.

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

1. AIM AND OBJECTIVES

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

The APCG will do this by:

- Reducing duplication in effort by maintaining a broad overview of strategy, plans and activity across the district
- Supporting existing strategic and delivery partnerships, groups and providers to reflect and deliver the five anti-poverty priorities within this approach in their strategies, plans and actions
- Supporting people with a lived experience of poverty to be involved in developing local solutions and responses
- Using data and research to determine the impact of interventions and to inform additional activity
- Concentrating effort where further collaborative partnership working could have an impact
- Identifying gaps or barriers to progress and consider how these can be filled or removed
- Exploring and using new approaches where gaps or barriers to progress have been identified
- Collaborating with partners across West Yorkshire, the region, nationally, globally or virtually where this would support delivering on our priorities
- Understanding how some government policy contributes and impacts poverty in Bradford District and consider further interventions to address these impacts.
- Determining how and when to undertake lobbying activity with the aim of reducing negative impacts of decisions taken outside of the District.

3. DELIVERY OUTCOMES:

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

4. REPORTING ARRANGEMENTS:

The Anti-Poverty Co-ordination Group (APCG) will provide reports to the Health and Wellbeing Board, the Council's Corporate Overview and Scrutiny and Area committees on progress and developments.

5. MEMBERSHIP:

Membership of the Anti-Poverty Coordination Group (APCG) will consist of named representatives from the Council and Partner organisations. Representatives are

expected to be at a level where they are able to direct resources within their own organisations or have a strong influence on policy.

In order to ensure effective working, the membership of the Anti-Poverty Co-ordination Group (APCG) needs to be kept to a manageable number.

Consistency of representation is also vital, to enable the group to develop a shared understanding and commitment to the project.

Members of the group are expected to:

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

Members will include representation from the following partners:

- Council Executive member – Portfolio Holder for Neighbourhoods and Community Safety - Chair
- Council Member Champion
- Bradford Council – Senior Officer representative x4 (One of these to be the nominated officer champion)
- Voluntary Sector: one representative to be appointed by the District Assembly
- Businesses / Employers representative
- Clinical Commissioning Group representative
- Department of Work and Pensions representative
- Housing representative (Social sector landlord representative)
- Faith Group representative
- Protected characteristics groups representative
- Welfare and advice organisations
- Migrant/refugee groups representative

6. CHAIR

The Anti-Poverty Co-ordination Group (APCG) Board will be chaired by the Portfolio Holder for Neighbourhoods & Community Safety

7. FREQUENCY OF MEETINGS

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

8. SUPPORT

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

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

9. GOVERNANCE ARRANGEMENTS

The group will provide reports for the Council Overview and Scrutiny Committee, Area Committees and the Health and Wellbeing Board.

Bradford District Anti-poverty Co-ordination Group

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Appendix 3: Those consulted about the draft Anti-poverty Co-ordination Group Approach to Tackling Poverty

Groups with representatives at the Anti-poverty Co-ordination Group
Community Action Bradford and District
Bradford and District VCS Assembly
Refugees support
Asylum Seekers support
Equalities Forum
Strategic Disability, Older People's, Autism and Learning Disabilities Partnerships*
Bradford District Armed Forces Covenant Partnership
Welfare and Debt advice providers
CLASP
Bradford District Credit Union
Other specific VSC groups – such as Food Banks, Homelessness providers
Central and Eastern European Working Group
Well Springs Together
Faith Forum
Children's Trust
Health and Well Being Board
Safer Communities
Stronger Communities Partnership
Economic Partnership
Housing Partnership
USDL
Food Poverty
Fuel poverty
Bradford Education Opportunity Area Programme
Stronger Communities Partnership
West Yorkshire Combined Authority – Inclusive Growth
Community led groups – such as Equality Together, Hope Rising
Older People's Forums*
Trades Union Councils
Student Unions
Council Leader
Portfolio Holder – Neighbourhoods and Community Safety Portfolio
Portfolio Holder – Regeneration, Planning and Transport
Portfolio Holder – Deputy Leader and Education, Employment and Skills
Portfolio Holder – Health and Wellbeing Portfolio
Portfolio Holder – Environment, Sport and Culture
Anti-poverty Champion

Elected Members
Five Constituency MPs
Bradford District Chamber of Trade
Bradford Chamber of Commerce
Manningham Housing
Incommunities
Horton Housing
Bradford VCS Assembly
Community Action Bradford and District
Welfare and Debt advice providers
CLASP
Other specific VSC groups – such as Food Banks, Homelessness providers
NHS – GPs
Health Watch

Appendix 4: District Anti-poverty Strategy: Anti-poverty Co-ordination Group Approach for tackling Poverty: Draft Delivery Plan**Priority 1: Boost incomes and reduce costs**

NO	Activity	Intended outcome	Specific measures for this activity	Milestone/s	LEAD OFFICER/PARTNER
1	Consider different approaches to recovering statutory debt such as Council tax, rent arrears, utilities bills, court costs and fees and charges (Local Charter)	<ul style="list-style-type: none"> Reduce the numbers of prosecutions for statutory and fees and charges debt 	<ul style="list-style-type: none"> Number of prosecutions for statutory debts 	<ul style="list-style-type: none"> Evaluate current practice against practice and best practice from other areas – use to inform workshops Undertake workshops with interested parties to gain insight into current practices and possible changes that could be made Identify changes that could be made Pilot suggested changes in a limited number of partner organisations Evaluate pilot and extract best practice for local implementation Issue recommendations and rationale for changing processes to partner organisations and other appropriate organisations such as utilities etc. 	Incommunities Council Bradford VCS Assembly reps
2	Develop a different way of recruiting to entry level jobs that delivers literacy and numeracy support on the job.	<ul style="list-style-type: none"> Increase take up of jobs by people with low or no level literacy and numeracy 	To be determined	<ul style="list-style-type: none"> Evaluate current practice and identify any best practice Work with partners to consider support needed Work with partners to implement changes to recruitment and support practices 	Incommunities DWP Council
3	Encourage workplace representative groups to better publicise membership – as they offer a means for people to improve their working conditions and also to access a range of services, such as legal advice, and discounted services. Partner organisations to offer these groups space in their staff newsletters	<ul style="list-style-type: none"> Increase the number of working people's access to work related support and discounted services 	<ul style="list-style-type: none"> Articles in staff newsletters promoting membership 	<ul style="list-style-type: none"> Letter prepared and sent out to local workplace representative groups Partners seek agreement within own organisations to place articles about workplace representative groups in their own staff newsletter 	Council All
4	Investigate, with a view to developing and implementing, the use of social inclusion currency in the district (the currency is virtual and is earned through taking part in specified activities. It can be used to access discounts with local participating retailers and services).	<ul style="list-style-type: none"> Improved 'well being' experienced by those taking part in the pilot Increase capacity of those people currently in poverty to access paid for activities and services 	<ul style="list-style-type: none"> Take up of activities in the pilot for which the virtual currency can be earned Use of the locally Number of VCS organisations taking part in the pilot Number of residents taking part in the pilot Number of local retailers taking part in the pilot 	<ul style="list-style-type: none"> Initial meetings with the project developers and other initiatives such as DHeZ, Stronger Communities Programme and Bradford Volunteering re links to Value You scheme Gauge local interest via the People's Powerhouse Convention and other events etc. Scope a local pilot project with relevant partners – including the activities that will be rewarded and the areas/themes that will be covered Develop the business plan Submit funding application for a local pilot If funding secured run the pilot Evaluate the pilot and determine if full roll-out feasible 	Council NHS VCS Faith Business
5	Work with the Stronger Communities Programme (Integration pilot area) and other programmes to consider how barriers to employment experienced by those currently living in poverty might be overcome.	<ul style="list-style-type: none"> Increase in take-up of paid employment by people from the most deprived neighbourhoods/communities 	<ul style="list-style-type: none"> Rates of employment by people from deprived neighbourhoods and communities Rates of volunteering by people from deprived neighbourhoods and communities 	<ul style="list-style-type: none"> Thematic Anti-poverty Co-ordination Group meeting with other programme leads to determine next steps, roles and responsibilities 	All/ Stronger Communities and Skills and Work Programmes leads

Priority 2: Deliver an effective benefits system

NO	Activity	Intended outcome	Specific measures for this activity	Milestone/s	LEAD OFFICER/PARTNER
1	Raise the profile of financial capability, access to low-cost credit and highlight the dangers of loan sharks	<ul style="list-style-type: none"> • Increase in number of people aware of support available • People able to access low-cost credit • Reduction in number of people using loan sharks 	to be determined	<ul style="list-style-type: none"> • Calendar of events produced and advertised across the partnership and on partners websites • Consider actions needed to facilitate access to low cost loans 	Credit Union Incommunities Council
2	Consider measures needed to ensure all private rented sector residents are aware of and claiming benefits they are entitled to, including Tax-free childcare	<ul style="list-style-type: none"> • Private sector tenants aware of entitlements 	to be determined	<ul style="list-style-type: none"> • Evaluate current practice against practice and best practice from other areas and use to inform workshops • Undertake workshops with interested parties to gain insight into current practices and possible changes that could be made • Identify measures that would be useful • Develop measures and identify resources required to implement • Implement measures through a pilot project • Evaluate pilot • Issue recommended measures across the District and determine how these can be implemented. 	Incommunities/Council
3	Develop recommendations for action as informed by the recent mapping exercise undertaken about the needs and entitlements of refugees	<ul style="list-style-type: none"> • Needs of refugees met • Refugees aware of their entitlement 	to be determined	<ul style="list-style-type: none"> • Presentation of the report to APCG following the recent mapping exercise and discussion • Determine action required, communicate this to all interested • Determine what action the APCG can take to implement actions 	APCG
	Seek information about Roma and Travellers communities on which to base future recommendations for action	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 	Council
	Lobby central government to increase the weekly allowance for asylum seekers and to allow them to work	<ul style="list-style-type: none"> • Increased income for asylum seekers 	Asylum seekers income levels	<ul style="list-style-type: none"> • Anti-poverty Champion to write to central government on behalf of the APCG 	Council
	Work closely with the Stronger Communities Programme (integration Area pilot) to develop and deliver awareness and information sessions for service providers about support available to help people access benefits including provision of ESOL.	<ul style="list-style-type: none"> • Residents from deprived neighbourhoods/communities apply for benefits they are entitled to • All residents from deprived neighbourhoods/communities can speak English 	<ul style="list-style-type: none"> • Rate of application for benefits from residents from deprived neighbourhoods/communities • Number of people undertaking ESOL Classes • Rates of take up of ESOL classes by people from deprived neighbourhoods/communities 	<ul style="list-style-type: none"> • Thematic Anti-poverty Co-ordination Group meeting with other programme leads to determine action 	APCG
	Create/improve data sharing agreements - with clarity of use of information across frontline agencies to ensure individuals can access appropriate support	<ul style="list-style-type: none"> • Residents appropriate support first time 		<ul style="list-style-type: none"> • Thematic APCG meeting with input from information governance officers from partner groups • APCG to draw up recommendations for partner organisations to adopt 	All
	As is happening in the social rented sector, increase digital access and	<ul style="list-style-type: none"> • Tenants in private rented 	To be determined	<ul style="list-style-type: none"> • Presentation to thematic APCG meeting from USDI re arrangements for supporting move to UC across the district 	To be determined

NO	Activity	Intended outcome	Specific measures for this activity	Milestone/s	LEAD OFFICER/PARTNER
	enablement to access benefits for those in the private rented sector	sector can access benefits		<ul style="list-style-type: none">• Determine what, if any, additional support/action is required and how this should be provided• Make recommendations for action to appropriate bodies and organisations	
	Consider future joint lobbying activity and response to consultations about changes to the benefits system	<ul style="list-style-type: none">• Government policy is informed by local experience and need	To be determined	<ul style="list-style-type: none">• Develop and implement mechanism for on going consideration of Government consultations.• Briefings and alerts as required• Co-ordination of local responses as determined by APCG	Council Specific partners as appropriate for individual consultations

Priority 3: Improve education standards and raise skills

NO	Activity	Intended outcome	Specific measures for this activity	Milestone/s	LEAD OFFICER/PARTNER
1	Consider with Children's Services, and others, actions needed to poverty proof the school day' – for instance encouraging schools to provide used uniform and shoe swap shops, items of uniform to be available from high street supermarkets	<ul style="list-style-type: none"> Pupils from families experiencing poverty realise their full educational potential Pupils from families experiencing poverty have the same access to school-based activities as pupils from other families 	To be determined	<ul style="list-style-type: none"> Ensure representation from the Group at West Yorkshire Combined Authority meetings Agree, with Children Services and others school poverty proofing action Communicate to schools in LA Check take-up 	Council
2	Consider data from Bradford Education Opportunity Area volunteer literacy and numeracy in schools mapping and plan appropriate actions.	<ul style="list-style-type: none"> Literacy and numeracy improves in schools where pupils are from deprived neighbourhoods/communities 	<ul style="list-style-type: none"> Numeracy and literacy levels at Key Stage 2 Numbers of people volunteering who come from deprived neighbourhoods or communities 	<ul style="list-style-type: none"> Consider the data Determine additional actions Recommend implementation of actions 	Council
3	Consider how to target the apprenticeship levy at the most vulnerable residents	<ul style="list-style-type: none"> Increase in number of people from deprived neighbourhoods and communities accessing apprenticeships 	<ul style="list-style-type: none"> Number of apprentices from deprived neighbourhoods/communities 	<ul style="list-style-type: none"> Consider current practice within the area – such as the Council's targeting of apprenticeships and the NHS work force development plans undertake work with stakeholders 	Council NHS Incommunities
	Consider with Education how community venues (including schools out-of-hours) could be used to run skill development sessions	<ul style="list-style-type: none"> Increase take up of skill development sessions by people from deprived neighbourhoods/communities 	<ul style="list-style-type: none"> Take up of skill development sessions by people from deprived neighbourhoods/communities 	<ul style="list-style-type: none"> Investigate current practice Work with Education and Stronger Communities Partnership to develop offer as required – identifying resources needed 	Council Incommunities

Priority 4: Strengthen families and communities

NO	Activity	Intended outcome	Specific measures for this activity	Milestone/s	LEAD OFFICER/PARTNER
1	Involve people with first-hand experience of poverty in shaping policies and approaches to prevent poverty and enable people to get out of poverty – consider establishing a Poverty Truth Commission or other mechanism	<ul style="list-style-type: none"> People are involved in developing plans and solutions to address poverty in the District 	To be determined	<ul style="list-style-type: none"> Investigate mechanisms available to support meaningful, sensitive and on-going engagement Determine appropriate mechanism for Bradford District Identify and secure resources required to support implementation Implement People involved in developing plans and solutions to address poverty in the District 	Bradford VCS Assembly VCS
2	Facilitate community-led solutions to poverty through an asset-based approach within communities, recognising the strengths and skills already present (including those with a lived experience of poverty).	<ul style="list-style-type: none"> People are involved in developing plans and solutions to address poverty in the District 	To be determined	To be determined	To be determined
3	Work with social enterprises and voluntary and the charity sector to find new and innovative solutions to address food poverty in the district.	<ul style="list-style-type: none"> Individuals and families experiencing poverty have access to an adequate supply of nutritious food 	To be determined	<ul style="list-style-type: none"> Thematic APCG meeting with input from Feeding Bradford Campaign and others 	Council VCS
	Encourage initiatives to reduce the risk of social isolation	<ul style="list-style-type: none"> People from deprived neighbourhoods/ communities have access to social support networks 	XX harmoniously	<ul style="list-style-type: none"> Work with other partnerships, especially Stronger Communities, to encourage resourcing for initiatives Build links to other projects – such as Social Inclusion Currency 	Council
	Identify groups with destitute members – current support available to them and unmet needs	<ul style="list-style-type: none"> Those who are destitute have access to support 	To be determined	<ul style="list-style-type: none"> Presentation of the report to APCG following the recent mapping exercise and discussion Determine action required and next steps 	To be determined
	Consider how our multi-lingual people could be involved to support individuals in community settings to inform about interventions and gather views on proposed actions	<ul style="list-style-type: none"> People are involved in developing plans and solutions to address poverty People, especially from deprived neighbourhoods/communities, feel and are valued 	To be determined	<ul style="list-style-type: none"> Workshop with interested parties to generate ideas Take ideas and work up to possible solutions Build links to other actions – such as Social Inclusion Currency, community led solutions Identify resources needed to implement Determine action 	VCS

Priority 5: Promote long term inclusive growth benefitting everyone

NO	Activity	Intended outcome	Specific measures for this activity	Milestone/s	LEAD OFFICER/PARTNER
1	Appropriate APCG members to consider how to support implementation of the Council's Social Value and Inclusive Growth Policy to ensure big local employers use their collective spending power to better connect jobs and opportunities to neighbourhoods and businesses that would benefit most.	<ul style="list-style-type: none">More 'good' jobs available for people in Bradford District	To be determined	<ul style="list-style-type: none">Thematic APCG with presentation about the Council's Social Value policyDetermine how APCG can work with the Council's Procurement Service to promote the policy across the District.	Council
2	Consider if additional support is required for the self employed who are claiming Universal Credit	<ul style="list-style-type: none">More people maintain self employment	Number of self employed	<ul style="list-style-type: none">Seek information from USDI and othersAPCG determine if further action is needed	Council

Appendix 5: Initial data report

Priority and data measures	Data is available at these levels ●						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
1. Boost incomes and educe costs							
<ul style="list-style-type: none">Number of in work benefit claimants (Universal credit claimants in work – August 2018)	352,118	35,889	1,592	East – 368 South - 343 West - 414 Keighley – 271 Shipley - 194	Not available	Not available	Data for Universal Credit is available for in work claimants – other benefits don’t distinguish between out of work, in work or pension age
<ul style="list-style-type: none">Number of new jobs (measure to be identified from Bradford Economic Strategy 2018-30)							
<ul style="list-style-type: none">Take up of free childcare places	89%	91%	78%				% of children in a 30 hrs place as a % of the eligibility
<ul style="list-style-type: none">Percentage of households in fuel poverty 2016	11.1%	12.1%	14.3%	East – 17.6% South – 14.0% West – 17.9% Keighley – 12.2% Shipley – 9.9%	Not available	Not available	

Priority and data measures	Data is available at these levels •						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
<ul style="list-style-type: none"> Percentage of older people (60+) living in income deprived households Indices of Deprivation 2015 – Income Deprivation Affecting Older People score 	No value	No value	22.7%				
<ul style="list-style-type: none"> Percentage of people receiving low earnings Indices of Deprivation 2015 – Income Deprivation score 	No value	No value	20.5%				
<ul style="list-style-type: none"> Median rates of pay Annual Survey of Earnings and Health full-time weekly gross pay – median 	£555.80	No value	£476.20				

Priority and data measures	Data is available at these levels •						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
2: Deliver an effective benefits system							
<ul style="list-style-type: none">Rate of benefit sanctions Universal Credit Sanction rate – Feb 2018.	671,339	69,203	4,075				
<ul style="list-style-type: none">Take up of skills and employment training of eligible adults in families claiming DHPs.			?	?	?		
<ul style="list-style-type: none">Number of in work benefit claimants (Universal credit claimants in work – August 2018)	352,118	35,889	1,592	East – 368 South - 343 West - 414 Keighley – 271 Shipley - 194	Not available	Not available	Data for Universal Credit is available for in work claimants – other benefits don’t distinguish between out of work, in work or pension age
<ul style="list-style-type: none">Number of working families receiving Working Tax Credit and/or Child Tax Credit (data available is from 2016-17 (published 28 June 2018).			33,200 families in total with 56,000 children (10,800 families are single parent families with 17,400 children)				

Priority and data measures	Data is available at these levels ●						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
3: Improve education standards and raise skills							
<ul style="list-style-type: none">Standard in reading, writing and mathematics at Key Stage 2 DfE performance tables 2016/17	61% England		57% (Bradford)				
<ul style="list-style-type: none">Percentage of out of work benefit claimants Universal Credit claimants August 2018	63%	62.6%	72.3%				
<ul style="list-style-type: none">Percentage of in work benefit claimants Universal Credit claimants August 2018	37%	37.4%	27.6%				
<ul style="list-style-type: none">Percentage of NEETs NEET and Not Known Dec 2017-Feb 2018	6%		6.5%				
<ul style="list-style-type: none">Percentage of unauthorised pupil absence 2018 Absence Tables - DfE	4.7%	4.9%	5.0%				
<ul style="list-style-type: none">Percentage of working-age people qualified to at least Level 3 Annual Population Survey 2017/18	57.1%	52.3%	46.6%	East – 36.7% South – 41.6% West – 37.5% Keighley – 49.5% Shipley – 64.4%			

Priority and data measures	Data is available at these levels •						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
<ul style="list-style-type: none"> Percentage of people with no qualifications Annual Population Survey 2017/18 	7.6%	9.5%	13.1%	East – 15.2% South – 14.7% West – 17.9% Keighley – 13.3% Shipley – 5.5%			
<ul style="list-style-type: none"> Take up of apprenticeships by location and other equality characteristics DfE – Apprenticeship stats 2016/17 	485,500	60,700	5,320	East – 1,150 South – 1,300 West – 860 Keighley – 1,140 Shipley - 880			
<ul style="list-style-type: none"> Rate of attainment at Key Stages of those on free school meals compared to those who are not Average Attainment 8 scores 2016/2017 	FSM – 35.1% No FSM – 50.7%	FSM – 33.5% No FSM – 47.3%	FSM – 34.7% No FSM – 44.2%				
4: Strengthen families and communities							

Priority and data measures	Data is available at these levels •						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
<ul style="list-style-type: none"> Percentage of children living in poverty 	16.6%		21.8%	?	?		
<ul style="list-style-type: none"> Average life expectancy in years Department of Health life expectancy at birth 2014-2016 	Males – 79.5 Females – 83.1	Males – 78.7 Females – 82.4	Males – 77.5 Females – 81.5	?	?		
<ul style="list-style-type: none"> Average life expectancy in good health in years at birth Department of Health – healthy life expectancy at birth 2014-2016 	Males – 63.3 Females – 63.9	Males 61.3 Females – 61.5	Males – 61.8 Females – 61.1	?	?		
<ul style="list-style-type: none"> Percentage of people who agree that their local area is a place where people live together harmoniously 2015/16 BMDC survey 			62.6%				
<ul style="list-style-type: none"> Percentage of people volunteering (To identify from People Can project) 			?				

Priority and data measures	Data is available at these levels ●						Comments
	England	Region (Y&H)	District	Constituency	Ward	Communities of interest/protected characteristics	
5: Promote long-term economic growth, benefitting everyone							
• Take up of apprenticeships by location and other equality characteristics							
• Number of jobs created locally (<i>measure to be identified from Bradford Economic Strategy 2018-30</i>)							
• Number of jobs for every working age person (Jobs density 2016)	0.85	0.8	0.7				Number of jobs/resident population 2016
• Number of in work benefit claimants	352,118	35,889	1,592	East – 368 South - 343 West - 414 Keighley – 271 Shipley - 194	Not available	Not available	Data for Universal Credit is available for in work claimants – other benefits don’t distinguish between out of work, in work or pension age

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Report of the Strategic Director Corporate Resources to the meeting of the Corporate Overview & Scrutiny Committee to be held on 15 November 2018

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Subject:

Council Tax Collection

Summary statement:

This report sets out the Council's performance in, and the challenges for, the collection of Council Tax

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Leader of Council

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. This report sets out the Council's performance in, and the challenges for, the collection of Council Tax.

2. BACKGROUND

- 2.1. Council Tax is raised on an annual basis, following the budget setting process, for all households in the Bradford District. It is then collected over the course of the financial year, with council tax payers offered a range of payment options and ways in which to pay.
- 2.2. A Localised Council Tax Support scheme to help low-income working-age households, Council Tax Reduction, was first introduced in 2013/14. It replaced the previous Council Tax Benefit scheme operated by the Department for Work and Pensions. The scheme for pension-age claimants continues to be a nationally prescribed scheme.
- 2.3. A collection report to this Committee on 5 April 2017 highlighted the challenges that Universal Credit creates for the Council and residents. A further two reports (19 July and 8 August 2017) supported discussions about the need to re-examine the provision of, and options for, Council Tax Support in the current financial climate.
- 2.4. A Council Decision on the 16 January 2018 was to adopt a revised working-age Council Tax Reduction scheme for 2018/19, and to introduce other, interim, arrangements to support affected claimants. This reduced the amount of support that was available to all working age Council Tax Reduction recipients. Appendix 1 provides more detail about the revised scheme, with Appendix 2 setting out some provisional arrangements to help those most impacted by this change.
- 2.5. This, coupled with a 5.99% increase in Council Tax, saw the amount the Council had to collect increase by £21m.
- 2.6. This report sets out the Council's performance in, and the challenges for, the collection of Council Tax.

3. OTHER CONSIDERATIONS

Council Tax Collection

- 3.1. The key measure of Council Tax collection performance is the "in-year" collection rate; that is, the amount of council tax collected in the year for which it was raised. Whilst this is used nationally to compare the Council's performance in collecting Council Tax, it takes no account of the differing demographics of each area. More important is the eventual collection levels, although this figure is not widely reported.
- 3.2. Both the in-year collection and mid-year collection rates (Table 1) remain fairly consistent despite an increase in the number of households paying Council Tax

and the increase in the amount all households faced; many of whom may be struggling financially.

Billing Year	No. of Households	Council Tax Liability	% Collection at 30 Sept	In year collection
2018/19	216,904	£226m	50.3%	
2017/18	215,906	£205m	50.6%	94.2%
2016/17	214,864	£194m	50.3%	94.0%
2015/16	213,645	£185m	50.3%	94.2%

Table 1

- 3.3. The change to how low-income households are supported has made collection from them particularly challenging. Table 2 shows the various collection levels for the different Council Tax Reduction groups. As might be expected, pensioners, who still receive up to 100% relief, are by far the best payers, while the collection rate from working-age recipients is much lower.

Claimant Category	2015/16		2016/17		2017/18	
	Liability £'000	Collect in year	Liability £'000	Collect in year	Liability £'000	Collect in year
Pension Age	£2,401	99.80%	£2,218	99.60%	£2,260	99.50%
Working Age						
Severely disabled /Carers	N/A	N/A	£611	98.90%	£716	80.48%
Other disabled	£2,664	81.30%	£681	77.27%	£589	72.72%
Households with a child under 5	£1,992	74.20%	£1,805	75.91%	£1,784	74.87%
Those in Employment	£1,704	79.60%	£1,669	80.21%	£1,690	81.05%
All other	£2,849	71.00%	£2,092	69.16%	£1,933	67.39%
Total	£11.6m	82.50%	£9.1m	85.60%	£8.9m	81.44%

Table 2

- 3.4. Collection from the disabled/carers group is the highest of the working-age groups, and this was the case both before and after support increased for 2016/17 and 2017/18. The claimants most difficult to collect from are those classed as 'Other', the majority of who are out of work.
- 3.5. To mitigate the immediate impact of the changes to the Council Tax Reduction scheme for 2018/19, and to allow time for those affected to adjust to, the change, Council approved two support schemes for 2018/19 (detailed in Appendix 2);
- Transitional Protection - This limits the reduction in Council Tax Reduction to £15 per week. To date 322 claimants have received support amounting to £62.5K
 - Discretionary hardship – a means tested scheme for those whose Council Tax Reduction was reduced by at least £5 per week. To date, 232 claimants have received support amounting to £41.4K
- 3.6. The importance of being able to budget effectively is highlighted to all applicants, whether successful or not, together with details of how to get that budgeting advice

and support: support for those with a disability can be provided by Equalities Together, support for others is provided by Citizens Advice.

- 3.7. The Council has recently identified an additional factor that has affected the ability to maximise income. Transiency, or the rate at which residents move addresses, appears to correlate strongly with collection performance. A higher rate of transiency makes collection difficult for two reasons. First, the effort needed to keep up with residents as they move around the city - often 'disappearing' as they move in to property in which they are not liable to pay Council Tax. Secondly, because they are often low income households, they tend to leave small amounts owing, which are often uneconomical to collect.
- 3.8. In Bradford, the City Ward has seen transiency rates of nearly 25% this year, much higher than other Wards, including those with high levels of deprivation. As can be seen from the Ward Data at Appendix 4, City Ward had the lowest rate of collection in the District in 2017/18.
- 3.9. On-going collection efforts ensure that all the Council Tax that is collectable is collected - although it can take several years to achieve. To illustrate, Table 3 shows that the Council has now collected 97.9% of the charge it raised in 2013/14; and efforts continue to collect any remaining arrears.

Year of Charge	% Collected	Outstanding Debt
2013/14	97.9%	£1.0m
2014/15	97.8%	£1.9m
2015/16	97.2%	£3.0m
2016/17	96.5%	£4.7m
2017/18	95.4%	£8.5m

Table 3

Collection and Recovery procedures

- 3.10. Our collection activity is governed by our Council Tax Collection Policy; which is set out, and is available to the public, on the Council's website.
- 3.11. For those that do not pay their bill further action is required; including taking court action. In 2017/18, around 43,000 applications were made for court action in Bradford and this incurs costs for the debtor. It is not the intention to create further financial hardship by adding costs, but the Council must collect council tax from those able to pay; and not passing on such costs means that they would be borne by those that pay regularly.
- 3.12. As debt levels have increased across the Country, it is important that the Council approaches collection in a professional and proportionate approach. At all stages, the council tax payer is encouraged to contact the Enforcement Team to make suitable arrangements and halt recovery action.
- 3.13. Furthermore, in March 2018 the Council was one of the first Local Authorities to sign up to the Citizens Advice Council Tax Protocol (Appendix 3) which was developed in partnership with the Local Government Association. This ensures our

debt collection policies are fair and to ensure that Enforcement Agents act within the law.

- 3.14. The service is also developing its use of data intelligence to more speedily and accurately bill and collect council tax from those that are more difficult to collect from; for example, to tackle the issue of transiency (3.5).

Multi-Year Debt

- 3.15. For those that have significant council tax debt, repayment of the debt may take more than a year - they are expected to pay the current liability as well as an instalment arrangement to pay their arrears. This is known as multi-year debt, and is an increasing problem, particularly amongst Council Tax Reduction claimants.
- 3.16. If an arrangement is not reached, the Council can seek to make an Attachment of Earnings or an Attachment of Benefits. While an attachment of earnings will recover the debt, there can be problems with recovering monies through an attachment of benefits. The number and amount of attachments against one persons benefit, at any one time, is limited. Consequently, an attachment of benefits is often not possible immediately, and where it is, it may not be sufficient to cover the annual charge - adding to the multi-year debt situation.
- 3.17. Table 4 shows the extent of the multi-year debt problem for Council Tax Reduction claimants. There are just over 5,600 attachment of benefits' currently in place to recover £1.1m in unpaid council tax. There are also 4,800 attachment of benefits for £1.3m of unpaid council tax that are pending; that is, attachments that cannot be put in place until an existing attachment is paid

Year of Debt	AOB in Place		AOB pending		Total	
	Value	Number	Value	Number	Value	Number
2014/15	£152,488	899	£102,743	399	£255,231	1298
2015/16	£233,146	1446	£162,154	687	£395,300	2133
2016/17	£218,684	1313	£188,533	746	£407,218	2059
2017/18	£246,327	1206	£263,170	985	£509,496	2191
2018/19	£230,722	759	£611,413	2021	£842,135	2780
Total	£1,081,367	5623	£1,328,013	4838	£2,409,380	10461

Table 4

- 3.18. Where the arrears for a particular year, or a proportion of the arrears, are considered irrecoverable due to the individuals' circumstances, then these will be considered for 'write off'. As the problem of multi-year debt increases, the amount of uncollectable council tax has also increased.

Other Matters

Peer Review

- 3.19. Debt collection is a difficult and emotive topic and Bradford has a long history of ensuring its processes are fair and effective.

- 3.20. It has benchmarked its performance and practices with other Councils several times in the last 15 years and is set to embark on a further Peer Review, this time with Wakefield Council.
- 3.21. This external challenge gives the Council confidence it is doing everything it can do to maximise income, but that it is doing so in a fair and transparent manner.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. Historically, the Council eventually collects approximately 98.5% of Council Tax due. Some debt, however, will always be uncollectable due to factors such as untraceable taxpayers, deaths, bankruptcy and where the Magistrates have chosen to remit a debt.
- 4.2. As the Housing Benefit caseload reduces, administration funding from the Department of Work and Pensions will be reduced accordingly. Similarly, the Ministry of Housing, Communities and Local Government will adjust its funding for Council Tax Reduction administration in response to changes in administrative burden because of changes in caseload and the impact of the roll-out of Universal Credit.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. The cost of the Council Tax Reduction discretionary scheme cannot be limited as, legislatively, support is provided on a needs basis, and not within a set budget. While it is anticipated that the cost of the scheme has been accurately projected, there is the potential for the cost to increase above the sum identified.

6. LEGAL APPRAISAL

- 6.1. A Council tax reduction scheme is made under section 13A(2) Local Government Finance Act (LGFA) 1992 – as amended by the Local Government Finance Act 2012 - and applies to (a) Persons whom the authority considers to be in financial need, or (b) Persons in classes consisting of persons whom the authority considers to be, in general, in financial need. The legislation also requires the Council to consider, annually, whether it wishes to revise its Council Tax Support scheme.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None within the context of this report

7.2 SUSTAINABILITY IMPLICATIONS

None within the context of this report

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None within the context of this report

7.4 COMMUNITY SAFETY IMPLICATIONS

None within the context of this report

7.5 HUMAN RIGHTS ACT

None within the context of this report

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

The collection of Council Tax at Ward level is set out in Appendix 4

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

N/A

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

- That this committee notes, and gives its view on, progress in the collection of Council Tax

11. APPENDICES

- Appendix 1: Council Tax Reduction Scheme
- Appendix 2: 2018/19 Council Tax Reduction Support Arrangements
- Appendix 3: Citizens Advice Council Tax Protocol
- Appendix 4: Council Tax Collection at Ward Level

12. BACKGROUND DOCUMENTS

- A Council Tax Reduction scheme for 2018/19; Full Council 16 January 2018
- CBMDC Council Tax Reduction scheme
- Local Government Finance Act 2012
- Council Tax Collection: CO&SC Report – 19 July 2017
- Council Tax Collection: CO&SC Report – 8 August 2017
- Council Tax Collection: Council Report – 16 January 2018

Council Tax Reduction Scheme

Council Tax Reduction – 2013/14 to 2017/18

Although the scheme has undergone some revisions between 2013/14 and 2017/18, the underlying principles and structure remained consistent. The most significant change was to increase support for claimants who qualify for a severe or enhanced disability premium or the Carers premium from 2016/17, so that;

- Working age Council Tax payers, or their partner, who qualify for a severe or enhanced disability premium, or the Carers premium, could receive a reduction of up to 100%
- All other working age Council Tax payers could receive a reduction of up to 75%
- The scheme for those of pension age, which allows a reduction of up to 100%, is (and remains) prescribed by national legislation and cannot be changed by the Council

Before the introduction of Council Tax Reduction, council tax support was provided through the Department for Work and Pension's Council Tax Benefit scheme; which provided a 100% exemption for some tax payers. The localisation of support meant that an additional 26,000 residents were issued with a bill for the first time.

Council Tax Reduction – 2018/19

The 2018/19 working-age scheme means that all working-age claimants will have some council tax to pay; and all claimants will receive less support. The key differences between the current scheme and the 2017/18 scheme are;

- Maximum Council Tax Reduction is limited to 70% of a Band A property – irrespective of the actual Council Tax Band of the property
- There is a minimum Council Tax Reduction entitlement of £4.00 or more per week – those that qualify for less than this amount will not be awarded Council Tax Reduction
- The Second Adult Rebate has been removed
- There is a £1 Minimum Change threshold – this means that any change or changes in entitlement (individually or collectively) of less than £1 will not result in a change in Council Tax Reduction
- Self-employed in receipt of Universal Credit will be assessed in line with the Department for Work and Pensions Universal Credit assessment – self employed not on Universal Credit will continue to be assessed in the same way as 2017/18 scheme

2018/19 Council Tax Reduction Support Arrangements

To mitigate the immediate impact of the changes to the Council Tax Reduction scheme for 2018/19, and to allow time for those affected to adjust to, the change, Council approved two support schemes for 2018/19;

- Transitional Protection - This limits the reduction in Council Tax Reduction to £15 per week. This is applied automatically and Council Tax Reduction claimants do not need to make an application
- Discretionary hardship – a means tested scheme for those whose Council Tax Reduction was reduced by at least £5 per week

Support from these schemes is only available to claimants who were in receipt of Council Tax Reduction on 31st March 2018 and have a continuous live claim: new Council Tax Reduction claimants are not eligible.

Transitional Support

This arrangement provides time limited support to allow claimants to adapt to, and budget for, their increased Council Tax liability. Transitional Protection is provided on the basis of loss of entitlement rather than on ability to pay. In total, 332 households received transitional protection ranging from £0.48 to £22.20 per week.

Level of Protection	No. of Cases	Annual Cost
less than £1 per week	141	£6,843
between £1 and £2 per week	71	£5,243
between £2 and £5 per week	67	£4,837
between £5 and £10 per week	30	£26,825
more than £10 per week	23	£18,779
Total	322	£62,527

Table 1

Discretionary Hardship Scheme

Eligibility to apply for support is restricted to those who had their Council Tax Reduction reduced by at least £5 per week. Table 2 below provides the latest position regarding the number of applications to the scheme, and their outcome.

Applications	No. of Cases	% of Caseload
Allowed	80	35%
Do Not Qualify (DNQ)	80	35%
Rejected	68	30%
Outstanding	4	
Total	232	

Table 2

Two thirds of applications are unsuccessful. The Do Not Qualify's are due to a combination of not being on Council Tax Reduction at the appropriate time, and those not losing more than £5. All the rejected cases are due to being deemed to have enough income, based on an income & expenditure assessment. Table 2 provides a breakdown of the awards and cost of those applications that have been allowed.

Amount of Support	No. of Cases	Annual Cost
between £5 and £7 per week	26	£8,300
between £7 and £10 per week	21	£9,900
between £10 and £12 per week	5	£2,900
between £12 and £15 per week	28	£20,300
Total	80	£41,400

Table 2

The maximum award under the scheme is limited to the amount of the increase in liability, not necessarily for the full amount they have to pay. Of the 68 awards to date, 50 (amounting to £26,866) no longer have any council tax to pay. If the award does not meet the full liability, and the income and expenditure assessment indicates that the claimant cannot afford to pay, they can be referred for consideration under the support arrangements available to all council tax payers.

The importance of being able to budget effectively is highlighted to all applicants, whether successful or not, together with details of how to get that budgeting advice and support: support for those with a disability can be provided by Equalities Together, support for others is provided by Citizens Advice.

Citizens Advice Council Tax Protocol

In March 2018 the Council signed up to the Citizens Advice Council Tax Protocol which was developed in partnership with the Local Government Association.

This protocols sets out how Local Authorities can improve their debt collection policies and in particular ensure that Enforcement Agents act within the law.

The protocol asks that councils:

- work with enforcement and advice agencies to help people pay their council tax bills while accessing debt advice
- ensure all communication with residents about Council Tax is clear
- use the Standard Financial Statement when calculating repayment plans
- offer flexible payment arrangements to residents
- do not use enforcement agents where a resident receives Council Tax Support
- publish their policy on residents in vulnerable circumstances

Council Tax in-year collection at Ward Level – 2017/18

	<i>Index of Multiple Deprivation ranking</i>	<i>Collection Rate %</i>	<i>Outstanding Debt</i>
BAILDON	26	98.22	£159,154
BINGLEY	24	97.75	£231,111
BINGLEY RURAL	25	97.68	£228,980
BOLTON AND UNDERCLIFFE	11	93.21	£423,894
BOWLING AND BARKEREND	2	87.66	£727,308
BRADFORD MOOR	4	87.57	£519,124
CITY	8	79.03	£1,380,843
CLAYTON AND FAIRWEATHER GREEN	15	94.20	£363,111
CRAVEN	28	98.33	£158,779
ECCLESHILL	10	92.81	£461,647
GREAT HORTON	9	88.93	£605,441
HEATON	17	92.66	£410,790
IDLE AND THACKLEY	23	97.40	£214,793
ILKLEY	29	99.00	£107,819
KEIGHLEY CENTRAL	6	90.58	£505,021
KEIGHLEY EAST	20	95.52	£350,850
KEIGHLEY WEST	13	94.11	£370,408
LITTLE HORTON	3	85.58	£640,069
MANNINGHAM	1	85.71	£563,860
QUEENSBURY	22	96.23	£293,580
ROYDS	12	93.37	£415,170
SHIPLEY	21	97.05	£219,356
THORNTON AND ALLERTON	18	94.79	£368,786
TOLLER	7	90.10	£476,837
TONG	5	90.42	£605,464
WHARFEDALE	30	99.22	£61,833
WIBSEY	14	93.50	£369,351
WINDHILL AND WROSE	16	95.20	£300,609
WORTH VALLEY	26	97.89	£158,755
WYKE	19	95.43	£281,533
			£11,974,290

The indices of Deprivation, published in September 2015, are calculated using 37 separate indicators, organised across seven distinct domains of deprivation (income, employment, education skills and training, health deprivation and disability, crime, barriers to housing and services and living environment) which are weighted and combined to calculate the Index of Multiple Deprivation 2015



Report of the Strategic Director Corporate Resources to the meeting of the Corporate Overview & Scrutiny Committee to be held on 15 November 2018

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Subject:

Business Rate Collection

Summary statement:

This report sets out the Council's performance in, and the challenges for, the collection of Business Rates

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. This report sets out the Council's performance in, and the challenges for, the collection of Business Rates

2. BACKGROUND

- 2.1. Business Rates are set by Government and collected by the Council. The Rateable Value of business properties across the district are determined by the Valuation Office Agency - an Executive Agency of Her Majesty's Revenue and Customs.
- 2.2. Business Rate Bills are issued to all businesses included in the Rating List. A number of support schemes are in place which can provide eligible businesses with partial or full relief from their Business Rates. More detail about how the Business Rates system works, and an outline of the support schemes available, is provided in Appendices 1 to 4.
- 2.3. It is the Council's responsibility to issue Business Rate bills, collect monies invoiced and to implement a number of nationally and locally defined schemes to help local business with their rates bill. There are approximately 19,000 Business Rate bills issued; and once exemptions and reliefs are applied, the actual number of accounts to be collected reduces to around 11,000.
- 2.4. Business Rates have always been an important source of income for local authorities, but this importance increased in 2013 when the government partially localised the system; through which, the Council retains 49% of business rates collected, 50% is paid to central government, and 1% is paid to the West Yorkshire Fire Authority.
- 2.5. The importance of Business Rates will grow as Government makes progress towards establishing a system that is completely localised.
- 2.6. This report sets out the Council's performance in, and the challenges for, the collection of Business Rates. A series of real life case studies are included to highlight the issues

3. OTHER CONSIDERATIONS

- 3.1. The key measure of Business Rate collection performance is the "in-year" collection rate; that is, the amount of business rates collected in the year for which it was raised. Whilst this is used nationally to compare the Council's performance in collecting business rates, it takes no account of the differing demographics of each area. More important is the eventual collection levels, although this figure is not widely reported.
- 3.2. Collection is closely managed to ensure that it is maximised. Table 1 shows both the in-year and mid year collection rates and the amount to be collected, in each year.

	Business Rates to be collected £'000	Amount collected in year £'000	In year collection rate	Collection Rate at 30/9
2015/16	£142,981	£138,330	96.94%	56.05%
2016/17	£149,970	£144,229	95.73%	53.51%
2017/18	£140,753	£137,270	97.53%	55.25%
2018/19	£144,139	-	-	55.24%

Table 1

- 3.3. The total arrears, as at 31 March 2018, still being collected is around £8m. On-going collection efforts ensure that all the business rates that can be collected are collected - although it can take years to achieve. To illustrate, Table 2 shows the arrears profile over the last four years as it currently stands (recovery from previous years also continues).

Year of Charge	Outstanding Debt
2014/15	£448K
2015/16	£680K
2016/17	£1,7m
2017/18	£4,2m

Table 2

- 3.4. Comparison of Business Rates to be collected and in-year collection rates should be treated with caution. There are a number of factors that can affect these rates over the course of a year, and beyond in some cases.

- New developments and business closures will affect the amount of business rates charged.
- The variable introduction, reduction and closure of business rate support schemes affects the amount that needs to be collected in each year; i.e. 'high value' discount schemes, singularly or collectively, will help improve the collection rate
- Successful appeals against rateable values will reduce, in year, the amount of business rates to be collected; and, if backdated, will affect previous years 'to be collected' figure

- 3.5. The calculation of business rate arrears is similarly complex and variable. For example, some or all of an 'outstanding debt' can be negated by a successful appeal. Further, the impact of successful appeals is significant not only for collection, but also for the Council's budget position. A successful appeal can result in the Council having to meet the significant cost of refunds backdated over a number of years. Consequently, the Council makes provision for this in its Budget process.

Case Study 1

In 2016 an appeal against the methodology employed by the Valuation Office Agency to set the Rateable Value on purpose built doctors' surgeries and medical centres was successful. This resulted in reductions of up to 70% in the Rateable Value on these properties. In addition, the appeals were back dated to the start of the rating list in 2010 (and in some case to 2005). This resulted in approximately £10 million being refunded and led to a significant impact on the Collection Fund and the need for even greater savings in 2017/18

- 3.6. Whilst the collection of income to the council is important, maintaining and growing, the tax base is even more critical. The service makes considerable efforts to ensure that the business rate/property records remain accurate and up to date; including site visits and inspections of business premises across the district throughout the year. The Valuation Office is notified of any change likely to affect the rateable value of a property.

Debt Recovery

- 3.7. The majority of businesses do pay their charge as billed; or following receipt of a reminder notice. However, where non-payment does occur, prompt enforcement action is taken in accordance with the Council's collection policies. Details of the Council's collection procedures are provided in Appendix 5.
- 3.8. The Council's collection procedure is designed to maximise income, but is flexible enough to assist those businesses with short term difficulties; although this may not always be sufficient to secure the longer-term viability of the business (case study 2).

Case Study 2a

A small business has been in the city centre for over 25 years. The business was affected by the regeneration of the city centre which meant that the business had to relocate from its original position. Subsequent problems with a drop in trade coupled with a large rateable value led to a build up of arrears to approximately £10,000. The authority was satisfied that an appeal that had been lodged against the rateable value with the Valuation Office was likely to be successful. As such a payment arrangement was made to cover the current years charge with a small contribution towards the arrears; which allowed time for the appeal to the Valuation Office to be concluded. This appeal resulted in more than 50% of the arrears being wiped out. The business was then able to meet its on-going business rates liability as well as maintaining payment towards the remaining arrears. The business now has no arrears and is paying its current years liability by direct debit as billed.

Case Study 2b

Company A was established in 2014 and was paying the business rates due; but then began having financial troubles and fell into arrears during 2016/17. They restructured in an attempt to return to profitability by closing loss making lines and attempting (unsuccessfully) to sublet part of the property. The Council agreed an arrangement to pay £10,000 per week in June 2017 to cover its £375K

annual bill and the outstanding debt. A substantial number of payments were made. However the company continued to struggle with debts to Her Majesty's Revenues and Customs and other creditors. Payments stopped and the company fell into administration in March 2018. The £123,794 in unpaid business rates had to be written-off.

- 3.9. The Council can seek to wind-up or make bankrupt a business in order to secure payment of the outstanding debt. Often the prospect of being wound up or made bankrupt is sufficient to secure payment of the debt, or come to an arrangement to clear the debt over time.
- 3.10. Some businesses will be made bankrupt or wound up through this process. However, there may be insufficient assets to clear the outstanding debt. In these cases the debt must be 'written-off'. These sums can be considerable.

Case Study 3

Mr X failed to make payments on his accounts. Numerous attempts were made to recover the money due to the authority culminating in a bankruptcy petition being served. Whilst Mr X did make an arrangement to pay the accounts after the initial bankruptcy petition was presented, no payments were made. Consequently, the petition was represented and the bankruptcy granted. The bankruptcy process is on-going. It is not known at this time if, or how much of, the outstanding £201,406 debt will be recovered.

- 3.11. In 2017/18, almost £2.9m was written of as uncollectable debt. It should be noted that this is the year that the debt is written off, not necessarily the date the debt was accrued: As illustrated in table 3, some debts go back a number of years. This could be the result of the back-dating of a revaluation, or simply that the debtor has been making payments from the time the debt was accrued.

Entry To Year	Count	Sum of Entry amount
2005	1	-£474.75
2006	1	-£487.12
2007	6	-£6,595.20
2008	7	-£21,974.10
2009	3	-£18,105.36
2010	13	-£36,535.39
2011	30	-£130,334.26
2012	20	-£126,929.01
2013	38	-£269,032.88
2014	54	-£314,263.17
2015	113	-£565,929.98
2016	275	-£947,570.53
2017	324	-£427,904.68
2018	1	£1,096.75
Grand Total	886	-£ 2,865,039.68

Table 3

- 3.12. In some instances insolvency proceedings are taken not with the expectation of securing payment of the debt, rather to ensure the debt does not increase and to release a property to pass liability back to the owner; and subsequently for occupation by a business that is able to pay its business rates.

Case Study 4

Company B leased property which, for the entire period of the charge, was empty and unused. The company was relatively new (December 2016) and had not filed any accounts with Companies House or made contact with the Council. Numerous attempts were made to engage with the company, including site visits, but contact could not be established. Given the lack of payment and contact the company was wound up to break the lease so that liability would revert back to the owners. This is now in the hands of the official receiver and it is estimated that, in addition to the outstanding debt of £95,067 which will be written-off, an estimated business rates income of c£43k this year will be lost while the case remains in the hands of the liquidator.

- 3.13. There are around 2,000 accounts where the Council takes court action each year, to enforce payment

Avoidance

- 3.14. Increasingly, some businesses are turning to avoidance techniques to remove or minimise their liability, or seek to evade paying their business rate bill altogether. Using the 'system' to avoid or minimise business rate liability is not illegal, but it does reduce the amount of business rates the Council is able to collect.
- 3.15. There are companies that specialise in assisting owners in arranging for avoidance schemes to take place on their premises. In addition, rating agents and property management companies are increasingly using avoidance techniques to save their clients money.
- 3.16. More and more Officer time is spent on tackling avoidance cases, including site visits, challenging leases and establishing who is responsible for payment. In many instances these matters only come to our attention when legal proceedings have commenced or we are at the final stages of court action and considerably large sums are outstanding.
- 3.17. Nationally, several cases are before the Courts, where it is hoped rulings against these practises will be given. However, so far the outcomes have been mixed.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The Council collected 97.5% of the business rates due in 2017-18; collection of arrears will continue. The total amount of business rate arrears, including costs at 31 March 2018 was £8.3m.
- 4.2. Generally, Bradford's experience has been of receiving less business rates income

than anticipated. This has mainly been due to successful appeals against rateable values, leading to a high cost of refunds backdated over a number of years. For example, in 2015-16 Bradford's share of Business Rates collected was £11.7m lower than budgeted as some refunds were backdated by as much as ten years (Doctors' surgeries - as highlighted in section 3.5; Case Study 1). This deficit was taken into account during the 2016-17 Council's Budget process.

- 4.3. Following the adjustment for the increase in rateable values for 2017 onwards, the multiplier was increased by 4.8% to cover the government's estimated cost of appeals. The Council will review the Non Domestic Rates appeals provision based on the estimated cost of appeals.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. Planning for the consequences of successful Business Rate appeals is already built in to the Council's Budget process. Based on previous experience, a prudent approach is being taken when considering the likely impact and scale of appeals; and will be monitored to ensure that the Council's reserves policy continues to meet the Council's financial planning needs.

6. LEGAL APPRAISAL

- 6.1. The Local Government Finance Act 1988 gives authority to the Council, as the Billing Authority, to issue Billing notices for, and the collection of, Business Rates.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None within the context of this report

7.2 SUSTAINABILITY IMPLICATIONS

The sustainability of local business is linked to the sustainability of the local economy and of communities. The Government's introduction of schemes to mitigate impact of changes to rateable values seeks to preserve the short-term sustainability of businesses adversely affected.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None within the context of this report

7.4 COMMUNITY SAFETY IMPLICATIONS

None within the context of this report

7.5 HUMAN RIGHTS ACT

None within the context of this report

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

Collection rates, at Ward level, are provided in Appendix 6. However, meaningful analysis of the impact of the re-valuation on a ward basis is problematic. The impact will depend on factors such as type, size and density of businesses within a location, the viability of individual businesses and decisions made by business owners in response to the re-valuation; and on the responses of neighbouring businesses/business communities.

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

N/A

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

- That this committee notes, and gives its view on, progress in the collection of Business Rates

11. APPENDICES

- Appendix 1: Business Rate
- Appendix 2: Business Rate Relief Schemes
- Appendix 3: 2017 Revaluation Support Schemes
- Appendix 4: Business Rates Revaluation Relief Scheme
- Appendix 5: Business Rate Collection Process
- Appendix 6: Ward Level Collection 2017/18

12. BACKGROUND DOCUMENTS

- Local Government Finance Act 1988

Business Rates

The Rateable Value of business properties across the district are determined by the Valuation Office Agency - an Executive Agency of Her Majesty's Revenue and Customs. The rateable value of a property is an assessment of the likely rental a property would attract on the open market – at the time of the assessment. Once an assessment has been completed, it is added to the Rating List.

The Council is required to provide the Valuation Office with information about changes to properties and on new developments to ensure that the Business Rate Rating List remains current and accurate.

The Business Rates payable by individual businesses are calculated based on the rateable values of each property and a multiplier set by Government. A number of schemes are available to help businesses with their bill. These are outlined in Appendix 2.

The maximum income that a Council receives is determined by a Government assessment of the amount a Local Authority needs - the Relative Needs Assessment. For authorities, such as Bradford, that cannot generate sufficient income to meet their Relative Needs Assessment, additional funding is provided through top-up grants and tariffs.

Periodically, the Valuation Office will undertake an assessment of all properties on the rating list to create a new Rating List. The last revaluation of all Non Domestic properties was based on rental values at 1 April 2015: a new rating list took effect from 1 April 2017 (the 2017 Rating List).

Revaluation – 2017 rating List

The effect of last revaluation to create the 2017 rating list these changes was to reduce the amount of Business Rates to be collected from businesses (with the difference off-set by an additional top up grant from Government). The Government also changed the multiplier used to calculate individual business rate bills.

The combined effect of these changes was to increase the Rateable Value for the District as a whole, but reduced the total amount of business rates to be collected. The impact on many businesses was to increase or decrease the size of the bill they had to pay; sometimes quite significantly.

The Government introduced four schemes to mitigate the adverse impact, and limit the extent of any beneficial changes, arising from the revaluation. These schemes are outlined in Appendix 3. A locally defined scheme was also developed in conjunction with West Yorkshire Authorities to support businesses, and is outlined in Appendix 4.

The long interval between revaluations, 7 years between the assessment for the 2017 rating list and the previous 2010 rating list, exacerbated the differences in Rateable Value; and increased demand for the introduction of mitigation schemes. The Government has now committed to undertake a revaluation in 2019 (to create the 2021 Rating List); and then every three years to make the rating list more relevant to local conditions and to help minimise large changes in rateable value.

Rate Retention Pilot

For 2018/19 the Leeds City Region comprising the five West Yorkshire Local Authorities together with York and Harrogate were successful in their application to become a one year 100% business rate pilot area. The key features of this meant that 100% of growth above the business rates baseline could be retained by the pilot area. The actual growth that will be retained depends on the actual business rates collected across the pilot area.

The 100% pilot was only for one year and as a result Ministry of Housing, Communities and Local Government have invited a new round of bids for 2019/20. (The pilots that were approved for financial years prior to 2018/19 are not subject to a new bidding process and will continue). The two key differences with the new bid are:

- The Ministry of Housing, Communities and Local Government have withdrawn the “no detriment” clause so that if the pilot area does not perform above the business rate baseline then the shortfall would need to be met by the business rate pilot area. (For the previous pilots the government had offered protection)
- The bid for 2019/20 will be a joint bid with all the local authorities from North Yorkshire. As a result it is anticipated that, if successful, any financial benefit will be lower than the 2018/19 pilot

Business Rate Relief Schemes

Small Business Rate relief

From 1 April 2017, small businesses with a rateable value;

- up to £12,000 will be entitled to 100% relief
- between £12,001 and £14,999 will be entitled to relief on a sliding scale between 100% and 0%, as well as having their bill calculated by the small business rate multiplier
- between £15,000 and £51,000 do not receive a discount, but can still have their rates bill calculated using the small business rate multiplier. To qualify for the relief, businesses must satisfy their local authority that:
 - the sole or main property they occupy must have a rateable value of less than £14,999, and;
 - if they occupy any additional properties, each of the additional properties must have a rateable value of less than £2,899 and the total rateable value of all of their properties must be less than £19,999, in which case the relief would be applied to the property with the highest rateable value

In addition, businesses can occupy an additional property with a rateable value below £14,999, without losing entitlement to the relief on their original property for an initial period of 12 months.

Around 45% of businesses (8,500) do not have a rates bill to pay, and a further 400 have their bill reduced through this scheme.

Rural rate relief

Certain properties in rural areas can receive help with their business rates. A rural settlement is defined as a settlement with a population of no more than 3,000 and wholly or partly within a council's area. The rural areas contained in the Council's current rural settlements list are:

- | | | | |
|-------------------|-------------|-----------------|----------------|
| • Burley Woodhead | • Eastburn | • Keelham | • Stanbury |
| • Crossroads | • Egypt | • Laycock | • Tong |
| • Cullingworth | • Esholt | • Micklethwaite | • Well Heads |
| • Dean Head | • Hainworth | • Mountain | • West Scholes |
| • Denholme | • Harden | • Oldfield | |
| • East Morton | • Harecroft | • Oxenhope | |

The Council must give 100% relief to the following properties situated in a rural settlement:

- Post Office where it is the only Post Office in the settlement and has a rateable value of £8,500 or less
- general store where it is the only general store in the settlement and has a rateable value of £8,500 or less
- all food stores - where they have a rateable value of £8,500 or less.
- public houses - where they are the only public house in the settlement and has a rateable value of £12,500 or less
- petrol station - where it is the only petrol station in the settlement and has a rateable value of £12,500 or less

The Council has the discretion to allow up to 100% relief to any non-domestic property in a rural settlement with a rateable value of £16,500 or less. This discretion is only used if the Council is satisfied the property is used for a purpose that benefits the local community.

Relief for partly occupied properties

In certain circumstances, the Council can request that the valuation officer provides a certificate to apportion the rateable value of a property which is partially occupied for 'a short time only'. This is called a Section 44a certificate.

This is normally used in situations where a property is occupied or vacated in stages, or where part of the property is unusable e.g. due to fire, flood or redevelopment. The effect of the apportioned values enables a reduction of 100% to be made against the rateable value of the un-occupied part. This is a discretionary power and exceptional circumstances need to apply in order for the Council to do this.

Mandatory relief

An organisation that is a registered charity or a charity that is exempt from registration or a registered community amateur sports club, it may get mandatory relief equivalent to 80% discount provided the premises are wholly or mainly occupied for charitable purposes.

The Council also has the discretion to award a further 20% 'top-up' relief where 80% mandatory relief has already been allowed. However, this is only ever allowed in exceptional circumstances.

Exempt properties – unoccupied

Some empty or mostly unoccupied properties are exempt from Business Rates. There are several classes of exemption, some of which only apply for a specified length of time

Class Description	
1	Unoccupied newly built properties or those where structural alterations or major repairs have taken place (exempt for up to 6 months from completion of work)
2	Unoccupied hereditaments (exempt for up to 6 months)
3	Hereditaments where occupation is prohibited by law
4	Hereditaments where occupation is prohibited by action taken by the Crown or any local or public authority
5	Listed buildings (subject to a preservation notice under s.58 of the Town and Country Planning Act 1971)
6	Ancient monuments (as scheduled under s.1 to the Ancient Monuments and Archaeological Areas Act 1979)
7	Hereditaments with a rateable value of less than £2,900
8	Unoccupied hereditaments where the owner is entitled to possession only in his capacity as the personal representative of a deceased person
9	Unoccupied hereditaments where the owner is subject to a bankruptcy order or a winding-up order under the Insolvency Act 1986
10	Unoccupied hereditaments where the owner is entitled to possession only in his capacity as a trustee under a deed of arrangement or as a liquidator under the Insolvency Act 1986
11	Unoccupied newly built properties or those where structural alterations or major repairs have taken place (exempt for up to 6 months from completion of work)
12	Unoccupied hereditaments (exempt for up to 6 months)

2017 Revaluation Support Schemes

Transitional Relief Scheme

Properties with an increase in rateable value will have the amount of the increase in their rate bill limited by applying a cap. Similarly, properties with a reduction in rateable value will have the amount of any beneficial change limited by a cap.

Properties have been split into three tiers based on the rateable value. Table 1 shows the level of the cap for each tier; setting the amount that the rate bill cannot go up or down each year following the revaluation.

Transitional Arrangements 2017 revaluation (before inflation) funded by 3 caps on reductions					
	Property Size : rateable value	2017/18	2018/19	2019/20	2020/21
Cap Upwards	Small: £20000 or less	5.0%	7.5%	10.0%	15.0%
	Medium: £21000 - £100000	12.5%	17.5%	20.0%	25.0%
	Large: Over £100000	42.0%	32.0%	49.0%	16.0%
Cap downwards	Small: £20000 or less	20.0%	30.0%	35.0%	55.0%
	Medium: £21000 - £100000	10.0%	15.0%	20.0%	25.0%
	Large: Over £100000	4.1%	4.6%	5.9%	5.8%

Table 1

Inflation has been factored into the 2017/18 cap figures in table 1, but not in future years. Consequently, the cap figures for 2018/19 onwards will be subject to change as annual inflation is factored in.

Large properties – Rateable Value over £100,000

- We have 582 properties in this category
- 434 (75%) of these have seen reductions or no change in their rate payable in 17/18.
 - Of these 396 have reduced beyond the cap downwards and therefore have an additional amount to pay on their bill.
 - Some of these properties have had significant decreases in rateable values, and whilst their bills have come down they will not be as low as some business might have been expecting because of the cap.
- 148 (25%) have increased, however only 23 have increased beyond the cap and they will receive relief to limit this.
 - Even after the relief the increases on all 23 of these properties are still above 45%, with the highest increase being 55%

Medium Properties - Rateable Value over £20,001 to £100,000

- We have 2,603 properties in this group
- 1,595 (61%) of these have seen reductions or no change in their rate payable in 17/18.
 - Of these 747 have reduced beyond the cap downwards and therefore have an additional amount to pay on their bill.
- 1,008 (39%) have increased, with 630 increasing beyond the cap and will receive relief to limit this.
 - Those with the largest increases again include pubs and restaurants, public building and shops and retailers.

Small Properties - Rateable Value up to £20,000

- We have 15,340 properties in this group.
- Of these 8,292 (54%) will receive small business rate relief and not be affected by the revaluation.
 - This is an increase 3,060 that will not have anything to pay next year
 - Of the remaining 7,048, 3,766 will see an increase in their rates payable with 3,033 of these increasing beyond the cap and hence receiving relief
- 3,282 have reduced, with 912 of them below the cap and therefore will have an additional amount to pay on their bill.

Business Rate Revaluation Relief Scheme

West Yorkshire councils have agreed to award an additional amount of rate relief to those smaller organisations that are facing an increase in the business rates they have to pay because of the revaluation. Initially for one year from 1 April 2017, but may be extended further

The Government have made it clear that any relief awarded should only support smaller ratepayers who are facing an increase in their bills following the 2017 revaluation

West Yorkshire Scheme Design Principles

Administration of this scheme will be difficult so keeping the scheme simple will minimise the burden, whilst also making it easy to understand for ratepayers

- There is a national transitional relief scheme which already provides some protection for ratepayers having increases in rates payable depending on the size of their property. Three bands are used to do this, small, medium and large
- It is proposed to allow relief to those in the small and medium bands as most properties are in these 2 bands, and on the basis that business with large properties may be better placed to absorb the steep rise in rates.
- It also matches the Governments ambition that relief is only available to smaller ratepayers
- All national, statutory reliefs and exemptions will be applied before any calculation for Discretionary Rate Relief can be considered.
- ALL other relief schemes recently announced, additional small business relief and public house relief should be deducted, before applying the % reduction. This will maximise the funding available to each Council.

The Local Scheme

- In 2017/18, the scheme will award all eligible ratepayers 50% of the increase in rates due to the revaluation from 2016 to 2017.
- Properties that are empty will not be eligible as they do not add to the prosperity of the Region.
- Legislation prevents the award of any relief to properties occupied by Local or Precepting Authorities (such as the police or fire services) and hence, are likewise ineligible.
- Finally, no relief can be awarded if it would mean an organisation exceeds the state aid de-minimus level (currently €200,000 over 3 years)

It is intended that the relief will follow the property, i.e. new business will receive relief if they take on a qualifying property part way through the year. Relief will also be adjusted if the amount payable changes.

No Council intends to award more than the maximum grant from the Government

Business Rate Collection Process

The Business Rates collection process is in line with legislation and good practice and is reviewed on a regular basis. The Business Rate bill shows the net amount due after deduction of any reliefs or exemptions the business may be entitled to. Each bill will allow payment to be made by monthly instalments and at least 14 days will be allowed before the first instalment is due. Businesses can opt to pay their bill over twelve instalments (April – March) rather than ten (April – January). The most effective way to pay is by direct debit and businesses can select one of four payment dates in the month to tie in with their own cash flow.

If a business disagrees with the bill it has been sent, it should contact the Council to discuss its objections. If the objection is about a Valuation matter the business will be expected to pay the instalments as and when they become due, and contact the Valuation Office to resolve the issue. The business does not have the legal authority to withhold payment pending the outcome of any appeal they may have submitted. In such circumstances an agreed arrangement to pay is made with the caveat that if successful any overpayment will be refunded with interest if no recovery action is taken.

The Council will amend the Business Rates records where a change in liability occurs, and send the business an amended bill.

For businesses that have difficulty in paying their bill, the Council's collection procedure will be followed; and available on the Council's website as set out below.

Collection Procedure

If you have difficulty in paying

When you receive your bill, and you know that you will have difficulty in paying your instalments on the dates stated, please contact us immediately to discuss an alternative arrangement for payment.

If you do not pay your instalments as they become due, we will send you a Reminder Notice to advise you of the amount of arrears. If you bring your payments up to date within 7 days, you will be allowed to continue paying by instalments. However, if your instalments are not brought up to date, the full balance on your account will become payable and we can take Court action to enforce payment of the debt.

Taking court action

We will take Court action to enforce payment of the debt. It is at this point costs start to become payable. The cost for the issue of a summons is £72.50.

If the amount, including costs, is paid in full before the Court Hearing date, no further action will be taken and proceedings will be marked paid.

However, if you are unable to pay the full amount immediately, you can contact us to discuss an arrangement for payment on the understanding that the application for a Liability Order will still be made to the Magistrates and additional costs will be incurred. In these cases, we will not take any enforcement action on the Liability Order if the arrangement is maintained.

The Liability Order

If a Liability Order is granted, we can immediately take action to enforce payment of the outstanding amount. Even at this late stage, unless instructions to take enforcement action have been issued, you will still have the opportunity to make an arrangement for payment including costs.

If you do not make an arrangement for payment, or fail to keep to an arrangement made, we will take action to enforce payment of the debt without further notice.

How we can enforce payment

Under the terms of Taking Control of Goods Regulations 2013 the Council will add a compliance fee of £75 after having obtained a Liability Order. It will still be possible for you to make an arrangement at this stage to clear the debt. However, if you fail to make or keep an arrangement, the debt will be passed to an Enforcement Agent for collection once again incurring additional costs.

Enforcement Agents are instructed to remove and sell your goods to the value of the outstanding Business Rates and costs incurred. The Enforcement Agent will give you the opportunity to pay in full before taking control of your goods for removal. Even at this late stage you can still enter into an arrangement to pay. When an Enforcement Agent is instructed, you will incur a significant amount in associated costs. You should be aware that the costs are calculated as a percentage of the outstanding debt in accordance with legislation.

Insolvency or committal proceedings

Where we establish that there are assets belonging to the individual or the Company then we will instigate insolvency proceedings, i.e. bankruptcy or liquidation, in the County Court. This action is taken in line with the guidance issued by the Local Government Ombudsman.

If the Enforcement Agent is unable to recover the debt, and you are a person whose business is no longer operational, we will still continue to pursue the debt. If you fail to keep to an arrangement made, and there is no another way of enforcing payment, we will make an application to the Magistrates' Court for your commitment to prison. Even at this late stage, we can still be contacted and we may be able to agree an arrangement for payment with you. The commencement of Committal proceedings can result in additional costs in excess of £290.00 being incurred and the Magistrates can send you to prison for a period up to 90 days.

At any stage of the enforcement process if you pay your account in full and final settlement the enforcement action will cease. However, if you contact to make an arrangement for payment, we will, wherever possible, take into consideration any difficulties you may be experiencing and deal with you in a reasonable and professional manner with regards to your conduct in discharging your rates liabilities. In doing this, we will seek to ensure that you are able to meet your on-going Business Rate liability as well as make payment towards any arrears outstanding. This will mean that, in order to help you, we may sometimes need to ask for full details of your financial position including details of all your assets. There may also be occasions when we will advise you to seek help from a firm of Insolvency Practitioners who should be able to give you specialist advice on how best to resolve any difficulties.

We can be contacted to discuss your Business Rates at any stage.

Ward Level Collection 2017/18

	<i>Index of Multiple Deprivation ranking</i>	<i>Amount Collected 2017/18</i>	<i>2017/18 Collection Rate %</i>
BAILDON	26	£2,804,701	97.16
BINGLEY	24	£3,536,821	99.25
BINGLEY RURAL	25	£1,583,193	98.97
BOLTON AND UNDERCLIFFE	11	£5,277,991	99.16
BOWLING AND BARKEREND	2	£11,929,521	94.65
BRADFORD MOOR	4	£4,712,129	95.43
CITY	8	£30,900,602	95.90
CLAYTON AND FAIRWEATHER GREEN	15	£1,381,216	96.35
CRAVEN	28	£2,788,339	96.25
ECCLESHILL	10	£3,678,056	99.14
GREAT HORTON	9	£2,994,730	95.77
HEATON	17	£847,387	97.23
IDLE AND THACKLEY	23	£2,986,267	98.22
ILKLEY	29	£4,259,674	98.17
KEIGHLEY CENTRAL	6	£11,180,542	97.20
KEIGHLEY EAST	20	£3,891,829	98.22
KEIGHLEY WEST	13	£562,289	95.65
LITTLE HORTON	3	£3,681,566	96.55
MANNINGHAM	1	£2,232,184	87.99
QUEENSBURY	22	£1,022,115	97.34
ROYDS	12	£1,898,094	97.53
SHIPLEY	21	£5,971,693	98.08
THORNTON AND ALLERTON	18	£768,024	92.23
TOLLER	7	£2,232,217	97.39
TONG	5	£13,285,940	98.52
WHARFEDALE	30	£559,131	94.59
WIBSEY	14	£1,948,213	96.16
WINDHILL AND WROSE	16	£1,359,637	98.75
WORTH VALLEY	26	£769,860	96.54
WYKE	19	£6,226,012	98.25

The indices of Deprivation, published in September 2015, are calculated using 37 separate indicators, organised across seven distinct domains of deprivation (income, employment, education skills and training, health deprivation and disability, crime, barriers to housing and services and living environment) which are weighted and combined to calculate the Index of Multiple Deprivation 2015



Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 15 November 2018

T

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2018/19

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny Committee

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

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19, which is attached as appendix 1 to this report.

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

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

- 3.2 The remit of this Committee also includes:

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

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

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

4. FINANCIAL & RESOURCE APPRAISAL

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

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

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

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

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

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

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2018-19 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

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

11. APPENDICES

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

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 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 Municipal Year.	Mustansir Butt	
Thursday, 13th September 2018 at City Hall, Bradford.			
Chair's briefing 28/08/2018. 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) 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.
3) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	David Cawthray.	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.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
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 ursday meeting for consideration on Thursday 19 April 2018 was cancelled.
2) Bradford Councils Workforce Development Strategy 2015-2021.	12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty/Christopher Farquhar.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
3) Risk Management across the Council.		Mark St. Romaine.	Corporate Overview and Scrutiny Committee recommendation from Thursday 25 January 2018.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
1) Second Quarter Finance Position.		Andrew Crookham/Andrew Cross.	
2) Mid Performance Outturn Report.		David Walmsley/Philip Witcherley.	
3) Consultatnst Framework for Construction Related Professional Services.	£2m plus Procurement Contract.	Emma Prest/Emma Darby/Ben Middleton/Paul Egan.	Constitutional requirement.
4) Principal Contracts Framework.	£2m plus procurement contract.	Emma Prest/Emma Darby/Ben Middleton/Paul Egan.	Constitutional requirement.
5) Families First Programme.	A progress report be submitted in 12 months time.	Martyn Stenton.	Corporate Overview & Scrutiny recommendation from Wednesday 22 December 2017.
6) Draft Poverty Strategy for the District.	Was due to be considered on Thursday 11 October 2018 - but now deferred.	Steve Hartley/Helen Johnston.	Corporate O&S recommendation from Thursday 25 January 2018 for this to be considered in June 2018.
7) Council Tax.		Martin Stubbs.	

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.			
8) Business Rates. 9) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Martin Stubbs. Mustansir Butt.	
Thursday, 22nd November 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) Financing for regeneration of building on Godwin Street, Bradford BD1 2SU formerly occupied by the Odeon.	Report on options for the financing in respect of the project led by Bradford Live / The NEC.	Andrew Crookham.	
2) Equality Objectives.	12 month progress update.	Philip Witcherley/Kathryn Jones.	Corporate Overview and Scrutiny Committee recommendation from Thursday 26 October 2017.
3) District Plan Progress Report.	Performance and Resourcing.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Recommendation from Wednesday 20 December 2017.
4) Safer and Stronger Communities Plan and Quarter 1 Performance.	To be considered in June 2018. 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.	
5) Stronger Communities Strategy.		Ian Day/Philip Witcherley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
6) Overview and Scrutiny Annual Report.		Mustansir Butt.	Constitutional requirement.

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.			
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 17th January 2019 at City Hall, Bradford.			
Chair's briefing 19/12/2018. Report deadline 03/01/2019.			
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) 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.
3) Organisational Procurement Strategy.		Duncan Farr.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	Request from Corporate O&S Chair.
Thursday, 24th January 2019 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Tuesday, 5th February 2019 at City Hall, Bradford.			
1) The West Yorkshire Police and Crime Commissioner be invited to attend to discuss with members key safer communities issues.		Mark Burns-Williamson.	Corporate Overview and Scrutiny Recommendation from Thursday 13 September 2018.
Thursday, 14th February 2019 at City Hall, Bradford.			
Chair's briefing 23/01/2019. Report deadline 31/01/2019.			
0) Equality Objectives.	12 month progress report.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
1) Third Quarter Financial Position Statement.		Andrew Crookham.	
2) Draft Digital Strategy.		David Cawthray.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 14th February 2019 at City Hall, Bradford.			
Chair's briefing 23/01/2019. Report deadline 31/01/2019.			
3) Draft IT Strategy. 4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Keith Hayes. Mustansir Butt.	
Tuesday, 19th February 2019 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 14th March 2019 at City Hall, Bradford.			
Chair's briefing 20/02/2019. Report deadline 28/02/2019.			
1) West Yorkshire Combined Services. 2) Updated Prevent Programme for the District.	To include details of the new programme.	Susan Betteridge. Ian Day/Michael Churley.	Member request. Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
3) People Can.	Report should include details relating to People Can projects and activities, along with key outcomes for each project and activity. Also to cover how People Can activity is being co-ordinated across the Council; considering community development as part of the core People Can Development Plan; to explore the integration of the People Can website with the Council app.	Ian Day/Mahmood Mohammed.	
4) Gambling.		John Major/Tracie McLuckie.	Corporate Overview and Scrutiny Recommendation from Thursday 11 October 2018.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 11th April 2019 at City Hall, Bradford.			
Chair's briefing 20/03/2019. Report deadline 28/03/2019.			
1) Local Government Association Corporate Peer Challenge and Improvement Action Plan.		Philip Witcherley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
2) Managing Attendance Scrutiny Review.	Review findings and recommendations. Monitoring the progress of recommendations made by Corporate Overview & Scrutiny.	Mustansir Butt.	
3) Resolution Tracking.		Mustansir Butt.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	

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. Could possibly link in with the Managing Attendnace 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.	Implementation on new Strategy.		Request from Cllr Richard Dunbar.
5 West Yorkshire Joint Services.		Susan Bettridge.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September
2018.			

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