

Agenda for a meeting of the Executive to be held on Tuesday, 9 July 2019 at 10.30 am in Committee Room 1 - City Hall, Bradford

Members of the Executive – Councillors

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

Notes:

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

From:

Parveen Akhtar
City Solicitor

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To:

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

2. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

3. **RECOMMENDATIONS TO THE EXECUTIVE**

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

B. STRATEGIC ITEMS

<p>LEADER OF COUNCIL & CORPORATE</p>

<p><i>(Councillor Hinchcliffe)</i></p>
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4. **FINANCE POSITION STATEMENT FOR 2018-19**

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

It shows the revenue and capital financial position of the Council at the 31st March 2019. The report provides an update on;

- The year end position of the Council’s revenue budget.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council’s reserves including movements since the 4th quarter report.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection

Recommended –

- (1) That the financial position of the Council reported for the year ended 31 March 2019 be noted.**
- (2) That the £789k of better use of budget requests as outlined in Section 3.1 of Appendix 1 to Document “H” be approved.**

Overview and Scrutiny Committee: Corporate

(Andrew Cross - 01274 436823)

The Director of Finance will submit a report (**Document “I”**) which provides Members with an overview of the forecast financial position of the Council for 2019-20.

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

Recommended –

- (1) That the contents of Document “I” and the actions taken to manage the forecast overspend be noted.**
- (2) That the decision as to how to commit the final surplus from the retained Leeds City Region Business Rates pool as outlined in sections 6.2 to 6.4 to Document “I” be delegated to the Director of Finance in consultation with the Leader of Council and Portfolio Holder.**
- (3) That the following capital expenditure schemes be approved:**
 - (i) £1.9m additional funding to the construction of the new Silsden Primary School. This funding is from additional basic needs grant.**
 - (ii) £0.1m to repair the fencing and complete resurfacing at the Shearbridge Depot to be funded from the general contingency budget.**
 - (iii) £0.039m to purchase new software to upgrade the Council’s fleet management and DVLA Licence checking systems. To be funded from the general contingency budget.**
 - (iv) £0.034m to upgrade the electrical systems at Keighley Transfer Loading Station and this will be funded from the general contingency budget.**
 - (v) The commencement of the procurement for the Forster Square scheme which is funded via a grant of £17.3m from the West Yorkshire Combined Authority Transport Fund.**
- (4) That Executive note that the following capital expenditure scheme has now been reviewed by the Project Appraisal Group after approval by Executive in June 2019:**
 - (i) £5.523m for the provision of the Wyke Community Sports Hub. This is the first of the schemes in the Sports Pitches Strategy and will be funded by a mixture of capital receipts, grants and corporate resources.**

Overview and Scrutiny Committee: Corporate

(Andrew Cross - 01274 436823)

6. MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2022/23 AND BEYOND

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

The next three years already contained a series of potentially significant proposed changes to the structure of the Council and the services it will be responsible for and what it can provide. Many of these proposed changes are still at consultation stage which brings additional complexity when predicting the future. In addition the impact on the economy from leaving the EU may also affect local government funding and demand for services.

The Director of Finance will submit a report (**Document "J"**) which identifies for planning purposes that savings need to be identified of £23.9m in 2020/21 in addition to the £17.4m savings agreed in February 2019. In the following year the gap increases to £26.2m in 2021/22 and then up to £28.9m by 2025/26. This forecast reflects the risks associated with delivering the Council Plan 2017-2021 in particular the challenges of the costs of social care.

Recommended –

That having considered the Medium Term Financial Strategy as an assessment of the Council's financial outlook to 2022/23 and beyond, and a framework for it to remain financially viable and deliver sustainable public services in line with its priorities and the principles, that Executive recommends the updated and revised Medium Term Financial Strategy at Appendix 1 to Document "J" be forwarded to Council for approval.

Overview and Scrutiny Committee: Corporate

(Tom Caselton - 01274 434472)

7. FULL-YEAR PERFORMANCE REPORT

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The Chief Executive will submit a report (**Document "K"**) which provides a summary of the council's performance against its key performance indicators. This report also proposes a set of measures and targets for the 2019/2020 municipal year.

Recommended –

- (1) That the progress against performance metrics outlined in Document “K” be noted.**
- (2) That the new targets outlined in section 4 to Document “K” be approved.**

Overview and Scrutiny Committee: Corporate

(Phil Witcherley – 01274 431241)

C. PORTFOLIO ITEMS

REGENERATION, PLANNING & TRANSPORT PORTFOLIO

(Councillor Ross-Shaw)

**8. BRADFORD COMMUNITY INFRASTRUCTURE LEVY (CIL) -
INVESTMENT OF THE STRATEGIC FUND**

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The Council has adopted the Bradford Community Infrastructure Levy (CIL), which has now been in place and applies to new development since July 2017. The Strategic Director Place will submit a report (**Document “L”**) which relates to the investment of the strategic CIL fund. The purpose of this report is to seek Executive approval for the investment of the CIL Strategic Fund for monies accumulated up until March 2019.

Recommended –

- (1) That the Executive agree the allocation of the CIL strategic fund as set out in Table 1 and 2 to Document “L” (up to March 2019) be used to contribute to Education. Green infrastructure, recreation and open space and Habitats Mitigation.**
- (2) That the decision on the spend of the Strategic CIL Pot in Table 1 to Document “L” be delegated to the Strategic Director (Place) in consultation with the Portfolio holder.**

Overview and Scrutiny Committee: Regeneration and Environment

(Alex Bartle - 01274 437471)

NOTE

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

9. AMENDMENTS TO THE OFF-STREET PARKING PLACES CONSOLIDATION ORDER 2015

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The Strategic Director Place will submit a report (**Document “M”**) which sets out objections in response to the formal advertisement of amendments to the Off-Street Parking Places Consolidation Order 2015 at car parks in Ilkley (Part A).

Part B of this report requests that any objections received in relation to the amendments to the Off-Street Parking Places Consolidation Order 2015 are considered by Strategic Director of Place in consultation with the Portfolio Holder.

Recommended –

Part A

- (1) That the objections received to the Off-Street Parking Places Consolidation Order 2015 be over-ruled and the Order, as shown in Appendix A to Document “M” be implemented.**

Part B

- (2) That consideration of objections to the Schedule – Off Street Parking Places, shown in Appendix C to Document “M” be delegated to the Strategic Director Place in consultation with the Portfolio Holder to seal the Order as advertised or make any modifications before implementation.**

Overview and Scrutiny Committee: Regeneration and Environment

(Louise Williams- 01274 431066)

CHILDREN AND FAMILIES PORTFOLIO

(Councillor Farley)

10. PREVENTION AND EARLY HELP ESTATES STRATEGY

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On 5th February 2019 Executive gave approval to commence formal consultation into the future use of 41 Children Centre buildings across the District. This decision followed a review into the potential future use of these buildings in order to identify opportunities to make savings that could sustain the additional two year funding provided for the newly formed 0-19 years Prevention and Early Help service

The Consultation process took place between 12th February 2019 and 7th May 2019.

An extraordinary report was brought to the 9th June 2019 Executive in respect of 3 of the 41 Children's Centres which required an urgent decision ahead of this report.

The Interim Strategic Director Children's Services will submit a report (**Document "N"**) which seeks approval from the Executive for recommendations based on the outcome of the consultation for 38 of the 41 Children Centres.

Recommended –

- (1) That the Executive agree to Option 1 regarding the proposals for the future use of all 38 Children's Centres as set out in table 2.14 to Document "N".**
- (2) That the Strategic Director for Children's Services progresses the proposal to develop the TFD Centre, Holmewood, an All Age Integrated Family Hub and that a full options appraisal is brought to a future Executive for consideration.**
- (3) That following approval of the recommendations set out above in paragraph 2.14 to Document "N" against each of the individual premises, the Strategic Director Children's Services in consultation with the Portfolio Holder be given delegated authority to execute all necessary contractual and supporting documents needed to effect the proposals.**
- (4) That where formal confirmation has not been received from the Department for Education (DfE) before the Executive meeting in relation to potential claw back in relation to the following premises:**

**Mortimer House, Thornbury,
Victoria Hall Queensbury
Lowfold, Keighley**

that a decision on these premises be deferred until a response has been received from the DfE . Where confirmation is subsequently received from the DfE that no claw back will apply to these premises and that the Strategic Director Children’s Services in consultation with the Portfolio Holder be given delegated authority to determine the proposals in relation to these premises.

Overview and Scrutiny Committee: Children’s Services

(Gillian Mayfield - 07816 071943)

11. OFSTED MONITORING VISIT - 11TH AND 12TH JUNE 2019

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Following Ofsted’s Inspection of Children’s Social Care Services from the 17th to 28th September 2018, the second of a series of Monitoring Visits took place on the 11th and 12th June 2019.

The focus of the Monitoring Visit was around Children in Need and Child Protection.

The Strategic Director Children’s Services will submit a report (**Document “O”**) which sets out the findings published by Ofsted (**AWAITING LETTER FROM OFSTED - TO FOLLOW**)

Recommended –

The Committee is asked to note the contents of this report.

Overview and Scrutiny Committee: Children’s Services

(Mark Douglas - 01274 431266)

NOTE

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

12. ENSURING THE SUFFICIENCY OF SPECIALIST PLACES FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) ACROSS THE DISTRICT

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The Strategic Director Children's Services will submit a report (**Document "P"**) which seeks approval from the Executive to increase the number of specialist places for Children and Young People in Local Authority maintained schools across the Bradford district.

The proposals outlined in this report will deliver:

- 34 new Resourced Provision places in two LA maintained primary schools
- 40 additional maintained special school places

Recommended –

- (1) That the proposal for increasing pupil numbers at Oastlers Special School from 94 to 134 be approved.**
- (2) That the separate proposals for the development of a coherent scheme of Resourced Provisions (RPs) in maintained primary mainstream schools be approved as follows:**
 - i. establish a new 22 place RP at Princeville Primary School**
 - ii. establish a new 12 place RP at Miriam Lord Primary School**

Any identified Academies will undertake their own consultation, in line with the Local Authority's, with stakeholders including the local authority to inform the development and submission of a business case to the DfE for approval.

- (3) That in accordance with paragraph 8.7.4 of Part 3E of the constitution, resolutions as set out in 10.1, 10.2 and 10.3 to Document "P" are not subject to call-in as the matter is urgent; as any delay which may result from calling-in the decision may be prejudicial to the interests of the Council's ability to undertake the necessary building work required to create the additional SEND places in time for the September 2019 pupil intake.**

Overview and Scrutiny Committee: Children's Services

(Emma Hamer - 01274 439535)

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

13. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during the discussion of the Not for Publication Document “Q” relating to a proposed acquisition of a freehold property in Bradford city centre on the grounds that it is likely, in view of the nature of the proceedings, that if they were present, exempt information within paragraphs 3 and 5 (financial or business affairs and legal privilege) of Schedule 12A of the Local Government Act 1972 (as amended) would be disclosed and it is considered that, in all the circumstances, the public interest in allowing the public to remain is outweighed by the public interest in excluding public access to the relevant part of the proceedings for the following reasons:

It is in the public interest in maintaining these exemptions because it is in the overriding interest of proper administration that Members are made fully aware of the financial and legal implications of any decision.

(Yusuf Patel – 01274 43479)

14. PROPOSED ACQUISITION OF A FREEHOLD PROPERTY IN BRADFORD CITY CENTRE

The Strategic Director Corporate Resources will submit a report (**Document “Q” which contains NOT FOR PUBLICATION Appendix 1**) which seeks the Executive’s approval to the acquisition of a freehold property in Bradford city centre, on the Heads of Terms detailed in the confidential appendix.

Recommended –

- (1) That the acquisition of the freehold interest in the property in Bradford city centre be approved, subject to the tenancies and terms as detailed in the recommendations within the confidential Appendix to Document “Q”.**
- (2) That in accordance with paragraph 8.7.4 of Part 3E of the Constitution, the resolutions set out in the confidential Appendix to Document “Q” are not subject to call-in as the matter is urgent for the reason set out in paragraph 5.2 of the NFP appendix as any delay which may result from calling-in the decision may be prejudicial to the interests of the Council or a third party.**

Overview and Scrutiny Committee: Corporate

(Alistair Russell - 01274 437367)

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Report of the Director of Finance to the meeting of the Executive to be held on 9th July 2019.

H

Subject:

Finance Position Statement for 2018-19

Summary statement:

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

It examines the spend against revenue and capital budgets, the what was received for that spend in terms of outputs and outcomes. It states the Council's current balances and reserves and school balances for the year.

Chris Chapman
Director of Finance

Portfolio:

Leader of the Council and Corporate

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Overview & Scrutiny Area:
Corporate

FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the last monitoring report presented to Members on the Council's 2018-19 financial position. It shows the revenue and capital financial position of the Council at the 31st March 2019. The report provides an update on;

- The year end position of the Council's revenue budget.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements since the 4th quarter report.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Outturn of the Revenue Budget

2.1) The Council underspent the £358.1m net budget by £1.7m, a £0.4m increase from Qtr 4. Contained within the underspend there were however a number of significant variances to budget as outlined below.

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health and Wellbeing	226.6	232.8	6.2	-116.4	-117.9	-1.5	110.2	114.9	4.7
Children's Services	449.9	455.0	5.1	-396.3	-396.7	-0.4	53.6	58.2	4.6
Department of Place	173.4	186.0	12.6	-63.5	-73.4	-9.9	109.9	112.6	2.7
Corporate Resources	260.5	254.3	-6.2	-210.9	-206.3	4.6	49.6	48.1	-1.6
Chief Executive	4.4	4.4	0.0	-0.1	-0.4	-0.3	4.3	4.0	-0.2
Non Service Budgets	44.5	44.1	-0.4	-48.6	-48.9	-0.3	-4.1	-4.8	-0.7
General Fund	108.7	96.8	-11.9	-74.2	-73.4	0.8	34.6	23.3	-11.2
Total Council Spend	1,268.1	1,273.5	5.4	-910.0	-917.1	-7.0	358.1	356.4	-1.7

2.2) The Department of Health and Wellbeing overspent the £110.2m net expenditure budget by £4.7m (£5.6m at Qtr 4). The overspend largely resulted from underachieved savings (£6.6m out of £13.2m of savings), partly offset by underspends across the department.

2.3) The main issues in Health & Wellbeing are linked to Adult Social Care. The 2019-20 budget has taken steps to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget to add back underachieved savings, and £1m for the Safeguarding Team. Furthermore, time limited money from Government will be replaced by Council resources (+£3.3m to replace the reduction in the time limited element of the Improved Better Care Fund, +£1.4m to replace the Adult Social Care Grant). Additional amounts are also provided for price increases (+£6.6m) and demographic growth (+£1.5m), and previously agreed savings for 2019-20 have been reduced (£8m to £1.5m).

- 2.4) Despite the overspend, there is evidence that Adult Social Care services are transforming in line with the strategy of increasing independence, and reducing the numbers of clients supported in residential and nursing care settings.
- 2.5) Furthermore, inspection results and benchmarking information indicates a service that is performing relatively well, and the Department now has a well formulated plan for further transformation in the coming years.
- 2.6) Children's Services overspent the £53.6m net expenditure budget by £4.6m (£4.3m at Qtr 4). The overspend is largely due to;
- A £5.9m overspend on Children's Social Care, caused mainly by
 - A £4.1m overspend on the £8.1m external Purchased Placements budget due to higher numbers of Looked After Children.
 - A £0.7m overspend on the £5.1m In-House residential care home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
 - A £0.6m overspend on Through and After Care caused by higher accommodation costs for Care Leavers.
 - The above overspends have largely resulted from a significant increase in the numbers of Looked After Children and Children in permanent arrangements.

	15-16	16-17	17-18	18-19	Mar 2019 Current numbers
Looked After Children	874	931	960	1,053	1,160
Children in Permanent Arrangements	617	623	613	617	617
Total	1,491	1,554	1,573	1,670	1,777

Average numbers unless otherwise stated

- There was also a £2.7m overspend on the £11.9m Social Work staffing budget due mainly to difficult to fill vacant posts being covered by Agency staff.
 - The use of Agency staff has significantly increased during 2018-19 from £150k per month at the start of 2018-19, to over £500k per month at year-end. High agency costs are likely to be a recurring issue in 2019-20 whilst steps are taken to address them.
 - The above overspends are partly offset by a £2.6m underspend in Prevention & Early Help as a result of cost reductions in advance of next year's budget reductions.
- 2.7) Although Education and Learning underspent by £0.9m, there is however a £0.6m overspend in relation to Special Educational Needs and Disability (SEND) traded services (£0.8m full year effect).
- 2.8) The 2019-20 budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend, and £0.8m to address the SEND traded services issue.
- 2.9) £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted

Inspection contingency. Additional amounts have also been provided for price increases and demographic growth, before £5.7m of Early Help savings; £0.4m Respite review savings, and £0.1m of savings linked to Connexions are deducted.

- 2.10) The Council has also created a £6.5m one off Children's Investment Fund to help Children's Services respond to the Inadequate Ofsted inspection rating for Children's Social Care.
- 2.11) Given the continued increases in Looked After Children numbers; high levels of agency staff use, and the response to the Ofsted Inspection, Children's Services have a high risk of continued overspends in 2019-20.
- 2.12) The Department of Place overspent the £109.9m net expenditure budget by £2.7m (£3.8m at Qtr 4). The overspend is largely due to;
- A £2.7m overspend on Waste Management comprised mainly of a £1.3m over spend on Waste Disposal due to higher than budgeted tonnages, and a £0.9m overspend in the Waste and Recycling Collection service due largely to a smaller reduction in collection rounds than was expected as a result of the move to alternate weekly collection.
 - A £0.7m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted employees' expenditure.
 - A £0.3m overspend on Culture, Policy and Events caused mainly by Bingley Music Live.
 - A £0.3m underachievement on Building Control trading income.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.
- 2.13) Budget increases to address the overspends in Waste Services (+£1.9m) and Street Lighting (+£1m) have been factored into the 2019-20 budget, and a £45.6m Street Lighting capital investment plan to provide modern energy efficient lighting has been approved for inclusion into the capital programme. Other overspending areas have budget recovery plans, and further savings of £3.2m are planned for 2019-20.
- 2.14) 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, and these are currently being offset by Corporate contingencies. A review of Travel Assistance savings has recently found that £2.5m is deliverable by 2021-22 and consequently the remaining outstanding saving will need to be addressed as part of the 2020-21 budget process.

The above overspends were however offset by the following underspends.

- 2.15) Corporate Resources underspent by £1.6m (£1.9m at Qtr 4). This results mainly from a £1.9m underspend in Revenues and Benefits linked to a reduction in overpaid and unrecovered benefits; lower agency costs and lower court costs, and a £0.7m overspend in Estates & Property linked mainly to underachieved savings and lower rental income, offset by lower energy costs. Finance and Procurement also underspent by £0.6m linked to vacant posts.

2.16) The General Fund underspent by £11.2m this result mainly from

- £3.0m of corporate contingencies.
- £6.5m of lower redundancy costs resulting in reduced provisions (£3m has been moved to reserves to cover the cost of future redundancies).
- £3.6m of capital financing underspend linked to the change in the Minimum Revenue Provision policy (£1.9m), and £1.6m of lower interest costs resulting from matured debt being replaced with lower cost financing.
- £0.3m of VAT refund (£1.6m has been applied for, and £1.3m is now expected to be received in 2019-20)
- £1.0m of other centrally held underspends.

Less

- £0.8m of better use of budget requests
- £2.5m of movements to the reserves to cover known risks and future decisions.

2.17) The overall year end underspend of £1.7m has been moved to reserves to support future decisions.

Reserves

3.0) At 31st March 2019 reserves stand at £208.8m (Council £181.6m and Schools £27.2m).

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement in year	Closing Balance at 31st March 2019 £m
Council reserves	133.9	127.8	145.2	36.4	181.6
Schools Delegated budget	33.8	25.2	20.5	6.7	27.2
Total	167.8	153.0	165.7	43.1	208.8

3.1) Movements in reserves led to a £44.9m increase in total reserves from Qtr 4 (£43.1m for the year).

3.2) The main changes since Qtr 4 include; £25m to the Financing Reserve due to changing the Minimum Revenue Provision (MRP) policy, £6.7m to School balances, £5m to Grant Reserves, £4m to the Transition & Risk Reserve to cover known risks and support future decisions, £3m to the Redundancy Reserve for costs beyond 2019-20, less £5.8m from the Childrens Grant Reserve.

A fuller explanation of movements in the year are shown in Appendix 1 Section 4.1.

3.3) School balances at year end are £27.2m

3.4) Five schools hold a combined deficit of £3.7m. The main concern is Hanson Secondary where the deficit balance increased from £3m to £3.6m in 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.

- 3.5) Seventeen schools converted to academy status in 2018-19, and are now no longer included within the Council's reporting.
- 3.6) In setting the 2019-20 Schools Budget, £2.9m of the School Contingency balance was allocated to support the overall schools funding for 2019-20.

Capital Expenditure

- 4.0) Against the latest capital budget of £155.4m, the Council made a total investment of £84.3m. The largest proportion of the spend (£34.8m) was on the upkeep of owned buildings, while next in significance (£31.1m) was the creation of new buildings.
- 4.1) The main reasons for the variance between capital spend and budget are:
 - Reserve schemes and contingencies - £25.3m will slip in to next year or beyond. These schemes have not been reviewed by the Project Appraisal Group or formally committed in the Capital Investment Plan (CIP). With reserve schemes there is a high degree of uncertainty to the actual timing of capital spend due to the development of the specific projects and the identification of investment property acquisitions.
 - Planning, Transportation & Highways – £19.5m of the variance is linked to West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
 - Children's – The £4.9m variance is due in part to staff shortages meaning that school capital maintenance and investment programmes have not started as early as planned. Schemes are now underway and £3.8m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school and SEN schools expansion, delays in planning and site surveys mean £5.1m will slip in to 2019-20 and future years.
- 4.2) The £84.3m of spend was funded by £42.9m grants, £31.3m of new borrowing and the remainder funded by capital receipts and direct revenue funding. New capital receipts generated from the disposal of surplus assets and loan repayments totalled £4.8m.
- 4.3) Capital expenditure is outlined in greater detail in Appendix A Section 5.

Council Tax and Business Rates Collection

- 5.0) Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Variances between the Council's and preceptors' budgeted shares and the actual collection, is carried forward into 2019-20. The only significant variance in 2018-19 and carried forward into 2019-20 was a £1.2m surplus for Bradford on Business Rates. This was predicted in previous forecasts and already included in the 2019-20 budget.

6.0 RISK MANAGEMENT

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

The Council's risk register has been provided in Annex 4.

7.0 LEGAL APPRAISAL

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

8.0 OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

Any Trade Union implications were discussed during the budget setting process

8.7 WARD IMPLICATIONS

None

8.8 IMPLICATIONS FOR CORPORATE PARENTING

None

8.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

9.0 NOT FOR PUBLICATION DOCUMENTS

None

9.1 RECOMMENDATIONS

That the Executive is recommended to:

- Note the financial position of the Council reported for the year ended 31 March 2019.
- Approve £789k of better use of budget requests as outlined in Section 3.1 of Appendix 1

10.0 APPENDICES

Appendix 1 – Detailed Financial Position Statement for 2018-19

11.0 BACKGROUND DOCUMENTS

- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019
- Qtr 3 Finance Position Statement 2018-19 – Executive 5th February 2019
- Qtr 2 Finance Position Statement 2018-19 – Executive 6th November 2018
- Qtr 1 Finance Position Statement 2018-19 – Executive 10th July 2018
- 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

Appendix 1 - Detailed Financial Position Statement

The information within this appendix provides a detailed breakdown of the finance and service performance of all of the main services provided by Council departments in 2018-19.

The year end report differs from the quarterly monitoring reports which focus on areas where there is a significant difference to plan.

Contents

1 Revenue Budget Outturn

2 Service Commentaries

- 2.1 Health and Wellbeing Services
- 2.2 Children's Services
- 2.3 Department of Place
- 2.4 Corporate Resources
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3 Better use of budget requests and Savings Tracker

- 3.1 Better use of Budget Requests
- 3.2 Savings Tracker

4 Balance Sheet

- 4.1 Reserves
- 4.2 School Balances

5 Capital Investment Plan

6 Council Tax and Business Rate Collection

Annex 1 Reserves Statement at 31/03/2019

Annex 2 Earmarked Reserves Statement at 31/03/2019

Annex 3 Capital Investment Plan by scheme.

Annex 4 Risk Register

1.0 COUNCIL REVENUE OUTTURN

2018-19 Revenue Outturn at 31st March 2019

The Council underspent the £358.1m net expenditure budget by £1.7m. 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	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health and Wellbeing	226.6	232.8	6.2	-116.4	-117.9	-1.5	110.2	114.9	4.7
Children's Services	449.9	455.0	5.1	-396.3	-396.7	-0.4	53.6	58.2	4.6
Department of Place	173.4	186.0	12.6	-63.5	-73.4	-9.9	109.9	112.6	2.7
Corporate Resources	260.5	254.3	-6.2	-210.9	-206.3	4.6	49.6	48.1	-1.6
Chief Executive	4.4	4.4	0.0	-0.1	-0.4	-0.3	4.3	4.0	-0.2
Non Service Budgets	44.5	44.1	-0.4	-48.6	-48.9	-0.3	-4.1	-4.8	-0.7
General Fund	108.7	96.8	-11.9	-74.2	-73.4	0.8	34.6	23.3	-11.2
Total Council Spend	1,268.1	1,273.5	5.4	-910.0	-917.1	-7.0	358.1	356.4	-1.7

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

Council Plan Outcomes	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Better Health Better Lives	456.5	467.2	10.7	-274.7	-274.1	0.6	181.8	193.1	11.3
Better Skills, More Good Jobs And A Growing Economy	127.8	135.4	7.6	-52.8	-60.1	-7.3	75.0	75.3	0.3
Safe, Clean And Active Communities	70.2	72.1	1.9	-23.3	-23.2	0.1	46.9	48.9	2.0
A Great Start And Good Schools For All Our Children	384.3	379.8	-4.5	-396.7	-394.6	2.1	-12.4	-14.8	-2.4
Decent Homes That People Can Afford To Live In	13.4	15.7	2.3	-4.9	-7.3	-2.4	8.4	8.3	-0.1
A Well Run Council	130.4	130.0	-0.4	-79.4	-80.3	-0.9	51.0	49.8	-1.3
Non Service, Fixed and	85.6	73.2	-12.3	-78.2	-77.5	0.8	7.3	-4.2	-11.6
Total Council Spend	1,268.1	1,273.5	5.4	-910.0	-917.1	-7.0	358.1	356.4	-1.7

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

2. SERVICE COMMENTARIES

2.1 Department of Health and Well Being

- Health & Wellbeing overspent the £110.2m net expenditure budget by £4.7m (£5.6m at Q4).

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health & Wellbeing									
Operational Services	109.3	109.1	-0.2	-57.2	-58.3	-1.1	52.1	50.9	-1.2
Learning Disabilities	61.9	65.2	3.3	-11.7	-12.4	-0.7	50.2	52.8	2.6
Commissioning & Integration	10.8	10.0	-0.7	-1.6	-1.7	-0.1	9.2	8.3	-0.9
Strategic Director	0.1	4.4	4.3	-2.0	-2.1	-0.0	-2.0	2.3	4.3
Public Health	44.6	44.1	-0.5	-43.8	-43.5	0.3	0.8	0.6	-0.2
Total	226.6	232.8	6.2	-116.4	-117.9	-1.6	110.2	114.9	4.7

- The overspend largely resulted from underachieved savings (£6.6m out of £13.2m of savings), partly offset by underspends across the department.
- The 2019-20 budget has sought to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget and £1m for the Safeguarding Team. Furthermore, time limited money from Government has been replaced by Council resources (+£3.3m to replace the reduction in the time limited element of the Improved Better Care Fund, +£1.4m to replace the Adult Social Care Grant). Additional amounts have also been provided for prices (+£6.6m) and demographic growth (+£1.5m), and previously agreed savings for 2019-20 have been significantly reduced (£8m to £1.5m).
- Despite the overspend there are a number of positive indicators showing that Adult Social Care services generally benchmark well, and that services are transforming in line with the departmental strategy of having more community based and self-directed care and less Residential and Nursing care, giving both increased independence for service users and reduced expenditure for the Council.
- Additionally, the Care Quality Commission inspection has recognised the strength of local partnership working in Bradford and the commitment to a shared vision for people to be 'happy, healthy and at home'. The CQC also highlighted through the review that Bradford has good practice and provides service users with the support and advice needed in their care.
- Furthermore, the Council has been named by the NHS as the 5th best place in the country for the health and social care interface based on a series of measures including delayed transfers of care.
- Over the next three years to 2021-22, Adult Social Care savings of £14.4m will be delivered through reducing, preventing and/or delaying demand. The ambitious transformation plan will seek to improve the independence of clients by focusing on strength based assessment; consistent application of the three tier approach supported by community led support, increase the use of assistive technology and the reviewing of existing clients to ensure appropriate care levels. By focusing on these areas, the service is aiming to increase independence and reduce long term care.
- The following sections outline the financial and service performance of the different Adult Social Care services.

Access

- The Access service provides the first line of contact for potential Adult Social Care service users. The service provides an initial screening to assess eligibility for Adult Social Care, and also provides information and advice to people contacting the service about other non-Adult Social Care eligible assistance that can be accessed from the voluntary and community sector for example.
- The service balanced the £0.9m net expenditure budget in 2018-19.
- The table below indicates that the service is dealing with higher levels of enquiries for services. The service is also signposting more people, as the percentage of Access contacts signposted each month has risen from 58% in April 2018 to 86% in March 2019.

	2015-16	2016-17	2017-18	2018-19
Access Contacts	11,996	13,416	15,939	16,009
Access Contacts referred for Assessment	5,762	5,550	6,177	3,617

Assessment and Support

- Assessment and Support are the Social Work and Occupational Therapy teams that undertake the Social Care assessments that have been referred by either the Access team or Hospital Teams.
- Social Workers undertake assessments, help identify ways to enable independence, help create appropriate packages of care, and then review and support the Adult Social Care needs of service users.
- Overall the service underspent the £9.8m net expenditure budget by £0.1m due to staffing vacancies. The service also undertook a higher level of new assessments and reviews of existing clients in 2018-19.

	2017-18	2018-19
New Assessments Undertaken	3,545	3,574
Reviews of Existing Service users	695	800
Reviews where outcome was support plan	1,839	2,009
Reviews where outcome was permanent care	323	316

- Regarding outcomes, the national ASCOF (Adult Social Care Outcomes framework) is showing an improved position with regards to user satisfaction.

	2017-18 Regional Avg	2015-16 Bradford	2016-17 Bradford	2017-18 Bradford	2018-19 Indicative figs. Bradford
Social Care quality of life	19.2	19.5	19.4	19.2	19.6
Control over daily life	78.2%	79.2%	75.1%	79%	82%
Feeling Safe	69.6%	73.2%	73.1%	69.3%	74%
Feeling Safe as a result of services	88.3%	84.8%	86.0%	84.4%	85%
Overall satisfaction of users with care and support	65.0%	63.1%	64.5%	65.3%	66%

Source ASCOF framework NHS Digital

- When service users have been assessed as eligible for Adult Social Care, the Council then either provides care services directly, or in most cases purchases care from external Social Care providers. Purchased Care is by far the largest budget area within Adult Social Care.

Long Term Support - Purchased Care

- The £79.9m Purchased Care net expenditure budget overspent by £2.2m.
- Overall the £2.2m overspend comprised of a £0.3m underspend on Older People and Physical Disabilities services, a £2.5m overspend on Learning Disabilities, a £0.2m Mental Health overspend, £0.1m underspend on Drug and Alcohol services and a £0.1m underspend on quality premiums.
- The main service areas are outlined in further detail below.

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

- The table below shows that both Older People and Physical Disability services are providing higher levels of Community Care (Homecare, Direct Payments, Extra Care), and significantly less Residential and Nursing Care in line with the strategy. Overall there were fewer Older People and people with Physical Disabilities receiving long term care during 2018-19 compared to the prior years.

Client Numbers	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – OP	1,368	1,289	1,234	1,113	1,016
Total Residential and Nursing – PD	83	85	76	115	103
Total Residential and Nursing	1,721	1,374	1,310	1,228	1,119
Total Community Care – OP	1,521	1,530	1,702	1,816	1,862
Total Community Care – PD	370	335	288	261	267
Total Community Care	1,891	1,865	1,990	2,077	2,129
Total	3,612	3,239	3,300	3,305	3,248

OP & PD Residential and Nursing Fees

- The service underspent the £14.2m net expenditure budget (£37m gross expenditure budget) by £0.2m.
- Activity data continues to show significant reductions in the numbers of people in Residential and Nursing care linked to promoting independent living through the Districts Home First Strategy and Healthy, Happy and at Home Strategy.

Residential Fees	2014-15	2015-16	2016-17	2017-18	2018-19
Average OP Residential Population	982	943	894	787	714
Gross Expenditure Residential Fees	£26.7m	£25.9m	£25.0m	£24.6m	£23.8m
Client Contributions	£12.3m	£11.7m	£10.9m	£11.0m	£10.9m
Average Net Cost per Client per Week	£289	£302	£305	£332	£347
Average PD Residential Population	86	87	76	67	64
Gross Expenditure Residential Fees	£2.7m	£2.8m	£2.4m	£2.2m	£2.2m
Client Contribution	£0.5m	£0.5m	£0.4m	£0.4m	£0.4m
Average Net Cost per Client per Week	£526	£528	£504	£517	£540

Nursing Fees	2014-15	2015-16	2016-17	2017-18	2018-19
Average OP Nursing Population	392	348	343	326	302
Gross Expenditure Nursing Fees	£10.7m	£10.5m	£10.2m	£10.2m	£9.6m
Client Contribution	£4.3m	£4.4m	£4.0m	£3.6m	£3.2m
Average Net Cost per Client per Week	£319	£343	£348	£388	£407
Average PD Nursing Population	56	59	56	48	39
Gross Expenditure Nursing Fees	£1.6m	£1.6m	£1.4m	£1.3m	£1.1m
Client Contribution	£0.4m	£0.4m	£0.3m	£0.3m	£0.2m
Average Net Cost per Client per Week	£406	£414	£371	£400	£443

OP & PD Home Support

- The service underspent the £6.5m net expenditure budget by £0.4m after applying £1.9m of Winter Pressure Funding. Winter Pressures money was provided by the Government during 2018-19, and was used to increase support hours during the winter in line with the Winter Plan. Additional rapid response home support was also commissioned to support people in crisis remain at home.
- The home support budget reduced by £2m in 2018-19 due to the Access Saving (5A6). This saving remains unachieved due to the increase in home care hours delivered in 2018-19, however this has been compensated by additional income. This underachieved savings would have recurred in 2019-20 so has been addressed through the 2019-20 budget.
- 2018-19 has also seen the full year effect of the Hospital Retention payment to providers incurring additional costs of £0.3m.
- Gross costs increased by £1.4m in 2018-19, which is primarily due to an average increase of 7,850 hours per month (from 79,374 in 2017-18 to 87,225 average care hours delivered per month in 2018-19).

OP & PD Home Support	2014-15	2015-16	2016-17	2017-18	2018-19
Average OP in receipt of Home Support	1,425	1,426	1,574	1,664	1,701
Hours of Care provided in year (000s)	745	757	782	952	1,046
Gross Expenditure Home Support	£8.8m	£8.7m	£10.3m	£13.0m	£14.7m
Average Gross Cost per Client per Week	£118	£117	£126	£150	£166
Average PD in receipt of Home Support	237	203	151	123	112
Hours of Care provided in year (000s)	124	108	105	114	121
Gross Expenditure Home Support	£2.6m	£2.4m	£1.7m	£1.9m	£1.6m
Average Gross Cost per Client per Week	£210	£225	£212	£297	£275

OP & PD Direct Payments

- The £2.5m Direct Payments budget balanced, and there was a small increase in client numbers (+9 clients) in 2018-19. This is in line with the strategy of increasing the use of Direct Payments to give more choice to service users and keep people at home where possible.
- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (21.1% Bradford, 27.2% Comparator).

	2014-15	2015-16	2016-17	2017-18	2018-19
Average Older People in receipt of Direct Payments	96	104	128	152	161
Gross Expenditure Direct Payments	£1.09m	£1.20m	£1.48m	£1.78m	£1.90m
Average Cost per Client per Week	£218	£222	£219	£225	£227
Average PD Population in receipt of Direct Payments	133	132	137	138	155
Gross Expenditure Direct Payments	£1.5m	£1.6m	£1.7m	£1.5m	£1.6m
Average Cost per Client per Week	£214	£226	£244	£209	£198

- The above data on Older People and Physical Disability services demonstrates that services are generally being transformed in line with the strategy.
- Additionally, the ASCOF framework also indicates that relative to other Councils, Bradford's Adult Services benchmark well with very low permanent admissions to care for older people (65 years +); very low levels of bed blocking/delayed transfers of care, and high levels of effectiveness for re-ablement services that promote independence and help keep people out of costly permanent care. With regards to the 2018-19 permanent admissions, it must be borne in mind that this figure will include anyone who was admitted even for one night. The figures in the tables above show the numbers of people who are actually in permanent care.

	Regional Avg 2017- 18	Bradford 2016-17	Bradford 2017-18	Indicative Bradford 2018-19
Perm admissions to care 65+ per 100,000	662	571	493	556
Delayed transfers of care from hospital attributable to Social Care	3.4	0.9	0.8	Not yet available
Re-ablement (effectiveness) still at home after 91 days	84.2%	87.80%	87.9%	83%

Source Ascof framework NHS Digital

- In summary, there is significant evidence to suggest that Older Peoples and Physical Disability services benchmark well and are continuing to transform in line with the strategy, indicating both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils.
- In 2019-20, Older People Long Term Support has a £0.8m budget saving to be delivered by further reductions in Residential & Nursing care, and community care services.
- These are planned to be delivered by the consistent application of the three tier approach supported by community led support; improved use of assistive technology, and to strengthen the approach and capacity of Re-ablement and Intermediate Care services in conjunction with health.

Learning Disabilities (LD) Purchased Care

- The £48.1m Learning Disabilities Purchased Care net expenditure budget overspent by £2.5m.
- £1.9m of the overspend resulted from the underachievement of £2.7m of planned savings; £1.5m related to unachieved Residential and Nursing savings, and £0.2m was due to underachieved transport savings.

- The service is however managing demand by caring for service users in community care services including Home Care, Day Care, Supported Living and Direct Payments, which promote independence and are typically less costly than LD Residential and Nursing placements.
- The under achieved savings and recurrent pressures have been addressed through the 2019-20 budget, with a new savings target of £0.8m identified for 2019-20.
- The Learning Disability Purchased Care budget overspent as a result of the following.

Learning Disabilities Residential Fees

- The £8m Residential Fees budget overspent by £2.6m. £1.7m related to unachieved demand management savings, with the rest being linked to a recurring pressure from 2017-18.
- The average client numbers for 2018-19 have only reduced by one, compared to 2017-18.

Learning Disabilities Residential	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD People Residential Population	193	185	187	176	175
Gross Expenditure Residential Population	£11.1m	£11.6m	£12.0m	£12.3m	£12.8m
Income (Client Contribution & CHC)	£0.9m	£0.9m	£1.0m	£1.0m	£1.2m
Average Net Cost per Client per Week	£1,032	£1,094	£1,137	£1,227	£1,274

- In 2019-20, a number of work streams will seek to reduce the use of Residential Care and increase independence further. This includes a planned programme of reviews; embedding the three tier model supported by community led support work, increasing the use of assistive technology and developing a robust approach to managing transitions from Children's Services.

Learning Disabilities Nursing Fees

- The £2.9m net budget overspent by £0.6m due to a historic pressure related to costs associated with the transfer of a LD nursing block contract to a new provider in 2016-17. In conjunction with the provider, the service is in the process of changing the model of care from Nursing Care to Supported Living. This should be complete by early 2019-20 so the pressure should not recur in 2019-20.

Learning Disabilities Nursing	2016-17	2017-18	2018-19
Average LD People Nursing Population	63	60	57
Gross Expenditure Nursing Population	£5.7m	£6.4m	£6.1m
Income (Client Contribution & CHC/FNC)	£0.7m	£0.6m	£0.5m
Average Net Cost per Client per Week	£1,526	£1,858	£1,889

Learning Disabilities Home Care & Supported Living

- LD Home Care and Supported Living underspent the £21.8m net expenditure budget by £0.8m. During 2018-19 a substantial amount of work was carried out reclassifying

activity on the departments payments system, ContrOCC. Due to this, it is not possible to accurately compare expenditure and activity from previous years.

- The budgets for 2019-20 have been re-aligned to reflect these changes.

	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD People in receipt of Homecare	445	501	471	460	382
Gross Expenditure	£6.5m	£7.7m	£8.3m	£9.9m	£6.6m
Average LD People in receipt of Supported Living				226	252
Gross Expenditure				£14.9m	£16.7m

- Savings of £0.5m were achieved on the Supported Living budget through reviews and TUPE reductions.

Learning Disabilities Day Care

- The LD Day Care net expenditure budget of £9.9m underspent by £0.1m in 2018-19. £6.4m of spend relates to a block contract for approximately 600 places per day, £1.6m to spot contract arrangements and £1.9m to day care transport costs.
- In 2018-19 the block contract was 95% utilised, however this reduces to 81% when absences are taken into account. The contract is being reviewed in 2019-20 as part of the Adult Services transformation plan.
- LD Day Care 'spot contracts' have seen an increase in client numbers (+29 compared to 2017-18), and the inclusion of care hours supporting clients in day care settings (£0.6m) which were previously coded to the home support budget have contributed to the increase in the average gross cost per person per week.

	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD Day Care Population – spot contracts	241	308	352	263	292
Gross Expenditure	£1.8m	£1.8m	£2.0m	£1.9m	£2.4m
Average Gross Cost per Client per Week	£143	£112	£109	£139	£158

Learning Disabilities Direct Payments

- The service overspent by £0.1m due to higher numbers of people in receipt of Direct Payments.

	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD people in receipt of Direct Payments	280	353	389	430	456
Gross Expenditure	£3.3m	£4.9m	£6.1m	£6.5m	£6.8m
Average Gross Cost per Client per Week	£226	£264	£293	£291	£287

- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (21.1% Bradford, 27.2% Comparator).
- The numbers of clients in receipt of Direct Payment is planned to continue to grow further in future years.

Mental Health (MH) Purchased Care

- The table below shows reductions in Mental Health Residential fees and increases in homecare and supported living in line with the strategy.

Mental Health	2014-15	2015-16	2016-17	2017-18	2018-19
Average MH People Residential Population	138	142	143	140	125
Gross Expenditure Residential Fees	£3.8m	£3.9m	£4.0m	£4.0m	£3.7m
Average Gross Cost per Person per Week	£546	£517	£526	£591	£569
Average MH People Nursing Population	57	50	50	48	48
Gross Expenditure Nursing Fees	£1.5m	£1.4m	£1.4m	£1.4m	£1.4m
Average Gross Cost per Person per Week	£494	£526	£517	£549	£560
Average MH People in receipt of Homecare	141	108	122	153	261
Gross Expenditure Homecare	£0.9m	£1.4m	£1.6m	£2.0m	£2.6m
Average Weekly Costs	£123	£251	£253	£251	£191
Average MH People in receipt of Supported Living					60
Gross Expenditure Supported Living	£2.1m	£1.9m	£1.5m	£1.3m	£1.4m
Average Weekly Costs					£448
Average MH people in receipt of Direct Payments	22	21	40	52	52
Gross Expenditure Direct Payments	£0.1m	£0.1m	£0.6m	£0.7m	£0.8m
Average Gross Cost per person per Week	£87	£92	£288	£258	£295
Total Average MH Population	356	322	357	393	475
Total Gross Expenditure	£8.4m	£8.7m	£9.1m	£9.4m	£9.9m

- The service overspent the £7.1m net expenditure budget by £0.1m; included in this position is £0.2m of additional re-invested Public Health funding.

Mental Health Residential Fees

- MH Residential fees overspent the £3.1m net expenditure budget by £0.1m. Despite the overspend the average population reduced by 15 from 2017-18 to 125 clients.
- The MH Reviewing Team will continue to review all residential placements, to reduce the cost of care and to move service users onto independent living where appropriate.

Mental Health Nursing Fees

- MH Nursing fees underspent the £1m net expenditure budget by £0.2m due to fewer service users than budgeted for.

Mental Health Home Support

- MH Home Support overspent the £2.3m net expenditure budget by £0.1m. The average number of service users have significantly increased however this is due to the breaking up of the block supported living contract which has resulted in some clients and support hours transferring to home support.

Mental Health Direct Payments

- MH Direct Payments overspent the £0.5m net expenditure budget by £0.2m. The number of clients receiving Direct Payments has remained static at 52, however

gross costs have increased by £0.1m, indicating that the service is funding clients with higher needs via Direct Payments.

Mental Health Supported Living Services

- MH Supported Living balanced the £1.1m net expenditure budget. The cessation of the block supported living contact in 2018-19 has meant that it is not possible to compare activity for previous financial years.

Although Mental Health services don't have a budget saving to deliver in 2019-20, the service is focusing on systematic reviewing with health colleagues (including S117 aftercare) and having a consistent application of the three tier approach within the integrated mental health teams.

In House Community Care Services

Enablement Services

- The Enablement service provides short team support (typically 6 weeks), with the aim of helping to enable service users to live as independently as possible after a stay in hospital for example, and reduce the need for Long Term support.
- The service underspent the £1m net expenditure budget (£6.1m gross budget) by £0.3m mainly due to staffing vacancies. Funding has been provided by health via Winter Pressures for the Rapid Response service delivered by the in-house team across the district.

Enablement Services	2014-15	2015-16	2016-17	2017-18	2018-19
Gross Costs	4,458	5,045	5,181	5,894	5,876
Income	-3,441	-4,903	-4,931	-5,194	-5,164
Net Costs	1,017	142	250	700	712
Total number of hours BEST/BEST Plus 000s	124	130	130	137	141
Gross cost per hour £	35.96	38.81	39.86	43.03	41.67

- The ASCOF measure (2B1) indicates that re-ablement services are relatively effective with a high proportion of Older People still at home 91 days after discharge from hospital into reablement services (87.9% in Bradford vs a regional average of 84.2%).

In-house Residential and Day Care

- In-house Residential and Day Care overspent the £7.5m net expenditure budget by £0.2m.

In-house Residential Services	2015-16	2016-17	2017-18	2018-19
Gross Costs £000s	8,209	8,294	*8,345	8,228
Income £000s	-2,582	-3,073	-2,623	-4,825
Net Costs £000s	5,627	5,221	5,722	3,403
Number of weeks of care provided	8,791	8,887	7,736	6,625
Average % Occupancy	86%	87%	83%	78%
Gross Weekly Unit Cost (excluding Corporate Recharges)	£933	£933	£1,079	£1,241

*less impairment charges of £0.6m

- The In-house residential care service focuses on delivering intermediate care which is multidisciplinary re-ablement support to service users, respite care (either planned or as a response to a carer/service user need), and short term beds to enable an assessment period for service users who are considering options for longer term support. The NHS fund 50% of the cost of the service (£4m) to prevent hospital admission and to facilitate/enable a speedier hospital discharge.
- The service overspent the £3.3m net expenditure by £0.1m, mainly due to additional expenditure incurred on property repairs.
- The reduction in bed weeks is due to the full year effect of the closure of Holmeview, which closed during 2017-18. Thompson Court has also been re-furnished during this financial year, therefore there were less beds available as a wing at a time was closed (10 beds) from April to November 2018.
- A new scheme is due to open in summer 2019 in Keighley which includes a 50 bed residential care home that will provide a large increase in the capacity to provide short term reablement across the district. The scheme will also provide 69 Extra Care places, to enable people with complex needs to live independently, but with care provided on site.
- The Shared Lives/Time Out service overspent the £1m net expenditure budget by £0.1m due to an increase in both the number of clients accessing the service and an increase in fees to providers.

BACES Equipment Service

- The Bradford and Airedale Community Equipment Service (BACES) provides equipment to aid independent living through a pooled budget arrangement with the NHS. The service balanced the £0.2m net expenditure budget (£3.1m gross budget) and utilised £0.3m of capital funding.

	2015-16	2016-17	2017-18	2018-19
Gross Costs (revenue)	3,715	3,528	3,149	3,141
Income	-2,191	-2,697	-2,633	-2,995
Net Costs	1,524	831	516	146
Items Lent	36,297	37,212	34,212	*
Users in receipt of Equipment	10,382	10,618	10,194	*
% delivered with 7 days	94	93	95	*

* Data to be published

- There have been further savings of £0.2m on the Safe and Sound equipment budgets which provide Telecare and other remote alarmed equipment, due to staffing vacancies and the service utilising stock levels.
- Adult Services are seeking to significantly improve and expand the use of Assistive Technology in the coming years to help client remain independent.

No Recourse to Public Funds

- The service underspent the £1m net expenditure budget by £0.5m; this is a reduction of £0.4m on gross expenditure compared to 2017-18. This underspend occurred despite an increase in the number of cases supported.
- The £0.4m underspend is due to a combination of factors; reducing payments to clients by £0.1m and a £0.3m reduction in accommodation costs as a result of lower cost procurement.

	2014-15	2015-16	2016-17	2017-18	2018-19
Number of Cases	77	104	122	124	162
Number of Families (Adults)	58	78	92	101	89
Number of Dependants	146	224	222	200	216
Number of Adults	19	26	30	23	73

Commissioning and Integration

- Commissioning and Integration underspent the £9.2m net expenditure budget by £0.9m. Of this, £0.2m relates to re-invested Public Health funding incurred in-line with Public Health Outcomes.
- Further underspends resulted from £0.2m in staffing vacancies, £0.4m of non-recurrent reduced grant payments across Carers and Health and Well Being and a £0.1m increase in rental income.

Strategic Director Health and Well-Being

- The Strategic Director (SD) Health and Well-Being overspent the £2m net income budget by £4.3m due to the following:
- The budget saving of £2.1m relating to efficiencies in the contracting regime of all discretionary services (5A7) remains unachieved at 31st March 2019. It has not been allocated to specific budgets as it was unclear where the saving was to derive from and therefore was held within the SD budget area. This pressure has been addressed on a recurrent basis through the 2019-20 budget process.
- There is also an additional £0.5m cost in 2018-19 as a result of an agreement to pay the CCG for a further year in relation to a CCG re-basing saving (4PH9); this is a non-recurrent pressure as the agreement relates to 2018-19 only.

Safeguarding

- The Safeguarding and Mental Capacity Act (MCA) function overspent the £0.9m net expenditure budget by £1.5m. Of this, £1.2m is a staffing overspend due to recruitment to unfunded posts and additional capacity obtained through agency staff to address the Safeguarding and MCA pressures within the department.
- A business case for an additional £1m has been approved through the 2019-20 budget process to address this recurrent pressure; the level of expenditure should reduce as permanent posts are recruited to.

- In addition, at the year end a £0.3m provision was accounted for in relation to a potential IR35 liability for Best Interest Assessors employed as agency workers.

2.1.2 Health and Wellbeing – Public Health

Health and Wellbeing – Public Health

- Public Health underspent the £0.7m net expenditure budget (£44.6m gross expenditure budget) by £0.2m due mainly to reduced expenditure within the Environmental Health Service.
- The service delivered £3.8m (88%) of the in-year savings target of £4.4m. Unachieved savings were the £0.5m CCG Rebasing saving (4PH9), as the SD Health and Well Being agreed to provide funding for a further year, and a £40k saving (4PH11) linked to a management restructure which was unachieved, however compensating savings from salary underspends elsewhere in the service were made.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health reserve. An under spend of £0.4m has been transferred to the Public Health reserve to use towards Public Health outcomes.
- The total annual funding from DoH will reduce from £41.8m to £40.7m in 2020-21 and Public Health continues to plan for the reductions.

Public Health

- Public Health has planned budget reductions of £1.310m between 2019-20 and 2020-21. To achieve this, the department is currently subject to a restructure. The new structure will comprise of 3 main themes – Children and Young People, Living Well and Healthy Places and will be under pinned by commissioning support, health protection, health care and public health and health intelligence/analytical.
- The new structure comes into effect on 3rd June 2019 and provides the opportunity for staff to cross cut across all areas of Public Health to be able to respond better to changing priorities. This will enable Public Health to be able to demonstrate how we add value to council priorities, council teams and the district.

0-19 Children's Service

- The 0-19 Childrens Service has recently been commissioned and will commence on 1st August 2019. The service incorporates health visiting, school nursing and oral health provision placing focus on prevention and early intervention, ensuring consistency of early help offer and embedding full partnership working. The aim of the service is to improve the health and wellbeing of babies, children, young people and families from pre-conception, antenatal, birth, up to 19 years with transitional support for children and young people with Special Educational Needs (SEN) and/or Disabilities (SEND) up to the age of 25 years.

Drugs & Alcohol Misuse – Adults and Young People

- The Substance Misuse Recovery Service for adults works with any individual with a substance misuse issue, their families and concerned others. The service commenced in October 2017 replacing 14 separate services. Public Health are working with the provider to increase the number of individuals in treatment and reduce the proportion of opiate users in treatment 6 years or more which is currently above national average.

- A community pharmacy needle exchange service which provides wide coverage across the district has been commissioned to reduce harm and minimise the risk of infection and damage to service users and communities.
- An internal prevention and early help team has been developed targeting young people in schools in high priority areas, the service is called Alcohol Drugs Education Prevention Team (ADEPT). A specialist young person's substance misuse service is currently out to tender.

Living Well Programme

- Living Well is a whole systems approach incorporating 3 core work streams; Living Well people, Living Well Societies and Living Well Environments (businesses, food retails, schools). Living Well is an approach to tackle rising levels of obesity, low levels of physical activity, smoking, excessive alcohol consumption and ill health such as diabetes and heart disease that often occur as a result of lifestyle behaviours and will launch on 22nd June 2019. Its aim is to reduce preventable mortality and ill health by making it easier for people in the District to adopt healthier lifestyles, behaviours and be better able to care for themselves.

Sexual Health

- Sexual Health remains one of the mandated areas of Public Health. As part of the budget reduction proposals, a planned redesign of service with a full service review to assess need and service provision is to be undertaken during 2019-20 with recommendations for future provision. The service redesign is being undertaken with providers to ensure minimal disruption to front line services.

Smoking Cessation Services

- Smoking rates in the district are at the lowest ever recorded with universal access to stop smoking support provided across the Bradford District. Reducing smoking in pregnancy continues to be a priority; the partnership work in Bradford to achieve this was highlighted as good practice in November 2018 by the Health Secretary Matt Hancock at the launch of his '*Prevention is Better than Cure*' vision.
- Despite the decline in smoking prevalence locally, smoking remains the leading cause of preventable death and health inequalities. Sustained action is needed to continue to reduce smoking rates further with the vision for the Bradford District to inspire a smokefree generation; preventing young people from starting smoking and encouraging smokers to quit. Funding reductions in public health will impact on the universal offer of stop smoking support to all smokers. From April 2020 support will be targeted to those at the highest risk of tobacco related harm.

Wider Determinants

- A transformation programme has been established to scope new ways of managing and delivering a range of front facing services including customer services, welfare advice and housing options. The timescale in which reductions to Voluntary sector contracts are required will hamper the outcome/s of pilot activities which are needed to understand the impact of changes in the services with agencies and the public. Officers are trying to secure short term additional funds to extend the contracts for 6 months to ensure a smoother transition officers time to undertake the lead work.
- Negotiations with CCG and Adult Services have secured support from the Council's winter resilience fund of £20k and a continuation of the CCG funding of £30k for the Warm Homes Health People programme (WHHP).
- The Specialist Domestic Abuse and Sexual Violence service across the district are currently subject to a multi-agency tender project which hopes to award to a new

provider by end of May 2019 The new contract will require considerable change in services; creation of a single access route; merging of sexual violence and domestic abuse services and a single integrated children's service across the board.

Environmental Health

- The service underspent the £0.5m net expenditure budget by £0.2m. A £40k saving, (4PH11) linked to a management restructure was unachieved, however compensating savings from salary underspends elsewhere in the service were made.
- The £0.2m under spend is within the Environment Health staffing areas due primarily to vacancy factor.

Public Health are in the process of recruiting a Principle Environmental Health Officer to help shape Environmental Health Services in light of the Public Health restructure.

2.2 Children's Services

- Children Services overspent the £53.6m net expenditure budget (£449.9m Gross budget) by £4.6m. In arriving at this position the service delivered £0.4m of the £0.5m approved budget savings.
- Contained within the budget is £309.9m of gross expenditure in relation to schools which is primarily funded from the Dedicated Schools Grant.

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Children's Services									
Directors Office	0.5	0.5	0.0	-	-	-	0.5	0.5	0.0
Children's Social Care	78.1	85.2	7.1	-6.3	-7.4	-1.1	71.8	77.8	5.9
Performance, Commissioning & Partnerships	32.9	30.9	-2.0	-54.9	-53.1	1.7	-21.9	-22.3	-0.3
Schools	307.7	309.9	2.2	-313.2	-315.4	-2.2	-5.5	-5.5	0.0
Education & Learning	30.7	28.5	-2.2	-21.9	-20.8	1.1	8.8	7.7	-1.1
Total	449.9	455.0	5.0	-396.3	-396.7	-0.4	53.6	58.2	4.6

2.2.1 Children's Social Care Service

- Children's Social Care overspent the £71.8m net expenditure budget by £5.9m. The overspend was largely attributable to;
 - Increases in the overall numbers of Looked after Children (LAC) and Children requiring support impacting on the cost of Purchased Placements (£4.1m overspend); Fees and Allowances (£0.3m overspend), and Social Work (£2.7m overspend) resulting from difficult to fill vacancies being covered by Agency staff.
 - The service was inspected by Ofsted in September 2018 and received an Inadequate judgement. In response to this judgement, the Council has established an Improvement Board in the Office of the Chief Executive; developed an Improvement Plan and allocated resources to support the Improvement Plan. Ofsted will monitor the service progress with a full re-inspection in two years.
 - The service spent £3.8m in 2018-19 across the service on agency staff to fill vacant roles. At the start of the financial year, the service was spending approximately £150k per month on Agency staff, however by year end this increased to over £500k per month.
 - The inspectors acknowledge that Bradford is taking action to overcome issues of recruitment and retention which are a result of national social worker shortages. This financial pressure has been addressed in 2019-20 through the budget process with funding allocated for social workers and addressing pay levels in Bradford.
 - Increases in costs have resulted partly from risks which attract a higher cost package of care (e.g. Child Sexual Exploitation, Children going missing, violent aggressive behaviour and self-harm amongst others).
 - The table below shows the overall increases in the average number of Children receiving support which is contributing to the budget overspends.

Type of Placement	12-13	13-14	14-15	15-16	16-17	17-18	18-19
Placed with Parents	90	82	84	86	119	117	129
Placed for Adoption	39	53	63	38	24	25	26
Friends and Families	201	189	218	206	232	235	301
Foster Parents	386	383	349	365	365	371	354
Fostering Agencies (Ext)	39	37	32	32	38	57	88
Residential Care	60	70	68	63	58	51	45
Residential Care (Ext)	40	41	46	50	47	42	42
Other *	34	32	37	34	48	62	68
Total Looked After Children	889	886	897	874	931	960	1,053
Residence Orders	78	81	65	69	59	46	40
Adoption Orders	213	224	270	271	260	247	239
Special Guardianship Orders	122	157	240	277	304	320	338
Total Chd in Permanent Arrangement	413	462	575	617	623	613	617
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,670

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

- Though the above table shows the average numbers of Children receiving support across the year, the service had 1,160 Looked After Children at the year end, indicating that the average numbers are likely to continue to grow further in 2019-20.
- Despite, the growth it should however be noted that benchmarking information indicates that Bradford had relatively low levels of Looked After Children (70 per 10,000), compared with a statistical neighbour average of 84 and national average of 64 per 10,000 Children at the date of the last benchmark in 2017-18. Though continued growth since then is likely to have reduced this gap.

Looked After Children – Purchased Placements

Purchased Placements overspent the £8.1m net expenditure budget by £4.1m.

- A Purchased Placement is an independent fostering placement, an external residential placement, a leaving care placement, or secure residential provision.
- There are several issues contributing to the pressure on purchasing external placements:
 - A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
 - An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated, has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
- The table below outlines that costs increased by 37.2% in 2018-19 and delivered higher numbers of care nights. Since 2013-14 the net cost of Purchased Placements has increased by 85%.

2013-14 2014-15 2015-16 2016-17 2017-18 2018-19

Gross Costs £000s	6,686	6,320	9,150	9,130	10,137	13,331
Income £000s	(104)	-	(592)	(600)	(1,247)	(1,138)
Net Costs £000s	6,582	6,320	8,558	8,530	8,890	12,193
Foster care Purchased Nights	16,775	12,941	12,320	13,632	20,093	32,072
Secure Residential Care Nights	443	289	770	676	549	283
Residential Nights Purchased	14,125	13,156	17,829	18,506	14,783	15,189
Leaving Care Supported Nights	1,641	3,204	3,899	3,542	5,532	7,388
Total	32,984	29,590	34,818	36,356	40,957	54,932
Cost per Purchased Foster care Week £s	813	792	791	801	851	810
Cost per Secure Residential Week £s	4,215	5,152	3,381	4,416	4,119	4,612
Cost per Purchased Residential Care Week £s	2,037	2,226	2,421	2,444	2,440	2,908
Cost per Leaving Care Supported Week £s	827	1,003	1,076	1,349	1,310	1,894

- The number of purchased foster care nights increased by 60%, the number of purchased Leaving Care nights increased by 34% and the number of purchased residential care nights increased by 3% in 2018-19. There was also a 48% reduction in secure residential care nights.

Fees and Allowances

- The in-house Fees and Allowances budget of £18.1m for Looked After Children and Children in Permanent Arrangements overspent by £0.3m due mainly to a 6% increase in number of Special Guardian Orders in 2018-19.
- The table below provides a breakdown of the cost of the different placements.

	14-15	15-16	16-17	17-18	18-19
Gross Costs £000s	18,496	18,436	18,890	18,386	18,389
Income £000s	(953)	(663)	(889)	(525)	(56)
Net Costs £000s	17,543	17,773	18,001	17,861	18,333
Average number of Adoption placements	270	271	260	247	239
Average number of Fostering placements	349	365	365	371	354
Average number of Friends & Family placements	218	206	232	235	301
Average number of Residence Order placements	65	69	59	46	40
Average number of Special Guardian placements	240	277	304	320	338
Overall Placements	1,142	1,188	1,220	1,219	1,272
Cost per Adoption Placement Week £s	225	233	254	245	256
Cost per Fostering Placement Week £s	554	518	492	492	494
Cost per Friends & Family Placement Week £s	222	233	242	232	213
Cost per Residence Order Placement Week £s	135	130	133	149	143
Cost per Special Guardian Placement Week £s	108	118	120	128	131
Average Cost per Placement Week £s	295	288	284	281	276

- The average placement cost has reduced by 2% compared to 2017-18 with the number of placements increasing by 4% in 2018-19.
- The 2019-20 budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend, and £0.6m for demographic growth.

Social Work - Care Management

- The service overspent the £11.9m budget by £2.7m mainly due to pressure on the social work staffing budget linked to difficult to fill vacant posts being covered by Agency staff.
- There are 142 Social Workers (132 full time equivalents) in Children's Social Care directly employed (excluding Agency Social Workers) by the Council as at September 2018. The service has been dealing with greater workloads in 2018-19

	2015-16	2016-17	2017-18	2018-19
Total Referrals per month	420	520	635	722
Total Assessments completed	8,412	10,570	11,091	11,177
Caseloads per Social Worker		16.5	18.0	19.0
Children subject to a Child protection plan	598	657	589	1,088

- At year end there were also approximately 45 Agency Social Workers.
- Department for Education Benchmarking information indicates that Caseloads per Social Worker (19) are now above the national (17.4) and regional averages (17.9).
- The 2019-20 budget includes an additional £1.0m for Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency, to address staffing issues in Care Management.
- The Council has also created a £6.5m one off Children's Investment Fund to support Children's Services respond to the Inadequate Ofsted inspection judgement for Children's Social Care

Children In-House Residential Homes

- The In-house Children Residential units overspent the £5.1m budget by £0.7m due to staff turnover, the use of agency staff, overtime and premises related costs.
- There has been an average of 45 Looked after Children placed in in-house residential/respite units during the financial year. 16,413 nights of care were provided at an average weekly cost of approximately £2,667.

Children with Disabilities

- The £4.5m budget overspent by £0.1m in 2018-19. The Children respite home/Home Support/Direct payments budget (£4.0m) was fully spent in 2018-19, but Children with Complex Health Disabilities Team (CCHDT) overspent their staffing budget by £0.1m.

Through Care and After Care Services

- Through and After Care services overspent the £5.9m net budget by £0.6m (£0.1m on staffing and £0.5m on placement costs). The service has continued to benefit by £0.2m from the Staying Put grant allocation which supports young people to continue to live with their foster carers once they turn 18 (the "Staying Put" duty). This duty came into force in May 2014.

2015-16 2016-17 2017-18 2018-19

Gross Costs £000s	5,950	6,168	7,142	7,371
Income £000s	(253)	(493)	(1,098)	(935)
Net Costs £000s	5,697	5,675	6,044	6,436
No of Care Leavers supported	422	430	463	499
Average Cost per Week £	259	253	250	247

- The number of care leavers has increased by 6% in 2018-19 but the average cost has reduced by 1% in the same period.

Prevention and Early Help

- Prevention and Early Help Service was restricted in 2018-19 and the new service was operational from October 2018. The service is required to make budget savings in 2019-20 and 2020-21. The service underspent the £12.8m net budget in 2018-19 by £2.6m as outlined below.
- Early Help/Supervised contact service underspent the £2.3m budget by £0.4m on salaries.
- The Youth Offending Team has a break-even position for the year on a budget of £1.2m. The service also received £1.2m of grant income from the Youth Justice Board.
- Family Support Services underspent their £1.8m budget by £0.3m on commissioning services.
- The newly established Family Hubs incorporating the Children Centres had a £1.9m underspend delivered in preparation for the 2019-20 budget savings.

Innovation Fund (“B” Positive Pathways)

- Children’s Social Care Services started the delivery of the Innovation Fund (“B” Positive Pathways or BPP) programme in 2017-18. The Government allocated £3.2m of funding over 2 years to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care.
- The service spent £1.3m in 2018-19 in delivering the programme. The BPP has three key elements; Hub Home/Specialist Children’s Homes, Mockingbird Fostering Model and PACE model of care.

2.2.2 Performance Commissioning and Development

- Performance Commissioning and Development underspent the net budget of £21.9m by £0.3m.
- Bradford Children’s Safeguarding Board (BCSB) fully spent the £0.2m net budget. The service will be reported under the Office of Chief Executive from 2019-20.
- Child Protection Services fully spent the budget of £1.5m in 2018-19. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 1,088 plans at 31st March 2019 compared to 589 at March 2018.
- The Commissioning Team underspent by £0.2m due to staff vacancies and delay in recruitment.
- The Children’s Travel Assistance Service (TAS) budget of £10.6m underspent by £0.1m.

- EDGE Public Solutions have been appointed to support the delivery of TAS budget savings across the Council (Children's and Adults (Clients), and Passenger Transport Services in the Dept of Place (Providers)).
 - The Council previously approved £5.94m of Travel related savings and to date only £1.17m have been delivered, leaving £4.8m outstanding.
 - EDGE have reported that only £2.5m of the remaining £4.8m saving can be delivered over 3 years, meaning that £2.3m of savings will need to be addressed as part of the 2020-21 Council budget.
- Employment and Skills service has fully spent the £1.5m net budget in 2018-19.
 - Bradford Opportunity area balanced its budget in 2018-19. Bradford is one of the Education Secretary's 12 Opportunity Areas (OAs) - these are social mobility 'coldspots' each receiving a share of £72 million to improve opportunities for young people in this community.
 - Bradford will receive an allocation of £6m from the Opportunity Area funding plus a further £5.5m from the Essential Life Skills Funding targeted towards helping disadvantaged young people to develop life skills such as resilience, emotional wellbeing and employability.
 - The £11.5m investment will be across the Education sector in Bradford, and the Bradford Opportunity Area Service has been allocated £7.0m of this funding for the programme.

2.2.3 Education and Learning Service

- The Education and Learning Service underspent by £0.9m as outlined below.

SEND and Behaviour

- SEND and Behaviour services overspent the £3.4m budget by £0.2m due to income generation requirements from September 2018. The service has been unable to fully trade and the full year shortfall of £0.8m has been addressed through the 2019-20 budget process.

Intelligence & Sufficiency

- The service reported a break-even position for 2018-19.

Education Safeguarding

- The Education Safeguarding net budget of £0.7m underspent by £0.2m due to income generation from penalty notices from school absences.

Education and Learning

- The Employment and Skills service underspent the £1.6m net budget by £0.5m due to staffing vacancies (£0.4m) and income generation (£0.1m).

Former Teachers/Lecturer Pension Payments/

- The £5.7m budget in relation to pension payments to former teachers and lectures underspent by £0.3m due to a reduction in the number of payments. The number of payments has reduced from 1,615 in April 2018 to 1,559 in March 2019. There was a further £0.1m underspend on non-staffing budgets (e.g Insurance, ICT licenses etc).

2019-20

- The budget for 2019-20 includes a £6.1m savings programme linked mainly to prevention and early help services. A restructure occurred in October 2018, and the service is on track to deliver the savings in 2019-20.
- During 2019-20 there will be further Ofsted Monitoring visits. An improvement board has been set up in the Office of the Chief Executive to establish and deliver progress against the Improvement plan.
- An SEND inspection is also expected in 2019-20.
- Growth in the numbers of Looked After Children and high levels of Social Worker vacancies being covered by Agency staff, are likely to provide a high risk of further overspend in 2019-20.

2.3 Department of Place

Department of Place

- The department overspent the £103.2m net expenditure budget, (£166.7m gross budget) by £2.7m.
- The department's 2018-19 budget includes £5m of budget savings. £3.3m of these were delivered as planned. Of the remainder, budget has either been provided to cancel the saving or budget recovery plans have been put in place so that the underachievement won't recur in 2019-20.
- Better use of budget requests for deferred expenditure total £0.5m and have been detailed within the service narratives below.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Outturn £m	Budget £m	Outturn £m	Budget £m	Outturn £m	Variance £m
Directors Office	0.5	0.5	0.0	0.0	0.5	0.5	0.0
Waste, Fleet & Transport Services	41.2	43.2	-16.5	-16.2	24.7	27.0	2.3
Economy & Development Services	25.6	27.5	-11.3	-13.7	14.3	13.8	-0.5
Neighbourhoods & Customer Services	20.9	20.6	-9.8	-10.6	11.1	10.0	-1.1
Sports & Culture Services	46.2	53.6	-18.8	-24.9	27.4	28.7	1.3
Planning, Transportation & Highways	32.3	33.9	-7.1	-8.0	25.2	25.9	0.7
Total	166.7	179.3	-63.5	-73.4	103.2	105.9	2.7

2.3.1 Waste, Fleet & Transport Services

- Waste, Fleet and Transport Services overspent the £24.7m net budget (£41.2m gross) by £2.3m. The main area of overspend is within Waste Services and totals £2.7m, this has been offset by underspends within Fleet & Transport services and Licensing and Land Charges.
- Waste Services over spent the £25.4m net budget (£31.6m gross) by £2.7m, comprised of a £1.6m over spend on Waste Disposal, £0.9m over spend on Waste Collection and £0.2m unbudgeted spend on Waste Programme costs as outlined below which was required to continue to deliver major change in Waste Services.

Waste Disposal

- Waste Disposal over spent the £16.1m net budget (£17.5m gross) by £1.6m, mainly due to an over spend on residual waste disposal costs of £1.3m and an under achievement in income from sale of recyclable materials of £0.3m.
- Regarding disposal costs, actual residual waste tonnes of 136,000 tonnes exceeded budgeted tonnes of 123,000 by 13,000, resulting in the over spend.
- Kerbside residual tonnages reduced as originally anticipated with the introduction of Alternate Weekly Collections (AWC), however contamination issues, coupled with the methods by which recycling waste was processed, resulted in approximately 10,000 tonnes of kerbside collected recycling being disposed of as Waste.
- Disposal costs did however see a reduction from October as the service adopted an alternative approach to dealing with kerbside collected recycling.
- Following a soft market test to assess whether there were more cost effective ways of dealing with collected recycling, the service was able to source a local operator to deal with the waste, some of which had been previously delivered to contractors

outside the district. This resulted in virtually all kerbside recycling tonnes being processed more cheaply at our Materials Reclamation Facility (MRF), and also avoided additional haulage costs.

- This process change also included service improvements at the MRF where efforts were concentrated on separating out fewer materials, with the intention being to produce cleaner, better quality end products attracting higher sales figures. This also resulted in lower contamination, which equated to less residual waste to dispose of.
- This improved efficiency also saw a reduction in employee costs (agency staff) as it enabled the removal of a shift at the MRF.
- As illustrated in the table below, recycling initiatives including awareness campaigns in areas with high contamination, enforcing the bin policy and service improvements at the MRF), have resulted in a significant increase in recycling tonnage.
- The £0.3m under achievement in income was predominantly due to market forces, as sale prices have reduced significantly compared with previous years. External factors, such as the decision by the Chinese government to ban plastic waste imports, have contributed to this volatility and uncertainty.
- During 2017 a number of contracts with recycling merchants came to an end, and have been retendered, but the service has also endeavoured to attain best prices possible by using a monthly spot market (for paper) whereby several bidders are invited to submit prices and the best option is selected, with no commitment to long term contracts at present.

Waste Disposal	2016-17	2017-18	2018-19
Gross Costs £000s	18,300	18,982	20,107
Income £000s	-1,441	-1,066	-1,232
Direct Net Costs £000s	16,859	17,916	18,875
Direct Non Controllable costs	1,359	1,213	851
Corporate and Dept Recharges	779	616	685
Net Costs	18,996	19,745	20,411
Waste Collected as Recycling (Tonnes)	68,409	69,792	79,240
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	143,462	139,920	129,000
Total (Excl Trade Waste)	211,871	209,712	208,240
Trade Waste Tonnes (Funded by Trade Waste)	20,273	20,584	19,274
Total Municipal Waste Disposed of (Tonnes)	232,144	230,296	227,514
Gross cost per tonne (Excl Trade Waste)	£86.37	£90.51	£96.56
Net cost per tonne (Excl Trade Waste)	£79.57	£85.43	£90.64

Waste Collection

- Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, over spent the £6.8m net budget (£11.5m gross) by £0.9m.
- This £0.9m was largely due to a significant under achievement of budgeted savings.
- The combined £1.97m of savings over the last two years was predicated on a reduction of 13 collection rounds 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 £0.9m.

- Going forward, there will be no scope to further reduce collection rounds and £1m has been added back to budgets in 2019-20 to address this pressure, and introduce a new waste collection round.
- Kerbside Residual Waste & Recycling Collections overspent the £7.6m net budget (£7.9m gross) by £0.9m, due to aforementioned underachievement of savings.
- Tonnage data indicates that methods deployed to enact the diversion of waste from the residual bin to the recycling bin are having the desired effect, with collected recycling tonnes increasing by 23% from 2017-18 to 2018-19.

Kerbside Waste & Recycling Collection	2016-17	2017-18	2018-19
Gross Costs £000s	7,882	7,165	7,476
Income £000s	-270	-307	-264
Direct Net Costs £000s	7,612	6,858	7,212
Direct Non Controllable costs	1,392	1,477	1,763
Corporate and Dept Recharges	874	1,022	914
Net Costs	9,878	9,357	9,889
Tonnes collected from Recycling bins	20,534	27,997	34,498
Tonnes collected from Waste bins	128,441	106,551	101,987
Kerbside Tonnes collected	148,975	134,548	136,485
Gross Cost per Tonne collected	£52.91	£53.25	£54.78

- Garden Waste balanced the £0.5m net income budget.

Garden Waste Collection	2016-17	2017-18	2018-19
Gross Costs £000s	630	618	584
Income £000s	-1,025	-1,112	-1,101
Direct Net Costs £000s	-395	-494	-517
Direct Non Controllable costs	34	54	46
Corporate and Dept Recharges	49	61	82
Net Costs	-312	-380	-389
Tonnes collected	8,085	8,622	6,866
Gross Cost per Tonne collected	£77.92	£71.68	£85.06

- Trade Waste under achieved the £0.3m net income by £0.1m, largely due to a shortfall in income.
- During 2018/19, intensive efforts were focused on tackling debt, particularly aged debt.
- A new invoicing system is currently being procured with the intention of improving service efficiency, enabling tighter controls on payments and avoidance of long term debt.

Trade Waste	2016-17	2017-18	2018-19
Gross Costs £000s	2,747	2,846	2,851
Income £000s	-3,210	-3,393	-3,168
Direct Net Costs £000s	-463	-547	-317
Direct Non Controllable costs	198	248	217
Corporate and Dept Recharges	139	181	158

Net Costs	-126	-118	59
Tonnes collected	20,273	20,584	19,275
Direct Net income per tonne	-£22.84	-£26.57	-£16.45

Licensing

- Licensing under achieved its £0.3m net income budget by £0.1m. It did however process more applications.

Licensing	2016-17	2017-18	2018-19
Gross Costs £000s	168	159	191
Income £000s	-437	-392	-422
Direct Net Costs £000s	-269	-233	-231
Number of licence applications	2,118	2,124	2,179

Land Charges

- Land Charges over achieved the net income budget of £0.3m by £0.2m. This was partly due to a one-off request for a housing portfolio where 900 requests were received from one client.

Land Charges	2016-17	2017-18	2018-19
Gross Costs £000s	69	78	70
Income £000s	-544	-277	-618
Direct Net Costs £000s	-475	-199	-548
Number of search requests	3,299	3,254	3,885

Emergency Planning

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

Emergency Planning	2016-17	2017-18	2018-19
Gross Costs £000s	180	214	225
Income £000s	0	0	0
Direct Net Costs £000s	180	214	225
Direct Non Controllable costs	12	19	20
Corporate and Dept Recharges	11	17	17
Net Costs	203	249	263

Fleet Services

- Fleet Services, comprised of Vehicle Workshops and Vehicle Services Management, balanced the £0.5m net income budget (£7.3m gross).

Fleet Services	2016-17	2017-18	2018-19
Gross Costs £000s	6,815	7,022	7,239
Income £000s	-7,662	-7,686	-7,731
Direct Net Costs £000s	-847	-664	-492

Direct Non Controllable costs	120	183	178
Corporate and Dept Recharges	541	524	441
Net Costs	-186	43	126
Number of jobs completed within 24 hours	11,320	10,278	9,663
% of jobs completed within 24 hours	86%	84%	83%
Total number of vehicles sent for testing	157	150	146
Number of vehicles passed	155	141	138
% MOT passed	98%	94%	95%
Benchmark comparator pass rate	90%	90%	90%
Cost of Fuel Issued £000s	2,010	2,105	2,205

Hackney Carriages

- The budget is ring fenced with any surplus or deficit during the year being transferred into/from the reserve.
- The number of safety inspections continues to increase due to the number of new drivers / vehicles being licenced.

Hackney Carriages & Private Hire	2016-17	2017-18	2018-19
Gross Costs £000s	975	1,142	1,222
Income £000s	-1,285	-1,398	-1,357
Direct Net Costs £000s	-310	-256	-135
Direct Non Controllable costs	45	76	79
Corporate and Dept Recharges	112	138	164
Net Costs	-151	-43	107
Number of Hackney carriage/ Private Hire safety inspections	3,688	4,052	4,247
Total Number of vehicles passed	2,372	2,769	3,003
% of vehicle inspections passed	64%	62%	71%

Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport balanced the £0.2m net budget (£1m gross).
- The number of client journeys has shown an increase since 2017-18 of 5%, but gross costs have risen by 6.7%, hence the increase in average cost per journey.

Adult Social Care Transport - Contracted	2016-17	2017-18	2018-19
Gross Costs £000s	1,029	945	1008
Income £000s	-836	-825	-1*
Direct Net Costs £000s	193	120	1,007
Direct Non Controllable costs	63	13	13
Corporate and Dept Recharges	70	65	48
Net Costs	326	198	1,068
Adult - Number of client journeys 000s	78.5	69.3	72.8
Avg number of Service users transported per day	154	138	145
Avg cost per journey	13.11	13.64	13.85
Avg cost per client per year £s	6,668	6,831	6,954

*Internal charging system to Adult Socail Care changed – Gross costs remain comparable.

SEN Children's & Adults In-House minibus transport

- The SEN Children & Adults Core In-house Transport service balanced the £0.2m net budget (£4m gross).

SEN Children & Adults Core Transport - In House	2016-17	2017-18	2018-19
Gross Costs £000s	3,297	3,224	3,425
Income £000s	-1,730	-1,675	-94
Direct Net Costs £000s	1,567	1,549	3,331
Direct Non Controllable costs	345	431	451
Corporate and Dept Recharges	-66	10	86
Net Costs	1,847	1,991	3,868
Children - client journeys	141,468	143,432	149,284
Children - Client numbers	366	370	371
Adult - client journeys	209,498	206,650	193,286
Adult - Client numbers	411	410	385
Total Client journeys	350,966	350,082	342,570
Total Client numbers	777	780	756
Avg Gross cost per journey £s	9.40	9.21	10.00
Avg Gross cost per client per year £s	4,243	4,134	4,530

SEN Children's Taxi Transport

- SEN Children's Taxi Transport balanced the net income budget of £0.2m as the service is recharged to Children's services.

SEN Children Transport – Contracted	2016-17	2017-18	2018-19
Gross Costs £000s	5,954	5,977	5,914
Income £000s	-856	-857	0
Direct Net Costs £000s	5,098	5,120	5,914
Direct Non Controllable costs	83	126	131
Corporate and Dept Recharges	284	251	326
Net Costs	5,465	5,497	6,371
Number of client journeys 000s	340,286	334,374	359,920
Avg number of Service users transported	879	797	816
Avg cost per journey	17.50	17.88	16.43
Avg cost per client per year £s	6,767	7,499	7,248

Training Division

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

2.3.2 Sports and Culture

Sports and Culture

- Sports & Culture overspent the £27.4m net budget (£46.2m gross) by £1.3m, largely due to overspends in Sports Facilities & Culture Policy & Events. Of the £1.1m

planned savings, £0.7m were delivered as planned. The unachieved savings relate to Sports and Culture Management Restructure & Future Operational Service Delivery - £0.2m, Events & Festivals, supporting a number of key activities & events - £0.1m and the Review of Tourism - £0.1m. The full year effect of these saving will be delivered in 2019-20.

Sports Facilities

- Sports Facilities overspent by £0.6m mainly due to the on-going requirement to utilise casual staff in support of the established structure. A budget recovery plan has been put in place to mitigate the overspend and deliver savings in 2019/20 & 2020/21.
- The opening of the new Sedbergh sports centre will reduce running costs and generate additional income. Richard Dunn and Queensbury are planned to close at the end of August 2019.
- There has been a noticeable increase in footfall at 3 of the Council's Gym's (Keighley, Richard Dunn & Thornton) resulting in increased levels of income. This is in addition to the additional income generated at Ilkley Lido due to the hot summer.
- The table below shows that Sports Facilities have had an increase in direct net costs, with both gross costs & income showing an increase over the previous 2 years. With higher attendances than in previous years, the direct net subsidy per attendance is continuing to show a decrease compared to prior years.

Sports Facilities	2016/17	2017/18	2018/19
Gross Costs £000s	8,319	8,364	8,566
Income £000s	(4,741)	(4,957)	(5,144)
Direct Net Costs £000s	3,578	3,408	3,422
Direct Non Controllable costs	1,747	1,865	3,245
Corporate and Dept Recharges	1,215	1,374	1,557
Net Costs	6,540	6,647	8,224
Total Attendances 000s	1,818	1,780	1,829
Gross Managed Cost per attendance	£4.58	£4.70	£4.68
Income Per Attendance	-£2.61	-£2.79	-£2.81
Direct Net Subsidy per attendance	£1.97	£1.91	£1.87
Bottom line subsidy per attendance	£3.60	£3.73	£4.50

Sports Development

- The service overspent the £0.3m net budget (£0.5m gross) by £0.1m mainly due to support that was provided for events such as the Tour De Yorkshire, the Dragon Boat Festival, support to programmes to create a more active and healthy district & support to capital scheme application and development plans.

Swimming Development

- The service underspent the £0.2m net budget (£0.4m gross) by £0.1m mainly due to increased school swimming income, and preparation for future budget savings.

Bereavement Services

- Bereavement Services underspent the £1.4m net income budget (£2.0m gross) by £0.1m.

- The Service has submitted a better use of budget request of £75k to support the funding of a temporary Project Officer & infrastructure repairs.
- The number of Burials & Cremations administered by the service has decreased slightly from 2017-18.

Bereavement Service	2016/17	2017/18	2018/19
Gross Costs £000s	1,860	1,945	2,031
Income £000s	(3,303)	(3,304)	(3,537)
Direct Net Costs £000s	(1,443)	(1,359)	(1,507)
Direct Non Controllable costs	101	(29)	127
Corporate and Dept Recharges	152	164	166
Net Costs	(1,190)	(1,223)	(1,214)
Burials and Cremations Administered	4,402	4,289	4,272
Income / Burials and Cremations Administered	£750.40	£770.25	£828.03

- The service is working on a £17m capital scheme to replace cremators in the coming years.

Theatres

- Theatres balanced the budget, and achieved their allocated savings due to strict control of expenditure and increasing income.
- Highlights in the year included the Royal Shakespeare Companies first UK tour of Matilda which produced excellent attendance figures, as did Cameron Mackintosh's only Yorkshire date of "Miss Saigon" and last year's pantomime 'Aladdin'.

Theatres	2016/17	2017/18	2018/19
Gross Costs £000s	13,483	10,429	13,350
Income £000s	(12,912)	(10,012)	(12,438)
Direct Net Costs £000s	571	417	912
Direct Non Controllable costs	529	624	6,232
Corporate and Dept Recharges	1,157	829	854
Net Costs	2,256	1,871	7,998
Alhambra Ticket Sales	343,209	285,687	315,617
St Georges Hall Ticket Sales	0	0	8,839
Total Ticket Sales	343,209	285,687	324,082
Gross Managed Cost per ticket	£39.29	£36.51	£41.15
Income per ticket	-£37.62	-£35.04	-£38.38
Net Managed subsidy per ticket	£1.67	£1.45	£2.81

- The £9.8m major refurbishment of St George's Hall also completed in year, and the venue re-opened on 15th February 2019 with Barbara Dickson at the first concert. The venue has since been awarded the Best Public Service Building at the Local Authority Building Control (LABC) Building Excellence awards.

Community Halls

- Community Halls overspent the £0.1m net budget (£0.1m gross) by £0.1m.
- The service has undertaken a number of Community Asset Transfers to community organisations and the programme is expected to complete in 2019-20.

Community Halls	2016/17	2017/18	2018/19
Gross Costs £000s	396	296	81
Income £000s	(162)	(138)	(4)
Direct Net Costs £000s	234	158	77
Direct Non Controllable costs	108	413	89

Corporate and Dept Recharges	76	57	53
Net Costs	418	629	220
Total Sessions	4,393	4,006	*
Direct Net subsidy per session*	£53.27	£39.44	*
Bottom Line subsidy per session	£126.11	£198.95	*

* Data no longer published

Libraries Service

- As anticipated the service outturned with a small underspend against a net budget of £4.6m (£4.8m gross) having achieved savings of £0.1m (4E9) by reducing the number of libraries directly provided by the Council.
- Libraries are showing a continued downward trend in the number of visitors over recent years, however this is partially due to the number of libraries directly provided, and the changing nature of the Service where more people are renewing on line rather than visiting the Library.

Libraries	2016/17	2017/18	2018/19
Gross Costs £000s	4,050	4,230*	3,541
Income £000s	(107)	(208)	(101)
Direct Net Costs £000s	3,943	4,022	3,440
Direct Non Controllable costs	330	471	1,333
Corporate and Dept Recharges	686	753	693
Net Costs	4,959	5,246	5,946
Books and Media Loans (Sitelib13)	1,072,853	1,000,810	1,009,299
Number of New Borrowers (Sitelib_08)	14,190	12,486	12,817
Number of Visits (Sitelib01)	1,362,386	1,231,005	1,149,066
Gross direct cost per visit	£2.97	£3.44	£3.08
Bottom line subsidy per visit	£3.64	£4.26	£4.76

*Includes one off costs associated with redundancies

Museums and Galleries

- The Museums and Galleries service over spent the £3.0m net budget (£3.2m Gross) by £0.2m due mainly to employee and premises costs.

Museums	2016/17	2017/18	2018/19
Gross Costs £000s	2,795	2,783	2,554
Income £000s	(572)	(476)	(225)
Direct Net Costs £000s	2,223	2,307	2,329
Direct Non Controllable costs	731	828	1,039
Corporate and Dept Recharges	475	588	570
Net Costs	3,429	3,723	3,938
Number of visits	211,922	228,186	274,214
Net direct cost per visit	£10.49	£10.11	£8.49
Bottom Line subsidy per visit	£16.18	£16.31	£14.36

- Overall, the increase in visitors from 2017-18 to 2018-19 is due to more events and better marketing of these events. Individual movements were due to the following:

Visits 000s	16/17	17/18	18/19	Increase	%
Industrial Museum	62	58	74	16	27
Cliffe Castle	60	73	84	11	15

Cartwright Hall	42	63	69	6	9
Bolling Hall	27	24	31	7	31
Art in the Park	21	12	16	4	34
Total	212	230	274	44	19

- Bolling Hall held a successful Halloween event which attracted a large number of visitors.
- Cartwright Hall has had the full year effect of the opening of the Hockney Gallery which opened in 2017-18.
- Cliffe Castle also had the grand opening of the park following a major improvement, resulting in more visitors at Cliffe Castle Museum.
- The Industrial Museum had its busiest Christmas Market to date.

Tourism Service

- The Tourism service over spent the £0.5m net budget (£0.6m gross) by £0.1m, linked to unachieved savings during 2018-19.
- Savings of £50k have been unachieved during 2018-19 for 4E7 (Remodel of visitor information & frontline services) which was due to the delayed closure of Saltaire and Haworth. Both were planned to be closed from March 2018, Saltaire closed on 15th April 2018 and Haworth closed on 6th January 2019. Staff working at these facilities were redeployed prior to the restructure profile of the service being agreed.

Tourism	2016/17	2017/18	2018/19
Gross Costs £000s	785	917	641
Income £000s	(96)	(95)	(83)
Direct Net Costs £000s	688	822	557
Direct Non Controllable costs	30	48	41
Corporate and Dept Recharges	118	157	80
Net Costs	836	1,028	678

Culture Policy & Events

- The service overspent the £0.3m net budget (£1.8m gross) by £0.6m. This was due to an unsuccessful year for Bingley Music Live, and a strategic requirement to support a number of key activities and events.
- Savings unachieved during 2018-19 for 4E8 (Sustainable & balanced events programme) were due to the involvement in supporting a number of additional key events that were not part of the services original programme.

Culture Policy & Events	2016/17	2017/18	2018/19
Gross Costs £000s	2,533	2,501	3,234
Income £000s	(906)	(1,383)	(2,325)
Direct Net Costs £000s	1,627	1,119	909
Direct Non Controllable costs	15	23	18
Corporate and Dept Recharges	134	117	207
Net Costs	1,776	1,259	1,133

2.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services underspent the £11.1m net expenditure budget (£20.9m gross budget) by £1.1m and delivered the £0.5m of planned savings.
- The under spend of £1m was achieved as a result of higher than expected revenues and staff vacancies within Uniformed Services, Customer Services and Street Cleansing.

Street Cleansing

- Street Cleansing under spent the £5.6m net budget (£5.8m gross) by £0.3m, as a result of lower than budgeted expenditure on employees (£0.2m) and transport (£0.2m), off-set by small over spends on premises, supplies and services and a slight under achievement of income, which totalled £0.1m.
- The service submitted three better use of budget carry forward requests.
 - Street Cleansing £90k; to facilitate community clean-ups to specifically tackle the problem of high street littering.
 - Street Cleansing £40k; to fund vehicle software that will improve route planning in street sweeping vehicles; the service had originally planned to procure the software in 2018-19 but this was put on hold following discussions with IT.
 - Street Cleansing £15k, in conjunction with the Environmental Enforcement Service; to deal with a large fly-tip of hazardous waste on private land. There is a possibility that funds could be recouped from the private land owner, but due to the nature of the waste and potential threat to public health, the Council will have to fund the works initially and have already engaged the services of a contractor to commence with the clearance
- £0.5m of savings are planned to be delivered in 2019/20.

Street Cleansing	2016-17	2017-18	2018-19
Gross Costs £000s	4,932	5,022	4,583
Income £000s	-175	-225	-139
Direct Net Costs £000s	4,757	4,797	4,444
Non Service Managed costs	861	1,030	1273
Corp & Dept Recharges	732	825	715
Net Costs	6,350	6,652	6,433
Spend per population per year (based on gross cost)	£9.28	£9.40	£8.60
Bottom line spend per head per year	£11.95	£12.45	£12.03

Environmental Services

- Environmental Services, comprised mainly of Environmental Enforcement, balanced the net £0.4m net budget (£0.5m gross).
- The Pest Control service ceased to exist from April 2018, and have been winding down operations.

Neighbourhood Services

- There has been a £0.1m overachievement of the net budget for Safer & Stronger Communities and Neighbourhood Support Services. The combined net income budget was £0.2m (£3.7m gross).
- Safer & Stronger balanced the £1.3m net income budget, supported by external funding from West Yorkshire Police and Crime Commissioner, and government.
- £2.7m income was received from the government to fund the Integration project in 2018-19. This is to enable work on integration in the Bradford district, including communication, engagement & workshops, working with young people and the refugee & asylum community. Of the £2.7m received £50k has been spent the remainder having been transferred into reserves.

Safer & Stronger	2016-17	2017-18	2018-19
Gross Costs £000s	2,751	2,665	2,914
Income £000s	-883	-1,455	-4,288
Direct Net Costs £000s	1,918	1,210	-1,373
Direct Non Controllable costs	36	85	84
Corp & Dept Recharges £000's	114	180	160
Net Costs £000's	2,068	1,475	1,129
Spend per population per year (based on gross cost)	£5.18	£4.99	£5.45

- Neighbourhood Support Services under spent the £1.1m net budget by £0.1m as a result of lower than budgeted employee costs.
- The service comprises of five Area Committees, covering the costs for Area Coordinators, Ward Officers and a fund for small grants to local organisations, schools, community groups and charities

Neighbourhood Service	2016-17	2017-18	2018-19
Gross Costs £000s	1,328	1,328	1,104
Income £000s	-1	-5	-25
Direct Net Costs £000s	1,323	1,086	1,080
Direct Non Controllable costs	86	127	96
Corp & Dept Recharges	203	349	385
Net Costs	1,616	1,799	1,561
Spend per head of population per year	£2.50	£2.48	£2.08

Uniformed Services

- Uniformed Services over achieved the £1.2m net income budget (£3.8m gross) by £0.6m. Revenues received in Uniformed Services from parking tickets, parking and bus lane fines exceeded the £5.1m budget by £0.5m.
- Savings of £0.2m were made on staffing costs through vacancy control.
- Further savings in 2019-20 of £0.3m are expected to be delivered as planned.

Uniformed Services	2016-17	2017-18	2018-19
Gross Costs £000s	3,483	3,425	3,656
Income £000s	-5,420	-5,176	-5,573
Direct Net Costs £000s	-1,937	-1,751	-1,916
Direct Non Controllable costs	201	272	354
Corp & Dept Recharges	552	559	620
Net Costs	-1,184	-920	-942
9301 Tickets	-1,930	-1,946	-2,076
9303 Contract Parking	-149	-129	-135
9343 Fix Penalty Fines	-1,932	-1,486	-1,597
9345 Parking Fines	-1,313	-1,469	-1,556
Other	-96	-146	-209
TOTAL Revenues	-5,420	-5,176	-5,573

Customer Services

- Customer Services under spent the £3.8m net by £0.1m.

Customer Services - Face to Face	2016-17	2017-18	2018-19
Gross Costs £000s	1,286	1,259	1,258
Income £000s	0	0	-129
Direct Net Costs £000s	1,286	1,259	1,129
Direct Non Controllable costs	77	117	112
Corp & Dept Recharges	-1,363	-1,376	-1,241
Net Costs	0	0	0
Total Face to Face contacts	128,117	135,390	167,200
Gross cost per contact	£10.04	£9.30	£7.54

Customer Services - Telephony	2016-17	2017-18	2018-19
Gross Costs £000s	1,776	2,043	2,329
Income £000s	0	0	-12
Direct Net Costs £000s	1,776	2,043	2,316
Direct Non Controllable costs	81	140	162
Corp & Dept Recharges	-1,857	-2,148	-2,467
Net Costs	0	0	0
Calls Answered 000s	753	792	686
Calls Offered 000s	947	912	829
% Answered	80%	87%	83%
Gross Cost per Call answered	£2.36	£2.58	£3.40

- The direction of travel for Customer Services is to reduce Face to Face contacts, and increase telephony, improve the website and automate high volume, low complexity calls.
- However, in 2018-19 the Department of Work and Pensions funded the service to support customers claiming Universal Credit which increased the number of people visiting Face to Face offices. The team are also managing the Bradford Leisure Card application process.

Youth Service

- The Youth Service balanced the net £2.4m net budget (£2.9m gross)
- The service was supported by £0.4m in grants and contributions during 2018-19 and funds have been secured for the next two years. The Creative Grant programme

started in 2017-18 and is set to continue into 2019-20. The programme delivers support to 800 young people with mental health problems.

- The service received £0.1m from the Education Opportunities Fund which has been granted for 3 years. This is to be used to promote activities that will improve social mobility outcomes of children and young people, to provide targeted support that addresses social mobility barrier sand support activities that seek to improve personal development; including a focus on mental health, future aspirations and communication skills.

Youth Service	2016-17	2017-18	2018-19
Gross Costs £000s	2,772	2,414	2,844
Income £000s	-176	-365	-459
Direct Net Costs £000s	2,596	2,049	2,385
Direct Non Controllable costs	484	299	304
Corp & Dept Recharges	588	478	689
Net Costs	3,669	2,826	3,378

2.3.4 Economy and Development Services

- The service underspent the £14.3m net budget (£25.6m gross) by £0.5m, and achieved the £0.2m of targeted savings.
- There were £15.2m reserves within Economy and Development Services at the start of 2018-19, inclusive of Markets. A number of transfers were made during the year including surplus rental income on Housing Development and Housing Strategy, HMO Licensing within Housing Operations, and a number of smaller movements within Economic Development. The balance at the end of the financial year was £15.1m, comprising of; Service Earmarked Reserves (£6.1m), Corporate Earmarked Reserves (£6.5m), Capital Reserves (£0.4m) and Grant Reserves (£2.1m).
- Two Better Use of Budget requests have been submitted by Economic Development. The first due to the delays outlined above relating to the Adventure programme which subsequently has impacted on the development of the Community Enterprise Support commissioning (£0.2m) and the second to create a resource to fund costs associated with developing the Future High Streets Fund programme and preparing bids to the Stronger Towns Fund (£0.1m).

Housing Operations

- The service ended the year with a £0.1m underspend. This was due to an underspend on employee costs due to vacant posts as well as an over-achievement on the Disabled Facilities Grant (DFG) agency fee income.

Housing Operations	2016/17	2017/18	2018/19
Gross Costs £000s	1,145	1,514	1,643
Income £000s	(419)	(829)	(551)
Direct Net Costs £000s	727	685	1,092
Direct Non Controllable costs	1,509	213	221
Corporate and Dept Recharges	270	284	398
Bottom line Net Revenue Costs/(Income)	2,506	1,182	1,711
Disabled Facilities Grants Cumulative £000s	3,681	4,242	4,147
No of Long Term Empty Homes in the district	3,944	3,931	4,090
No of Long Term Empty homes bought back into use	4,784	4,559	5,037

No of Long Term Empty homes bought back into use by Service intervention	114	75	125
Number of service requests - Empty Homes	456	335	299
Number of service requests - Housing Standards	1,727	1,834	2103
No of Housing Standards inspections	1,219	1,136	1492
Number of Disabled Facilities Grants enquiries	561	532	570
Number of Disabled Facilities Grants completed	317	323	308

- There has been a continued trend in the increase in requests for service from the Housing Standards team which deals with the enforcement of housing standards in the private rented sector (PRS) with a 15% increase in requests received in the last year.
- The extension of the mandatory licensing scheme for Houses in Multiple Occupation (HMOs) has further increased pressure on the service during 2018-19.
- In the aftermath of the Grenfell tragedy, the Housing Operations team has been given enforcement responsibility for the replacement of defective cladding on high rise residential buildings. Officers within the team are working closely with officers from Building Control and the West Yorkshire Fire and Rescue Authority to inspect affected buildings in the district in order to ensure the removal of the defective cladding.
- Officers are also working closely with the Ministry of Housing, Communities and Local Government (MHCLG) on this issue. This is an extremely resource intensive area of work due to the very complicated ownership structures of these buildings and the size and complexity of the construction.
- Delivery of this significant additional workload has had to be accommodated within the existing service as no additional resources have been made available.
- The service will take on further new statutory responsibilities relating to minimum energy efficiency standards during 2019-20.
- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, has continued to increase with an average of 48 new referrals/month being received by the Housing service during 2018-19. This has resulted in a significant increase in the number of active DFG cases in the system, such that there are currently over 550 live cases with an estimated value of £5.6m in the pipeline.
- The indications are that demand is likely to continue at a similar level during 2019-20 in line with the strategy of keeping people independent for longer.
- Whilst the number of completed DFGs reduced slightly (by 5%) in 2018-19 the Service has in fact assisted an increased number of clients with major adaptations as the service has also funded 27 stairlifts and 50 Ceiling Track Hoists through the Government grant allocation but outside of the DFG process.
- The empty homes team have significantly increased the number of long term empty properties that have been brought back in to use through their intervention compared to last year (+67%). This increase represents a 11% increase compared to three years ago (2015/16). This work not only brings properties back into use, but also contributes to the New Homes Bonus that the Council receives.
- The Housing Operations team delivers the Council's financial assistance programmes for vulnerable homeowners. Assistance is offered through equity share

loans with a minimal grant available as a last resort where no equity is available. The number of enquiries received in the last year was 52% higher than 3 years ago (2015-16). Over the same period the number of homeowners receiving assistance has increased by 77%.

Housing Development

- The service balanced the £0.3m net revenue budget. The work of both the Empty Homes and Housing Development and Enabling teams contributes towards the Council's New Homes Bonus (NHB) which will result in a NHB payment of £13.2m for 2018-19.

Housing Development	2016/17	2017/18	2018/19
Gross Costs £000s	4,855	5,197	5,612
Income £000s	-4,614	-5,162	-5,590
Direct Net Costs £000s	241	35	22
Direct Non Controllable costs	1,095	4,081	4,129
Corporate and Dept Recharges	38	122	191
Bottom line Net Revenue Costs/(Income)	1,374	4,238	4,342
NI155 No of affordable homes delivered	194	232*	
CIS_05 NI154 No of additional homes (net)	1,488	1,642*	

*2017/18 figures currently still being reviewed. 2018-19 figures to be published

- The Council has delivered just short of 300 new council homes for affordable rent since 2011.
- There are currently 3 new build housing schemes on site delivering 120 new Council homes. These will all complete in 2019-20.
- Developments onsite include an extra care housing scheme in Oakworth, Keighley and 69 one and two bedroom apartments offering older people independent living and support when required.
- Alongside the extra care scheme, a residential care facility offering respite and 50 community care beds is also underway. Funding from the Department of Health of £2.76m has been secured through Homes England to support the delivery of the extra care element of the scheme.
- Delivery of new homes and affordable homes is increasing year on year. Delivering housing growth within the District to meet the target of 8,000 new homes by 2020 continues to be a challenge, as it is reliant on market forces but the Council seeks to work collaboratively with stakeholders to facilitate and support growth.
- In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Options and next steps are being considered.

Housing Strategy and Access

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

Housing Strategy Access to Housing	2016/17	2017/18	2018/19
Gross Costs £000s	2,625	3,757	4,234
Income £000s	(434)	(2,042)	(2,373)

Direct Net Costs £000s	2,191	1,715	1,861
Direct Non Controllable costs	129	195	201
Corporate and Dept Recharges	687	616	850
Bottom line Net Costs/(Income)	3,007	2,526	2,911
Bed & Breakfast nights commissioned	5,934	6,710	9,403
No of Households in Temp Accom	968	928	1,043
Average Bed & Breakfast Stay Length	9.0	11.18	12.14
Number of approaches	8,176	9,066	9,484
Total Prevention Cases	4,762	4,750	1,944
No of Successful PR Outcomes	4,054	3,889	1,300
Private Tenancies Started	132	155	240

- 9,484 homelessness prevention cases were started during 2018-19 which is in line with the upward trend of rising homelessness. The Homelessness Reduction Act was introduced in April 2018 to reduce homelessness but unless wider factors such as welfare reform Universal Credit, and related service reductions (eg mental health services) are tackled it is unlikely to have any significant impact.
- In 2018-19, 240 new private tenancies were created overall for customers in housing need. This consisted of 231 general PSLS lets 16 Direct Lets and 7 Housing First. The scheme actively promotes the service, and recruits new landlords/agents onto the scheme.
- During 2018-19 there were 9,403 nights of Bed & Breakfast used – a significant increase from 2017-18 (6,710 nights). Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of Local Authorities nationally. Average stay in B&B also went up from 11 nights in 2017-18 to just over 12 nights, but operational changes during the year means it is now on a downward trend with the month of March 2019 showing just under 6 nights.
- The Council resettled 102 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2018-19. The scheme is delivered in partnership with Horton Housing Association.
- The number of clients who received housing related support for 2018-19 through our commissioned provision total 1,225 in the form of hostel based and floating support which includes services provided to young people at risk, homeless, complex and multiple need and high risk offenders.
- In addition, refuge based support was provided to 75 victims of Domestic Abuse, which contained households with 304 children. Resettlement support for the victims was provided for 124 people. A review of Housing Related Support is currently underway which is expected to help shape future commissioning arrangements.
- In 2018-19 the No Second Night Out service provided emergency short term accommodation to 160 people at Discovery House, 117 people left the service in a planned way. Outreach workers engaged with 174 rough sleepers, 86 of whom were provided with accommodation.
- NSNO also provided emergency accommodation to rough sleepers over the extended winter period for 117 people, with a total of 258 bed-spaces when the

temperature fell below zero as part of our cold weather provision. NSNO was able to provide settled accommodation for 39 of cold weather clients.

- The Council has recently started a major review of the Housing Strategy, *A Place to Call Home*, and a separate Homelessness & Rough Sleeping Strategy. Extensive consultation with partners and stakeholders are currently taking place which will lead to revised strategies by December 2019 setting out our approach to meeting key housing and homelessness challenges beyond 2020.

Education Client Services

- In delivering the Council's strategic education investment priorities, the team ended the year balancing their net budget of £1.7m.

Education Client Services	2016/17	2017/18	2018/19
Gross Costs £000s	1,547	1,505	1,681
Income £000s	(17)	(131)	(32)
Direct Net Costs £000s	1,530	1,374	1,649
Direct Non Controllable costs	82	112	114
Corporate and Dept Recharges	190	167	185
Bottom line Net Costs/(Income)	1,800	1,652	1,048

- ECS has a team of professional specialists in Project, Programme and Contract Management. The team manages the contractual arrangements of the Private Finance Initiative schools encompassing 7 secondary and 3 Special Educational Needs schools.
- The team also leads on academy conversions, school expansion projects, major school repairs and crossing patrols and bids for funding to create new facilities. Pupil Place Planning was managed by ECS until the 1st April, but it has now moved to another service area. In recent years the team has also led on major corporate projects such as Swimming Pools, St Georges Hall, the Odeon, Markets relocation, Coroners Court and City Hall projects.
- Each Year ECS manages 2 multi-million pound grants from the DfE. Basic Need is used to expand schools to meet demand from increasing pupil numbers. The School Condition Allocation Grant is used to pay for major capital improvements identified in school condition surveys.

ECS Team Activity	2010-2018 delivered	Outturn 2018-19	Future Years
Number of Schools Expanded	55	4	17
School Expansion Projects Delivered (in phases)	118	0	0
Number of New School Places Created	8,582 to date	267	1,791
School Expansion Capital Spent	£130.2m	£2.5m	£26m
Number of Major Schools Repair Projects	165	46	94
Major School Repair Capital Spent	£23.5m	£3m	£7.4m
Academy Conversions Completed	75	17	9
School Crossing Patrols Maintained	94	95	95
Swimming Pool Schemes		1	
PFI Contract Deductions Administered	£3.690m + £150,000 disputed	£160,000 +£40,000 disputed	Unestimatable
PFI contract change notices	2,054 to date	165	Unestimatable
Additional Schemes Delivered: <ul style="list-style-type: none"> • 2YOO (2 year old offer) • UIFSM (Universal Free School Meals) • PRU (Pupil Referral Unit) • 30 Hour Offer Nursery Places 	102 schemes (£7.7m) 66 schemes - £4.3m 33 schemes - £1.96m 2 scheme - £1.39 5 schemes £487k	Healthy Pupil Capital Fund £87k	Healthy Pupil Capital Fund balance £241k
Grant Income Secured	£114m		
New schemes for Place	St Georges Hall - completed Odeon – started April 2018	St Georges Hall - completed Markets Relocation - ongoing Odeon - work ongoing Coroners Court - ongoing	City Hall Bid On-going £9m £22m £4.5m

Economic Development

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

Economic Delivery

Economic delivery ended the year with an underspend of £0.2m against the net budget. Over half of this was due to the WYCA Secretariat being covered by the Business Rates pool rather than revenue budget, with the remainder being made up of smaller underspends – the largest of which was due to a vacant post not yet having being filled.

Economic Delivery	2016/17	2017/18	2018/19
Gross Costs £000s	2,256	1,682	464
Income £000s	(340)	(819)	(223)
Direct Net Costs £000s	1,916	863	241

- The team secured further external funding to deliver the Enterprise Europe Network service, providing support for businesses wanting to trade in Europe and beyond.
- EDS led on the development of a Master Delivery Plan for the area known as City Village, supporting an initiative to create a new community in the heart of the city centre.

Economic Development Programmes

Economic Development Programmes came in at £0.1m underspent against its net budget. A significant amount of the unspent budget is used to match fund ESIF calls. WYCA has delayed issuing calls which has impacted on the Services ability to spend the funds. The service has requested Better Use of Budgets for this as well as business growth funds. The carry forward would allow added value as additional match funding can be drawn down allowing the scale of support to be increased beyond the current budget provision.

Economic Development Programmes	2016/17	2017/18	2018/19
Gross Costs £000s	2,213	1,843	1,558
Income £000s	(125)	(132)	(152)
Direct Net Costs £000s	2,088	1,711	1,406
Direct Non Controllable Costs £000s	319	71	92
Corporate & Dept Recharges £000s	118	98	87
Net Costs	2,525	1,880	1,585

- EDS are responsible for large scale initiatives supporting the local economy. Among these are the City Centre Growth Scheme, The District Growth Scheme and the Leader Programme.
- The Team have provided Accountable Body support for the two Community Led Local Development Programmes in Bradford Central and Keighley. The programmes are now live and calls for activity are being issued.
- A successful bid to the Open Door's Scheme will see Bradford as pilot area for this Government initiative. The team have also delivered on the submission of a bid to the Future High Streets Fund, the outcome of which will be announced in Summer.

- The service has submitted a BUB request for the Adventure programme which subsequently has impacted on the development of the Community Enterprise Support commissioning (£0.2m).

Business Investment & Enterprise

Business Investment & Enterprise balanced their net budget of £0.3m.

Business Investment & Enterprise	2016/17	2017/18	2018/19
Gross Costs £000s	273	238	404
Income £000s	(48)	(85)	(124)
Direct Net Costs £000s	225	153	280
Direct Non Controllable costs	20	27	32
Corporate and Dept Recharges	26	20	29
Net Costs	271	200	340

- The Inward Investment team work with a number of existing larger businesses both foreign and overseas owned to facilitate significant investment in the district. 600 businesses were supported over the period leading to over £40 million investment.
- A second 'Northern Max' business accelerator programme, part-funded through Ad: Venture, has been commissioned and is providing an intensive market-access focussed support for digital start-ups

Programme Delivery

Programme Delivery ended the year with a small underspend of £38k due to a vacant post.

Programmes Delivery	2016/17	2017/18	2018/19
Gross Costs £000s	318	257	155
Income £000s	(9)	(29)	(31)
Direct Net Costs £000s	309	228	124
Direct Non Controllable costs	15	16	10
Corporate and Dept Recharges	38	65	70
Net Costs	362	308	204

- The team actively supported the development of the Business Improvement Districts for both Bradford and Ilkley and will continue to support and work collaboratively with the newly formed companies.

Regen Development

Regen Development ended the year with a small underspend on £49k, most of which was attributed to a vacant post.

Regen Development	2016/17	2017/18	2018/19
Gross Costs £000s	317	345	399
Income £000s	(84)	(319)	(87)

Direct Net Costs £000s	233	26	312
Direct Non Controllable costs	19	20	-118
Corporate and Dept Recharges	18	37	23
Net Costs	269	83	217

- The team are currently undertaking a procurement process to secure a suitable development partner for the One City Park development, to be appointed later in 2019.
- Work on the Baildon Business Park development was completed in December 2018. All the units are now either occupied or under offer, providing approx 150,000 sq ft of new commercial floor space.
- EDS Delivery team have continued to support the development of the Enterprise Zone sites and have recently commissioned land use studies for the creation of new Business Development Zones in Bradford, Keighley and Shipley.

Markets Service

- The Markets Service under achieved the £0.8m net income budget by £0.3m due mainly to increases in vacant market stalls at the indoor and outdoor venues. This has meant not only a loss of income but in the case of indoor markets increased expenditure in terms of increased Business Rates liabilities. Council policy is for the surplus or deficit balance on the markets account to be paid into or out of the Markets Reserve. The closing balance on the reserve reduced in 2018-19 from £0.7m to £0.4m, with £0.3m being transferred out to cover the service's underachievement.

Markets	2016/17	2017/18	2018/19
Gross Costs £000s	1,765	2,030	1,838
Income £000s	(2,703)	(2,566)	(2,484)
Direct Net Costs £000s	(938)	(536)	(646)
Direct Non Controllable costs	97	(1,140)	191
Corporate and Dept Recharges	394	464	485
Net Costs	(446)	(1,212)	31
Avg Units Occupied	597	537	
Visitor Numbers 000s	5,562	5,233	
Gross Service Managed Cost per unit occupied	3,206	3,976	
Income per occupied unit	(4,553)	(4,797)	
Net Cost per occupied unit	(1,346)	(821)	
Bottom Line Net Cost per occupied unit	(486)	(2,052)	

- In recent years both the Oastler Centre and Kirkgate Markets have faced difficult trading environments. A number of reasons can be attributed to this but most significantly has been the changing nature of consumer shopping habits and a shift in the retail core which has been brought about by the opening of a new City Centre shopping destination at the Broadway Shopping Centre, which opened in November 2015 and the subsequent closure of the Morrisons Supermarket in April 2016.
- To address the on-going decline at both city centre markets, the Council is seeking to create a new Market and adjacent Public Realm at Darley Street, Bradford. When the new market opens, the Oastler Centre will be closed and market traders will be offered the opportunity to either relocate to the new Darley Street Market or the existing Kirkgate Market.

2.3.5 Planning Transportation and Highways

- Planning, Transport and Highways overspent the £25.2m net expenditure budget (£32.3m gross) by £0.7m.
- In 2018-19 PTH had a shortfall in income for Building Control Fees (£0.3m), higher than planned spend on both Street Lighting (£0.7m) and Highways Delivery Unit (£0.1m). Planning Fees produced a surplus of £0.2m and Planning & Transport Strategy underspent by £0.2m. Structural pressures in Building Control and the Highways Delivery Unit are to be subject to budget recovery plans in 2019-20.
- As a result of the mild winter, Winter Maintenance underspent by £40K

Policy/Local Plan

- The service continues to lead on the delivery of the Local Plan for the District and expenditure totalled £384K in 18/19. A further £466K is in reserve which is critical to progress the Local Plan in 19/20 towards a Site Allocation Plan for consultation, in particular putting in place external technical/specialist evidence/advice and the completion of the strategic transport model for the district.

Building Control Services

- Building Control under achieved the £1.2m Building Control Fees budget by £0.3m which represented an improvement of £0.1m compared to 2017-18.

Development Management

- Development Management underspent the £0.2m net budget by £0.2m. The Service collected £2.03m of Planning Fees in 2018-19 compared to £2.26m in 2017-18 which was a result of receiving fewer medium sized applications. The anticipated surplus as a result of the 20% increase has been reinvested to help deliver the allocation element of the Local Plan

Development Services	2016/17	2017/18	2018/19
Major Planning applications processed	83	83	86
Minor Planning applications processed	948	937	789
Other Planning application processed	2,593	2,410	2,399
Total	3,624	3,430	3,274

Highways Asset Management including Highways Delivery Unit

- The service overspent the £22.5m budget by £0.6m due to Highway Delivery Unit of £0.1m, Street Lighting £0.7m, a reduction in the Public Liability Insurance premium of £0.1m and a less than planned spend on Gully operations of £0.1m.

- Street Lighting operations and utilities energy costs were £0.7m above the £2.6m budget, this was mostly down to energy prices and pass through costs.
- Capital investment of £45m for the replacement of 59,000 lanterns and 17,000 street lighting columns over the next 5 years is expected to deliver energy reduction of at least 65% with energy savings of approximately £166m and maintenance savings of £23.6m over the next 50 years.
- Due to a mild winter, Winter Maintenance underspent by £40K. The operation used 6,446 tonnes of salt in 2018-19 compared to 18,800 tonnes in 2017-18. One off reduction of £0.1m in the Public Liability Insurance Premium helped to alleviate the pressure overall in Highways Asset Management
- The service maintains approximately 1,840kms of road. During 2018-19 more potholes were repaired as a result of the mild winter and capital expenditure on carriageway work was comparable to 2017-18 resurfacing approximately 90kms of highway.

	2017-18	2018-19
Capital Spend	£4.9m	£4.9m
Potholes repaired	8,290	8,671
Cat 1 Repair Jobs	210	187
Cat 2 Repair Jobs	3,981	5,087

- Highways services continued to work on the Challenge Fund schemes in conjunction with Kirklees MDC and the Urban Traffic Management Control Unit delivered Transport Management schemes with a Capital Funded Grant of £3.5m.
- Included in the above figure is the non-achievement of savings amounting to £0.2m
- (R19) - The £0.2m saving linked to Highways cost reduction from 2016-17. Progress has been made to reduce the energy load of street lighting which while delivering cashable benefits (£0.1m) was offset by price increases
- (3R13 and 3R14) – £0.1m savings relating to CCTV and Partial Street Lighting switch off were unachieved as the timing in modernising facilities affected CCTV. Discussions are still on-going into determining Corporate support for the Lone Working Application. Consultation arrangements regarding Street Lighting switch off have been abandoned due to the implementation of the Smart Street Lighting Project which will deliver these savings in 2019-20 and beyond

Transport Development

- Transport Development overspent the £0.4m net income budget by £0.2m which was due to a reduction in Network Resilience income. The street work permit scheme and associated income achieved £1.2m.
- Despite a challenging climate for front line highways services, Transportation Development officers are leading on the delivery of West Yorkshire plus Transport Fund projects. These major highways schemes form part of a regional capital programme to improve local infrastructure of which Hard Ings Road Improvement Project is scheduled to commence construction in May 2019 and Harrogate New Line Junction Improvement planned to start early 2020. Between 1st April 2019 to March 2021 forecast spend on Bradford's Transport schemes are expected to total £26.6m.
- The service are also leading on making the case for a City Centre Northern Powerhouse Rail Station. The work has been successful in Bradford being included on the preferred NPR route within the Transport for the North Strategic Transport Plan and the City Centre Options being included in the Strategic Outline Business Case for NPR.
- Included in the above figures is non-achievement of savings amounting to £0.03m.
- (5R2) – The £25K relating to increased charges for activities on the highway and review of the charging schedule is forecast to be unachieved.
- (4R11) – The £60K saving linked to the introduction of limited lighting hours is forecast to underachieve by £10K. The implementation of the Smart Street Lighting Project will ensure these savings are achieved in 2019-20

2.4 Corporate Resources

- The department underspent the £49.3m net expenditure budget (£260.5m gross budget) by £1.6m. £0.9m of underspends are proposed to be transferred to reserves or carried forward to 2019-20.
- £1.8m of budget savings are planned for 2019-20.

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Corporate Resources	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Resourc	0.3	0.3	-	-	-	-	-	-	-
Finance & Procurement	5.2	4.7	-0.5	-0.4	-0.5	-0.1	4.7	4.2	-0.6
Revenues & Benefits	171.8	165.9	-6.0	-166.8	-162.8	4.0	5.0	3.1	-1.9
ICT	17.3	16.8	-0.5	-2.5	-2.3	0.2	14.7	14.5	-0.2
Estates and Property Services	50.5	50.6	0.1	-36.9	-36.3	0.6	13.6	14.3	0.7
Human Resources	6.2	6.5	0.2	-2.0	-1.8	0.2	4.2	4.6	0.4
Legal Services	9.1	9.6	0.4	-2.1	-2.5	-0.3	7.0	7.1	0.1
Total	260.5	254.3	-6.2	-210.9	-206.3	4.6	49.3	47.7	-1.6

2.4.1 Finance & Procurement

- Financial Services underspent the £2.7m net budget by £0.2m due to vacancies.
- CIPFA benchmarking data shows that the Council spends the lowest on Financial Services relative to other Councils.

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

- Indicatively if Financial Services in Bradford operated at the same average cost of benchmark Councils, the total cost of service would be approximately £5.8m rather than £2.7m.
- The 2019-20 budget includes a £0.3m saving linked to reducing Insurance costs across the Council.
- Commissioning & Procurement underspent the £2.0m net budget by £0.4m. Of this £0.3m is on employee costs due to vacancies and £0.1m was through a combination of reduced contract costs and increased income.

2.4.2 Revenues & Benefits

- Revenues and Benefits underspent the £4.0m net expenditure budget (£171.8m gross budget) by £1.9m mainly due to a reduction in overpaid and unrecovered benefits, lower agency costs and lower court costs.
- There is an on-going pressure on payroll services school income, however summons income increased over the year and there have been additional one-off savings relating to the cost of new burdens activity compared to funding.
- A better use of budget request has been put forward to carry forward £0.1m of this underspend relating to New Burdens funding provided to carry out on-going work associated with the move to Universal Credit.

- Requests to create two new reserves have also been made, £0.1m as a contingency against legal fees relating to Council Tax insolvency cases, and £0.1m as reserve to mitigate future pressures on schools payroll income.

2.4.3 ICT

- ICT underspent the £14.1m net expenditure budget by £0.3m as a result of an on-going review of contracts after the service returned in-house in 2015-16.
- The year-end position allows for the provision of £1.76m of funding for the cost of medium to long term transformational projects via the previously identified reserve.
- The service has a pressure on its traded areas as a result of a reduction in school work. Education ICT was £200k over budget and only achieved a breakeven position while Curriculum Innovation were £0.1m in deficit.
- Spend on ICT has significantly reduced since the end of the IBM contract in September 2015. Spend per user also reduced significantly over the years although it increased in 2018-19 as a result of spend on transformation projects funded by reserves.

	2014/15	2015/16	2016/17	2017/18	2018/19
Gross Spend	£22.8m	£16.4m	£13.0m	£12.8m	£14.1m
Bradford Gross Cost per user £s	3,404	2,656	2,196	2,252	2,555
Bradford Net Cost per user £s	3,176	2,442	2,034	2,067	2,439

- Further savings of £0.25m are budgeted for 2019-20 to result from reductions in 3rd party contract spend and restructuring.

2.4.4 Estates and Property Services

- Estates and Property Services overspent the £11.3m budget by £0.7m. However, this is after taking into account transferring £0.3m to the energy reserve relating to fortuitous in year savings and the transfer to reserve of £0.2m of funding to support CAT transfers.
- Offsetting a number of pressures, the service has seen an improvement in the trading position of School Catering and underspends in Energy, Residential Catering and Cleaning.

Estates – Operational, Investment & Programmes

- Estates as a whole overspent by £0.8m of which Estates Operations had an overspend of £0.4m primarily due to developing pressure on rental income linked to the voluntary sector, a reduction in rental properties and a £0.1m write off on historic accounts. Overall rental income fell from £2.6m in 2017-18 to £2.5m, short of the total budget of £2.8m and there is expected to be little increase in income in 19/20.
- Estates Investments did not add any additional properties in year resulting in a £0.3m shortfall against budget. A review of the investment strategy is due

to take place in 2019-20 with a view to maximising use of the funding set aside. However, it should be noted that generating income via investment is dependent on market conditions and opportunities.

- The Estates Property Programme overspent by £0.1m, mainly relating to having to facilitate a number of moves in year and the refurbishment of Appleton House. The balance includes allowing for the transfer to reserve of £0.2m of funding for CAT support work.
- Since 2008-09 when the Programme Started, over 90 operational buildings have now been vacated saving over £7.8m per year. The reduction in the size of the estate is over 90,000m², equivalent to over 6 City Halls.
- £41m of capital receipts have been generated from the disposal of surplus property and backlog maintenance on the Councils estate has reduced by £47m as a result of building vacations, and targeted investment.
- The service area as a whole has seen an increasing pressure from one off projects and as such a central reserve of £0.35m was established in 2018-19 to provide contingency funding to cover both internal costs of managerial and legal support and 3rd party costs, a request to top this back up for 2019-20 has been made.
- In 2019-20, £0.2m of additional income is also budgeted to result from income streams linked to property investment.

FM – Built Environment

Building, Technical & Architectural Services

- Building, Technical & Architectural Services overspent the net budget by £0.6m, of which £0.5m was a reduced contribution to central overheads from Architects (£0.2m deficit compared to a £0.3m budgeted contribution).
- The reduction in contribution from Architects is due to an historic and on-going decline in workloads which has fallen from £1.2m in 2015-16 to £0.8m in 2018-19
- Building & Technical Services as a whole had an overspend of £0.6m on its net revenue primarily relating to an increase in 3rd party costs which were not recovered via either capital or revenue recharging. However, it should be noted that this was on a reducing budget and against a background of reducing capital works which saw income levels drop from £14m in 2015-16 to £10.6m in 2018-19.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

Operational	85	50	49	46
Non Operational	16	5	8	5
Approx. Total Backlog Maintenance £ms	101	55	57	54
Of which Priority 1 £ms	70	28	25	24
Operational GIAm2 000s	319	256	237	228
Non-Operational GIAm2 000s	27	23	37	37
Total	346	279	274	265

GIAm2 = Gross Internal Area metres squared

Energy Unit

- The Energy Unit manages the Councils energy contracts, and leads on initiatives to reduce energy consumption. In 2018-19 the service underspent the £3.9m budget¹ by £0.65m linked to a warm winter after allowing for the transfer of £0.3m of fortuitous savings the Energy Reserve.
- These savings have come from a combination of a reduction in the Council's estate and the unit's efficiency work which has also helped reduce energy consumption and mitigate the financial impacts of price rises since 2016.
- Additional benefits in water cost savings from more precision billing and shutting down unused supplies have further assisted the bottom line. The outturn balance was also affected favourably by a reduction in the estimated potential liability for historic accounts.
- The table below outlines continued reductions in energy usage. The reduction in Energy consumption since 2014-15 equates to approximately £750k of savings per year at 2017-18 prices.

	2014/15	2015/16	2016/17	2017/18	2018/19
Electric (Non Street Lighting)	21.7	20.0	18.7	16.4	16.4
Gas	46.2	46.7	43.8	45.1	38.8
Total Electric & Gas Kwh ms	67.9	66.7	62.5	61.5	55.2

Industrial Services Group

- ISG provides work based training and employment opportunities to disabled people from across the Bradford district. Workload levels and trading position had improved in 2017-18, however 2018-19 saw a worsening of the position as the service was subject to considerable trading pressures relating to the market for fire retardant windows. Manufacturing sales levels fell from £2.3m in 2017-18 to £1.6m in 2018-19, and resulted in an over spend against budget of £0.3m. Festival lights was also £0.1m under budget.
- The service area as a whole, while no longer being in receipt of a direct subsidy, overspent its operating budget by £0.2m. This was however offset by the services traded reserve which was established to smooth gains and losses over years.

FM – Catering & Office Services

¹ The budget is managed by the Energy unit during the year, but charged out to user services at year end in line with accounting practice.

- School Catering achieved an underspend of £0.4m due primarily to improved productivity even though overall volumes reduced due to the loss of contracts. Operational efficiencies were achieved through the increased use of ICT, including electronic payment which is now available in approximately 75% of schools, and the achievement of procurement savings via new contracts.
- School Catering is however under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints. A better use of budget application for £155k has been put forward to fund on-going pre-planned dining room & menu development work in 2019-20.

FM - School Catering	2015/16	2016/17	2017/18	2018/19
Number of Meals 000s	6,476	6,654	6,117	*
Other activity - e.g. Breakfast clubs meals 000s	179	176	150	*
Number of Primary Schools Catered For	149	147	141	137
Number of Secondary Schools Catered For	5	5	5	6
Take up of school lunches	69%	69%	67%	*
Primary school children's satisfaction with school meals	72%	72%	74%	72%

* To be published

- School & Building Cleaning Services both underspent their budget by £0.1m each via a combination of improvements in productivity and increases in charge out rates for external work. Residential Catering also had an £0.1m underspend due to a combination of a reduction in sites and improvements in productivity levels. Other Catering had an £0.1m overspend due to a combination of reduced levels of trade and fixed staffing levels which has minimised the services flexibility to make savings.
- Admin Buildings is the budget that funds the main Council Office buildings including City Hall, Britannia House, Margaret Macmillan Tower and Keighley Town Hall amongst others. In 2018-19 spend was in line with the £4.8m net budget while delivering the expected savings predominantly relating to the vacation of Jacobs Well offices. Mail services had an overspend of £0.1m relating primarily to the increasing volume and cost of mail associated with Electoral Services.
- The increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in cost. Buildings vacated include Future House, Jacobs Well, Flockton House, City Exchange, No 1 the Interchange & Olicana House amongst others.

Admin Buildings	2015/16	2016/17	2017/18	2018/19
Occupants	3,221	3,396	3,225	3,424
Gross internal area (m2)	73,711	54,494	54,494	*
Backlog Maintenance £000s	8,281	6,595	6,595	*

* To be published

- Further savings of £1.0m across the FM Built Environment area are budgeted for 2019-20, to be delivered via building vacations (e.g. Richard Dunn and Community Asset Transfers) and the restructuring of Building Services.

2.4.5 Human Resources

- HR overspent the £3.8m net budget by £0.3m. A restructuring of workforce development took place at the start of the new financial year to enable the delivery of planned savings for 2018-19. A further review of all service areas is planned for 2019-20.
- The service is seeing an increasing pressure on its traded services due to the increasing number of Multi Academy trusts with income down £0.3m, however this was balanced by a £0.2m reduction in employee costs and additional savings on 3rd party spend. Offsetting the trading/cost pressures the service raised additional income through providing training to students via the college and from recharges to schools for medicals.
- Outturn figures allows for £0.2m of work on Council priority programmes such as Organisational Change & Learner Management System being funded via dedicated reserves, £0.1m remains in reserve for 2019-20.
- A better use of budget request has been made requesting the carry forward of £40k to fund software enhancement for traded services.

2.4.6 City Solicitor

- Legal & Democratic Services overspent the £6.5m net budget by £0.1m. Democratic Services have seen pressures upon both the cost of elections and the coroners/mortuary service (£0.3m combined). This has been partially offset in year by one off savings via vacancy control (£0.1m), and additional external income of £0.1m raised by charging out for Legal Services.
- A better use of budget request has been made requesting the carry forward of £47k of funding provided in 2018-19 to cover the cost of legal matters as determined by the City Solicitor.
- A request has also been made to top up the Elections Reserve by £62k to replace the sum that has been recently spent on by elections and increased cost of postal voting.
- Savings of £75k are budgeted for 2019-20.

2.5 Chief Executive

- The Chief Executive's Office underspent the £3.7m net expenditure budget by £0.3m while achieving £0.5m of targeted savings following a restructuring of the programme support function in 2017-18. Planned funding of £0.4m was provided from the Implementation fund in year to fund a short/medium requirement to support transformational project work.

	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Chief Executives Office									
Chief Executive's Office	0.7	0.6	-0.1	-0.0	-0.0	-0.0	0.7	0.6	-0.2
Policy Programmes & Change	1.0	1.0	-0.0	0.0	0.0	0.0	1.0	1.0	-0.0
Political Offices	0.2	0.2	-0.0	0.0	0.0	0.0	0.2	0.2	-0.0
Programme Management	0.9	1.1	0.2	0.0	-0.2	-0.2	0.9	0.9	0.0
Public Affairs & Communications	1.2	1.2	-0.0	-0.1	-0.1	-0.0	1.1	1.0	-0.1
Total	4.1	4.1	0.0	-0.1	-0.4	-0.3	4.0	3.7	-0.3

- Programme Management now includes the Air Quality Project, £0.2m of spend being matched by £0.2m of funding.

2.6 Non Service Budgets

- Non Service budgets underspent by £0.7m as a result of lower Pension related costs for people that were made redundant in prior years where there was an agreement to pay added years as part of the redundancy agreement.

2.7 Central Budgets & Contingencies

- The General Fund underspent by £11.2m due mainly to,
 - £3.0m of corporate contingencies.
 - £6.5m of lower redundancy costs resulting in reduced provisions (£3m has been moved to reserves to cover the cost of future redundancies).
 - £3.6m of capital financing underspend linked to the change in the Minimum Revenue Provision policy (£1.9m), and £1.6m of lower interest costs resulting from matured debt being replaced with lower cost financing.
 - £0.3m of VAT refund (£1.6m has been applied for, and £1.3m is now expected to be received in 2019-20)
 - £1.0m of other centrally held underspends.

Partly offset by

- £0.8m of better use of budget requests
- £2.5m of movements to the reserves to cover known risks and future decisions.

3.1 Better use of budgets requests – Re-profiled spend

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

	£000s
Street Cleansing - IT Routing System for Street Cleansing	40
Street Cleansing - Work with community groups, local clean ups, equipment and materials	90
Street Cleansing - Additonal cost of dealing with a large fly tip of hazardous waste	15
Youth Service - Part fund premise improvements at Laisterdyke Youth and Community Centre	13
Economic Delivery - AdVenture 'op in' accelerated in 2019-20, schedule of community enterprise support programmes	94
Economic Delivery - AdVenture 'op in' accelerated in 2019-20, schedule of community enterprise support programmes	60
Economic Development - Developing the Future High Streets programme, bids to the Stronger Towns	100
Bereavement Services - Bereavement strategy costs, additional salary (temp project officer) £35k and £40k for infrastructure repairs.	75
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Total Dept of Place	487
Legal & Democratic - Help cover Legal Services workload	47
Revenues & Benefits - help with work related to Universal Credit	100
School Catering - Introduce new neworked digital menu to help secure existing clients and gain new ones.	155
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Total Corporate Resources	302
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Total	789
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3.2 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 were budgeted to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £13.9m (51%) of the £27.4m was delivered, leaving £13.5m undelivered.

Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/18	2018/19 New Savings	Total Savings 2018/19	Variance 2018/19
Health & Wellbeing	0.8	12.4	13.2	6.6
Children's Services	0.0	0.5	0.5	0.1
Dept of Place	1.3	3.6	5.0	1.7
Corporate	0.0	3.5	3.5	0.5
Chief Executives	0.0	0.5	0.5	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	6.8 ²	20.6	27.4	13.5

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

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.5

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

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

4.0 BALANCE SHEET

4.1 Cash Reserves

4.1.1 At 31st March 2019 reserves stand at £208.8m (Council £181.6m and Schools £27.2m).

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement in year	Closing Balance at 31st March 2019 £m
Council reserves	133.9	127.8	145.2	36.4	181.6
Schools Delegated budget	33.8	25.2	20.5	6.7	27.2
Total	167.8	153.0	165.7	43.1	208.8

4.1.2 Movements in reserves led to a £44.9m increase in total reserves from Qtr 4.

4.1.3 The main changes (+ or - £1m) since Qtr 4 include,

- +£25m to the Financing Reserve as a result of the change in MRP policy
- +£6.7m School Balances
- +£5m of Grant Reserves
- +£4m to the Transition & Risk reserve to cover known risks and support future decisions
- +£3m to the Redundancy Reserve for redundancy costs beyond 2019-20
- +£2m to the NDR Volatility Reserve
- +£1.5m for PFI Schools Credits Reserve

- £1.1m from the Essential Life Skills grant reserve
- £1.4m from the Implementation reserve for transformation work in 2018-19
- £1.8m from the ICT Programmes budget

A full breakdown of movements in the year are shown in Annex 1.

4.2 School Balances

The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2019.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	651	0	203
Primary	100	6,694	84	7,648	16	(954)
Secondary	7	(1,538)	7	(509)	0	(1,029)
Special	4	654	4	969	0	(315)
Pupil Referral Units (PRU)	7	457	6	432	1	25
Subtotal	125	7,121	108	9,191	17	(2,070)
School Contingency		12,721		17,541	0	(4,820)
Other Activities		708		544	0	164
Total	125	20,550	108	27,276	17	6,726

- The school balances reserve has increased by £6.7m in 2018-19 from £20.5m to £27.3m.
- The overall increase in individual school balances was £2.1m.
- Balances held by academies schools are not included within the Authority's reporting. At March 2019, 17 fewer schools were maintained by the Local Authority than at 31st of March 2018. 17 schools that have converted to academy status during 2017-18 held revenue balances of £1.0m at 31st of March 2018.
- Therefore, the actual increase in individual school balances is £3.1m by the adjusting the 17 schools that converted to academy status in 2018-19
- The gross value of total surpluses held at 31st of March 2019 is £12.9m (vs £9.4m at March 2018). The gross value of deficits is £3.7m (5 Schools) (vs £3.3m at March 2018)
- In setting the 2019-20 School's Budget, £2.9m of the School Contingency balance of £17.5m was allocated to support the overall schools budget from April 2019 with the rest to support future year school budgets.

5.0 CAPITAL

- The Capital Investment Plan deals with investment in land, buildings and equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an on going basis are dealt with in the revenue budget, for example the payment of salaries to staff a library.
- The Capital Investment Plan originally budgeted 2018-19 spend at £176.2m (Full Council, 22 February 2018). This budget was reprofiled to £150.4m in the 1st quarter monitoring report (Executive, 10th July 2018). Since the agreement of the 2018-19 budget in the first monitoring report the only changes to budgets have been for new approved schemes and the budget in the 4th quarter monitoring report was £155.4m with the spend forecast being £86.8m (Executive, 3 April 2019).
- Against the latest reprofiled budget of £155.4m, the Outturn was £84.3m. This is summarised by department in the Table below and is outlined in greater detail in Annex 3.

Capital Investment Plan 2018-19 by Department

	April 2019 Budget	Outturn	Variance
	£'m	£'m	£'m
Health and Wellbeing	9.8	7.3	-2.5
Children's Services	17.7	12.8	-4.9
Place – Economy and Development Services	21.7	18.9	-2.8
Place – Planning, Transportation and Highways	46.3	22.0	-24.3
Place – Other	20.7	18.7	-2.0
Corp Services – Estates and Property Services	10.8	4.6	-6.2
Reserve schemes and contingencies	28.4	0	-28.4
All Services	155.4	84.3	-71.1

- As shown in the table above, the 2018-19 Outturn had a £71.1m underspend compared to the budget. Part of the underspend was on Place – Planning, Transportation and Highways, across a number of projects, including Bradford City Centre Townscape and West Yorkshire Transport Fund.

- The most significant underspend related to Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions. Strategic Acquisition budgets are part of a policy to invest to promote economic development and generate ongoing income that funds Council support across the district (Executive, 9 January 2018, A strategy for Growth from Council Tax, Business Rates and investments). However, the underspend on Strategic Acquisitions was in accordance with the Council's Capital Strategy (Full Council, The Council's Investment Plan for 2018-19 onwards, see Appendix A, 2.3). Such acquisitions should only happen when an investment meets high threshold against criteria including risk and yield.
- The latest Capital Investment Plan was set as part of the 2019-20 budget (Full Council, 21 February 2019, The Council's Investment Plan for 2019-20 onwards, Appendix 1). The planned expenditure included in the 2019-20 CIP rolled forward the 2018-19 approved CIP as shown in the quarter 3 monitoring but after excluding the forecast 2018-19 spend: £91.4m against a £154.8m budget. The forecast underspend of £63.4m was therefore reprofiled from the current year into future ones.
- The 2019-20 Plan has been updated following the 2018-19 Outturn. This update includes an additional £11.2m carry forward from 2018-19. Other capital schemes are proposed for addition to the Capital Investment Plan, following approval from Executive. Further, existing schemes have been reprofiled to better reflect the expected date of spend.

Analysis of Spend by Type of Expenditure

- Despite the underspend, a 2018-19 Outturn of £84.3m represents a substantial investment in the district. Of the total amount, £76.6m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' housing, for example grants funding disabled adaptations.
- The largest proportion of the £76.6m spend was on the upkeep of the Council's buildings, with further significant spend on new builds. An analysis of the 2018-19 capital spend showing its purpose is set out in the table below.

2018-19 Budget, outturn and underspend analysed by purpose

	Budget £m	Actual Spend £m	Underspend £m
Maintenance of Council Fixed Assets	63.0	34.8	-28.2
Invest to Save	17.2	1.4	-15.8
New Build or Acquisition	41.9	31.1	-10.8
Schools Capacity	17.6	9.0	-8.6
Regeneration	2.7	0.3	-2.4
Grants to Third Parties	13.0	7.7	-5.3
Total	155.4	84.3	-71.1

The 2018-19 spend includes innovative approaches and schemes that have improved services in the district. For example, it includes the construction of affordable housing units in 2018-19, which will be available to rent. This project is in partnership with the Homes and Communities Agency. These new housing units will represent an important achievement for the Council Plan, which set out targets to improve housing in the district.

- Further, the 2018-19 spend enabled the completion of works to St Georges Hall, protecting the district's heritage in the centre of the city and further encouraging visitors to the area.
- There was continued spend on primary school expansion, improving education,

another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.

- The 2018-19 spend in the Capital Investment Plan creates an additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement for spend was £20.0m. To help explain this, the funding of the spend is set out in the table below.

Funding of Capital Investment Plan

- In year the total capital expenditure of £84.3m was funded from a variety of sources, shown in the table below:

Sources of funding	£m
Capital Grants and Contributions	42.9
Direct Revenue Funding and reserves	5.0
Capital Receipts	4.8
Invest to save Borrowing	11.3
Corporate Borrowing	20.0
PFI and Other Finance Lease	0.3
Total resources used to fund capital spend	84.3

- The above table shows that out of the £84.3m spend, there was no future capital financing requirement for £52.6m of it, as it was financed from available funding in 2018-19.
- The £52.6m includes £42.9m of grants. Such grants were used in the 2018-19 year, so up to their full amount, there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes within the spend. For instance, £3.5m was received from the Homes and Communities Agency to help fund the new Bolton Woods Regeneration Scheme. The majority of the grants are from the Department of Education and the West Yorkshire Transport Fund. Also these grants include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £52.9m also includes £4.8m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £5.0m of funding comes from on going revenue budgets or one off reserves. Again there is no future financing requirement on any of the spend funded from these sources.
- The £0.3m funding from Finance Leases represents a technical accounting adjustment which reclassified an ongoing Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is future additional draw.
- In contrast to the funding sources described above, the Invest to Save spend of £11.3m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate ongoing savings matching the future financing requirement, so there is no net draw on the revenue budget. For example, the affordable housing units are partly funded by Invest to Save, with a future financing requirement funded from the rentals.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating on going savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. For the 2018-19 Outturn Corporate Borrowing of £20.0m is needed.
- The Council looked to maximise flexibility to fund spend using grants and income from sales of land and building. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2018-19 financial year. These balances are shown in the two tables below.

Capital Grants and Contributions

- The Council had a balance of £47.4m in unused capital grants and contributions at the beginning of the year. A further £53.9m was received in year. Of this £29.4m was used to fund capital expenditure on the Council's own assets and a further £13.5m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £58.4m.

Capital grants and contributions

	£m
Balance B/fwd at 01.04.2018	47.4
Capital grants received in year	53.9
Repayment of Grant	0
Applied to fund spend on Council assets	-29.4

- The above tables show the Council has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £58.4m, will enable significant investment in the district in future years.

Capital Receipts

- The Council received £4.8m of receipts from the disposal of assets and repayment of loans. The full amount of £4.8m was applied to fund capital expenditure on the Council's own assets. To reduce revenue, spend all capital receipts have been applied to fund capital spend this year.

Capital receipts

	£m
Balance B/fwd at 1.4.2018	0
Capital receipts received in year	4.8
Applied to fund spend on Property Plant & Equipment	-4.8
Balance C/fwd 31.3.2019	0.0

- The Council can use capital receipts to fund any capital spend, so has fully used the balances, as shown in the tables above, to reduce using Corporate Funding in 2018-19. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3.5m per year in capital receipts.
- Overall, the Council has maximised the use of balances of capital grants and receipts to reduce the use of Corporate Borrowing. The capital financing costs included in the 2019-20 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2019.
- A positive outcome is that the Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £84.3m spend, £16.7m was on residents houses and other schools, leaving £67.5m additions to the balance sheet.
- Other outcomes for capital in 2018-19 were a net £14.4m upward revaluation of the Council's property by a qualified in house property valuer. While this revaluation is not an increase, it reflects the expectation of the valuer of increases in the service benefit that can be derived from the Council's property portfolio.
- Other changes to the property portfolio's value shown on the balance sheet included £32.1m of depreciation reflecting the cost of their wear and tear from delivering services over the 2018-16 financial year. There was also £40.2m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such schools are removed from the Council's balance sheet.
- The changes on the property portfolio described above, which impact on its value, are summarised in the table below.

³ Revenue Expenditure Funded from Capital under statute, is revenue expenditure where the Secretary of State has given specific approval for it to be funded using capital financing.

	Opening balance sheet 31/03/18	Additions	Asset disposal	Depreciation	Revaluation	Reclassify	Closing balance sheet 31/03/19
	£m	£m	£m	£m	£m	£m	£m
Land, Buildings & vehicles	946.5	67.3	-37.7	-31.9	15.4	2.7	962.3
Investment Property	58.9	0.1	-0.1	0.0	-1.0	-4.3	53.6
Heritage Property	37.1	0.0	0.0	0.0	0.0	0.0	37.1
Mainly software licences	0.6	0.1	0.0	-0.2	0.0	0.0	0.5
Assets ready to sell	1.0	0.0	-2.4	0.0	0.0	1.6	0.2
Total	1,044.1	67.5	-40.2	-32.1	14.4	0.0	1,053.7

6.0 COUNCIL TAX AND BUSINESS RATES

- The Council holds a separate account (Collection Fund) for the collection of Council Tax and Business Rates. All Council Tax and Business Rates collected across the district are held in this Fund. Relevant shares are distributed out of this Fund to the Council and also other bodies. However, the amount of these distributions are agreed in advance, before the start of the financial year, to aid budget stability. When forward projecting these distributions, the aim is to breakeven with the amount collected during the year, but inevitably a variance arises.
- In terms of background, while the Council receives a significant share of Council Tax from the Fund, relevant shares are also distributed to the other preceptors: West Yorkshire Police and Crime Commissioner (WYPCC); West Yorkshire Fire and Rescue Authority (WYFRA) and Local Parishes. Business Rates are also distributed to the Government and WYFRA.
- The 2018-19 variances between the amounts collected and distributed for both Council Tax and Business Rates are discussed in more detail below.

Council Tax

- At the end of 2018-19, the overall variance between amounts collected and distributed for Council Tax was a £73,000 surplus. Of this, the Council's share was £62,000, after applying the same ratio used to distribute overall shares of the total amounts collected. This is a very small variance in the context of the overall Council Tax collection.
- At the point of forecasting the 2019-20 budget, Bradford's share of the 2018-19 result was estimated to be a £33,000: so this £33,000 shortfall was factored into the 2019-20 budget assumptions. This means there is a small gain of £96,000 (difference between the estimated shortfall and actual surplus) which will be realised in 2020-2021. However, in the context of the overall Council Tax collection, this variance is small, demonstrating the distributed shares for 2018-19 were forecast accurately. The overall result is shown in the table below.

	2018-19 Budget £m	2017-18 Actual £m	(Deficit)/Surplus £m
Previous year (Deficit)	(0.4)	(1.1)	(0.7)
Recovery of previous year deficit	0.4	0.4	0
Chargeable Council Tax	257	255	(2)
Council Tax Support	(30.6)	(28.8)	1.8
Bad Debt Provision	(5.8)	(4.8)	1
Police payment	(22.9)	(22.9)	0
Fire distribution	(8.8)	(8.8)	0
Parish distribution	(1.9)	(1.9)	0
Bradford's distribution	(187)	(187)	0
Current Year surplus	0.00	0.073	0.073
Bradford's share of surplus	0.00	0.062	0.062

- Further the collection rate for 2018-19 Council Tax debt to date has remained very close to the collection target.

Council Tax Collection	2016/17	2017/18	2018/19
Council Tax - Dwellings administered	213,645	214,856	214,856
BV9 Council Tax collected in year to 31 Mar £000s	182,085	182,085	193,475
BV9 % of Council Tax Collected to 31 Mar	94%	94.00%	94.20%
Council Tax Collection Target at 31 Mar	95%	94.50%	94.50%

Business Rates

- The overall variance between amounts collected and distributed for Business Rates was a deficit of £88,000. However, this overall balance has been shared out as follows: a £1.1m deficit to the Government; a £1,000 deficit to WYFRA and a £1.2m surplus for Bradford Council.
- The background to this distribution of the overall balance is that the Council received 99% of Business Rates collected in 2018-19, due to its participation in the 100% Business Rate Pool. However, it only received a 49% share of Business Rates in 2017-18, the year in which there was a significant deficit. This change in the share of Business Rates retained accounts for the allocation of a small overall deficit between a large surplus to the Council and a deficit to the Government.
- This surplus is available for future years. However, it is already factored into the 2019-20 budget, which at the point of construction, correctly anticipated a surplus of £1.2m.
- The table below summarises the variances on Business Rates collection.

	2018-19 Budget £m	2018-19 Actual £m	(Deficit)/Surplus £m
Total Rateable Value	390.587	391.931	1.344
Gross Rates Yield (@0.48p)	187.481	188.127	0.646
Less discounts (Reliefs)	(47.039)	(47.288)	(0.249)
Less bad debt provision	(2.607)	(0.740)	1.867
less appeal provision	(8.448)	(8.448)	0
Less allowance for collection	(0.730)	(0.730)	0
Business Rates Collection Total	128.658	130.921	2.264
Previous year (Deficit)	(1.383)	(3.735)	(2.352)
Recovery of previous year deficit	1.383	1.383	0
Less 2017-18 additional deficit		(2.352)	(2.352)
Total	128.658	128.569	(0.088)
Bradford Council share			1.089
Government share			(1.176)
WYFRA			(0.001)

- The table below also shows that Business Rates collected in year was on target.

Business Rates Collection	2016/17	2017/18	2018/19
Number of Business Rates bills issued plus the number of summonses	37,766	41,523	40,918
CIS_034 (BV10) - Business Rates collected in year to 31 March £000s	142.4	137.3	137.9
BV10 % Business Rates collected in year to the March	97.01%	97.5%	97.6%
Business Rates Collection Target at the 31 March	97.9%	97.2%	97.6%

Reserves Statement as at 31st March 2019

Annex 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	-4,197	10,300	
Total available Unallocated Corporate Reserves	14,497	-4,197	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,227	-986	241	Funding to support young and disadvantaged people into employment
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	279	-176	103	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	684	-194	490	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	-881	789	To cover deferred spend on priority work from 2017-18.
Economic Partnership Reserve	162	-5	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-445	4,222	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	-527	625	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	-97	1,622	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	5,848	16,759	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	-240	1,388	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	-58	698	
Implementation Reserve	3,970	-1,413	2,557	To fund Projects associated with delivering 2017-18 savings plans.

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	735	2,000	2,735	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	3,000	5,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	-6	4	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration initiatives
Financing Reserve	23,738	23,663	47,401	MRP policy changed to annuity method.
Financing Reserve 2019/20	0	1,000	1,000	
Markets Compensation	0	360	360	
Finance Works Reserve	0	56	56	
Sub Total	63,760	30,899	94,659	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	-278	390	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	-278	5,527	
D. Service Earmarked Reserves				
	37,355	69	37,424	See Appendix 2
E. Revenue Grant Reserves				
	12,937	5,699	18,636	
F General Reserves				
General Fund	10,803	4,197	15,000	Statutorily required reserve which the Director of Finance deems to the minimum that can be prudently recommended. of External Auditors.
Schools delegated budget	20,550	6,726	27,276	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	10,923	42,276	
Grand total	165,707	43,115	208,822	

Departmental Earmarked Reserves Statement at 31st March 2019

	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	-453	838	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	-57	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	-626	368	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	-1,136	2,251	
Children Services				
BSF Unitary Charge	7,318	534	7,852	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	970	5,747	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	-37	331	
Early Help Enabler Support	500	-103	397	To help support Early Help programme
Early Help Workforce Development	81	-47	34	
Recruitment & Retention	42	-42	0	
Retail Academy (Skills for Employment)	262	76	338	Skills for work
Prevention & Early Help	0	500	500	
SEND Inspection Resource	0	194	194	
One Workforce Reserve	0	641	641	
Creative Skills	0	187	187	
ICE Advanced Skills	0	105	105	
Training Work Programme (Skills for Work)	798	-135	663	Skills for Work
Total Children	14,377	2,612	16,989	
Department of Place				
Marley pitch replacement	305	-199	106	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
City centre regeneration	51	0	51	
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	546	-47	499	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	-300	346	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	-45	76	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	-8	0	
Tour De Yorkshire	87	-87	0	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	174	790	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.
Business Improvement District Development	125	-116	9	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	319	64	383	It is a statutory requirement that fees can only be generated and retained to deliver the HMO licensing function
VCS Transformation Fund	160	202	362	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	27	812	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIF
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord Rent Guarantees and Incentives

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	74	14	88	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's allocations & options system
PT&H Local Plan	600	-384	216	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	Match funding for Business and enterprise support
Economic Strategy Reserve	186	0	186	For delivery of the Economic Growth Strategy
Bereavement Strategy	0	91	91	
Housing Development Growth Fund	0	500	500	
Well England Reserve	200	-100	100	
Department of Place	9,624	-239	9,385	
Corporate Resources				
Schools Traded HR Reserves	106	41	147	To mitigate the risk of changes in customer base.
Workforce Development	249	-127	122	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	-81	0	Software/system implementation etc. in support of workforce development.
District Elections	235	-27	208	To smooth the cost of District Elections over a four year period.

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	-30	322	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	-111	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	0	211	211	
ICT Programmes Budget	6,712	-1,761	4,951	To fund future ICT 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	0	350	
ISG over achievement trading reserve	257	-206	51	To support ISG
Bradford Learning Network (Broadband)	128	185	313	
Estates CAT Support	0	228	228	
Payroll Reserve	0	100	100	
Central Admin Estates Security	0	100	100	
Energy unit	230	310	540	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-1,168	8,799	
Total Service Earmarked Reserves	37,355	69	37,424	

Capital Expenditure

Annex 3

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing										
CS0237a	Great Places to Grow Old	0	0	0	0	0	0	0	0	0
CS0237b	Keighley Rd Extra Care	5,870	6,115	5,200	5,201	-914	928		4,273	5,201
CS0237c	Keighley Rd Residential Care	2,645	2,648	1,749	1,749	-899	0	1,412	337	1,749
CS0373	BACES DFG	443	793	793	256	-537	0	0	256	256
CS0239	Community Capacity Grant	1,452	78	78	54	-24	54	0	0	54
CS0348	Whiteoaks Respite Centre	0	90	0	0	-90	0	0	0	0
CS0311	Autism Innovation Capital Grant	0	19	19	0	-19	0	0	0	0
CS0312	Integrated IT system	0	90	90	0	-90	0	0	0	0
CS0352	Electric vehicle charging infrastructure	0	1	0	0	-1	0	0	0	0
CS0442	Safe & Sound PNC upgrade	0	0	46	46	46	46	0	0	46
Total - Health and Wellbeing		10,410	9,834	7,975	7,306	-2,528	1,028	1,412	4,866	7,306
Children's Services										
CS0249	Schools DRF	0	0	549	615	615	615	0	0	615
CS0256	2yr old Nursery Educ Expansion	0	5	5	4	-1	4	0	0	4
CS0278	Targeted Basic Needs	0	34	1	1	-33	1	0	0	1
CS0286	Outdoor Learning Centres	0	27	31	31	4	31	0	0	31
CS0022	Devolved Formula Capital	0	0	2,361	1,447	1,447	1,447	0	0	1,447
CS0030	Capital Improvement Work	27	69	69	60	-9	60	0	0	60
CS0240	Capital Maintenance Grant	3,331	4,500	2,603	2,436	-2,064	2,436	0	0	2,436
CS0240b	Capital Maintenance Grant	0	2,200	500	494	-1,706	494	0	0	494
CS0244a	Primary Schools Expansion Progr	1,409	1,700	2,200	2,521	821	2,521	0	0	2,521
CS0244b	Silsden Sch £7.265m Exec 12/04/16	2,979	2,922	200	184	-2,738	184	0	0	184
CS0244c	SEN School Expansions	2,391	2,805	400	442	-2,363	442	0	0	442
CS0360	Early Yrs 30 hrs childcare	0	6	6	6	0	6	0	0	6
CS0314	Foster Homes Adaptation	0	1	0	0	-1	0	0	0	0

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0362	Secondary School Expansion	5,876	3,100	1,840	2,187	-913	2,187	0	0	2,187
CS0377	LA SEN Free School	500		0	0	0	0	0	0	0
CS0421	Healthy Pupil Capital Grant	0	328	108	101	-227	101	0	0	101
CS0440	Laptops	0	0	27	27	27	27	0	0	27
CS0447	Finance Leases 18-19	0	0	348	348	348	348	0	0	348
CS0448	PFI Phase 1 and 2	0	0	1,899	1,899	1,899	1,899	0	0	1,899
						0				0
Total - Children's Services		16,513	17,697	13,565	12,803	-4,894	12,803	0	0	12,803
Place - Economy & Development Services										
CS0134	Computerisation of Records	10	10	0	0	-10	0	0	0	0
CS0136	Disabled Housing Facilities Grant	2,028	5,103	4,000	4,147	-956	4,147	0	0	4,147
CS0137	Development of Equity Loans	1,000	1,013	900	868	-145	295	0	573	868
CS0144	Empty Private Sector Homes Strat	662	862	535	481	-381	481	0	0	481
CS0225	Afford Housing Prog 11-15	0	0	0	40	40	40	0	0	40
CS0308	Afford Housing Prog 15 -18	8,600	7,640	8,640	8,252	612	2,323	5,929	0	8,252
CS0380	Afford Housing Prog18-21	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	1	0	0	-1	0	0	0	0
CS0280	Temp Housing Clergy House	0	232	165	177	-55	0	0	177	177
CS0335	Bfd Cyrenians 255-257 Mngm Ln	4	14	14	5	-9	2	0	3	5
CS0084	City Park	205	205	15	13	-192	0	0	13	13
CS0085	City Centre Growth Zone	1,699	600	200	30	-570	0	0	30	30
CS0189	Buck Lane	75	110	50	57	-53	0	0	57	57
CS0228	Canal Road	100	100	0	0	-100	0	0	0	0
CS0241	Re-use of Frmr College Builds Kghly	506	523	50	13	-510	0	0	13	13
CS0266	Superconnected Cities	907	66	66	61	-5	0	0	61	61
CS0291	One City Park (fmr Tyrls)	4,800	0	0	0	0	0	0	0	0
CS0265	LCR Revolving Econ Invest Fund	0	1,151	0	526	-625	526	0	0	526
CS0285	Strategic Development Fund	1,167								

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0345	Develop Land at Crag Rd, Shply	573	262	262	219	-43	219	0	0	219
CS0382	New Bolton Woods Regen Sch P3	0	3,507	3,507	3,507	0	3,507	0	0	3,507
CS0363	Markets Red'mnt - City Cntr	2,219	340	500	536	196	0	536	0	536
Total - Place - Economy & Development Serv		24,555	21,739	18,904	18,932	-2,807	11,539	6,465	928	18,932
Place - Planning, Transportation & Highways										
CS0131	Kghly Town Cntr Heritage Initi	0	156	5	5	-151	5	0	0	5
CS0178	Ilkley Moor	0	18	4	4	-14	4	0	0	4
CS0179	Landscape Environ Imp	0	21	0	0	-21	0	0	0	0
CS0281	Saltaire - Public Realm imp	0	0	0	0	0	0	0	0	0
CS0285	Strategic Development Fund	0	1,167	0	0	-1,167	0	0	0	0
CS0071	Highways S106 Projects	100	135	375	372	237	372	0	0	372
CS0372	Countryside S106 Projects	0	0	9	9	9	9	0	0	9
CS0091	Capital Highway Maint	0	4,958	4,953	4,907	-51	4,907	0	0	4,907
CS0095	Bridges	0	729	1,267	1,552	823	1,552	0	0	1,552
CS0096	Street Lighting	0	144	144	179	35	179	0	0	179
CS0099	Integrated Transport	0	587	450	447	-140	447	0	0	447
CS0103	WY Casualty Reduction Ptner	0	0	0	0	0	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	0	16	1	1	-15	1	0	0	1
CS0172	Saltaire R/bout Cong& Safety Works	0	281	20	2	-279	2	0	0	2
CS0252	Measures to Support Hubs	0	45	0	0	-45	0	0	0	0
CS0264	Highway to Health	0	0	2,183	1,789	1,789	1,789	0	0	1,789
CS0282	Highways Strategic Acquisi	0	176	1	0	-176	0	0	0	0
CS0289	Local Pinch Point Fund	0	495	0	0	-495	0	0	0	0
CS0293	West Yorks & York Transport Fund	19,383	14,692	5,269	5,154	-9,538	5,154	0	0	5,154
CS0396	WYTF Corr Imp Projects	0	10,595	486	624	-9,971	624	0	0	624
CS0296	Pothole Fund	0	74	74	57	-17	57	0	0	57

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0306a	Strategic Transp Infrastr Priorit	90	90	0	0	-90	0	0	0	0
CS0306b	Connectivity Project	1,196	1,196	0	0	-1,196	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	0	97	0	0	-97	0	0	0	0
CS0307	Bus Hot Spots	0	0	0	0	0	0	0	0	0
CS0310	Clean Vehicle Technology Fund	0	3	0	0	-3	0	0	0	0
CS0317	VMS Signage	0	39	0	0	-39	0	0	0	0
CS0319	Challenge Fund	0	1,389	900	964	-425	942	0	22	964
CS0323	Flood Risk Mgmt	0	196	151	166	-30	166	0	0	166
CS0325	Street Lighting Invest to Save	0	0	0	0	0	0	0	0	0
CS0329	Damens County Park	60	108	2	2	-106	0	0	2	2
CS0332	Flood Funding	0	387	375	381	-6	381	0	0	381
CS0334	Air Quality Monitoring Equip	0	9	0	0	-9	0	0	0	0
CS0350	Street Lighting Invest to Save	825	825	250	513	-312	0	513	0	513
CS0353	Strategic land purch for Highways Hard Ings Keighley (corp)	4,415	0	0	0	0	0	0	0	0
CS0355	Strategic land purch for Highways Harrogate Rd/ New Line Jct	154	0	0	0	0	0	0	0	0
CS0365	National Productivity Invest Fund	0	27	27	28	1	28	0	0	28
CS0370	LTP IP3 Safer Roads	779	1,182	375	342	-840	342	0	0	342
CS0371	LTP IP3 Public Transport	300	686	300	439	-247	439	0	0	439
CS0375	Sign Shop	0	19	1	0	-19	0	0	0	0
CS0379	NPIF UTMC	3,500	1,730	2,500	2,253	523	1,576	0	677	2,253
CS0384	Pothole Fund 1819	0	829	890	762	-67	762	0	0	762
CS0386	Cycling & Walking Schemes LTP3	0	19	1	1	-18	1	0	0	1
CS0414	LTP IP3 Safer Rds 1819 Shipley	0	120	80	103	-17	103	0	0	103
CS0415	LTP IP3 Safer Rds 1819 Bfd West	0	144	100	133	-11	133	0	0	133
CS0416	LTP IP3 Safer Rds 1819 Kghly	0	123	100	119	-4	119	0	0	119
CS0417	LTP IP3 Safer Rds 1819 Bfd South	0	128	80	62	-66	62	0	0	62
CS0418	LTP IP3 Safer Rds 1819 Bfd East	0	145	80	117	-28	117	0	0	117

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0419	IP3 Safer Rds Strat Proj 1819	0	120	15	32	-88	32	0	0	32
CS0398	Bfd City Ctre Townscape Herit	2,000	2,000	0	0	-2,000	0	0	0	0
CS0430	Hwys Maint Fund Oct18	0	0	0	186	186	186	0	0	186
CS0432	Steeton/Silsden Crossing	0	0	0	21	21	21	0	0	21
CS0423	Highways IT upgrade	0	350	350	267	-83	0	267	0	267
CS0433	Gain Lane / Leeds Rd Jct	0	30	30	0	-30	0	0	0	0
						0				0
Total Place - Planning, Transportation & Highways		32,802	46,280	21,848	21,991	-24,289	20,510	780	701	21,991
Dept of Place - Waste, Fleet & Transport										
CS0060	Replacement of Vehicles	3,000	3,000	3,000	3,088	88	483	2,605	0	3,088
CS0063	Waste Infrastructure & Recycling	204	205	150	180	-25	180	0	0	180
CS0283	Above Ground Fuel Storage	0	150	127	128	-22	0	0	128	128
CS0438	Harris St Fencing	0	59	59	0	-59	0	0	0	0
						0				
Total Place - Waste, Fleet & Transport		3,204	3,414	3,336	3,396	-18	663	2,605	128	3,396
Dept of Place - Neighbourhoods & Customer Services										
CS0066	Ward Investment Fund	35	35	0	0	-35	0	0	0	0
CS0132	Community Hubs	25	25	25	0	-25	0	0	0	0
CS0378	Cust Serv Strategy	299	233	233	75	-158	0	0	75	75
CS0359	Community Resilience Grant	0	22	22	4	-18	4	0	0	4
Total Place - Neighbourhoods & Customer Services		359	315	280	79	-236	4	0	75	79
Dept of Place - Sports & Culture										
CS0151	Building Safer Commun	47	47	0	0	-47	0	0	0	0
CS0328	Cliffe Castle Various	0	35	35	20	-15	20	0	0	20
CS0374	Cartwright Hall CCTV	0	0	0	47	47	47	0	0	47

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0430	Cartwright Hall Café	0	57	57	2	-55	0	0	2	2
CS0340	St George's Hall	5,889	5,194	5,424	5,501	307	319	0	5,182	5,501
CS0121	Roberts Park	0	0	0	1	1	0	0	1	1
CS0162	Capital Projects - Recreation	0	0	100	131	131	131	0	0	131
CS0187	Comm Sports Field & Facili	0	28	28	39	11	39	0	0	39
CS0229	Cliffe Castle Restoration	52	150	131	41	-109	41	0	0	41
CS0347	Park Ave Cricket Ground	20	21	21	14	-7	14	0	0	14
CS0367	King George V Playing Fields	1,096	1,067	50	47	-1,020	0	0	47	47
CS0392	Russell Hall Comm Grn	0	14	14	1	-13	1	0	0	1
CS0393	Queensbury Play Areas	0	24	24	26	2	26	0	0	26
CS0394	Harold Walk	0	20	20	19	-1	19	0	0	19
CS0425	Littlemoor Park Footpath £11k	0	11	11	10	-1	10	0	0	10
CS0426	Wibsey Park Outdoor Gym £13.7k	0	14	14	14	0	14	0	0	14
CS0428	Woodhead Road Recreation Ground Fencing	0	13	13	13	0	13	0	0	13
CS0403	Bereavement Strategy - Consultants Fees	0	250	200	159	-91	159	0	0	159
CS0424	Mir Park & Springmill Street	0	13	13	13	0	13	0	0	13
CS0429	Menston Recreation Ground £15k	0	15	15	15	0	15	0	0	15
CS0242	War Memorial	0	1	1	1	0	0	0	1	1
CS0277	Wyke Manor Sports Dev - demolitn	0	252	150	75	-177	75	0	0	75
CS0439	Pocket Parks 2019	0	0	0	41	41	41	0	0	41
CS0245	Doe Park	0	37	0	0	-37	0	0	0	0
CS0349	Chellow Dene	8	51	51	51	0	0	0	51	51
CS0356	Sedbergh SFIP	8,865	9,571	8,100	8,768	-803	0	0	8,768	8,768
CS0354	Squire Lane Sports Facility	0	0	0	0	0	0	0	0	0
CS0107	Markets	35	40	40	14	-26	14	0	0	14
CS0444	Thornton Gym Equipment	0	0	199	199	199	199	0	0	199
Total - Dept of Place - Sports & Culture		16,012	16,925	14,711	15,261	-1,664	1,209	0	14,052	15,261

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0422	Soup Kitchen	0	0	0	0	0	0	0	0	0
CS0399	Strategic Acquisition	10,000	10,000	0	0	-10,000	0	0	0	0
CS0427	Coroner's Equipment	0	600	600	0	-600	0	0	0	0
CS0340b	St George	0	0	0	0	0	0	0	0	0
CS0277b	Wyke Manor Ph2 Sports Dev	493	493	0	0	-493	0	0	0	0
CS0403	Bereavement Strategy	8,500	0	0	0	0	0	0	0	0
CS0306c	Strategic Acq - Highways	550	550	550	0	-550	0	0	0	0
CS0400	Keighley One Public Sector Est	10,000	0	0	0	0	0	0	0	0
CS0402	Canal Road Land Assembly	450	450	0	0	-450	0	0	0	0
CS0401	Depots	3,000	0	0	0	0	0	0	0	0
CS0404	Sports Pitches	1,500	1,500	0	0	-1,500	0	0	0	0
CS0405	City Hall / RFL	5,000	2,000	0	0	-2,000	0	0	0	0
CS0407	Affordable Housing	5,845	5,845	345	0	-5,845	0	0	0	0
CS0408	Top of town	1,500	1,500	0	0	-1,500	0	0	0	0
CS0409	Coroner's Court & Accommodation	2,000	0	0	0	0	0	0	0	0
CS0410	Godwin St (fmr Odeon)	12,000	2,000	0	0	-2,000	0	0	0	0
CS0411	Parry Lane	2,500	2,500	0	0	-2,500	0	0	0	0
CS0412	Borg Warner	450	450	0	0	-450	0	0	0	0
CS0413	LD Home - Branshaw	1,200	0	0	0	0	0	0	0	0
Total - Reserve Schemes & Contingencies		66,988	28,387	1,673	0	-28,387	0	0	0	0
TOTAL - All Services		176,179	155,368	88,837	84,343	-71,025	49,506	11,329	23,508*	84,343

*= includes 3.5m of general capital receipts that have been applied to fund capital spend

Corporate Risk Register May 2019



Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

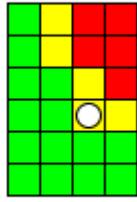
Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
Description	Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised.</p> <p>The Council is unable to meet its Corporate targets</p> <p>The reputational risk to the Council is adversely effected</p> <p>The welfare and safety of the Council's citizens is at risk</p> <p>Increasing incidence and impact of service interruption events.</p> <p>Failure of business-critical systems</p> <p>Climate incident - extreme weather, flooding</p> <p>Civil unrest.</p> <p>Hostile act</p> <p>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</p> <p>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).</p> <p>Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner.</p> <p>These plans will be reviewed by the Emergency Management Team</p> <p>The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004.</p> <p>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.</p> <p>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</p> <p>Service on call 24 hours per day, 365 days a year and are responsible for co-ordinating the Council's approach in an incident or emergency situation.</p> <p>In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management</p>	

	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.
Actions/controls under development	Following staff changes within the Emergency Planning Service, a revised plan format has been developed to make them simpler and more useable. Emergency Planning are working with identified service leads to review/reformat plans into the new style. Draft plans have been requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Plans are now in place for all except Childrens services who have been unable to commit resources to this until after the Ofsted inspections. Annual reviews will now be diarised as a rolling programme signed off annually by service AD's. A training and exercising programme linked to an electronic version of each plan is being developed to support the annual review process.
Ownership Managed By	John Major

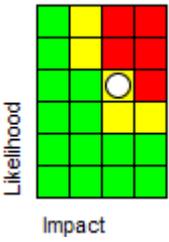
Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, 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. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Finance is considering the options and next steps. This could affect the council's direct delivery programme.	
Potential Effect of risk	Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155) Negative impact on homelessness and greater use of temporary accommodation	
Internal Controls	Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions. Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Strategy is currently under review as it expires in 2019: this will result in two separate strategies, a Homelessness Strategy and a Housing Strategy Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans Arc4 have recently been commissioned by Planning to undertake a Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study. These will analyse the	

	<p>Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs. Analysis of the Council's land bank / land holdings is underway with a view to identifying a pipeline of sites suitable for housing / disposal.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered over 400 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 2103 requests for assistance during 2018/19</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 new housing and Homelessness Strategies underway to replace current strategy 'A Place to Call Home' 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>Local Plan development.</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 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units.</p>
Ownership Managed By	Shelagh O'Neill

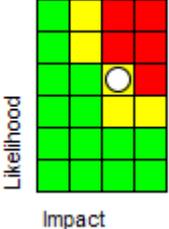
Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
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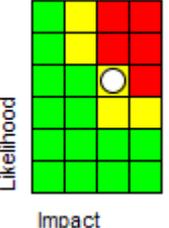
Description	Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly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

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
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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 reporting to the Health and Well Being Board. Neighbourhood Service supported multi agency Place Based Meetings - reporting community tensions as part of standard agenda – including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners. Hate Crime reports are being monitored on a weekly basis in the lead up to EU exit. The Counter Extremism and 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 and a programme of work is underway in response to the government's Integrated Communities Strategy £2.6 million has been allocated to support a two-year programme of work.</p> <p>A new 'Stronger communities Partnership' is in place to 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	Ian Day	

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

Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	Rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council's credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.</p> <p>Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought</p>	

	<p>Actions identified in corporate energy cost reduction plan not delivered</p> <p>Funding for renewable energy and energy efficiency projects not available</p> <p>Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year.</p> <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.</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. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction.</p> <p>Development of logic model to prioritise interventions and investments.</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.</p> <p>Service delivery not achieved.</p> <p>Challenges to governance framework.</p> <p>Deterioration in reputation with knock on consequences.</p> <p>Scarce resources may not be utilised / prioritised to maximum effect.</p>	

	<p>Reduced effectiveness of Council Leadership 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. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer.</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. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases</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	Chris Chapman

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,</p>	

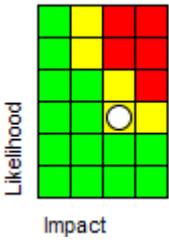
	<p>integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p> <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</p> <p>Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place.</p> <p>Required encryption in place.</p> <p>Online Training distributed incorporating new requirements of the Data Protection Act 2018. Monitoring of participation taking place.</p> <p>The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
Actions/controls under development	<p>Revised Management Report being prepared breaking down performance on information governance at departmental level for FOIs, Subject Access Requests and data breaches. Report to be reviewed at CMT.</p> <p>GDPR Implementation Plan will need to be progressed through 2019/20</p>
Ownership Managed By	Joanne Hyde

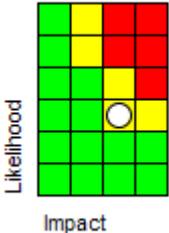
Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining 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</p>	

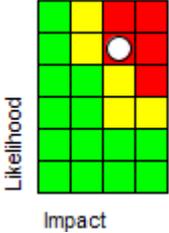
	<p>statements.</p> <p>Established insurance principles & processes</p> <p>New Corporate indicator set established</p> <p>Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes</p> <p>Increased demand on services/requests for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

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

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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<p>Description</p>	<p>We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.</p>	
<p>Potential Effect of risk</p>	<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. 	
<p>Internal Controls</p>	<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). 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. Safeguarding Adults Board now managed by CXO – as part of joint support for Childrens and Adults Safeguarding Boards Work underway on delivering the training plan for 2019/20.</p>	
<p>Actions/controls under development</p>	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put in place. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p>	
<p>Ownership Managed By</p>	<p>Bev Maybury</p>	

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	Demand for social care services is predicted to continue increasing and overspends are likely. 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. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends	
Internal Controls	Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management mode have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams 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. Monthly Finance and Performance meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems. Transformation activity, budget and performance monitoring is being embedded in Service Management and Team Management Meetings. At both meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members. Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure	
Actions/controls under development	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. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.	
Potential Effect of risk	Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.	

	Inability to attract high value-added employment. Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.
Internal Controls	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. Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors. 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. Half termly risk assessment of governing boards using the rag rating model Use of LA intervention powers – additional governors or Executive Interim Board (IEB) Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns Letter of concerns sent to underperforming schools Letter of congratulation sent to improving schools Challenging conversations held with weak leaders and governors Sharing of best practice at LA termly HT briefing
Actions/controls under development	December 2018- . Transformation and restructure process timeline and milestones met and on track. Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018 and July 2019 Introduction of termly school improvement focused area meetings from November 2018 LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 27 identified schools using local and external system leaders. LA working closely with Burley Woodhead which is 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%. Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019. In March 2019 79% of schools had leadership judged good or better. This is an improvement from 72% in August 2018. A more robust approach to challenging underperforming schools has included the introduction of CEO meetings with the Deputy Director for E&L. School Improvement Management Committees as a replacement for IEB are now in place and proving to be effective at challenging weak governance and school leadership.
Ownership Managed By	Yasmin Umarji

Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.	
Potential Effect of risk	Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and	

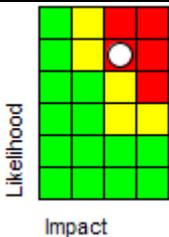
	<p>Connected Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation. Underspend of current funding</p>
Internal Controls	<p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019. Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme.</p> <p>Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2019-2020 Contract Variation with the Maximum Contract Value allocated by the ESFA with a 22% funding uplift.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>Performance monitoring of post-16 provision and sharing of best practice through heads of post-16.</p>
Actions/controls under development	<p>Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's ESIF commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio.</p> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 supporting the opening of two new post-16 free schools in September and exploiting options for A Level provision in the North of the District, increasing the number of young people having a level 3 upon reaching working age.</p> <p>The LA is working through differing post-16 partnerships in the development and implementation of Workforce Development Plan collaboratively developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. The Council, and encourage other anchor institutions to work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p> <p>Seek an improved public funding settlement, potentially as part of a skills devolution deal, to facilitate the up-skilling of people of working age.</p> <p>Build a career and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p>
Ownership Managed By	Jenny Cryer;

Risk Code & Title	CS - Children & Young People – SEND Services	Current Risk Matrix
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Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	
Potential Effect of risk	Services are not compliant with legislative requirements leading to a risk of Judicial Reviews Education, Health and Care Assessments are not undertaken within statutory timeframes SEND Inspection outcome is unfavourable resulting in external intervention	
Internal Controls	SEND Strategic Partnership Board established with clear ToRs. Work streams in place to focus on priority areas. Creation of the SEND Transformation and Compliance Team to lead on ensuring compliance with the SEND reform agenda. Additional Management capacity in place to support the creation of efficient and effective teams. Targeted Assessment Team in place to deal with backlog of EHC assessments, provide additional capacity for quality assuring EHCPs, support and modelling EHCP writing and deal with parental enquiries/complaints Ensuring accuracy of data and effective use of Capita data base	
Actions/controls under development	Permanent recruitment to key newly created posts – two permanent senior members of staff appointed Establishment of new team structures to enable EHC compliance measures to be met Development of an accurate SEF with supporting evidence Creation of effective systems to collate and analyse data accurately Consulting on 0-25 Integrated Assessment Team – increasing staffing levels for Casework Officers Caseload allocation system introduced with clear monitoring and accountability procedures	
Ownership Managed By	Marium Haque	

Risk Code & Title	CS - Children & Young People – Inspection Outcome	Current Risk Matrix
Description	Inability to demonstrate timely improvements which affects reputation and budget as detailed in the Improvement Plan and poor outcomes from Ofsted Monitoring Visits.	
Potential Effect of risk	Poor reputation Takeover of local authority services Financial	
Internal Controls	Improvement Board in place Partner in Practice (PiP) in place New DCS and Deputy Director Social Care Continuous Improvement Self Evaluation Toolkit QA Framework Audit Cycle	
Actions/controls	Plan Inspection Timetable	

under development	Regulation 44
Ownership Managed By	Gladys Rhodes White

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation	
Internal Controls	<p>Bradford Safeguarding Children Board (BSCB) The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in 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>Children's Social Care An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues Social work remuneration is the subject of review along with enhanced CPD and support to strengthen the package to support recruitment and retention</p> <p>MASH/Front Door Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>	
Actions/controls under development	<p>May 2019</p> <p>A review of caseload allocation has been put in place to ensure resources are aligned to need. There remain high caseloads across the social work teams at this time. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Children's Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services. Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities. The risk has been increased to recognise the recent increasing demands and resourcing challenges. The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review.</p>	

	Quality and performance dashboards are also in place to monitor the quality of social work practice.
Ownership Managed By	Jenny Cryer

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Report of the Director of Finance to the meeting of the Executive to be held on 9th July 2019.

I

Subject:

Qtr. 1 Finance Position Statement for 2019-20

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2019-20.

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.

Chris Chapman
Director of Finance

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Portfolio:

Leader of the Council and Corporate

Overview & Scrutiny Area:
Corporate

FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2019-20

1.0 INTRODUCTION

This report is the first monitoring report presented to Members on the Council's 2019-20 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2020.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2019-20 approved budget savings plans.
- A statement on the Council's reserves including movements in the first quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Revenue Budget

2.1 Based on a projection at May 31st 2019, the Council is forecast to overspend the £359.9m net revenue budget (£1.123bn gross budget) by £1.9m.

	Gross Expenditure			Gross Income			Net		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	229.4	229.1	-0.3	-118.0	-118.0	0.0	111.4	111.1	-0.3
Children's Services	468.7	475.6	6.9	-374.0	-373.0	1.0	94.7	102.6	7.9
Department of Place	118.1	118.6	0.5	-54.6	-55.3	-0.7	63.5	63.3	-0.2
Corporate Resources	223.0	221.9	-1.1	-179.7	-178.6	1.1	43.3	43.3	0.0
Chief Executive	4.2	4.2	0.0	-0.2	-0.2	0.0	4.0	4.0	0.0
Non Service Budgets	6.9	6.9	0.0	-0.8	-0.8	0.0	6.1	6.1	0.0
General Fund	72.5	68.3	-4.2	-35.6	-36.9	-1.3	36.9	31.4	-5.5
Total Council	1,122.8	1,124.9	2.1	-762.9	-762.8	0.1	359.9	361.8	1.9

2.2 Contained within the overspend, there are however some significant variances (above + or - £0.3m) to plan as outlined below.

2.3 Children's Services are forecast to overspend the £94.7m net expenditure budget by £7.9m. This is due to an £8.0m forecast overspend on Children's Social Care linked mainly to increasing numbers of Looked After Children (LAC) and Children requiring support.

2.4 There were 1,015 LAC at the end of September 2018 and this number has increased by 18% to 1,200 at the 31st of May 2019, with a forecast increase to 1,400 by the 31st of March 2020.

	15-16	16-17	17-18	18-19	May 2019 Current numbers	Forecast Numbers at year end
Looked After Children	874	931	960	1,053	1,200	1,400
Children in Permanent Arrangements	617	623	613	617	614	633
*Total	1,491	1,554	1,573	1,670	1,814	2,033

*Average numbers unless otherwise stated

- 2.5 The main variances that result from the projected increase in LAC numbers are;
- An overspend of £3.9m on the £11.8m external purchased placements budget.
 - A £1.9m overspend on the £13.2m Social Work budget due mainly to higher workloads, and the continued use of agency staff due to a shortage of staff.
 - A £1.2m overspend on the £18.7m Fees and Allowances budget paid to Foster Carers and Special Guardians amongst others. Use of fostering and special guardianship is cost effective, but rising volume in placements will generate additional cost.
 - A £0.8m overspend on the £5.9m Through and After Care services budget due to the need to provide accommodation cost for young people.
- 2.6 Internal residential homes are also forecast to overspend the £4.8m net budget by £0.4m due mainly to use of agency staff and premises costs.
- 2.7 The Children with Disabilities service is also forecast to overspend the £3.9m net budget by £0.3m due to an assessment that only £0.1m of a £0.4m agreed saving will be delivered.
- 2.8 The above pressures are partly offset by a one off underspend on the Targeted Early Help service of £0.3m.
- 2.9 The 2019-20 budget includes £2.4m of additional investment for Looked After Children to help address additional Purchased Placement costs; £1.0m was also provided for additional Social Worker Pay, and £0.6m for new Social Worker Posts to help manage higher workloads and reduce staff turnover. Additionally, £1.5m was allocated as an Ofsted Inspection contingency on top of amounts provided for prices and demographic growth.
- 2.10 Furthermore, the Council also allocated a one off £6.5m Children's Investment Fund to help respond to the pressures in Children's Social Care.
- 2.11 The above budget increases will not however be sufficient to cover the additional Looked After Children numbers expected by Children's Social Care, resulting in the forecast overspend.
- 2.12 Additionally, Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff. The service will also continue to implement the agreed Ofsted improvement plan.
- 2.13 Regarding budget savings, Children's Services are on track to deliver £5.8m of the £6.1m of budget savings largely as a result of implementing the £5.7m Targeted Early Help saving in 2018-19. The main forecast underachieved saving relates to respite care £0.3m. The service will review the deliverability of the saving.
- 2.14 The Travel Assistance service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place is also forecast to overspend by £4.8m due to undelivered savings. Corporate contingencies had been used to offset the undelivered savings pending an independent review of deliverability.

2.15 This review has now completed, and has found that £2.5m is deliverable by 2021-22. Contingencies will be used to offset the underachievement in 2019-20, and the remaining outstanding saving has been factored into the Medium Term Financial Plan so it can be addressed as part of the 2020-21 budget planning process.

The above forecast overspends in Children's Services and Travel Assistance are however partly offset by the following forecast underspends.

2.16 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £5.4m due to;

- £3.4m of Corporate contingencies
- £1.3m of remaining one off VAT refund
- £0.8m of other underspends

2.17 Contained within the General Fund is £6.1m of the £6.5m Children's Investment Fund (£6.1m 2019-20, £0.4m 2020-21) which is forecast to be fully committed. Currently £2.8m has been allocated to help Children's Services, however it is likely that there will be further calls on the fund during the year and any remaining balance at year end will be transferred to a reserve to support work in 2020-21.

2.18 The Department of Place is also forecast to underspend the £63.5m net expenditure budget by £0.2m, and deliver £3.2m of the planned £3.5m budget savings.

The main budget variances include

- A £0.6m overspend in Sports and Culture linked to delays in proposed restructure Libraries, Museums and Galleries (£0.4m) and a £0.2m overspend on Sports Facilities.
- The delays in the proposed restructures are mainly due to complex on going trade union negotiations; extension to the staff consultation period and Management team absences. The service is currently considering mitigations for these.
- Sports Facilities have budgeted savings of £0.2m and a budget recovery plan of £0.5m following the overspend last year. The savings will be met in full, however the service is reporting a revision to the profiling of the budget recovery plan. The overspend is not expected to recur in 2020-21.
- The overspend in Sports and Culture is offset by a £0.6m forecast underspend in Uniformed Services linked mainly to higher parking revenues.
- All other services are broadly forecast to end the year as budgeted.

2.19 The Department of Health and Well-Being is forecast to underspend the £111.4m net expenditure budget by £0.3m, and deliver the £1.6m of Demand Management savings and £3.1m of Public Health savings.

2.20 Corporate Resources is also forecasting a balanced position in respect of the £43.3m net budget and deliver £1.8m of the £2.4m of budgeted savings as planned. The main variances are outlined below.

- Estates and Property Services are forecast to overspend the £12.6m net budget by £0.6m mainly due to on-going structural pressures in Architectural Services and Building Services (£0.5m), and income shortfalls in Estates Operational & Investment (£0.6m), offset by other underspends across the department.
- The £0.5m forecast overspend in Architectural Services and Building Services is due to lower workloads resulting from a smaller capital programme; partial achievement of planned restructure savings and delayed running cost savings linked to the late closure of Richard Dunn Centre and Queensbury Pool. The Building Services restructure is due to complete soon.
- The £0.6m forecast income shortfall in Estates Operational Investments is linked to underachieved savings (£0.275m) that were planned to be delivered by expanding the Investment estate, and lower rental income from the existing estate. In respect of investment property, a review is to be undertaken which will look at taking a new strategic approach.
- The overspends outlined above are offset by underspends across the rest of the department.

Savings Tracker

3.1 The combined budget savings of £22.0m in 2019-20 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £278.2m.

3.2 The 2019-20 budget includes £16.1m of new budget reductions, however £5.9m of prior year underachieved savings have carried forward into 2019-20, meaning that £22.0m of savings will need to be delivered in 2019-20.

3.3 In tracking progress made against each individual saving proposal, £16.0m of the £22.0m is forecast to be delivered, leaving £6.1m that is forecast not to be delivered.

	Prior year underachieved Savings outstanding at 31/3/19	2019/20 New Savings	Total Savings 2019/20	Forecast Variance 2019/20	Total Savings 2020-21 ¹
Health & Wellbeing	0.0	4.7	4.7	0.0	11.6
Children's Services	0.0	6.1	6.1	0.3	1.0
Place	0.7	2.8	3.5	0.3	3.4
Corporate Resources	0.4	2.0	2.4	0.6	0.7
Chief Executives Office	0.0	0.1	0.1	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8	0.0
General Fund	0.0	0.5	0.5	0.0	0.5
Total	5.9	16.1	22.0	6.1	17.2

¹ Additional budget savings will be required in line with the Medium Term Financial Plan.

- 3.4 Although the forecast underachieved savings remain high, they are lower than the last 3 years.

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	6.1

- 3.5 The £6.1m of forecast underachieved savings are largely due to the £4.8m Travel Assistance Saving which has been subject to a review, and will be addressed as part of the 2020-21 budget planning process.

- 3.6 The other forecast underachieved savings are not expected to recur in 2020-21, and have not been factored into the Medium Term Financial Plan/ 2020-21 budget planning process.

Reserves

- 4.1 At 31st May reserves stand at £207.3m (Council £180.1m and Schools £27.2m).

- 4.2 Net movements in reserves have led to a £1.5m decrease in total reserves from £208.8m at 1 April 2019 to £207.3m at 31st May 2019. At 31st May 2019 unallocated reserves stand at £10.3m.

	Closing Balance 2017-18 £m	Closing Balance 2018-19 £m	Opening Balance 2019-20 £m	Net Movement	Balance as at 31 st May 2019 £m
Council reserves	127.8	181.6	181.6	-1.5	180.1
Schools Delegated budget	25.2	27.2	27.2	0.0	27.2
Total	153.0	208.8	208.8	-1.5	207.3

- 4.3 The £1.5m net decrease in reserves include:

Releases from

£6m from Transitional & Risk Reserve per 2019-20 Budget Report to fund Childrens Investment Fund and budget gap
 £735k from Children's Services Programme Support reserve
 £545k from UC Admin Reserve (Universal Credit roll out)
 £310k from Cricket Pitch Refurbishment Reserve
 £222k from Health Integration Reserve
 £103k from the VAT refund reserve to support Financial Services
 £46k from Social Work Improvement Fund
 Transfers to
 £6.5m to the Financing Reserve as a result of the change to the Minimum Revenue Provision policy for Capital Financing (Appendix G of the 2019-20 Budget Report)

Appendices 1&2 outline Council and schools reserves.

School Balances

4.4 The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2019. Schools do not report their quarter one financial position for 2019-20 until the end of July 2019.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	651	0	203
Primary	100	6,694	84	7,648	16	(954)
Secondary	7	(1,538)	7	(509)	0	(1,029)
Special	4	654	4	969	0	(315)
Pupil Referral Units (PRU)	7	457	6	432	1	25
Subtotal	125	7,121	108	9,191	17	(2,070)
School Contingency		12,721		17,541	0	(4,820)
Other Activities		708		544	0	164
Total	125	20,550	108	27,276	17	6,726

4.5 The gross value of total surpluses held at 31st of March 2019 is £12.9m (vs £9.4m at March 2018). The gross value of deficits is £3.7m (5 Schools) (vs £3.3m at March 2018).

4.6 The main concern is Hanson Secondary where the deficit balance increased from £3m to £3.6m in 2018-19, and is expected to increase further in 2019-20. The Council is working with the school, the Department for Education and the Regional Schools Commissioner to identify options to resolve the issues.

4.7 In setting the 2019-20 Schools Budget, £2.9m of the School Contingency balance of £17.5m was allocated to support the overall schools budget from April 2019 with the rest to support future year school budgets.

Capital Expenditure

4.8 The profiled resource position for 2019-20 for the Capital Investment Plan (CIP) stands at £554.6m. To the end of May there has been total spend of £9.1m. A summary by service is shown below with a detailed monitor in Appendix 3.

Scheme Description	Approved by Exec 2019-20		Re profile Budget 2019- 20	Spend 31 May 19	Budget 20-21	Budget 21-22	Budget 22-23	Total
	£m	Changes £m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	1.7	2.6	4.3	0.5	8.3	3.1	0	15.7
Children's Services	31.5	-6.7	24.8	3.7	21.4	4.3	0.3	50.8
Place - Economy & Development Services	13.9	3.2	17.1	1.0	29.5	8.8	6.0	61.4
Place - Planning, Transport & Highways	30.1	0	30.1	0.5	26.6	50.1	107.2	214.0
Place - Other	14.2	-2.1	12.1	2.5	7.5	8.9	4.7	33.2
Corp Service – Estates & Property Services	7.8	-0.8	7.0	0.9	3.0	0.1	0	10.1
TOTAL - Services	99.2	-3.8	95.4	9.1	96.3	75.3	118.2	385.2
Reserve Schemes & Contingencies	47.3	-21.4	25.9	0.0	48.4	42.4	52.7	169.4
TOTAL incl Reserve Schemes & Contingencies	146.5	-25.2	121.3	9.1	144.7	117.7	170.9	554.6

- 4.9 The latest Capital Investment Plan was set as part of the 2019-20 budget (Full Council, 21 February) and £503.5m of spend was approved in total. The Plan has been updated with the carry forward from 2018-19 and additional funding allocations. Also schemes have been reprofiled between years to better reflect the year of spend.
- 4.10 Overall there has been an increase in the budget of £51.1m to £554.6m. This relates to:
- £11.2m of 2018-19 additional underspend carried forward into future years.
 - £8.5m of new schemes, the main ones being School Capital Programme and Highways Maintenance Fund. All are grant funded schemes.
 - £2.5m removed from 2018-19 CIP as scheme now included within the Sports Pitches Strategy.
 - £33.9m of additional spend on current schemes already included in the Capital Plan. One of the main schemes is the Disabled Housing Facilities Grant (DFG). The increase in the DFG spend is due to an increase in the government grant such that we have a 2019-20 budget of £5.5m all of which is capital grant (no corporate resources). Also West Yorkshire Transport Funded schemes have had additional funding of £31.2m allocated to them.
- 4.11 Although the total budget to 2022-23 has increased, there has been a £25.2m reduction to the 2019-20 Budget. This is made up of:
- £1.2m of 2018-19 underspend added to 2019-20.
 - £9.1m of new schemes, the main ones being School Capital programme and Highways Maintenance Fund, and additional spend on current schemes within the Programme.
 - £1.4m removed from 2019-20 CIP as funding no longer required.
 - £34.1m of 2019-20 Budget re-profiled into future years.
- 4.12 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. £34.1m of Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

New Capital Schemes

- 4.13 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).

Silsden Primary school – the scheme was approved as part of the 2016-17 Capital Investment Plan. Additional funding of £1.9m is required to complete the construction of the new Primary school. This will be funded by the reallocation of Basic Needs grant funding to the scheme.

The Moors Strategic Investment property acquisition – Note the decision to purchase this investment under Article 14.20.3 .

Shearbridge Depot - £0.1m to replace the fencing and carry out resurfacing

of the yard at the Depot to improve security and meet health and safety requirements. The works will be funded from the general contingency budget.

Fleet Management IT Software - £0.039m for new software to upgrade the Council's fleet management and DVLA Licence checking systems. The works will provide increased functionality to ensure that the Council's vehicle fleet operates safely and cost efficiently and will be funded from the general contingency budget.

Keighley Transfer Loading Station upgrade to electrics - £0.034m to upgrade the electrical systems at Keighley Transfer Loading Station which will enable the use of already purchased compactor skip units. The additional compactor skips will increase efficiency, meet health and safety requirements and be more cost effective as additional vehicle hire will no longer be necessary. The electrical works will be funded from the general contingency budget.

Forster Square Station – Approval to commence procurement for the Forster Square Station project which has grant funding from the West Yorkshire Combined Authority (WYCA) Transport Fund of £17.3m.

- 4.14 The following scheme has already been approved by Executive and has now been reviewed by PAG.

Wyke Manor Sports Facilities – the Executive on the 11th June 2019 approved the Districts Sports Pitches Investment Plan. This is currently a £15m programme included in reserve schemes and will be provided as a hierarchy of three types of facility provision – three District Hubs, Local sports Hubs and individual pitch and site improvements.

A planned and phased approach to the investment is required to meet any current unmet demand and ensure that any future projected demand shortfalls will be met to mitigate any further significant pressure on existing sports pitch and ancillary facilities provision. The Wyke Community Sports Hub is the first scheme that has been identified and this has an estimated budget of £5.523m and will be funded by a mixture of capital receipts, grants and corporate resources.

Council Tax and Business Rates Collection

- 6.1 Regarding Council Tax and Business Rates, the Council will receive in 2019-20 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2020-21, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates. Collection rates for Business Rates at the end of May were 23.87% (23.44% at May 2018), and 18.05% (18.07% at May 2018) for Council Tax.
- 6.2 At the end of 2018-19 there was a projected £1.5m surplus on the Leeds City Region business rate pool retained growth element, of which £250k is Bradford's share.
- 6.3 The joint committee has now been disbanded, but the recommendation of the Leaders of the Councils that formed the Leeds City Region Pool, are that the surplus be used for the following.

- 2019-20 Leeds City Region Secretariat £620k
- 2019-20 Combined Authority Transport Fund £696k
- 2019-20 WYCA China/India Desk £150k

6.4 Given the surplus remains a projection at this stage, it is recommended that the decision as to how to commit the final surplus is delegated to the Director of Finance in consultation-with the Leader of Council and Portfolio Holder.

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 Council's risk register has been provided in the 2018-19 Finance Outturn report.

8.0 LEGAL APPRAISAL

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

9.0 OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

None

9.2 SUSTAINABILITY IMPLICATIONS

None

9.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

9.4 COMMUNITY SAFETY IMPLICATIONS

None

9.5 HUMAN RIGHTS ACT

None

9.6 TRADE UNION

None

9.7 WARD IMPLICATIONS

None

9.8 IMPLICATIONS FOR CORPORATE PARENTING

None

9.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

None

10.0 NOT FOR PUBLICATION DOCUMENTS

None

11.0 RECOMMENDATIONS

That the Executive

- 11.1 Note the contents of this report and the actions taken to manage the forecast overspend.
- 11.2 Delegate to the Director of Finance in consultation with the Leader of Council and Portfolio Holder the decision as to how to commit the final surplus from the retained Leeds City Region Business Rates pool as outlined in sections 6.2 to 6.4 of this report.
- 11.3 Approve the following capital expenditure schemes.
- £1.9m additional funding to the construction of the new Silsden Primary School. This funding is from additional basic needs grant.
 - £0.1m to repair the fencing and complete resurfacing at the Shearbridge Depot to be funded from the general contingency budget.
 - £0.039m to purchase new software to upgrade the Council's fleet management and DVLA Licence checking systems. To be funded from the general contingency budget.
 - £0.034m to upgrade the electrical systems at Keighley Transfer Loading Station and this will be funded from the general contingency budget.

 - The commencement of the procurement for the Forster Square scheme which is funded via a grant of £17.3m from the West Yorkshire Combined Authority Transport Fund.
- 11.4 Note the following capital expenditure scheme has now been reviewed by the Project Appraisal Group after approval by Executive in June 2019:
- £5.523m for the provision of the Wyke Community Sports Hub. This is the first of the schemes in the Sports Pitches Strategy and will be funded by a mixture of capital receipts, grants and corporate resources.

12.0 APPENDICES

- Appendix 1 Reserves Statement as at 31st May 2019
Appendix 2 Service Earmarked Reserves as at 31st May 2019
Appendix 3 Capital Investment Plan

13.0 BACKGROUND DOCUMENTS

- 2019-20 Finance Position Statement – Executive 9th July 2019
- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019
- Qtr 3 Finance Position Statement 2018-19 – Executive 5th February 2019
- Qtr 2 Finance Position Statement 2018-19 – Executive 6th November 2018
- Qtr 1 Finance Position Statement 2018-19 – Executive 10th July 2018
- 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

Reserves Statement as at 31st May 2019

Appendix 1

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	10,300	0	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	241	0	241	Funding to support young and disadvantaged people into employment
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	103	-103	0	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	490	0	490	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	-1	0	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	789	0	789	To cover deferred spend on priority work from 2016-17.
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,222	0	4,222	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,622	0	1,622	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	16,759	-6,006	10,753	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,388	0	1,388	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	-222	0	Available to fund projects that lead to greater integration between the

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	0	700	Council and its Health partners.
Strategic Site Assembly	698	0	698	
Implementation Reserve	2,557	0	2,557	To fund Projects associated with delivering 2017-18 savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	2,735	0	2,735	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	5,430	0	5,430	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	4	0	4	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	
Financing Reserve	47,401	6,520	53,921	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Financing Reserve 2019/20	1,000	0	1,000	
Markets Compensation	360	0	360	
Finance Works Reserve	56	0	56	
Sub Total	94,659	188	94,847	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	
Markets	390	0	390	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,527	0	5,527	
D. Service Earmarked Reserves	37,424	-866	36,558	See Appendix 2
E. Revenue Grant Reserves	18,636	-782	17,854	
F General Reserves				
General Fund	15,000	0	15,000	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	27,276	0	27,276	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.

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Sub Total General Fund Reserve & School balances	42,276	0	42,276	
Grand total	208,822	-1,460	207,362	

Departmental Earmarked Reserves Statement at 31st May 2019

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	838	0	838	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	0	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	2,251	0	2,251	
Children Services				
BSF Unitary Charge	7,852	0	7,852	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	5,747	0	5,747	See above
Travel Training Unit	331	0	331	
Early Help Enabler Support	397	0	397	To help support Early Help programme
Early Help Workforce Development	34	0	34	
Retail Academy (Skills for Employment)	338	0	338	Skills for work
Prevention & Early Help	500	0	500	
SEND Inspection Resource	194	0	194	
One Workforce Reserve	641	0	641	
Creative Skills	187	0	187	
ICE Advanced Skills	105	0	105	
Training Work Programme (Skills for Work)	663	0	663	Skills for Work
Total Children	16,989	0	16,989	
Department of Place				
Marley pitch replacement	106	0	106	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	
Customer Service Strategy	46	0	46	Non recurring investment to be used to fund the Customer Service Strategy.

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Taxi Licensing	499	0	499	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	346	0	346	
Cricket Pitch Refurbishment	310	-310	0	
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	-10	0	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	
Council Housing Reserve	790	0	790	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	9	0	9	
HMO Licencing Scheme	383	0	383	
VCS Transformation Fund	362	0	362	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	812	0	812	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	88	0	88	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

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing I
PT&H Local Plan	216	0	216	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To complete the local plan
Ad:venture & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Bereavement Strategy	91	0	91	
Housing Development Growth Fund	500	0	500	
Well England Reserve	100	0	100	
Department of Place	9,385	-320	9,065	
Corporate Resources				
Schools Traded HR Reserves	147	0	147	To mitigate the risk of changes in customer base.
Workforce Development	122	0	122	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	208	0	208	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	322	0	322	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	
ICT Programmes Budget	4,951	0	4,951	To fund future ICT projects
UC Admin Reserve	546	-546	0	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	0	350	
ISG over achievement trading reserve	51	0	51	To support ISG

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Bradford Learning Network (Broadband)	313	0	313	
Estates CAT Support	228	0	228	
Payroll Reserve	100	0	100	
Central Admin Estates Security	100	0	100	
Energy unit	540	0	540	To help smooth effect of price spikes.
Total Corporate Resources	8,799	-546	8,253	
Total Service Earmarked Reserves	37,424	-866	36,558	

Appendix 3

Capital Investment Plan					Funding							
Scheme No	Scheme Description	Budget 2019-20	Changes	Revised Budget 2019-20	Spend 31 May 2019	Budget 2020-21	Budget 2021-22	Budget 2022-23	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing												
CS0237a	Great Places to Grow Old	500	0	500	0	6,000	2,638	0	0	0	9,138	9,138
CS0237b	Keighley Rd Extra Care	33	1,369	1,402	505	0	0	0	0	1,402	0	1,402
CS0237c	Keighley Rd Residential Care	89	899	988	44	0	0	0	0	988	0	988
CS0373	BACES DFG	443	537	980	0	443	443	0	0	0	1,866	1,866
CS0239	Community Capacity Grant	606	-524	82	0	1,900	0	0	1,982	0	0	1,982
CS0348	Whiteoaks Respite Centre	0	0	0	0	0	0	0	0	0	0	0
CS0311	Autism Innovation Capital Grant	0	19	19	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	0	90	90	0	0	0	0	90	0	0	90
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	1	0	0	1
CS0451	The Third Place	0	250	250	0	0	0	0	250	0	0	250
Total - Health and Wellbeing		1,672	2,640	4,312	549	8,343	3,081	0	2,342	2,390	11,004	15,736
Children's Services												
CS0278	Targeted Basic Needs	22	11	33	0	0	0	0	33	0	0	33
CS0286	Outdoor Learning Centre	9	-9	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	750	0	750	1,945	0	0	0	750	0	0	750
CS0030	Capital Improvement Work	15	194	209	11	0	0	0	209	0	0	209
CS0240	Capital Maintenance Grant	1,500	0	1,500	36	0	0	0	1,500	0	0	1,500
CS0240b	Capital Maintenance Grant	2,900	470	3,370	219	0	0	0	3,370	0	0	3,370
CS0240c	School Cap Inv Prog 19-20	0	2,002	2,002	73	1,002	0	0	3,004	0	0	3,004
CS0244a	Primary Schools Expansion Progr	7,700	-2,100	5,600	227	1,429	0	0	7,029	0	0	7,029
CS0244b	Silsden Sch £7.265m Exec 12/04/16	5,588	-2,164	3,424	15	6,337	465	0	10,226	0	0	10,226
CS0244c	SEN School Expansions	2,000	363	2,363	32	3,600	0	0	5,963	0	0	5,963
CS0314	Foster Home Adaptations	1	-1	0	0	0	0	0	0	0	0	0
CS0362	Secondary School Expansion	6,135	-837	5,298	1,133	4,400	1,798	0	11,496	0	0	11,496
CS0377	LA SEN Free School	4,650	-4,650	0	0	4,650	2,000	350	7,000	0	0	7,000
CS0421	Healthy Pupil Capital Grant	220	7	227	0	0	0	0	227	0	0	227
Total - Children's Services		31,490	-6,714	24,776	3,691	21,418	4,263	350	50,807	0	0	50,807

Capital Investment Plan

Scheme No	Scheme Description	Budget 2019-20	Changes	Revised Budget 2019-20	Spend 31 May 2019	Funding						
						Budget 2020-21	Budget 2021-22	Budget 2022-23	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services												
CS0134	Computerisation of Records	0	10	10	5	0	0	0	10	0	0	10
CS0136	Disabled Housing Facilities Grant	2,628	2,856	5,484	405	5,753	2,028	4,392	9,031	0	8,626	17,657
CS0137	Development of Equity Loans	1,468	-23	1,445	82	1,200	1,195	766	0	0	4,606	4,606
CS0144	Empty Private Sector Homes Strat	1,087	119	1,206	-71	825	825	831	0	0	3,687	3,687
CS0225	Afford Housing Prog 11-15	0	0	0	62	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	383	388	771	392	0	0	0	0	771	0	771
CS0250	Goitside	1	0	1	0	177	0	0	0	0	178	178
CS0280	Temp Housing Clergy House	0	55	55	0	0	0	0	0	0	55	55
CS0335	Bfd Cyrenians 255-257 Mngm Ln	0	9	9	0	0	0	0	0	0	9	9
CS0084	City Park	190	2	192	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,550	170	1,720	64	4,400	0	0	0	0	6,120	6,120
CS0189	Buck Lane	60	-7	53	3	0	0	0	0	0	53	53
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	533	37	570	12	0	0	0	0	0	570	570
CS0266	Superconnected Cities	841	5	846	0	0	0	0	0	0	846	846
CS0446	Staitgate La Enterprise Zone Site Investigation works	0	85	85	0	0	0	0	85	0	0	85
CS0291	One City Park (fmr TyrIs)	500	0	500	0	4,300	0	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	1,151	-526	625	0	0	0	0	625	0	0	625
CS0345	Develop Land at Crag Rd, Shply	0	43	43	0	0	0	0	43	0	0	43
CS0363	Markets Red'mnt - City Cntr	2,815	-36	2,779	72	11,850	4,760	0	1,260	4,371	13,758	19,389
CS0363b	Markets Connectivity Project	596	0	596	0	1,000	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Serv		13,903	3,187	17,090	1,027	29,505	8,808	5,989	15,854	5,142	40,396	61,392
Place - Planning, Transportation & Highways												
CS0131	Kghly Town Cntr Heritage Initi	0	151	151	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	0	14	14	0	0	0	0	14	0	0	14
CS0179	Landscape Environ Imp	0	21	21	0	0	0	0	21	0	0	21
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	386	-237	149	0	0	0	0	149	0	0	149

Capital Investment Plan

Scheme No	Scheme Description				Spend 31 May 2019				Specific Grants, cap receipts, reserves	Funding		Budget Total
		Budget 2019-20	Changes	Revised Budget 2019-20		Budget 2020-21	Budget 2021-22	Budget 2022-23		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0372	Countryside S106 Projects	135	-9	126	0	0	0	0	126	0	0	126
CS0091	Capital Highway Maint	4,953	51	5,004	428	0	0	0	5,004	0	0	5,004
CS0095	Bridges	0	200	200	308	0	0	0	200	0	0	200
CS0096	Street Lighting	0	132	132	1	0	0	0	132	0	0	132
CS0099	Integrated Transport	108	32	140	0	0	0	0	140	0	0	140
CS0168	Connecting the City (Westfield)	0	15	15	0	0	0	0	15	0	0	15
CS0172	Saltaire R/about Cong& Safety Works	281	-2	279	0	0	0	0	279	0	0	279
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	45	0	0	45
CS0264	Highway to Health	0	0	0	114	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	0	176	176	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	0	495	495	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	11,908	-4,379	7,529	-280	4,273	30,386	93,147	135,335	0	0	133,634
CS0396	WYTF Corr Imp Projects	2,893	-2,675	218	-256	5,720	5,077	0	11,015	0	0	11,015
CS0296	Pothole Fund	0	17	17	0	0	0	0	17	0	0	17
CS0306a	Strategic Transp Infrastr Priorit	1,000	90	1,090	0	1,690	0	0	0	0	2,780	2,780
CS0302	Highways Prop Liab Redn Strat	0	97	97	0	0	0	0	97	0	0	97
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	3	0	0	3
CS0317	VMS Signage	0	39	39	0	0	0	0	39	0	0	39
CS0319	Challenge Fund	0	425	425	-212	0	0	0	425	0	0	425
CS0323	Flood Risk Mgmt	0	30	30	5	0	0	0	30	0	0	30
CS0325	Street Lighting Invest to Save	0	0	0	0	0	0	0	0	0	0	0
CS0329	Damens County Park	0	106	106	0	0	0	0	0	0	106	106
CS0332	Flood Funding	0	6	6	0	0	0	0	6	0	0	6
CS0334	Air Quality Monitoring Equip	0	9	9	0	0	0	0	9	0	0	9
CS0350	Street Lighting Invest to Save	0	312	312	0	0	0	0	0	312	0	312
CS0365	National Productivity Invest Fund	0	3	3	0	0	0	0	3	0	0	3
CS0370	LTP IP3 Safer Roads	779	840	1,619	7	0	0	0	1,619	0	0	1,619
CS0371	LTP IP3 Public Transport	0	247	247	60	0	0	0	247	0	0	247
CS0375	Sign Shop	0	19	19	0	0	0	0	0	19	0	19
CS0379	NPIF UTMIC	1,770	-523	1,247	178	0	0	0	1,247	0	0	1,247
CS0384	Pothole Fund 1819	0	67	67	18	0	0	0	67	0	0	67
CS0386	Cycling & Walking Schemes LTP3	0	18	18	0	0	0	0	18	0	0	18

Capital Investment Plan

Scheme No	Scheme Description	Budget 2019-20	Changes	Revised Budget 2019-20	Spend 31 May 2019	Funding						
						Budget 2020-21	Budget 2021-22	Budget 2022-23	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0414	LTP IP3 Safer Rds 1819 Shipley	0	17	17	1	0	0	0	17	0	0	17
CS0415	LTP IP3 Safer Rds 1819 Bfd West	0	11	11	16	0	0	0	11	0	0	11
CS0416	LTP IP3 Safer Rds 1819 Kghly	0	4	4	1	0	0	0	4	0	0	4
CS0417	LTP IP3 Safer Rds 1819 Bfd South	0	66	66	2	0	0	0	66	0	0	66
CS0418	LTP IP3 Safer Rds 1819 Bfd East	0	28	28	2	0	0	0	28	0	0	28
CS0419	IP3 Safer Rds Strat Proj 1819	0	88	88	0	0	0	0	88	0	0	88
CS0398	Bfd City Ctre Townscape Herit	475	25	500	0	1,115	845	290	2,500	0	250	2,750
CS0430	Hwys Maint Fund Oct18	0	2,553	2,553	56	0	0	0	2,553	0	0	2,553
CS0432	Steeton/Silsden Crossing	0	189	189	0	0	0	0	189	0	0	189
CS0423	Highways IT upgrade	0	83	83	0	0	0	0	0	83	0	83
CS0433	Gain Lane / Leeds Rd Jct	0	30	30	0	0	0	0	30	0	0	30
CS0450	CILS payments	0	0	0	40	0	0	0	0	0	0	0
CS0452	Potholes 1920	0	347	347	0	0	0	0	347	0	0	347
CS0453	IP3 Safer Rds 1920	0	120	120	0	0	0	0	120	0	0	120
CS0454	Area Comm ITS 1920	0	660	660	0	0	0	0	660	0	0	660
CS0434	Smart Street Lighting	4,181	0	4,181	0	13,801	13,801	13,801	15,117	30,467	0	45,584
Total Place - Planning, Transportation & Highways		30,084	10	30,094	489	26,599	50,109	107,238	178,854	30,881	4,303	214,040
Dept of Place - Waste, Fleet & Transport												
CS0060	Replacement of Vehicles	3,000	0	3,000	108	3,000	3,000	3,000	0	12,000	0	12,000
CS0063	Waste Infrastructure & Recycling	0	25	25	0	0	0	0	25	0	0	25
CS0283	Above Ground Fuel Storage	0	22	22	0	0	0	0	0	0	22	22
CS0438	Harris St Fencing	0	59	59	31	0	0	0	0	0	59	59
CS0435	Sugden End Landfill Site	856	0	856	0	1,105	0	0	0	0	1,961	1,961
Total Place - Waste, Fleet & Transport		3,856	106	3,962	139	4,105	3,000	3,000	25	12,000	2,042	14,067
Dept of Place - Neighbourhoods & Customer Services												
CS0066	Ward Investment Fund	0	35	35	0	0	0	0	0	0	35	35
CS0132	Community Hubs	0	25	25	0	0	0	0	0	0	25	25
CS0378	Cust Services Strategy	0	158	158	0	0	0	0	0	0	158	158

Capital Investment Plan

Scheme No	Scheme Description	Budget 2019-20	Changes	Revised Budget 2019-20	Spend 31 May 2019	Funding						
						Budget 2020-21	Budget 2021-22	Budget 2022-23	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0359	Community Resilience Grant	0	18	18	0	0	0	0	18	0	0	18
Total Place - Neighbourhoods & Customer Services		0	236	236	0	0	0	0	18	0	218	236
Dept of Place - Sports & Culture												
CS0151	Building Safer Communities	0	47	47	0	0	0	0	47	0	0	47
CS0328	Cliffe Castle Various	0	15	15	0	0	0	0	15	0	0	15
CS0430	Cartwright Hall Café	50	55	105	1	0	0	0	0	0	105	105
CS0340	St George's Hall	0	-296	-296	131	0	0	0	0	0	-296	-296
CS0121	Roberts Park	0	0	0	0	0	0	0	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	83	0	83	0	0	83
CS0162	Capital Projects - Recreation	0	0	0	0	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	0	0	0	0	0	0	0	0	0	0	0
CS0229	Cliffe Castle Restoration	19	90	109	2	0	0	0	109	0	0	109
CS0347	Park Ave Cricket Ground	0	7	7	3	0	0	0	7	0	0	7
CS0004	S106 Recreation	0	0	0	22	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	1,017	-1,017	0	0	1,020	0	0	0	0	1,020	1,020
CS0392	Russell Hall Comm Grn	0	13	13	20	0	0	0	13	0	0	13
CS0394	Harold Walk	0	1	1	0	0	0	0	1	0	0	1
CS0425	Littlemoor Park Footpath £11k	0	1	1	2	0	0	0	1	0	0	1
CS0403	Bereavement Strategy - Consultants Fees	0	91	91	27	0	0	0	91	0	0	91
CS0424	Mir Park & Spring mill Street	0	0	0	0	0	0	0	0	0	0	0
CS0429	Menston Recreation Ground £15k	0	0	0	0	0	0	0	0	0	0	0
CS0242	War Memorial	0	0	0	0	0	0	0	0	0	0	0
CS0277	Wyke Manor Sports Dev - demolitn	102	75	177	38	0	0	0	177	0	0	177
CS0439	Pocket Parks 2019	0	9	9	11	0	0	0	9	0	0	9
CS0445	LA Park Improvement	0	93	93	0	0	0	0	93	0	0	93
CS0245	Doe Park	37	0	37	0	0	0	0	37	0	0	37
CS0356	Sedbergh SFIP	8,859	-1,429	7,430	2,080	49	408	0	0	0	7,887	7,887
CS0354	Squire Lane Sports Facility	300	-300	0	0	2,300	5,400	1,700	0	0	9,400	9,400
CS0107	Markets	0	26	26	0	0	0	0	0	0	26	26

Capital Investment Plan

Scheme No	Scheme Description	Budget 2019-20 £'000	Changes £'000	Revised Budget 2019-20 £'000	Spend 31 May 2019 £'000	Funding						
						Budget 2020-21 £'000	Budget 2021-22 £'000	Budget 2022-23 £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
Total - Dept of Place - Sports & Culture		10,384	-2,518	7,866	2,336	3,369	5,891	1,700	683	0	18,142	18,826
Corp Resources - Estates & Property Services												
CS0094	Property Programme (bworks)	500	-300	200	0	300	0	0	0	0	500	500
CS0318	Property Programme 15-16	10	-10	0	0	0	0	0	0	0	0	0
CS0333	Argos Chambers / Britannia Hse	600	-382	218	0	500	0	0	0	0	718	718
CS0391	Property Programme 18-19	511	511	1,022	113	0	0	0	0	0	1,022	1,022
CS0443	Property Programme 19-20	2,000	-300	1,700	0	424	0	0	0	0	2,124	2,124
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	148	0	126	274
CS0269	Burley In Wharfedale Culvert repair	0	0	0	0	0	0	0	0	0	0	0
CS0050	Carbon Management	820	341	1,161	16	0	0	0	0	0	1,161	1,161
CS0305	Healthy Heating Scheme	0	0	0	18	0	0	0	0	0	0	0
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	400	-200	200	1	0	0	0	200	0	0	200
CS0385	ULEV Taxi scheme LTP3	0	50	50	0	0	0	0	50	0	0	50
CS2000	DDA	50	0	50	0	50	62	59	0	0	221	221
CS0381	Godwin St	290	317	607	441	0	0	0	417	190	0	607
CS0409	Coroner's Court and Accommodation	2,330	-1,680	650	0	1,700	0	0	0	0	2,350	2,350
CS0383	Jacobs Well demolition	0	255	255	73	0	0	0	0	0	255	255
CS0427	Coroner's Equipment	0	600	600	265	0	0	0	0	0	600	600
Total Corp Resources – Estates & Property Services		7,785	-798	6,987	926	2,974	62	59	815	190	9,077	10,082
Reserve Schemes & Contingencies												
CS0395	General Contingency	2,000	-173	1,827	0	2,000	2,000	2,000	0	0	7,827	7,827
	Shearbridge Depot Security	0	100	100	0	0	0	0	0	0	100	100
	Fleet Management IT systems upgrade	0	39	39	0	0	0	0	0	0	39	39
	Keighley Transfer Loading Station electrical systems	0	34	34	0	0	0	0	0	0	34	34
CS0397	Essential Maintenance Provision	0	0	0	0	2,000	2,000	2,000	0	0	6,000	6,000

Capital Investment Plan

Scheme No	Scheme Description	Budget 2019-20	Changes	Revised Budget 2019-20	Spend 31 May 2019	Funding						
						Budget 2020-21	Budget 2021-22	Budget 2022-23	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0399	Strategic Acquisition	20,000	-10,000	10,000	0	10,000	10,000	10,000	0	40,000	0	40,000
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	0	493	493
CS0403	Bereavement Strategy	4,000	-2,700	1,300	0	7,000	5,814	2,886	0	0	17,000	17,000
CS0306c	Strategic Acq - Highways	0	550	550	0	0	0	0	0	0	550	550
CS0400	Keighley One Public Sector Est	500	0	500	0	4,000	4,000	9,500	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	0	450	450
CS0401	Depots	0	0	0	0	3,000	0	0	0	0	3,000	3,000
CS0404	Sports Pitches	5,000	-5,000	0	0	1,733	4,248	4,250	2,400	0	7,831	10,231
CS0277c	Wyke Manor Sports	1,403	1,421	2,824	0	1,142	803	0	2,600	0	2,169	4,769
CS0404b	Playgrounds	0	0	0	0	2,000	3,000	0	0	0	5,000	5,000
CS0405	City Hall / RFL	1,000	0	1,000	0	3,000	3,000	3,000	0	0	10,000	10,000
CS0407	Affordable Housing	3,500	345	3,845	0	3,803	5,500	16,076	8,768	20,456	0	29,224
CS0408	Top of town	0	0	0	0	0	0	3,000	0	0	3,000	3,000
CS0410	Godwin St (fmr Odeon)	8,000	-6,000	2,000	0	7,500	2,000	0	0	11,500	0	11,500
CS0411	Parry Lane	0	0	0	0	0	0	0	0	0	0	0
CS0412	Borg Warner	0	0	0	0	0	0	0	0	0	0	0
CS0413	LD Home - Branshaw	0	0	0	0	1,200	0	0	0	0	1,200	1,200
CS0434	Street Lighting	0	0	0	0	0	0	0	0	0	0	0
CS0435	Sugden End Landfill Site	0	0	0	0	0	0	0	0	0	0	0
CS0436	Childrens Home (A)	500	0	500	0	0	0	0	0	0	500	500
CS0437	Childrens Home (B)	500	0	500	0	0	0	0	0	0	500	500
Total - Reserve Schemes & Contingencies		47,346	-21,384	25,962	0	48,378	42,365	52,712	13,768	89,956	65,693	169,417
TOTAL - All Services		146,520	-25,234	121,286	9,158	144,691	117,579	171,048	263,167	140,560	150,877	554,604



Report of the Director of Finance to the meeting of Executive to be held on 9 July 2019

J

Subject:

MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2022/23 AND BEYOND

Summary statement:

The Medium Term Financial Strategy focuses on how the Council intends to respond to the forecasted public sector funding reductions. It sets out the approaches and principles the Council will follow to ensure the Council remains financially viable and delivers on its priorities.

The next three years already contained a series of potentially significant proposed changes to the structure of the Council and the services it will be responsible for and what it can provide. Many of these proposed changes are still at consultation stage which brings additional complexity when predicting the future. In addition the impact on the economy from leaving the EU may also affect local government funding and demand for services.

The forecast identifies for planning purposes that savings need to be identified of £23.9m in 2020/21 in addition to the £17.4m savings agreed in February 2019. In the following year the gap increases to £26.2m in 2021/22 and then up to £28.9m by 2025/26. This forecast reflects the risks associated with delivering the Council Plan 2017-2021 in particular the challenges of the costs of social care.

Chris Chapman
Director of Finance

Portfolio: Leader and Corporate

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 Whilst there is a growing national awareness of the demand on council services with reduced funding there are several fundamental reforms being proposed but with no detail at this stage, this makes financial planning difficult. This Medium Term Financial Strategy (MTFS) sets out the financial envelope for the Council to deliver its key priorities as set out in the revised Corporate Plan based on assumptions made from the relevant data available.
- 1.2 The key outcomes that underpin the financial planning of the Council are:
- Good schools and a great start for all our children
 - Better skills, more good jobs and a growing economy
 - Better Health and better lives
 - Safe, clean and active communities
 - Decent homes that people can live in
 - A well run council
- 1.3 The MTFS shows a continuing pressure on the Council's financial envelope and identifies an immediate need for planning purposes to identify revenue savings of a further c£23.9m in order to set a balanced Budget in February 2020. The gap rises to £26.2m in 2021/22 and continues to widen to £28.9m by 2025/26 (Appendix 1 Table 2). A recent report commissioned by the County Councils Network on the state of local government finance suggested there was a £3bn gap for Metropolitan District Councils by 2024/25.
- 1.4 Appendix 1 section 3.1 contains details of the key uncertainties associated with the forecast. There are several national reforms that will impact on the forecast namely:
- Fair funding review
 - Business Rates Baseline reset
 - Move to 75% Business Rates retention
 - Spending Review 2019
 - Social Care Green Paper
 - Brexit
- 1.5 Clearly Brexit is still an unquantifiable uncertainty for the national economy. Any deterioration of the national economy could lead to further austerity measures imposed on local government. For many of the reforms listed above the implications on individual local authorities will not be known until late in 2019, if at all. This will not give much time for local authorities to budget for any significant changes in funding. As a result it is important that Council reserves are maintained now in order to smooth any adverse transition.
- 1.6 An inadequate rating for Children's social care in September 2018 by Ofsted together with increasing caseloads, increasing numbers of children entering care and subsequent pressure on staffing levels has led to increasing pressure on the children's social care budget.
- 1.6 The Council benefited in 2019/20 from the Leeds City Region/North Yorkshire 75% Business Rate Pilot. For the purposes of this forecast it is assumed that the Pilot will not continue and that the government introduces 75% business rates retention

nationally. It should be noted that these two events are not mutually exclusive and there is a possibility another business rate pool could be formed but no benefits from such a pool are anticipated in this forecast.

2. BACKGROUND

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

Followed by a series of annexes

Annex A	Current Cost and Resource Structure and savings approved to date
Annex B	Expenditure Forecast Assumptions
Annex C	Resource Forecast Assumptions

3. OTHER CONSIDERATIONS

- 3.1 The MTFS is typically affected by key decisions made by Executive and Council which have material financial implications. In addition national policy changes can also have a significant impact on the MTFS.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The MTFS is a financial and resource appraisal.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The principal risks arising from the strategic assessment emerge from:
 - the sensitivity of financial estimates to actions beyond the immediate control of the Council, in particular Government decisions on local authority financial regimes and spending levels. This is particularly significant for this forecast given the National reforms currently being considered;
 - the capability of the Council to influence Council Tax and Business Rates;
 - the impact on the economy and any resulting adjustment to the local government financial envelope resulting from Brexit.

5.2 Specific risks in the plan are set out in section 3.1 of Appendix A.

5.3 The MTF basic premise is that approved local savings plans will be delivered on time and in full. For planning purposes a proportion of the savings identified at risk of not being delivered have been incorporated into the budgetary gap to be closed. See Table 4 in section 3.3 of Appendix 1.

6. LEGAL APPRAISAL

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

6.2 The Council is legally obliged to set a balanced budget.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Non specific

7.2 SUSTAINABILITY IMPLICATIONS

Non specific

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Non specific

7.4 COMMUNITY SAFETY IMPLICATIONS

Non specific

7.5 HUMAN RIGHTS ACT

Non specific

7.6 TRADE UNION

Non specific

7.7 WARD IMPLICATIONS

Non specific

7.8 IMPLICATIONS FOR CORPORATE PARENTING

Non specific

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Non specific

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

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

10. RECOMMENDATIONS

That having considered the Medium Term Financial Strategy as an assessment of the Council's financial outlook to 2022/23 and beyond, and a framework for it to remain financially viable and deliver sustainable public services in line with its priorities and the principles, that Executive recommends the updated and revised Medium Term Financial Strategy at Appendix 1 to Document "J" be forwarded to Council for approval.

11. APPENDICES

11.1 Appendix 1 Medium Term Financial Strategy 2020/21 to 2022/23, including the annexes to the Strategy.

12. BACKGROUND DOCUMENTS

12.1 Council Budget Report 21st February 2019 - Document U

12.2 Executive Report 9th July 2019 - First Quarter Financial Position Statement for 2019/20 - Document I

**City of Bradford Metropolitan
District Council**

Medium Term Financial Strategy

2020/21 – 2022/23

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

1.1 Purpose and priorities

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

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

In the current financial climate the Council's principal financial aim is to continue to effectively align scarce resources to support Council priorities:

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

The Council will continue to work with partners, other organisations, residents and communities to deliver positive outcomes on these priorities.

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

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

1.2 Approach and principles

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

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

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

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

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

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

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

MEDIUM TERM FINANCIAL FORECAST AND GAP ANALYSIS

- 2.1 The medium term and longer term forecasts set out in Table 1 and Table 2 derive from comparing forecast expenditure assuming no changes to current plans, with forecast income, to give a deficit to be managed out through budget decisions. Table 3 shows the changes to assumptions since the budget was approved by Full Council.
- 2.2 The starting point for the Forecast is the current financial structure of the Council, which is analysed in Annex A which assumes that the Service and non-Service savings approved by Council in previous years will be achieved in full. The Quarter 1 financial monitor report indicates that we are already seeing cost pressures which will need to be included in future financial plans. As a result for planning purposes an additional amount has been incorporated into the forecast budgetary gap relating to pressures on children's social care.
- 2.3 Forecast cost structure and forecast future resources are affected by a number of factors, some that are within our control and others that are not. Business Rate Reform, Spending Review, Fair Funding Review, Social Care Green Paper and the potential impact of Brexit are all potentially going to impact on Bradford but the quantum of these factors on the Council's budget is unknown. In Annex B the material factors that are likely to affect the Council's spending forecasts are set out.
- 2.4 In the eight years from the beginning of 2011/12 to 2018/19 the Council has approved a series of reductions of £262.0m to its net budget. Further reductions of £16.1m (including £1.1m of further Public Health grant cuts) are being applied during 2019/20 taking the total reductions to £278m.
- 2.5 The Government announced in the December 2017 Provisional Local Government Settlement that there would be a move to 75% business rates retention but that Public Health Grant and Revenue Support Grant (RSG) would be funded by the retained business rates. The figures for 2020/21 have therefore been presented on an anticipated 75% rates retention system but this makes net funding comparisons between financial years problematic. Details of the assumptions on 75% business rates retention are included in section 6.1.
- 2.6 On 22 February 2019 the Council agreed further savings for 2020/21 of £17.4m. Assuming that the Council raises Council Tax in 2020/21 by 1.99% the deficit still to be closed in 2020/21 is forecast to be £23.9m.

Table 1 Cumulative Medium Term Forecast

	2020-21 Forecast £'000	2021-22 Forecast £'000	2022-23 Forecast £'000
NET EXPENDITURE			
2019/20 Base Budget	359,911	359,911	359,911
Reversal of non recurring investment	(6,267)	(7,167)	(7,167)
Full year effect of recurring pressures	2,610	3,170	3,750
Sub total	356,254	355,914	356,494
FUNDING CHANGES			
Independent Living Fund	57	112	166
Local Council Tax Support and Housing Benefit Admin	250	500	1,827
New Homes Bonus Grant	919	914	923
Winter pressures money	2,297	2,297	2,297
S31 grants	667	250	(176)
Public Health Grant to be funded by 75% business rates	40,722	40,722	40,722
Sub total	44,912	44,795	45,759
INFLATION			
Pay Award (2.0%)	4,908	9,908	15,202
Contract Price Indexation (2.0%)	7,454	12,459	17,569
Income (0.5%)	(825)	(1,351)	(1,881)
Base Net Expenditure Requirement	412,703	421,725	433,143
Demographic Pressures in Adults	1,600	2,400	5,700
Looked After Children demographic growth	625	1,250	1,875
Additional pressure on Children's social care	15,000	20,000	15,000
One off pressures	300	330	0
Capital financing and central budget adjustments	4,218	7,683	7,683
Release of overprovision of MRP from previous years	6,520	6,520	6,520
Public Health savings reversed	5,000	5,000	5,000
Full roll out of universal credit	0	0	(390)
Budget decisions approved in Feb 2018	(17,396)	(25,775)	(31,264)
Net Expenditure Requirement	428,570	439,133	443,267
RESOURCES			
Settlement Funding Assessment	(202,577)	(205,578)	(208,678)
Use of Reserves - Earmarked	(900)	0	0
Council Tax Income	(201,236)	(207,382)	(213,693)
Total resources	(404,713)	(412,960)	(422,371)
Budget shortfall	23,857	26,173	20,896
Memorandum			
Council tax base	143,700	145,200	146,700
Council tax Band D	£1,400.39	£1,428.25	£1,456.67

Table 2 Cumulative Six Year Outlook

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
NET EXPENDITURE REQUIREMENT	428,570	439,133	443,267	455,729	468,385	481,173
RESOURCES						
Settlement Funding Assessment	(202,577)	(205,578)	(208,678)	(211,878)	(215,182)	(218,592)
Use of Reserves - Earmarked	(900)	0	0	0	0	0
Council Tax Income	(201,236)	(207,382)	(213,693)	(220,173)	(226,827)	(233,658)
Total resources	(404,713)	(412,960)	(422,371)	(432,051)	(442,009)	(452,250)
Budget shortfall Memorandum	23,857	26,173	20,896	23,678	26,376	28,923
Council tax base	143,700	145,200	146,700	148,200	149,700	151,200
Council tax Band D	£1,400.39	£1,428.25	£1,456.67	£1,485.65	£1,515.21	£1,545.36

RISKS ASSOCIATED WITH THE FORECAST

3.1 A series of potential changes in the Spending Review 2019, Local Government Settlement, Business Rate reform and the results of the fair funding review inevitably means there are uncertainties and sources of risk attached to the forecast.

Risks associated with the forecast:

- The impact of national economic performance on public sector finance as a result of the Brexit negotiations.
- The buoyancy of the local economy
- Fair Funding Review
- Business Rates Baseline Reset
- Move to 75% Business Rate retention
- Business Rates Review process, appeals against the rating list and future increases in the Business Rate multiplier
- Integration of health and social care, the financial health of the NHS, and the ability and willingness of the NHS to fund social care
- Current work being undertaken in Children’s social care and the impact of any further Ofsted inspections
- Inflation – a 1% variance in pay equates to £2.5m and a 1% change in prices would have a £2.2m impact on expenditure assumptions
- Treasury management – the extent to which cash balances will drive the need to borrow to finance capital investment
- Change management risk, and the deliverability of existing budget decisions
- Liabilities that may arise from conversion of schools to academies

- Contractual risk
- What devolution, regional and other aspects of public sector reform will mean for Bradford
- Potential increase in West Yorkshire Transport levy as a result of increased borrowings in respect of the West Yorkshire Transport Fund
- Impact of demographics in terms of both additional demand and additional growth
- The potential costs of transition and restructuring
- Spending Review 2019

KEY MOVEMENTS FROM 2019/20 BUDGET

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

Table 3 – Movements from Approved Budget Forecast	2020/21	2021/22	2022/23
	£m	£m	£m
Budget Shortfall per Budget February 2019	27.9	22.3	21.0
Council Tax assumptions (6.2b)	0.9	(0.1)	(1.2)
Funding assumptions (Table 4)	(23.1)	(25.2)	(26.3)
Children’s social care pressures (5.3a)	17.0	22.6	18.3
Removal of redundancy budget (5.1a)	(4.5)	0.0	0.0
Re-profiled travel assistance saving (5.5)	(0.9)	(0.5)	(0.4)
Adult demographic growth revision (5.3b)	(0.1)	(0.8)	1.0
Inflation assumptions (5.1a & 5.1b)	1.3	2.5	3.8
Markets deficit – temporary funding (5.3c)	0.3	0.3	0.0
Public Health savings (5.3d)	5.0	5.0	5.0
Full rollout of Universal Credit	0.0	0.0	(0.4)
Other	0.1	0.1	0.1
Revised budgetary gap per MTFS (cumulative basis)	23.9	26.2	20.9

Table 4 – Funding assumption changes

	2020/21	2021/22	2022/23
	£m	£m	£m
Assumed changes to Settlement Funding Assessment (6.1)	(6.9)	(8.3)	(9.9)
No further reductions in Public Health Grant (7.1a)	(0.2)	(0.2)	(0.2)
Damping frozen in 2013/14 not removed (6.1b)	(7.6)	(7.6)	(7.6)
New Homes Bonus amended to reflect change in assumed Council Tax base growth (7.1b)	(1.3)	(2.0)	(2.6)
Social care grant announced in October 2018 budget assumed to be permanent (7.1g)	(3.9)	(3.9)	(3.9)
Spring 2017 iBCF assumed to continue (7.1f)	(3.2)	(3.2)	(3.2)
Housing Benefit Subsidy Admin Grant to be phased out (7.1d)	0.0	0.0	1.1
Total per Table 3 above	(23.1)	(25.2)	(26.3)

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

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

a) Cost Base

Whilst the Council continues to have overall accountability for over £1.1bn of spend, it cannot spend directly £297m which is controlled by schools. This leaves, in 2019/20, a gross expenditure budget of £820m (£360m net expenditure) to fund non school activity.

Table 5 – Budget split between Schools and Council

2019/20	Gross Exp	Net Exp
	£m	£m
Council Services	814.8	359.9
Schools	302.5	0
	1,117.3	359.9

If the £127m spent on benefit payments, the £35m required to meet the cost of the long term PFI contracts, the £23m levy paid to the West Yorkshire Combined Authority (WYCA), the £41m that must be spent on Public Health activity and the £29m capital financing budget are excluded from the gross expenditure budget, this leaves a much smaller gross cost base, £560m, from which to drive out further savings.

Of the net budget of £360m, 31.0% is allocated to Health and Wellbeing. This emphasises that if the Council is going to balance its books in the long term and make sure the services it provides are sustainable, controlling demand and spend on Adult and Integrated Health Care is key.

Table 6 – Budget by Department

2019/20 Budget	Gross	Net	% of net budget
Health and Well Being	229.5	111.4	31.0%
Children's Services	468.7	94.7	26.3%
Place	118.1	63.5	17.6%
Capital Financing and WYCA	51.9	51.9	14.4%
Chief Executive	4.2	4.0	1.1%
Corporate	223.0	43.3	12.0%
Non Service	21.9	(8.9)	-2.4%
	1,117.3	359.9	100.0%

A different way of presenting the budget is by the Council Outcomes that has been used for the Outcome Based Budgeting exercise.

Table 7 - Outcome Budget 2019/20	Gross	Net	% of net budget
Better health better lives	440.6	192.1	53.4%
A well run council	79.9	53.2	14.8%
Better skills more jobs and a growing economy	94.2	44.0	12.2%
Safe clean active communities	61.1	41.1	11.4%
Fixed	55.7	18.6	5.2%
Good schools and a great start for all our children	380.9	7.3	2.0%
Decent homes that people can afford to live in	4.9	3.6	1.0%
	1,117.3	359.9	100.0%

The analysis illustrates that over 53% of the budget relates to personal type services which will undoubtedly lead to some difficult choices through the budget process if the Council wishes to retain the current proportion of spend across its outcomes.

b) Resource base

Table 8 below shows that in 2019/20 over half (54%) of the Council's net expenditure is funded from Council tax. For 2019/20 the Business Rates income figure is skewed by the Leeds City Region/North Yorkshire 75% Business Rates Pilot. The Business Rates Pilot is currently for one year only and it is assumed that the Council would revert to the government's proposed 75% retained business rates in 2020/21.

In addition to the proposed 75% business rates retention (further details set out in 6.1a). There are also other reforms planned, namely:

- Business rates baseline reset;
- Fair Funding Review; and
- Spending Review 2019.

A key issue will be what the total size of local government will be across the board. The earliest Bradford Council is likely to understand the impacts of these changes will be in late 2019.

In addition we are still expecting the publication of the Green Paper on Adult Social Care, despite six postponements to its publication. There are clear links to reforms of local government funding and the potential reforms to funding of social care. However, it is unclear how these two initiatives will impact on each other and ultimately on the ability of Councils to meet their obligations.

In addition if there were to be significant redistributions of local authority funding, it is expected there would be transitional arrangements to lessen the impact. This paper assumes the current damping requirements that were frozen in the 2013/14 settlement will apply for 2020/21 and beyond.

Table 8 - Sources of Funding in 2019/20	Gross £m	%	Net £m	%
Schools Grants	302.5	27%	-	0%
Other Government Grants	243.9	22%	-	0%
Fees, Charges, Contributions	211.0	19%	-	0%
Council Tax	195.3	17%	195.3	54%
Government "Top Up" Grant	67.0	6%	67.0	19%
Revenue Support Grant	-	0%	-	0%
Business Rates and previous year deficit	96.2	9%	96.2	27%
Use of Reserves	1.4	0%	1.4	0%
	1,117.3	100%	359.9	100%

Please note totals may not add up due to rounding differences

As the Council is required to absorb further reductions in Government funding, the clear message is that the Council's ability to grow both its local council tax base and local business rates base in order to sustain services and deliver on priorities will take on increasing significance. However, an important point to note is that a 1% increase in council tax raises just under £2m. A 1% pay award and 1% increase in contract prices costs the council £4.7m. Council Tax alone is not enough to keep the Council at a standstill position and without other sources of income further cuts are inevitable.

c) Savings approved to date

Eight consecutive years of reductions in Government funding, and inflationary and demographic pressures have required the Council to approve savings/cuts over the period of £262m.

Table 9 – savings approved to date since 2011/12

	2011-12	2012-13	2013-14	2014-15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m								
Savings	48.7	28.5	26.1	31.8	37.7	45.6	37.5	6.1	16.1	278.1

By 2025/26 it is estimated that to balance the books over £100m more in savings and additional income (27% of the current net budget) will have to be found – on top of the £278m already made and increases in Council tax.

During the period of austerity the Council has absorbed a large share of Government funding reductions in relation to overall public sector funding reductions. Throughout this period the Council has protected basic services at a time of growing cost pressures. The Council will continue to focus on reducing costs and improving efficiency and productivity but finding new savings and raising income means that frontline services are now being impacted.

ANNEX B: EXPENDITURE FORECAST ASSUMPTIONS

5.1 Inflation

a) Pay

Although the Council does not receive any specific funding for pay awards an amount equivalent to 2.0% p.a. has been included in the calculations. Services are expected to absorb incremental increases. Clearly if the pay awards ultimately agreed are based on a tiered structure with higher percentages for lower paid staff then more detailed modelling will be required and the pay award provided in this document will need to be revised.

The forecast previously assumed that there would be £4.5m of redundancy costs required to top up the long term redundancy provision. As explained in the Outturn report (Doc ref I) a transfer of £3m has been made from balance sheet provision to reserves for future severance costs. As a result of this the one off budget provision for 2020/21 has been removed from this forecast. However, if further reductions in local government funding continue after this date then this assumption will need to be revisited.

There may be additional costs in respect of implementing the new spinal column points due to the compression of the spinal column points and therefore the compression of grade differentials at the lower end of the grading structure. At this stage nothing has been quantified or provided for this.

It has therefore been assumed for 2020/21 onwards, that the introduction of the new spinal column points in 2019/20, means that all spinal column points will receive the same percentage increase.

b) Non Pay

The Bank of England target rate of CPI is 2.0%. The Bank of England inflation report published in May 2019 indicated that CPI would be below target in the first half of the forecast and then rise to above target. The published rate of CPI rose from 1.9% in March 2019 to 2.1% in April 2019.

Given this, an average inflation rate of 2.0% has been assumed for contract inflation for 2019/20 and during the remaining period of this MTF5. Provision has been made for Premises and Transport costs which have been increased by 2.5% in all years.

In the budget papers approved by Budget Council in February 2019 an additional amount of non pay inflation was provided for Adult Social Care of £2.5m p.a. for 2019/20.

In recognition of difficult trading conditions, all Services inflation increases to their income budgets are factored in at 1.0% per annum.

5.2 Pension Contribution Rates

The next Actuarial Valuation will take place in December 2019. Employers' pension contribution rates have been fixed at 17.5% until the end of 2019/20. The forecast assumes that further provision will have to be made in 2020/21 to deal with changes arising from actuarial assumptions. Clearly many factors on the performance of the pension scheme can vary over the next three years.

5.3 Demand-Led Service Pressures

a) Children's Social Care

Ofsted undertook an inspection of Children's Social Care in September 2018 and published an inadequate rating. At Full Council additional permanent resources of £7.0m were invested into Children's social care together with a further £6.5m of temporary investment.

There has been a significant increase in the number of looked after children since March 2019 and on the current trajectory it is estimated that the number will have risen to 1,400 by the end of March 2020. As a result of this projected increase a further £15m for the costs of social care has been included in this forecast for 2020/21. If the number of Looked After Children does not stabilise then there could be a further £5m pressure on Children's Social care budgets and has been reflected in the 2021/22 figures and then falls back to an on-going £15m for 2022/23.

In addition to the increase in numbers of children in care the additional case loads is suggesting that the temporary staffing in place using some of the £6.5m temporary investment will become permanent leading to a further £2m budget pressure that has been recognised in this forecast.

b) Adults demographic growth

The demographic growth for adult social care has been revised using statistics from the Projecting Older People Population System (POPPI) and Projecting Adult Needs and Service Information System (PANSI). This has resulted in a slight reduction of the demographic growth provision for 2020/21 and 2021/22.

c) Markets service

As the market scheme progresses there will be continuing pressure on the markets bottom line budget whilst there is a transition from the old markets to new market developments. As a result temporary funding has been included in this forecast to cover the estimated shortfall in the markets income that cannot be covered by the markets reserve. The amounts forecast as being required are £300k for 2020/21 and £330k for 2021/22.

d) Public Health

As part of the four year outcome based budgeting exercise further reductions in areas of public health spend were planned where the grant would be substituted for council funded services that aligned to public health outcomes. A recent review has indicated that if these proposals went ahead in their entirety then the Council would be an outlier in spend on the public health miscellaneous category. As a result £5.0m of public savings have been reversed in this forecast pending a further review.

5.4 West Yorkshire Transport Levy

The budget proposals agreed in February 2019 assume a reduction in the levy of £500k in 2019/20 followed by a further £500k reduction in 2020/21. These have been factored into the forecast following discussions with WYCA. However, further discussions are required on how to bridge the funding gap to deliver the £1.4bn Transport Fund. Initial estimates were that a further £1.3m would be required from Bradford by 2024/25 (an average increase of £140kp.a.). No provision has been made for increased contributions in respect

of the Transport Fund as we are awaiting a revised capital expenditure profile from WYCA colleagues which will determine the phasing and level of borrowing WYCA will require.

5.5 Service and Non Service Saving Proposals

The Forecast in Table 1 assumes that the Service and Non Service savings approved by Council, covering 2019/20 and part of the gap for 2020/21 will be achieved in full.

Travel assistance savings have been profiled in this forecast in line with those provided by the independent consultants Edge. It is therefore assumed that these savings will be met in accordance with that profile.

5.6 Health Sector Reforms

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

5.7 Care Act 2014

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

There is a concern that when the Social Care Green Paper is published it may not link with the other local government funding reforms resulting in perverse pressures in local government.

5.8 Independent Living Fund

For 2019/20 the Council will receive a grant of £1.9m for the administration of the Independent Living Fund (ILF). A modest 3.5% p.a. reduction in the ILF grant has been forecast over the period of this forecast in line with the indicative allocations. It has been assumed that the ILF will continue to be funded through government grant beyond 209/20. If this is not the case then there is potentially a further £1.9m pressure on the Council budget unless the council decides to abolish any local arrangements.

5.9 Devolution

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

ANNEX C: RESOURCE FORECAST ASSUMPTIONS

6.1 National influences

The Local Government Settlement and the Spring Statement 2018 have both outlined that continuing measures will be applied to return public finances to a sustainable level in the long term. There are several reviews and consultations taking place that will affect local government financing over the period covered by this forecast but as these have not yet concluded there is uncertainty on what this will mean for Bradford. The reviews and consultations are referenced in the appropriate sections below.

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

a – Business Rates Reform

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

- Fundamental Review of Relative Need
- Reset of the Business Rates Baseline
- Change to the percentage of rates retention

A technical consultation on the relative needs and resources of local authorities closed in February 2019. The intention stated by the government is to implement the Fair funding Review by April 2020. The Spending Review 2019 would determine the size of the local government finance pot that would then be allocated to local authorities based on new funding formulae. The timescales for implementing the fair funding review by April 2020 are looking extremely challenging and this forecast now assumes that any such changes would not apply by April 2020. The effect of this is explained in section 6.1b below.

The government announced it will seek to implement a 75% business rates retention from 2020/21 and that the ring-fenced Public Health Grant will disappear and instead be funded from retained business rates together with the remnants of RSG. For this forecast it has been assumed that a reduced Public Health Grant of £40.7m will be rolled into 75% business rates retention.

The government has also indicated that the next business rate revaluation will be 2021 followed by triennial revaluations. For this forecast the impact on Bradford is assumed to be neutral.

Regarding the reset of the business rate baseline it is likely to be April 2020 and a full reset based on 2018/19 business rate income although this is still to be confirmed. Again it is assumed for this forecast any effect is cost neutral for Bradford due to the uncertainty as to whether this will take place.

b– Revenue Support Grant

The Council successfully applied for the multi year settlement which provided some certainty on the Revenue Support Grant (RSG) and the rate of reduction during the period to April 2020.

For 2019/20 the 75% business rate pilot has meant the Council receives no RSG. As explained in 6.1a above it has been assumed that for 2020/21 there will be no separate RSG. Given the current uncertainty surrounding the spending review and the previous announcements of an overall flat cash settlement for total government spending, with an extra £20.5bn for the NHS it seems highly probable that there will be further cuts to local government spending. On this basis a 2.5% reduction in the 2019/20 Settlement Funding Assessment (SFA) has been assumed for 2020/21 with a flat £1m p.a reduction in future years.

We had assumed that the Fair Funding Review would be implemented from April 2020. Given recent events on the national stage and the energy that has been directed at Brexit it is now felt unlikely that the Fair Funding would be implemented by April 2020. As a result the damping of £7.6m that was frozen in the 2013/14 settlement is now assumed to continue indefinitely.

These assumptions will be kept under review.

c- Schools Funding

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

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

Early indications suggest that schools will have to make difficult budget decisions to avoid setting deficit budgets in 2020/21.

6.2 Local Influences

a) Business Rates

Due to a series of business rate reliefs announced by the government in recent years the Council is currently in receipt of £21.5m of s31 grants to compensate the Council for loss of business rate income. This forecast assumes the current level of s31 grants will continue and increase at a rate of 2% in line with the CPI forecast.

A significant unknown factor in estimating the Council's funding from Business Rates are appeals. A new appeal system was introduced in 2017/18, with the Council setting aside amounts to fund refunds. However, the impact of the new appeal system and the likely cost of appeals is still very uncertain at this stage.

b Council Tax Levels

For 2018/19 the limit on raising council tax was increased to 3% as MHCLG suggested the 3% limit was as a result of higher than expected inflation. It is assumed that this referendum limit will fall back to 2% during the period covered by this forecast in line with forecast CPI.

With a 2019/20 Band D Council tax of £1,373.07 (including the social care precept) the Council continues to set one of the lowest Band D Council Taxes of all Metropolitan Districts. (7th lowest metropolitan district council in 2019/20) and the lowest in West Yorkshire. If the referendum limit was to be raised and the Council chose to increase Council Tax by an extra 1% this would generate an estimated £1.9m in additional income. In total the Council budgeted to raise £195m in Council Tax in 2019/20.

The government have made no commitment to the ability to raise a social care precept beyond April 2020 so no further social care precept increase have been assumed in this forecast. Given the high levels of savings to be made in Adult Social Care it would be problematic to implement any future social care precept rises without reducing the level of savings required in Adult Social Care which would not provide any easing of the budgetary pressures.

Any future increase in Council Tax will be consulted on as part of the Budget process. In February 2019 Full Council indicated a 2.99% Council Tax rise for 2019/20. This figure has been reviewed in this forecast in comparison to other local authority forecasts the forecast has been reduced to an increase of 1.99% p.a. for 2020/21 and subsequent years in line with the inflation forecasts. If no Council Tax increase were made the budgetary gap by 2025/26 would increase by a further £26m.

Looking at the increase in the council tax base for 2019/20 and the estimate of Band D equivalent new properties being built in the District the Council Tax base has been increased by an estimated 1500 Band D properties in 2020/21, continuing to increase at this level in subsequent years.

It is important to understand the profile of the categorisation of properties in the District and the effect it has on limiting the revenue that can be raised through Council Tax increase compared to more affluent areas. Table 10 below shows that 157,950 or 80% of properties fall within bands below Band D. This clearly limits the amount of money that a rise in Council Tax will raise compared to other districts that have property profiles skewed to higher council tax bands.

Table 10 - Council Tax Band Analysis 2019/20

	A*	A	B	C	D	E	F	G	H	Total
Equivalent number of properties	142	79,979	41,490	36,339	16,678	11,831	5,586	3,466	247	195,758
Band D Ratio	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D Equivalent number of properties	79	53,320	32,270	32,301	16,678	14,460	8,068	5,776	494	163,446

Source: Report to Executive 8th January 2019 Document AF Appendix A1 – please note the figures above are before reductions due to Council Tax Reduction Scheme, bad debt provision and forecast growth

Government published statistics illustrate the disparity between how much local authorities can raise in their respective areas depending on the profile of the properties in their districts. The table below compares Bradford’s Band D rate with that billed by the District Council Elmbridge in Surrey and also the amount raised per dwelling. As can be seen although the difference between Band D is only 18.5% the difference between how much is raised per dwelling is 102%.

Table 11 – Illustration of difference between Band D and Council Tax per Dwelling

	Band D 2019/20	Average Council Tax per Dwelling 2019/20
Bradford	£1,640	£1,090
Elmbridge	£1,936	£2,207
Difference	£296	£1,117
% difference	18.5%	102%

Source: MHCLG Live Tables on Council Tax

7.1 Core Funding – specific grants

In addition to the funding announced in the Final Local Government Settlement details of the main grants that will be paid to the Council have been announced which will be used to fund c£244m of the Council’s gross expenditure, the most significant being the ring fenced Housing Benefit Grant and Public Health Grant.

Table 12 – specific grants

	2019/20 £m
Housing Benefit Grant	126.7
Public Health Grant	40.7
PFI Grant	27.3
Section 31 Business Rates Compensation	21.5
Social Care Support Grant	6.2
New Homes Bonus	4.9
Local Council Tax Support and Housing Benefit Admin Subsidy	2.4
Other	14.2
Total	243.9

a) Public Health

To cover the cost of public health services delivered by the Council, the Department of Health will pay the Council a ring fenced grant of £40.7m in 2019/20.

This forecast assumes that the level of Public Health funding will remain cash flat post 2020. As mentioned in 6.1a there have been strong hints that as a result of the fair funding review the Public Health Grant will form part of the increased business rates income. For this forecast we have assumed the grant is transferred into 75% retained business rates with no cuts to the 2019/20 level of grant.

b) New Homes Bonus Grant

The forecast of the New Homes Bonus (NHB) reflects the reduction in the legacy payments down to four years together with the deadweight factor. No reduction in the forecast has been made for any potential NHB being withheld due to the Council not supporting housing growth. There has been speculation that NHB would be abolished alongside the introduction of the Fair Funding Review. For this forecast it is assumed that NHB will continue and if it was abolished the Council would not lose funding as the NHB would be rolled back into the Settlement Funding Assessment.

Table 13 – Forecast New Homes Bonus

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£m						
Yr1	1.916						
Yr2	1.004	1.004					
Yr3	1.034	1.034	1.004				
Yr4	0.932	0.932	0.932	0.932			
Yr5		0.997	0.997	0.997	0.997		
Yr6 est.			1.010	1.010	1.010	1.010	
Yr7 est.				1.025	1.025	1.025	1.025
Yr8 est.					1.040	1.040	1.040
Yr9 est.						1.056	1.056
Yr10 est.							1.069
Yr11 est.							
Total payable	4.887	3.968	3.974	3.965	4.073	4.131	4.190

d) Local Council Tax Support and Housing Benefit Administration

With no clarity on when Housing Benefit Administration will fully transfer to the Department of Work and Pensions (DWP), a reduction of £250k p.a. has been assumed in the two separate grants the Council receives to fund the cost of administering Council Tax reduction (CTR) scheme and Housing Benefit for 2020/21 and 2021/22. It is assumed that for 2022/23 the entire Housing Benefit Admin Subsidy grant is withdrawn. A reduction in the costs of the Revenue & Benefits service of £390kp.a. has been assumed from 2022/23. The Localised Council Tax Support Admin Grant is assumed to continue to reduce by £50kp.a. from 2022/23 onwards.

e) Local Welfare Assistance Funding

The Forecast assumes no external funding for Local Welfare Assistance.

f) Improved Better Care Fund (iBCF)

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

For this forecast it has been assumed that the additional iBCF announced in the spring 2017 budget of which £3.2m remains in 2019/20 will now continue indefinitely. Previous forecasts had assumed that this element of iBCF would end after 2019/20.

g) Social Care Support Grants

In the Budget Statement at the end of October 2018 the Chancellor announced additional funding for adult and children's social care of £650m. The monies were split between £240m winter pressures grant for adult social care and a social care grant of £410m. For this forecast it is assumed that the winter pressures grant of £2.3m will cease but the social care grant of £3.9m will continue.

8.1 Schools Funding

Of the Council's gross spend of over £1.1bn, £302.5m is spent by schools and funded from the ring fenced grants, Dedicated Schools Grant (DSG), Pupil Premium and Post 16 funding.

There is continued pressure on school budgets with the continued rise in staffing costs and the limited response to this within the DfE's national funding formula as it currently stands. This is a national issue, which is affecting all local authorities, and which has meant that the majority of schools in Bradford have already progressed managed staffing reductions. The pressure specifically on Special Education Needs (SEND) budgets in Bradford is very significant and continues. This pressure is mirrored in other local authorities and has now become a national publicised issue.

9.1 Reserves

At the start of year, the Council had £15.0m of General Fund Reserve together with £10.3m of unallocated reserves (3.1% of the Council's gross budget excluding schools) as a contingency reserve.

The level of unallocated reserves will be kept under the review, in the light of the Council's External Auditor's recommendation in their June 2015 report on the Council's arrangements for securing Value for Money "that unallocated reserves should not be allowed to fall below the level determined prudent by the Council's Section 151 Officer".

Given the on-going uncertainty regarding the overall level of local government funding and the additional pressures on Children's Services it is prudent to hold the current level of reserves to ensure resilience during the next few years.

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

10.1 European Funding

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

loss of EU structural funding.

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



Report of the Chief Executive to the meeting of Executive to be held on 9 July 2019

K

Subject:

Full-Year Performance Report

Summary statement:

This report provides a summary of the council's performance against its key performance indicators. This report also proposes a set of measures and targets for the 2019/2020 municipal year.

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Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1. This report provides a summary of progress against the Council's key performance indicators for the municipal year 2018-2019. This report also recommends targets for the 2019-20 municipal year to be agreed by the Executive.
- 1.2. As outlined in the July 2018 Executive report, many of our KPIs were revised last year 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. This report provides a summary of these.

2. BACKGROUND

- 2.1. The national climate for Local Government continues to be a challenging one. We continue to see the ongoing trend of reductions in the overall spending available to Local Government which commenced nearly ten years ago. We are also facing additional demographic pressures leading to increased demand for services. Alongside this, the current national uncertainty around Brexit and the future financial settlement for Local Government presents uncertainty when we plan for our future.
- 2.2. Despite these circumstances, there are a number of achievements that we can point to in recent years. Given that two of our key priorities are to grow our local economy and enabling people to lead independent lives, it is encouraging that there has been improvements in our performance in both of these areas in the last year. Earnings of local residents have improved to a level above our target alongside a reduction in the local gender pay gap. We have also seen a sharp increase in the numbers of those with learning disabilities being enabled to live independently from a care home setting. These are encouraging achievements that we are aiming to build on and continue.
- 2.3. This annual report is focused on performance against our agreed Council Plan. Our Council Plan includes a number of priority areas including:
 - Better Skills, More Good Jobs and a Growing Economy.
 - Decent Homes that people can afford to live in.
 - Great Start, Good Schools.
 - Better Health, Better Lives
 - Safe, Clean and Active Communities.
 - Well Run Council.
- 2.4. There are a number of successes to point to in each of our key outcome areas and these are summarised in the boxes below.



BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

A number of new, high-profile businesses have relocated to Bradford or the wider Leeds City Region, including PWC and Channel 4.

We are now "on the map" as a key potential location for a Northern Powerhouse rail station in Bradford city centre.

Visitor numbers are 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.

Ilkley and Bradford Business Improvement Districts voted for, unlocking investment to improve the quality of the Ilkley town's and Bradford's city centre offer. This means we now have three Business Improvement Districts in our area, alongside the one already established in Keighley.

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 THAT PEOPLE CAN AFFORD TO LIVE IN

Bradford Council has been awarded Empty Homes Practitioner of the year.

The number of new homes delivered in the district is now at the highest level for the last ten years. There are currently 3 new build housing schemes on site delivering 121 new council homes.

We are working with partners to begin the process to develop revised housing and homelessness strategies.

The Council has delivered just short of 300 new council homes for affordable rent since 2011.

The mandatory licensing scheme for high risk houses in multiple occupation (HMOs) was extended to include additional properties from October 2018.

Homelessness Reduction Act 2017 came into effect on April 2018 and whilst the Act posed a major implementation challenge, the council managed to work with partners as well as train up its staff, reviewed protocols and pathways, established monitoring procedures (HCLic), and set up the IT system and other support to enable staff to cope with the expanded work load.



GREAT START, GOOD SCHOOLS

Glasses for Classes funding approved and delivery to commence in September 2019. Young people in 50 schools will receive 2 pairs of glasses: one for school and another for home. Impact on attainment will be evaluated against a further 50 schools within the trial, where young people continue to receive the current optometrical offer. Born in Bradford are recruiting schools to be part of this trial.

In October, we launched Parents and Partners in learning in three areas (Keighley, Eccleshill/Idle and Tong/Bowling). This aims to improve parents' skills and confidence to support their children's literacy by using community based providers to engage parents and support the link with primary schools.

GCSE results continue to improve with Attainment 8 narrowing the gap on the national average as the gap has reduced each of the last 4 years. Progress 8 has been showing positive progress for the last 2 years and Bradford was ranked joint second with Sheffield in our family group of local authorities.

Some of our schools and academy chains are performing at an exceptionally high level nationally. Star Academies previously known as Tauheedhal is ranked first for Progress 8 and is the highest performing nationally. Dixon has performed particularly well at Progress 8 with Dixons Academies Trust ranked second for Progress 8 and Dixons Trinity Academy ranked the third best nationally with a Progress 8 score of 1.55. This should bode well for local schools they sponsor

There is also improvement at A-level and more young people continue to participate in the Industrial Centres of Excellence (ICE) and Bradford Pathways. The sixth ICE is now on track to work with young people interested in a career in the Creative and Digital Arts sector. Funding has also been received to develop the 'Beyond Bronte' programme to promote diversity in the Screen Industry sector.



BETTER HEALTH, BETTER LIVES

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 published a report in 2018 praising Bradford Council and the local NHS for their partnership working around health and social 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' with an independent chair 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, receiving £2.75 million over two years).

A range of interventions have been commissioned which address factors affecting economic participation and language skills and promote greater interaction, dialogue and understanding between people from different backgrounds. This includes ensuring people fully understand their rights, freedoms and responsibilities; generating and connecting people to opportunities to participate in community and civic life; strengthening leadership; and tackling hate crime.

£1.4 million was received from the Controlling Migration Fund and has enabled a variety of projects and programmes to develop to help address the impact of migration in key areas, including work on the outlying estates and early intervention work with Eastern European families, helping to reduce absenteeism and increase attainment in schools.

We have implemented successful new initiatives to tackle waste crime (such as 'fly tipping' in the district. This includes placing our environmental enforcement team with our neighbourhoods service to work closely alongside partners such as the police and our communities on this implications of fly tipping. To deter activity, we have also invested in new surveillance cameras in fly tipping hotspots. Over the last three years, this investment has led to around 90 convictions for waste related offences. We continue to work with the press and social media to raise awareness of our enforcement activity.

Our recycling tonnage has increased. In the most recent statistics, this is now double what it was three years ago. 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.

2.5. These overall achievements have been underpinned by the Well-Run Council objective. There are a number of further achievements from the corporate departments of the authority over the last twelve months, including:

- Our HR department achieving the Best Management and Leadership Development award at the PMPP awards.
- Being selected alongside Bristol as a Keep it Local pilot in order to ensure that smaller local charity and voluntary sector organisations have the potential to bid to provide Council contracts.
- We have had successes in partnership arrangements through the Leeds City Region business rates pool, including unlocking additional investment in Community Led Local Development in Manningham and Keighley, improving our approach to the long term future of the Health and Social Care workforce and regional creative skills to make the most of the relocation of Channel 4 to Leeds City Region.
- The award-winning redevelopment of St George's Hall is now complete.

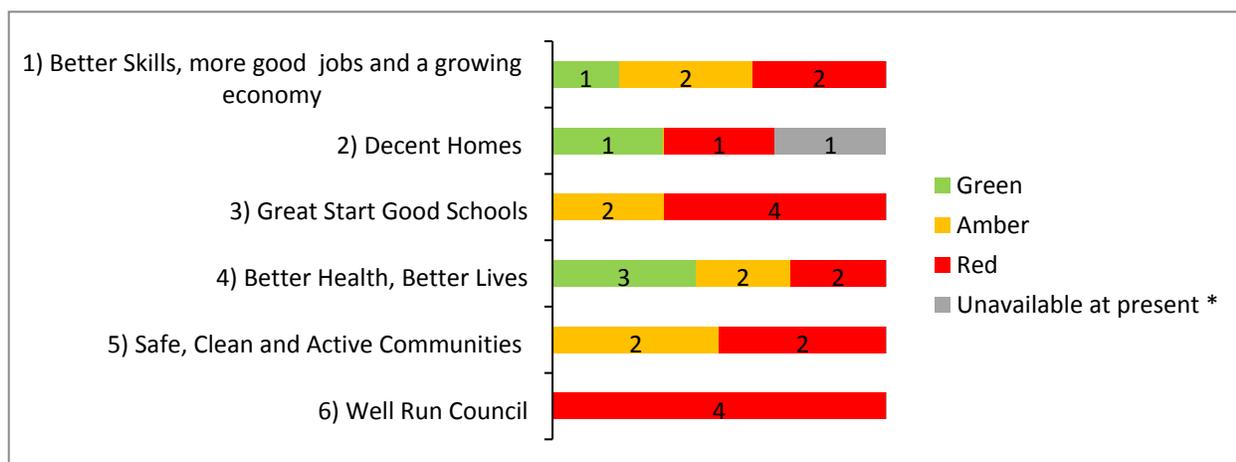
Performance Summary

2.6. For each of the Council Plan outcome areas, we have selected a number of corporate key performance indicators. A full list of all of these measures can be found in Annex A of this report.

2.7. Figure one outlines overall performance across all of these measures. **For measures that have changed since the last reporting period**, a red/amber/green assessment of current performance is included¹.

2.8. 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)



* Proxy measures have been included at the end of Appendix A

The following indicators are performing well			
Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	Median earnings of employees in the area	Green	Green
02) Decent Homes	Increase the number of homes improved	Green	Green
04) Better health, Better lives	Mortality due to air quality	Green	Green
	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s	Green	Green
	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+	Green	Green

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

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	The value of the local economy measured by Gross Value Added		
	The total number of visits to council cultural attractions (markets, museums & libraries)		
03) Great Start Good Schools	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours		
	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average		
04) Better health, Better lives	Excess weight in primary school age children in Year 6		
	Physically active adults		
05) Safe, Clean and Active Communities	Number of people killed or seriously injured casualties on Bradford's roads		
	Improve the percentage of people from different backgrounds who get on well together		

The following indicators are underperforming			
Council Outcome	Description	Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	People in work by 2030		
	Number of people in the district with NVQ level 3 and above		
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		
	Percentage of unauthorised absences across all phases		
	Key Stage 4 - Progress 8		
04) Better health, Better lives	Number people aged 65+ in new care home placements per 100k population		
	Rate of Looked after Children per 10,000 under 18s		
05) Safe, Clean	Reduce Crime Rate per 1,000 people		

and Active Communities	in line with West Yorkshire Average		
	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion		
06) Well Run Council	Percentage of staff who have received a performance review and have a performance plan in place		
	Ensure spending is within budget and year on year savings agreed by council are delivered		
	Percentage of Employees with a Disability		
	Average number of sick days lost per employee		

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

3. TARGET SETTING FOR 2019/2020

3.1. For the next year, there are some targets we intend to retain from the last municipal year, some we wish to remove and others we wish to introduce (for example, to better reflect the improvements we need to make for children's services following the recent OFSTED review).

3.2. It is proposed that we retain the following performance measures that were agreed at Executive in July 2018 for the next twelve months. This is because these cover the Council Plan 2016-2020 and are linked to the overall ambitions set in this plan and other related strategies such as the District Economic Strategy. Where an in-year value is required, this has been included in bold in the table below

Proposed targets to retain in 2019/20 (in year targets in bold)

Skills, Jobs and Economy	
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average GVA increased to £10.7bn in 2019/20	Median earnings of residents to increase. District median earnings in 2019/20 to be £495.
20,000 more people into work in the district by 2030 2,000 more in work in 2019/20	The total number of visits to council cultural attractions (museums & libraries). Visits to be maintained at 2018/19 levels.
48,000 additional number of people in the district with NVQ level 3 and above by 2030. Number of people with NVQ 3 or above in the district to increase by 2% in 2019/20.	
Decent Homes	
An additional 2,476 homes delivered per year	Reduce the levels of statutory

	homelessness ²
Increase the number of homes improved through council interventions. Improve 1,200 homes within year.	
Good Start, Great Schools	
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours with a long term aim of being in line or above the national average.	By September 2020 Key Stage 2 Reading, Writing and Maths combined at expected standard to be in line or above the national average
Continue to improve KS4 Progress 8 scores	Reduce percentage of persistent absences across all phases
Better Health, Better Lives	
Reduce childhood obesity rates at year 6 to statistical neighbour average (as measured by excess weight)	Maintain 16-64 year olds in new care home placements per 100,000 over 18-64s
Increase the percentage of adults who are physically active to the regional average	Maintain performance for the number of older people in new care home placements per 100,000 over 65s
Improve fraction of mortality due to air quality to the regional average	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+
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	Over 90% of staff to have completed performance reviews by May 2020.
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	Increase percentage of Employees with a Disability

² In the light of changes in reporting by government on homelessness following the introduction of the Homelessness Reduction Act, the measures being used currently are termed Experimental by the ONS. At some point government will provide final measures which the Council will report on. In the meantime, the Bradford Housing team continue to monitor other measures of performance such as households in temporary accommodation and average lengths of stay in bed and breakfasts

It is proposed that we remove the following targets. The reason for removal of these targets is included in the table below.

Outcome Area	Target	Reason for removal
Good Start, Great Schools	All SEND settings (PRUs and Special Schools) rated good or better	Given the low number of SEND setting schools in the district, it is more statistically viable to look at all schools together.
Good Start, Great Schools	Every school to be judged good or better by September 2021	New targets are outlined below, based on primary and secondary settings.
Better Health, Better Lives	Number of Looked After Children	The experience of the OFSTED inspection has shown that this is not a great indicator of whether we are performing well or not. Whilst bodies such as the improvement board will continue to track the levels of Looked After Children. This measure will be replaced by a series of performance indicators from the children's services improvement plan.

It is proposed that we begin to monitor the following new KPIs. The rationale for inclusion for these new targets is included in the below table.

Outcome Area	Target	Rationale for inclusion
Good Start, Great Schools	% of primary schools judged good or outstanding to be in line with national average for 2019/20	This will move our target to be in line with the national measure. It also will reflect (a) that not all schools will be inspected in year and (b) will be a like for like comparison based on the OFSTED inspection schedule. 75.6% (June 2019) of primary schools in the District are judged good or better compared to 87% nationally.
Good Start, Great Schools	% of secondary schools judged to be good or outstanding to be in line with national average for 2019/20.	This will move our target to be in line with the national measure. It also will reflect (a) that not all schools will be inspected in year and (b) will be a like for like comparison based on the OFSTED inspection schedule. 58.6% (June 2019) of secondary schools are judged good or better compared to 75% nationally.

Good Start, Great Schools	% of Education Health and Care assessments completed within 20 weeks closes the gap with the national average in 2019/20.	This is a critical measure of the health of the system and of strategic and senior oversight; it is an area where we need to demonstrate improvement over the next year. Compliance rates (2018) are 28.1%
Better Health, Better Lives	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.	Longer Child Protection Plans can be suboptimal for children as they remain in a period of uncertainty. The Children's improvement plan has a focus on monitoring and addressing those on Child Protection Plans for longer than a year and two years. Bradford's rate of child protection plans lasting 2 or more years was 3.6% (March 2019 provisional) compared with 1.12% for our statistical neighbours (March 2018).
Better Health, Better Lives	Bring % of re-referral cases in children's social care in line with our statistical neighbours.	Stronger performance on re-referrals means we should be exactly at the same rate as our statistical neighbours. Too low a rate of re-referrals would indicate a system that is not picking up freshly emerging safeguarding risk effectively. Bradford's re-referral rate was 21% (March 2019 provisional) compared to 21.86% for our statistical neighbours (March 2018).
Better Health, Better Lives	Reduce % of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.	Continuing high-quality relationships are important for children in care because they help children build security; support their ability to form relationships in the future as adults; help them develop a strong sense of belonging and identity. Bradford's short term placement stability rate was 12.5% (March 2019 provisional) compared to 8.5% for our statistical neighbours (March 2018).

4. OTHER CONSIDERATIONS

4.1. None

5. FINANCIAL & RESOURCE APPRAISAL

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

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

No specific issues.

7. LEGAL APPRAISAL

There are no specific legal issues.

8. OTHER IMPLICATIONS

8.1. EQUALITY & DIVERSITY

No specific issues.

8.2. SUSTAINABILITY IMPLICATIONS

. No specific issues.

8.3. GREENHOUSE GAS EMISSIONS IMPACTS

No specific issues.

8.4. COMMUNITY SAFETY IMPLICATIONS

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

8.5. HUMAN RIGHTS ACT

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

8.6. TRADE UNION

There are no specific issues.

8.7. WARD IMPLICATIONS

. There are no specific issues.

8.8. IMPLICATIONS FOR CORPORATE PARENTING

There are no specific issues

8.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues.

9. NOT FOR PUBLICATION DOCUMENTS

Not applicable

10. RECOMMENDATIONS

- 10.1. That the progress against performance metrics outlined in the report be noted.
- 10.2. That the new targets outlined in section 4 are approved.

11. APPENDICES

- 11.1. Appendix A – Detailed Performance Information and Reporting

12. BACKGROUND DOCUMENTS

- 12.1. <https://www.bradford.gov.uk/your-council/about-bradford-council/council-plan/>

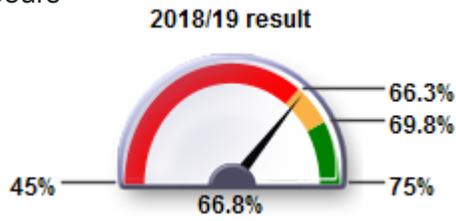
A: DETAILED PERFORMANCE INFORMATION AND REPORTING

1. Key Performance Indicators

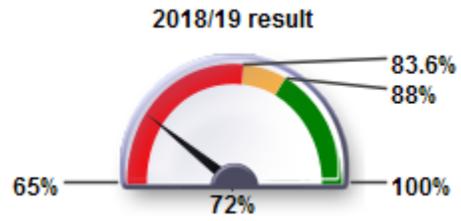
Better Skills, More Good Jobs and a Growing Economy	
<p>The value of the local economy measured by Gross Value Added</p> <p>2018/19 result</p> <p>£0bn — £13bn</p> <p>£9.57bn £10.07bn</p> <p>£10.03bn</p>	<p>The total number of visits to council cultural attractions (markets, museums & libraries)</p> <p>2018/19 result</p> <p>0 — 8,580,000</p> <p>6,270,000 6,600,000</p> <p>6,369,473</p>
<p>Number of people in the district with NVQ level 3 and above</p> <p>2018/19 result</p> <p>0 — 201,000</p> <p>146,870 154,600</p> <p>141,400</p>	<p>20,000 more people into work in the district by 2030</p> <p>December 2018 result</p> <p>0 — 292,100</p> <p>213,437 224,670</p> <p>212,200</p>
<p>Median earnings of employees in the area</p> <p>2017/18 result</p> <p>£300 — £500</p> <p>£456 £480</p> <p>£488.7</p>	
Decent Homes	
<p>An additional 2,476 homes delivered per year</p> <p>2018/19 result</p> <p>0 — 3,000</p> <p>2,352 2,476</p> <p>1,732</p>	<p>Increase the number of homes improved</p> <p>Cumulative result for 2018/19 as of Q4 2018/19</p> <p>200 — 1,300</p> <p>950 1,000</p> <p>1,229</p>

Great Start, Good Schools

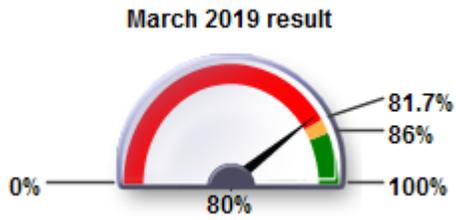
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours



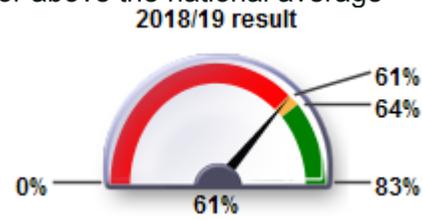
Every school to be judged good or better by September 2021



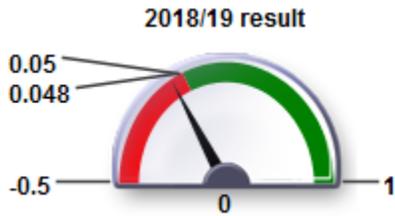
All SEND settings (PRUs and Special Schools) rated good or better



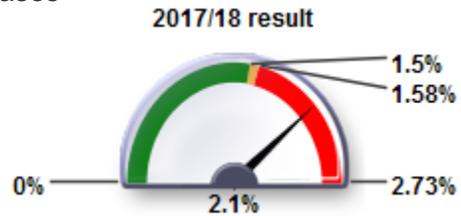
By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average



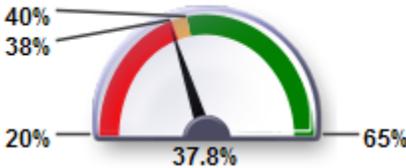
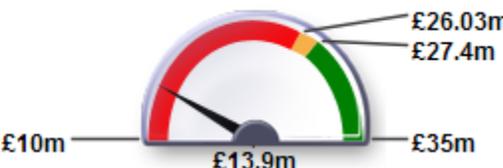
Key Stage 4 - Progress 8



Percentage of unauthorised absences across all phases



Better Health, Better Lives	
<p>Mortality due to air quality</p> <p>2018/19 result</p> <p>0% 4.3% 4.8% 5% 6.6%</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>0 8 14.8 15.54 20</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>0 492 516.6 556 720</p>	<p>Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+</p> <p>2018/19 result</p> <p>0 days 245 days 315 days 331 days 430 days</p>
<p>Rate of Looked after Children per 10,000 under 18s</p> <p>2018/19 result</p> <p>0 70 76.462 81.813 100</p>	<p>Excess weight in primary school age children in Year 6</p> <p>2018/19 result</p> <p>.0% 37.6% 38.6% 39.1% 100.0%</p>
<p>Physically active adults</p> <p>2018/19 result</p> <p>0% 61.37% 61.9% 64.6% 84%</p>	

Safe, Clean Active Communities									
<p>Reduce Crime Rate per 1,000 people in line with West Yorkshire Average</p> <p>Latest result for 2018/19 as of March 2019</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>142.22</td><td>115.1 - 120.86</td></tr> </table>	Value	Target Range	142.22	115.1 - 120.86	<p>Improve the percentage of people from different backgrounds who get on well together</p> <p>March 2019 result</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>49.59%</td><td>48.45% - 51%</td></tr> </table>	Value	Target Range	49.59%	48.45% - 51%
Value	Target Range								
142.22	115.1 - 120.86								
Value	Target Range								
49.59%	48.45% - 51%								
<p>Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion</p> <p>2018/19 result</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>37.8%</td><td>38% - 40%</td></tr> </table>	Value	Target Range	37.8%	38% - 40%	<p>Reduce the number of people killed or seriously injured in road accidents</p> <p>2018 result</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>177</td><td>173 - 181.65</td></tr> </table>	Value	Target Range	177	173 - 181.65
Value	Target Range								
37.8%	38% - 40%								
Value	Target Range								
177	173 - 181.65								
Well Run Council									
<p>Ensure spending is within budget and year on year savings agreed by council are delivered</p> <p>Latest result for 2018/19 as of Q4 2018/19</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>£13.9m</td><td>£26.03m - £27.4m</td></tr> </table>	Value	Target Range	£13.9m	£26.03m - £27.4m	<p>Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.</p> <p>Latest result for 2018/19 as of Q4 2018/19</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>12.39</td><td>9.76 - 10.25</td></tr> </table>	Value	Target Range	12.39	9.76 - 10.25
Value	Target Range								
£13.9m	£26.03m - £27.4m								
Value	Target Range								
12.39	9.76 - 10.25								
<p>Percentage of Employees with a Disability</p> <p>Latest result for 2018/19 as of Q4 2018/19</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>4.31%</td><td>5.13% - 5.40%</td></tr> </table>	Value	Target Range	4.31%	5.13% - 5.40%	<p>Percentage of staff who have received a performance review and have a performance plan in place</p> <p>2018/19 result</p>  <table border="1"> <tr><th>Value</th><th>Target Range</th></tr> <tr><td>10%</td><td>85.5% - 90%</td></tr> </table>	Value	Target Range	10%	85.5% - 90%
Value	Target Range								
4.31%	5.13% - 5.40%								
Value	Target Range								
10%	85.5% - 90%								

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

Theme / Priority:	Skills, Jobs and Economy																																					
Indicator / Measure detail:	Median earnings of employees in the area																																					
Recent Trends	<table border="1"> <caption>Median Earnings of Employees (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>448.0</td> <td>480.0</td> <td>470.0</td> <td>522.0</td> </tr> <tr> <td>2014</td> <td>450.0</td> <td>480.0</td> <td>475.0</td> <td>525.0</td> </tr> <tr> <td>2015</td> <td>450.0</td> <td>482.0</td> <td>480.0</td> <td>535.0</td> </tr> <tr> <td>2016</td> <td>475.0</td> <td>500.0</td> <td>495.0</td> <td>545.0</td> </tr> <tr> <td>2017</td> <td>478.0</td> <td>502.0</td> <td>500.0</td> <td>555.0</td> </tr> <tr> <td>2018</td> <td>490.0</td> <td>522.0</td> <td>518.0</td> <td>575.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	448.0	480.0	470.0	522.0	2014	450.0	480.0	475.0	525.0	2015	450.0	482.0	480.0	535.0	2016	475.0	500.0	495.0	545.0	2017	478.0	502.0	500.0	555.0	2018	490.0	522.0	518.0	575.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2013	448.0	480.0	470.0	522.0																																		
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2017	478.0	502.0	500.0	555.0																																		
2018	490.0	522.0	518.0	575.0																																		
Target and timescale:	£480	Actual and timescale:	£488.7 2017/18																																			
Why is performance at the current level?																																						
<p>In Bradford, most income groups saw an increase in wages greater than the regional or national averages. This meant that the gap in income levels between Bradford and other places narrowed in the most recent data.</p>																																						
<p>There has also been a decline in the gender pay gap in Bradford. Especially for part-time females, who are now earning more than their part-time male counterparts</p>																																						

Theme / Priority:	Decent Homes										
Indicator / Measure detail:	Number of private sector homes improved										
Recent Trends	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Number of private sector homes improved</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>950</td> </tr> <tr> <td>2017/18</td> <td>1020</td> </tr> <tr> <td>2018/19</td> <td>1229</td> </tr> </tbody> </table>			Year	Number of private sector homes improved	2016/17	950	2017/18	1020	2018/19	1229
Year	Number of private sector homes improved										
2016/17	950										
2017/18	1020										
2018/19	1229										
Target and timescale:	1,000	Actual and timescale:	1,229, 2018/19								
Why is performance at the current level?											
<p>Performance on this indicator has significantly exceeded target and is 21% higher than at the end of 2017/18. This can largely be attributed to our response to demand increases, especially in relation to repair issues in private sector accommodation.</p> <p>In the last year, Housing Operations recorded over 2,100 service requests relating to housing enforcement which is a 15% increase compared to 2017/18 and a 41% increase compared with 3 years ago (2015/16). The number of enquiries received relating to financial assistance for vulnerable homeowners has dropped slightly compared to 2017/18 but has still increased by 52% compared with three years ago.</p> <p>In the last year, we have taken steps to manage demand more effectively through a triage system, which also provides capacity to proactively target landlords and agents who are known to be letting substandard accommodation and have delivered a targeted marketing campaign for housing assistance for vulnerable homeowners, both of which have resulted in an increased number of homes improved.</p>											

Theme / Priority:	Better Health, Better Lives																																						
Indicator / Measure detail:	Mortality due to air quality to be the same as the regional average																																						
Recent Trends	<table border="1"> <caption>Mortality due to air quality (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>5.3</td> <td>5.3</td> <td>5.7</td> </tr> <tr> <td>2011</td> <td>4.9</td> <td>5.0</td> <td>5.4</td> </tr> <tr> <td>2012</td> <td>4.7</td> <td>4.9</td> <td>5.1</td> </tr> <tr> <td>2013</td> <td>4.7</td> <td>5.1</td> <td>5.3</td> </tr> <tr> <td>2014</td> <td>4.6</td> <td>4.9</td> <td>5.1</td> </tr> <tr> <td>2015</td> <td>4.2</td> <td>4.3</td> <td>4.7</td> </tr> <tr> <td>2016</td> <td>5.0</td> <td>4.8</td> <td>5.3</td> </tr> <tr> <td>2017</td> <td>4.3</td> <td>4.2</td> <td>5.1</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	England	2010	5.3	5.3	5.7	2011	4.9	5.0	5.4	2012	4.7	4.9	5.1	2013	4.7	5.1	5.3	2014	4.6	4.9	5.1	2015	4.2	4.3	4.7	2016	5.0	4.8	5.3	2017	4.3	4.2	5.1
Year	Bradford	Yorkshire & the Humber	England																																				
2010	5.3	5.3	5.7																																				
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2017	4.3	4.2	5.1																																				
Target and timescale:	4.8%	Actual and timescale:	4.3% 2017/18																																				
Why is performance at the current level?																																							
<p>This indicator has been generally decreasing year on year and after an increase in 2016 and is now only 0.1 percentage points above the regional average.</p> <p>We propose to continue the target of being in line with the regional average to ensure we are incentivised to keep pace with the wider regional and national trends.</p>																																							

Theme / Priority:	Better Health Better Lives																																
Indicator / Measure detail:	Number of 16-64 year olds in new care home placements per 100,000																																
Recent Trends	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>14.0</td> <td>13.0</td> <td>13.5</td> <td>14.0</td> </tr> <tr> <td>2015/16</td> <td>14.0</td> <td>14.0</td> <td>14.0</td> <td>13.5</td> </tr> <tr> <td>2016/17</td> <td>17.0</td> <td>14.0</td> <td>15.5</td> <td>13.5</td> </tr> <tr> <td>2017/18</td> <td>14.5</td> <td>14.5</td> <td>14.5</td> <td>14.0</td> </tr> <tr> <td>2018/19</td> <td>8.0</td> <td>8.0</td> <td>8.0</td> <td>8.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	14.0	13.0	13.5	14.0	2015/16	14.0	14.0	14.0	13.5	2016/17	17.0	14.0	15.5	13.5	2017/18	14.5	14.5	14.5	14.0	2018/19	8.0	8.0	8.0	8.0
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																													
2014/15	14.0	13.0	13.5	14.0																													
2015/16	14.0	14.0	14.0	13.5																													
2016/17	17.0	14.0	15.5	13.5																													
2017/18	14.5	14.5	14.5	14.0																													
2018/19	8.0	8.0	8.0	8.0																													
Target and timescale:	14.8	Actual and timescale:	8 2018/19 (provisional figure to be validated July 2019)																														
Why is performance at the current level?																																	
<p>Data is currently provisional and will be validated in July 2019.</p> <p>The focus within adult social care is to enable people to be happy and healthy in their own home and ensure independence can be maintained and increased where possible. Care home placements will only be considered where people have a complex needs which cannot be met in their community.</p> <p>Challenging targets have been set in this area over the next 3 years to ensure Adult Social Care can meet its savings targets. A transformation programme has been put in place to support this. As a result, the number of people aged 18-64 in care home settings is falling.</p> <p>There have been significant improvements in 2018/19 in how data is reported allowing Adult Social Care to have more confidence in its reported level of performance. 2017/18 reported performance was in line with regional and national averages. Based on this provisional data we expect Bradford to be a “good performer” when national data is published later in the year.</p>																																	

Theme / Priority:	Better Health Better Lives																											
Indicator / Measure detail:	Number of delayed transfers of care (days) from hospital population aged 65+																											
Recent Trends	<p style="text-align: center;">Delayed transfer of care per 100,000 population</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Delayed transfer of care per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>0.6</td> <td>3.0</td> <td>0.0</td> <td>3.8</td> </tr> <tr> <td>2015/16</td> <td>0.2</td> <td>3.2</td> <td>0.0</td> <td>4.8</td> </tr> <tr> <td>2016/17</td> <td>1.3</td> <td>3.0</td> <td>0.0</td> <td>4.9</td> </tr> <tr> <td>2017/18</td> <td>0.8</td> <td>3.5</td> <td>3.3</td> <td>3.8</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	0.6	3.0	0.0	3.8	2015/16	0.2	3.2	0.0	4.8	2016/17	1.3	3.0	0.0	4.9	2017/18	0.8	3.5	3.3	3.8
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																								
2014/15	0.6	3.0	0.0	3.8																								
2015/16	0.2	3.2	0.0	4.8																								
2016/17	1.3	3.0	0.0	4.9																								
2017/18	0.8	3.5	3.3	3.8																								
Target and timescale :	315 days	Actual and timescale:	245 days 2018/19																									
Why is performance at the current level?																												
<p>Delayed transfers of care is a measure of the proportion and time people are kept in hospital waiting to be transferred to a care setting. A good authority will have low levels of delayed transfers of care.</p> <p>Bradford is a good performer on delayed transfers of care and have been constantly, performing better than our peers. The positive CQC review of the Health and Social Care system in February 2018 and Bradford's ranking as the 5th best performing Health and Social Care system in the county, as per the NHS Social Care Interface dashboard published in August 2018, is further evidence of good performance.</p> <p>NHS performance expectations were implemented in 2017. Bradford has consistently achieved the set target.</p> <p>There continues to be tight controls around Delayed Transfers of Care, continued good relationships have been developed between stakeholders. There has been significant improvement in performance and NHS expectation levels are consistently met. Focus will be on maintaining this high level of performance.</p>																												

3. Detailed Reporting - Performance measures for amber rated targets

Theme / Priority:	Skills, Jobs and Economy														
Indicator / Measure detail:	The value of the local economy measured by Gross Value Added														
Recent Trend	<table border="1"> <caption>Bradford GVA (Millions)</caption> <thead> <tr> <th>Year</th> <th>GVA (Millions)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>8,900</td> </tr> <tr> <td>2014</td> <td>9,200</td> </tr> <tr> <td>2015</td> <td>9,650</td> </tr> <tr> <td>2016</td> <td>9,950</td> </tr> <tr> <td>2017</td> <td>10,050</td> </tr> </tbody> </table>			Year	GVA (Millions)	2013	8,900	2014	9,200	2015	9,650	2016	9,950	2017	10,050
Year	GVA (Millions)														
2013	8,900														
2014	9,200														
2015	9,650														
2016	9,950														
2017	10,050														
Target and timescale:	£10.07bn	Actual and timescale:	£10.03bn 2017												
Why is performance at the current level?															
<p>At just over £10bn GVA for 2017/ 2018 (the latest data reported), Bradford has slightly missed the overall target. This covers the period before the economic strategy was set.</p> <p>Whilst the last year data is available saw slower growth (in most of the UK, not just Bradford), the five year picture is more encouraging, GVA in Bradford grew by 16.5% between 2012 and 2017 and this is higher than the Yorkshire and Humber average of 16%.</p> <p>Our estimate of GVA per hour worked is £30.79. This is higher than other northern cities, including Leeds (£29.77), Manchester (£29.69), Sheffield (£28.58), Tyneside (£30.25) and Liverpool (£29.82).</p> <p>Our manufacturing sector performed strongly over the one and five year timescales. Professional, scientific and technical was the fastest growing sector over the last five year.</p>															
How can we make sure performance gets better?															
<p>We will continue to work on the economic strategy objectives in partnership with our business community. This will include building on the successes of last year, including promoting innovation and attracting high value businesses to the district such as PWC and supporting our own business community to thrive. We are also looking at unlocking some of the barriers to productivity growth in the district, including skills and transport connectivity.</p>															

Theme / Priority:	Skills, Jobs and Economy																
Indicator / Measure detail:	The total number of visits to council cultural attractions																
Time Series	<table border="1"> <caption>Visits to Council Cultural Attractions - Bradford</caption> <thead> <tr> <th>Year</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>6,600,000</td> </tr> <tr> <td>2014/15</td> <td>7,280,000</td> </tr> <tr> <td>2015/16</td> <td>7,400,000</td> </tr> <tr> <td>2016/17</td> <td>7,150,000</td> </tr> <tr> <td>2017/18</td> <td>6,680,000</td> </tr> <tr> <td>2018/19</td> <td>6,369,473</td> </tr> </tbody> </table>			Year	Visits	2013/14	6,600,000	2014/15	7,280,000	2015/16	7,400,000	2016/17	7,150,000	2017/18	6,680,000	2018/19	6,369,473
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2017/18	6,680,000																
2018/19	6,369,473																
Target and timescale:	6,600,000 by year end	Actual and timescale:	6,369,473 2018/19														
Why is performance at the current level?																	
There has been a decline in visits over the last twelve months to council attractions. A significant portion of the trend is due to a significant reduction in visitor numbers to city centre markets, particularly Oastler Market.																	
How can we make sure things get better?																	
We are working to improve the attractiveness of our markets as part of the markets strategy work that was approved by Executive in 2018. This will lead to new markets and public realm improvements in the city centre.																	

Theme / Priority:	Great Start Good Schools																																					
Indicator / Measure detail:	Percentage of children achieving a good level of development in Early Years Foundation Stage																																					
Recent trends	<table border="1"> <caption>Approximate data from the line graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>49</td> <td>50</td> <td>46</td> <td>52</td> </tr> <tr> <td>2014</td> <td>55</td> <td>59</td> <td>55</td> <td>61</td> </tr> <tr> <td>2015</td> <td>62</td> <td>65</td> <td>61</td> <td>66</td> </tr> <tr> <td>2016</td> <td>66</td> <td>68</td> <td>65</td> <td>69</td> </tr> <tr> <td>2017</td> <td>68</td> <td>69</td> <td>67</td> <td>71</td> </tr> <tr> <td>2018</td> <td>67</td> <td>70</td> <td>68</td> <td>72</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	49	50	46	52	2014	55	59	55	61	2015	62	65	61	66	2016	66	68	65	69	2017	68	69	67	71	2018	67	70	68	72
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2013	49	50	46	52																																		
2014	55	59	55	61																																		
2015	62	65	61	66																																		
2016	66	68	65	69																																		
2017	68	69	67	71																																		
2018	67	70	68	72																																		
Target and timescale:	69.8%	Actual and timescale:	66.8% 2017/18 academic year																																			
Why is performance at the current level?																																						
<p>Some schools have been very cautious and have not awarded the expected level to some of their children in order to access funding for children not achieving a Good Level of Development (GLD).</p> <p>Mobility of families with younger children increased during the Spring term of 2018 and the available school places were replaced by new immigrant families very late in the year whose children, new to English and England and often with no prior educational experiences, were unable to achieve a GLD.</p>																																						
How can we make sure things get better?																																						
<p>All schools were invited to, and have participated in, the Early Years' moderation process this year. This has enabled the Local Authority (LA) to collect GLD predictions and use them to challenge schools with low scores and provide advice and guidance to Early Years practitioners on how to improve their teaching in order to impact positively on children's progress from their starting points.</p> <p>The School Improvement Early Years Officers have monitored and visited 26 schools with declining Early Years Foundation Stage Profile (EYFSP) outcomes. They have also visited schools with the most improved results in literacy and maths and have shared the best practice observed with early years practitioners at training events.</p> <p>The School Improvement Early Years Officers have also worked very closely with the EYFSP moderators and offered extra support and tools to schools with low predictions.</p>																																						

Theme / Priority:	Great Start Good Schools																						
Indicator / Measure detail:	Percentage of pupils reaching the expected standard in reading, writing & maths combined at Key Stage 2																						
Recent Trends	<table border="1"> <caption>Percentage of pupils reaching the expected standard in reading, writing & maths combined at Key Stage 2</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>48</td> <td>50</td> <td>50</td> <td>53</td> </tr> <tr> <td>2017</td> <td>58</td> <td>58</td> <td>58</td> <td>61</td> </tr> <tr> <td>2018</td> <td>61</td> <td>62</td> <td>62</td> <td>64</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	48	50	50	53	2017	58	58	58	61	2018	61	62	62	64
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																			
2016	48	50	50	53																			
2017	58	58	58	61																			
2018	61	62	62	64																			
Target and timescale:	64%	Actual and timescale:	61% 2017/18 academic year																				
Why is performance at the current level?																							
<p>The gap with the national remains unchanged at 3%. Whilst this is below our target, this is an improving picture because it reflects a three year upward trend</p> <p>The aim is to close or further narrow the gap with the national</p>																							
How can we make sure things get better?																							
<p>The effective use of Fischer Family Trust (FFT) predictions to challenge schools which have set low targets.</p> <p>Deployment of National Leaders of Education and school improvement professionals in schools facing challenging circumstances.</p> <p>Participation of targeted schools in TSA SIFF projects such as Dialogic talk; power of reading; improving writing.</p> <p>Sharing of best practice at Headteacher forums and other platforms</p> <p>Introduction of Local Authority school improvement scrutiny committee in high risk primary schools.</p>																							

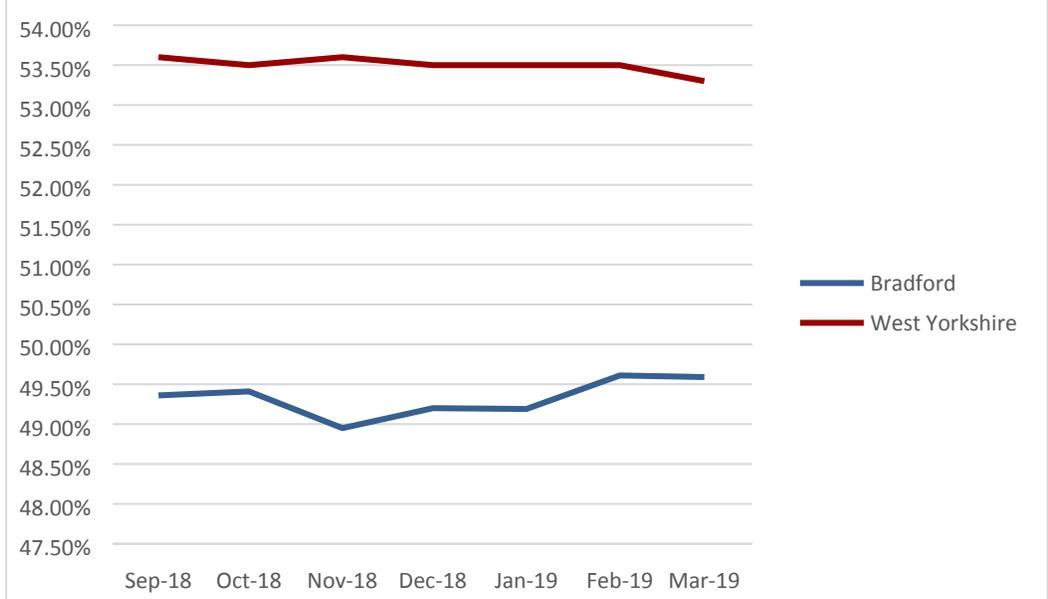
Theme / Priority:	Better Health Better Lives																																															
Indicator / Measure detail:	Excess weight in primary school age children in Year 6																																															
Recent Trends	<p>The line graph displays the percentage of excess weight in primary school age children in Year 6 from the 2010/11 academic year to 2017/18. The y-axis ranges from 30.00% to 39.00% in 1.00% increments. The x-axis shows academic years from 2010/11 to 2017/18. Four data series are plotted: Bradford (blue line), Yorkshire & the Humber (red line), Statistical Neighbours (purple line), and England (green line). Bradford consistently shows the highest percentage, starting at approximately 35.5% in 2010/11 and rising to 38.6% in 2017/18. Yorkshire & the Humber starts at 33.3% and reaches 34.8%. Statistical Neighbours starts at 34.9% and reaches 37.5%. England starts at 33.5% and reaches 34.4%.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>35.5%</td> <td>33.3%</td> <td>34.9%</td> <td>33.5%</td> </tr> <tr> <td>2011/12</td> <td>35.5%</td> <td>33.8%</td> <td>35.5%</td> <td>34.0%</td> </tr> <tr> <td>2012/13</td> <td>35.6%</td> <td>33.3%</td> <td>34.7%</td> <td>33.3%</td> </tr> <tr> <td>2013/14</td> <td>36.4%</td> <td>33.5%</td> <td>35.6%</td> <td>33.5%</td> </tr> <tr> <td>2014/15</td> <td>35.8%</td> <td>33.3%</td> <td>35.2%</td> <td>33.3%</td> </tr> <tr> <td>2015/16</td> <td>36.5%</td> <td>34.7%</td> <td>36.8%</td> <td>34.3%</td> </tr> <tr> <td>2016/17</td> <td>38.0%</td> <td>34.7%</td> <td>37.5%</td> <td>34.3%</td> </tr> <tr> <td>2017/18</td> <td>38.6%</td> <td>34.8%</td> <td>37.5%</td> <td>34.4%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010/11	35.5%	33.3%	34.9%	33.5%	2011/12	35.5%	33.8%	35.5%	34.0%	2012/13	35.6%	33.3%	34.7%	33.3%	2013/14	36.4%	33.5%	35.6%	33.5%	2014/15	35.8%	33.3%	35.2%	33.3%	2015/16	36.5%	34.7%	36.8%	34.3%	2016/17	38.0%	34.7%	37.5%	34.3%	2017/18	38.6%	34.8%	37.5%	34.4%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																												
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Target and timescale:	37.2%	Actual and timescale:	38.6% 2017/18																																													
Why is performance at the current level?																																																
<p>High levels of deprivation across the district have contributed to higher levels of obesity in Year 6 however it is clear there is no single or selection of defined causes of obesity and it is created by complex mix of environmental, social, economic and individual factors coming together. All of these complex factors are intertwined and their impact is then exacerbated by deprivation.</p>																																																
How can we make sure things get better?																																																
<p>There are a number of local strategies, research, commissioning activities and services aimed at reducing the prevalence of obesity. These include Every Baby Matters, Better Start Bradford, Active Bradford Strategy, and the Bradford Breastfeeding Strategy. However, the Healthy Bradford Plan is the District's overarching plan for reducing obesity. This Plan was developed in 2017 to establish a clear strategic approach to obesity and improving lifestyle behaviours in Bradford District.</p> <p>The Living Well Programme launched in 2019 as part of the delivery of the Healthy Bradford Plan. Initiating the whole systems process included bringing together partners from across the system to map the root causes of inactivity and unbalanced diets, and establishing an action plan to tackle these. This action plan was designed by system partners and grouped into strategic delivery vehicles these include taking actions through improving the places in which people live work and place, using social marketing and community capacity building to change societal norms and also working directly with people to help them make the necessary changes and have the motivation to adopt healthier lifestyles.</p>																																																

Bradford Council, Born in Bradford and the Bradford Council for Mosques have formed a unique partnership to explore the opportunities for working with Islamic Religious Settings, in particular Madrassas to tackle childhood obesity by supporting healthier behaviours and influencing positive social and structural change for better health in the local environment. This targeted action seeks to address the higher rates of excess weight in South Asian children in Bradford, of which a large majority identify as Muslim. Around 85% of South Asian Muslim children attend the madrassa after school for around 2, mostly sedentary, hours per day from the age of 4 to 15. This innovative project will work with Islamic religious settings to co-produce evidence-based madrassa curriculum materials and training for Islamic leaders aligned to Islamic Narrative. Action groups will be established within participating faith settings to explore how to mobilise and connect existing community assets to promote joined up local approaches to promote health and identify enablers for systems change with wider partners. The project will co- create a dynamic model of best practice and guidance to support and facilitate change that can be tailored to a range of Islamic settings both within the district and further afield.

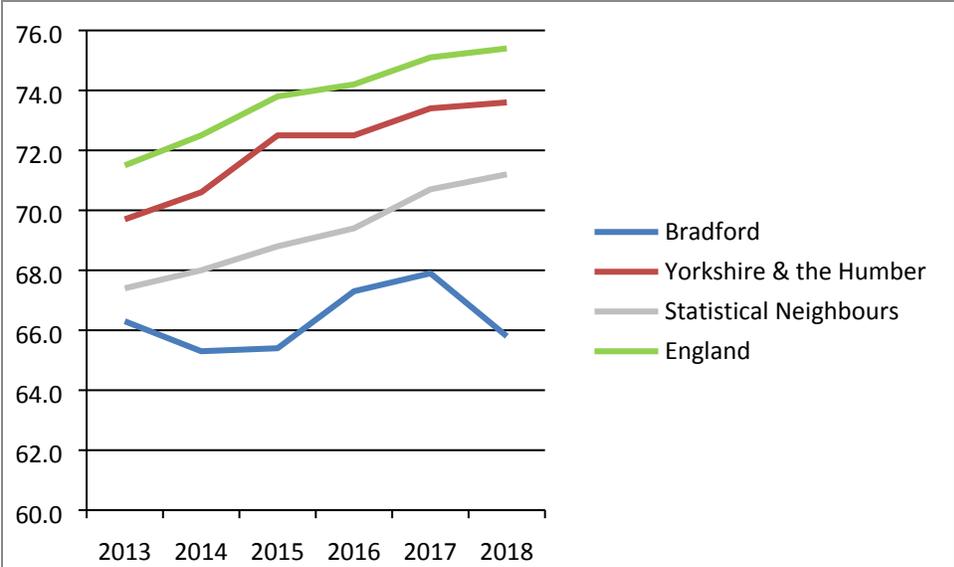
Theme / Priority:	Better Health Better Lives																		
Indicator / Measure detail:	Percentage of physically active adults																		
Recent Trends	<table border="1"> <caption>Percentage of physically active adults</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>60.5%</td> <td>64.5%</td> <td>66.5%</td> </tr> <tr> <td>2016/17</td> <td>63.8%</td> <td>64.8%</td> <td>66.5%</td> </tr> <tr> <td>2017/18</td> <td>62.0%</td> <td>65.0%</td> <td>66.8%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	England	2015/16	60.5%	64.5%	66.5%	2016/17	63.8%	64.8%	66.5%	2017/18	62.0%	65.0%	66.8%
Year	Bradford	Yorkshire & the Humber	England																
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2017/18	62.0%	65.0%	66.8%																
Target and timescale:	64.6%	Actual and timescale:	61.9% 2017/18																
Why is performance at the current level?																			
<p>Like many areas with high levels of deprivation, physical inactivity is lower in Bradford district. Physical activity levels have not improved significantly over the last few years so this remains an issue for Bradford.</p> <p>However, the most recent Sport England Active Lives research published relating to November 2018 suggests Bradford has lower levels of inactivity (undertaking less than 30 minutes of moderate activity per week) than most other districts across West Yorkshire and South Yorkshire and is below the national average. The data shows that Bradford is one of only a handful of local authority areas across the country that has had a significant reduction in inactivity levels. This is good news although we should exercise some caution in interpreting the specific results due to the sample size. We will get a clearer understanding of the pattern of activity over the next few years.</p> <p>When the data is broken down into subsets, such as age groups, at a District level it loses some accuracy, however, it again can be surmised that men are more active than women, those on higher incomes are more active than those on lower incomes and the older a person is the less likely they are to be active.</p>																			
How can we make sure things get better?																			
<p>There are a number of plans and strategies that all help to promote physical activity in our District: Bradford District Cycle Strategy 2016-21: Keeping the wheels spinning; Bradford District Playing Pitch Strategy; and Active Bradford: Physical Activity and Sport Framework.</p>																			

Theme / Priority:	Safe, Clean and Active Communities																																										
Indicator / Measure detail:	Number of people killed or seriously injured casualties on Bradford's roads																																										
Recent Trends	<p>The line graph displays the number of people killed or seriously injured on roads from 2010-12 to 2016-18. The Y-axis ranges from 25 to 50. Four data series are shown: Bradford (dark blue), Yorkshire & Humber (red), CIPFA nearest neighbours (light blue), and England (green). Bradford shows a steady decline from approximately 41 in 2010-12 to 34 in 2016-18. Yorkshire & Humber remains the highest, fluctuating between 44 and 46. CIPFA nearest neighbours stays between 31 and 32. England shows a slight dip in 2013-15 before rising to 41 in 2016-18.</p> <table border="1"> <caption>Estimated Road Casualty Data</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>CIPFA nearest neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010-12</td> <td>41</td> <td>45</td> <td>32</td> <td>40</td> </tr> <tr> <td>2011-13</td> <td>40</td> <td>45</td> <td>31</td> <td>39</td> </tr> <tr> <td>2012-14</td> <td>39</td> <td>45</td> <td>31</td> <td>39</td> </tr> <tr> <td>2013-15</td> <td>37</td> <td>44</td> <td>31</td> <td>38</td> </tr> <tr> <td>2014-16</td> <td>36</td> <td>44</td> <td>32</td> <td>39</td> </tr> <tr> <td>2015-17</td> <td>35</td> <td>45</td> <td>32</td> <td>40</td> </tr> <tr> <td>2016-18</td> <td>34</td> <td>46</td> <td>32</td> <td>41</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England	2010-12	41	45	32	40	2011-13	40	45	31	39	2012-14	39	45	31	39	2013-15	37	44	31	38	2014-16	36	44	32	39	2015-17	35	45	32	40	2016-18	34	46	32	41
Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England																																							
2010-12	41	45	32	40																																							
2011-13	40	45	31	39																																							
2012-14	39	45	31	39																																							
2013-15	37	44	31	38																																							
2014-16	36	44	32	39																																							
2015-17	35	45	32	40																																							
2016-18	34	46	32	41																																							
Target and timescale :	173 2018	Actual and timescale:	177 2018																																								
Why is performance at the current level?																																											
<p>Bradford has continually demonstrated a reduction in KSIs for the last 10 years against a back drop of increasing traffic levels and the graph demonstrates our favourable performance against the rates for both the Yorkshire and Humber regions and nationally.</p> <p>We do however, recognise that Bradford has its own issues around non seat belt use (Highest rate of offending in the UK) and we saw an increase in car occupant injuries in 2018. This was also reflected nationally and picked up in the new report by the Parliamentary Advisory Council for Transport Safety: http://www.pacts.org.uk/2019/04/pacts-launches-new-report-seat-belts-the-forgotten-road-safety-priority/</p>																																											
How can we make sure things get better?																																											
<p>Bradford has established Operation Steerside with our partners in the Emergency Services, the Highways Department and Safer Communities. This partnership recognises that a multi-agency approach is required to reducing anti-social driving (which will in turn reduce casualty rates).</p> <p>Money from West Yorkshire Combined Authority has been used to establish a fund to deal with larger scale Safer Roads issues that are beyond the financial capability of the Area Committees. Programmes such as the City Centre and Town Centre 20mph Zones will be funded from this. Other works such as the School 20mph programme will also be funded from this pot.</p> <p>The Casualty Reduction capital programmes through the Area Committees continue an evidence led approach and the Road Safety Team have extended their education, training and publicity programme in Bradford with financial support from a strategic</p>																																											

West Yorkshire source.

Theme / Priority:	Safe, Clean and Active Communities																										
Indicator / Measure detail:	Percentage of people from different backgrounds who get on well together																										
Recent Trends	 <table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Month</th> <th>Bradford (%)</th> <th>West Yorkshire (%)</th> </tr> </thead> <tbody> <tr> <td>Sep-18</td> <td>49.4</td> <td>53.7</td> </tr> <tr> <td>Oct-18</td> <td>49.5</td> <td>53.5</td> </tr> <tr> <td>Nov-18</td> <td>49.0</td> <td>53.7</td> </tr> <tr> <td>Dec-18</td> <td>49.3</td> <td>53.5</td> </tr> <tr> <td>Jan-19</td> <td>49.2</td> <td>53.5</td> </tr> <tr> <td>Feb-19</td> <td>49.7</td> <td>53.5</td> </tr> <tr> <td>Mar-19</td> <td>49.6</td> <td>53.3</td> </tr> </tbody> </table>			Month	Bradford (%)	West Yorkshire (%)	Sep-18	49.4	53.7	Oct-18	49.5	53.5	Nov-18	49.0	53.7	Dec-18	49.3	53.5	Jan-19	49.2	53.5	Feb-19	49.7	53.5	Mar-19	49.6	53.3
Month	Bradford (%)	West Yorkshire (%)																									
Sep-18	49.4	53.7																									
Oct-18	49.5	53.5																									
Nov-18	49.0	53.7																									
Dec-18	49.3	53.5																									
Jan-19	49.2	53.5																									
Feb-19	49.7	53.5																									
Mar-19	49.6	53.3																									
Target and timescale:	51% March 2019	Actual and timescale:	49.59% March 2019																								
Why is performance at the current level?																											
This data is survey data of residents across West Yorkshire. Over the last year, there has been no significant change in this indicator and therefore, our performance is amber in this area.																											
How can we make sure things get better?																											
<p>Over the next year, the Council will work to:</p> <ul style="list-style-type: none"> -Address the issues of barriers to both integration and to all groups of people having the same life chances. This includes initiatives such as working with Grant Thornton on workplace policies, the Beyond Brontes work on diversity in the Screen Industries and making the most of PWC's new office in Bradford. -Encourage and facilitate opportunities for integration as a general ethos across our work in the district. -Work with Ministry of Housing, Communities and Local Government as one of five Integrated Communities Pilot Areas and focus will be on delivering and evaluating interventions that respond to the challenges in the Stronger Communities Together Strategy and sharing 'good practice'. <p>A 'People Can' Coordinator has been appointed in April 2019 to support the campaign to encourage neighbourliness, volunteering, community action and support with finding resources</p>																											

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

Theme / Priority:	Skills, Jobs and Economy																																					
Indicator / Measure detail:	People in work by 2030																																					
Recent Trends	<p>Employment rate - aged 16-64 (12 months to December)</p>  <table border="1" data-bbox="402 520 1356 1087"> <caption>Employment rate - aged 16-64 (12 months to December)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>66.5</td> <td>70.0</td> <td>67.5</td> <td>71.5</td> </tr> <tr> <td>2014</td> <td>65.5</td> <td>70.5</td> <td>68.0</td> <td>72.5</td> </tr> <tr> <td>2015</td> <td>65.5</td> <td>72.5</td> <td>69.0</td> <td>74.0</td> </tr> <tr> <td>2016</td> <td>67.5</td> <td>72.5</td> <td>69.5</td> <td>74.5</td> </tr> <tr> <td>2017</td> <td>68.0</td> <td>73.5</td> <td>71.0</td> <td>75.0</td> </tr> <tr> <td>2018</td> <td>66.0</td> <td>73.5</td> <td>71.5</td> <td>75.5</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	66.5	70.0	67.5	71.5	2014	65.5	70.5	68.0	72.5	2015	65.5	72.5	69.0	74.0	2016	67.5	72.5	69.5	74.5	2017	68.0	73.5	71.0	75.0	2018	66.0	73.5	71.5	75.5
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2013	66.5	70.0	67.5	71.5																																		
2014	65.5	70.5	68.0	72.5																																		
2015	65.5	72.5	69.0	74.0																																		
2016	67.5	72.5	69.5	74.5																																		
2017	68.0	73.5	71.0	75.0																																		
2018	66.0	73.5	71.5	75.5																																		
Target and timescale:	224,670	Actual and timescale:	212,200 12 months to December 2018																																			
Why is performance at the current level?																																						
<p>The fall in the number of people in employment is largely attributable to fall in the number of older people who are in work. The latest Annual Population Survey figures show that the number of people age 50-64 in employment fell by 10,600 over the year to December 2018 – a fall of 16.2% that contrasted with a 11.2% increase nationally. This affected both men and women in that age group with the number of men aged 50-64 in employment falling by 5,400 (-15.7%) and women aged 50-64 falling by 5,300 (-17.1%). After significant improvements in employment rates for both groups since 2011, which saw the employment rate for older men increase from 61.0% in 2010 to 72.5% in 2017 and the rate for older women rise from 56.6% in 2011 to 66.4% in 2017, rates have now fallen back to 63.6% for men and 60.9% for women.</p> <p>It is worth noting that the Annual Population Survey is a sample based measure and as such is subject to significant statistical margins of error that mean that any single data point may not be truly representative of the real situation. ONS advise against making too much of a single data point but to look at the long term trend as that will give a truer reflection of employment rates. In this respect the long term trajectory in Bradford across all ages and gender groups is still upwards although the most recent figures suggest the gap to national rates has begun to widen following the improvements seen between 2011 and 2017.</p>																																						

How can we make sure things get better?

We will continue to monitor the employment figures closely to establish whether the latest figures are a statistical 'blip' or indicator of a real change in the number of people in work.

We will continue to work with business and partners such as the DWP Jobcentres to ensure local people are equipped with the skills and confidence to access the employment opportunities that are being created in our economy and the wider city region. Bradford experienced an increase of 6,500 private sector jobs in 2017 and the recent location by PwC into the city shows that the ambition of the economic strategy to create 20,000 jobs is being delivered.

However it is clear that we need to maintain our focus on ensuring all people can access these opportunities. Key actions to deliver this include Skillshouse, Community Led Local Development in Bradford and Keighley, Industrial Centres of Excellence, the Opportunity Area programme, the One Workforce initiative, the Screen Industries Diversity Fund and work the Council is doing to promote more inclusive employment alongside the focus on inclusive growth across Leeds City Region and building on actions being delivered the Integrated Communities Strategy programme.

Theme / Priority:	Skills, Jobs and Economy																																					
Indicator / Measure detail:	Number of people in the district with NVQ level 3 and above																																					
Time Series	% with NVQ3+ - aged 16-64 (12 months to December) <table border="1"> <caption>Estimated data for % with NVQ3+ - aged 16-64 (12 months to December)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>43.5</td> <td>49.5</td> <td>45.5</td> <td>54.0</td> </tr> <tr> <td>2014</td> <td>45.5</td> <td>50.0</td> <td>46.5</td> <td>55.0</td> </tr> <tr> <td>2015</td> <td>44.5</td> <td>51.5</td> <td>47.0</td> <td>56.0</td> </tr> <tr> <td>2016</td> <td>42.5</td> <td>52.5</td> <td>47.5</td> <td>57.0</td> </tr> <tr> <td>2017</td> <td>47.0</td> <td>52.5</td> <td>49.5</td> <td>57.5</td> </tr> <tr> <td>2018</td> <td>44.5</td> <td>54.0</td> <td>49.0</td> <td>58.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	43.5	49.5	45.5	54.0	2014	45.5	50.0	46.5	55.0	2015	44.5	51.5	47.0	56.0	2016	42.5	52.5	47.5	57.0	2017	47.0	52.5	49.5	57.5	2018	44.5	54.0	49.0	58.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2013	43.5	49.5	45.5	54.0																																		
2014	45.5	50.0	46.5	55.0																																		
2015	44.5	51.5	47.0	56.0																																		
2016	42.5	52.5	47.5	57.0																																		
2017	47.0	52.5	49.5	57.5																																		
2018	44.5	54.0	49.0	58.0																																		
Target and timescale:	154,600	Actual and timescale:	141,400 12 months to December 2018																																			
Why is performance at the current level?																																						
<p>The qualifications data is estimated from the Annual Population survey, which is a sample survey. The estimates are 95% confidence interval of +/- 3.2% for those qualified to level 3 or above at the level of Bradford. Looking at the last few years data still shows a long term growth in NVQ 3 levels, albeit at a slower rate than the statistical neighbour and regional averages.</p>																																						
How can we make sure things get better?																																						
<p>We are working hard to address this, we are currently developing our skills plan that will:</p> <p>Collaboratively develop a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p>																																						

Theme / Priority:	Decent Homes																							
Indicator / Measure detail:	An additional 2,476 homes delivered per year																							
Recent Trends	<p style="text-align: center;">Net additional dwellings</p> <table border="1"> <caption>Net additional dwellings data (approximate values from graph)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>CIPFA nearest neighbours</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>880</td> <td>720</td> </tr> <tr> <td>2014-15</td> <td>1150</td> <td>550</td> </tr> <tr> <td>2015-16</td> <td>950</td> <td>900</td> </tr> <tr> <td>2016-17</td> <td>1500</td> <td>800</td> </tr> <tr> <td>2017-18</td> <td>1650</td> <td>800</td> </tr> <tr> <td>2018-19*</td> <td>1732</td> <td>800</td> </tr> </tbody> </table> <p><small>*2018-19 - Bradford data - provisional only</small></p>			Year	Bradford	CIPFA nearest neighbours	2013-14	880	720	2014-15	1150	550	2015-16	950	900	2016-17	1500	800	2017-18	1650	800	2018-19*	1732	800
Year	Bradford	CIPFA nearest neighbours																						
2013-14	880	720																						
2014-15	1150	550																						
2015-16	950	900																						
2016-17	1500	800																						
2017-18	1650	800																						
2018-19*	1732	800																						
Target and timescale:	2,476 by year end	Actual and timescale:	1,732 (April 2018 to March 2019 provisional)																					
Why is performance at the current level?																								
<p>This target reflects the ambition in the District Plan to deliver 8,000 new homes by 2020 which equates to an annual figure of 2,476. In 2018-19, 1,732 new homes were provided although this is a provisional figure which will be verified and confirmed later in the financial year. While the number of new homes provided continues to increase – for instance the number of homes provided in 2018/19 is 7% higher than a year ago (2017/18) – this figure is still some way short of the target amount. Delivering housing growth within Bradford District to meet the target of 8,000 continues to be a challenge as it is reliant on market forces.</p>																								
How can we make sure things get better?																								
<p>The council and wider partnership are engaging in wide consultation with local stakeholders and government agencies as part of the renewed Housing Strategy 2020 – 2025 and which will endeavour to identify as yet un-yielded opportunities for regeneration and further development. The Council is also contributing directly to this indicator through working in partnership with Registered Social Landlords on a new build programme delivering much needed affordable homes.</p>																								

Theme / Priority:	Great Start Good Schools																						
Indicator / Measure detail:	Key Stage 4 - Progress 8																						
Time Series	<table border="1"> <caption>Progress 8 Scores (Estimated from Graph)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>-0.15</td> <td>-0.03</td> <td>-0.12</td> <td>0.00</td> </tr> <tr> <td>2017</td> <td>0.02</td> <td>0.03</td> <td>-0.11</td> <td>0.00</td> </tr> <tr> <td>2018</td> <td>0.00</td> <td>-0.01</td> <td>-0.13</td> <td>0.00</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	-0.15	-0.03	-0.12	0.00	2017	0.02	0.03	-0.11	0.00	2018	0.00	-0.01	-0.13	0.00
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																			
2016	-0.15	-0.03	-0.12	0.00																			
2017	0.02	0.03	-0.11	0.00																			
2018	0.00	-0.01	-0.13	0.00																			
Target and timescale:	0.05	Actual and timescale:	0 2018/19																				
Why is performance at the current level?																							
<p>Progress 8 was introduced in 2016 (and 2015 for schools that chose to opt in early). It aims to capture the progress a pupil makes from the end of primary school to the end of secondary school.</p> <p>Whilst there has been a slight decline in performance since last year, our progress 8 numbers is in line with target levels.</p>																							
How can we make sure things get better?																							
<p>The Opportunity Area has invested in a 'Raising Aspirations' project targeting borderline grade 3 / 4 students. 5 secondary schools have been identified to take part in this project. They are offering additional revision classes as well as mentoring and focused tuition.</p> <p>Low performing secondary schools are receiving school to school support from NLEs through the Opportunity Area funding.</p> <p>All schools are continuing to use a range of strategies to raise standards, not only at the end of KS4 but also in KS3 in order to ensure the gap with national is narrowed or closed.</p>																							

Theme / Priority:	Great Start Good Schools												
Indicator / Measure detail:	All SEND settings (PRUs and Special Schools) rated good or better												
Recent Trends	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>80</td> </tr> <tr> <td>2017</td> <td>79</td> </tr> <tr> <td>2018</td> <td>73</td> </tr> <tr> <td>3/31/2019</td> <td>80</td> </tr> </tbody> </table>			Year	Bradford (%)	2016	80	2017	79	2018	73	3/31/2019	80
Year	Bradford (%)												
2016	80												
2017	79												
2018	73												
3/31/2019	80												
Target and timescale:	86%	Actual and timescale:	73% (2017/18 academic year) 80% (31 st March 2019)										
Why is performance at the current level?													
<p>This is an improvement from 73% in September 2018.</p> <p>This is due to one of our schools securing a good outcome following a period in special measures.</p>													
How can we make sure things get better?													
<p>We are supporting focused interventions in pupil referral units (PRU) judged required improvement or inadequate.</p> <p>Introduction of LA school improvement scrutiny committee in challenging PRUs</p>													

Theme / Priority:	Great Start Good Schools																		
Indicator / Measure detail:	Percentage of schools where leadership is judged to be good or better																		
Recent Trends	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>79%</td> </tr> <tr> <td>2014</td> <td>72%</td> </tr> <tr> <td>2015</td> <td>71%</td> </tr> <tr> <td>2016</td> <td>73%</td> </tr> <tr> <td>2017</td> <td>77%</td> </tr> <tr> <td>2018</td> <td>72%</td> </tr> <tr> <td>3/31/2019</td> <td>79%</td> </tr> </tbody> </table>			Year	Percentage	2013	79%	2014	72%	2015	71%	2016	73%	2017	77%	2018	72%	3/31/2019	79%
Year	Percentage																		
2013	79%																		
2014	72%																		
2015	71%																		
2016	73%																		
2017	77%																		
2018	72%																		
3/31/2019	79%																		
Target and timescale:	88%	Actual and timescale:	72% (2017/18 academic year) 79% (31 st March 2019)																
Why is performance at the current level?																			
<p>This is an improvement from September 2018 when the figure was 72%.</p> <p>The improvement is due to no schools being placed in Special Measures since September 2018 and schools inspected have managed to secure a good outcome for leadership even though the overall effectiveness was Requires Improvement.</p>																			
How can we make sure things get better?																			
<p>Every LA maintained school received a Keeping in Touch (KIT) visit this year with the Council. The new Deputy Director is now meeting with every CEO to share concerns and learn from their best practice.</p> <p>Schools achieving below the national averages or floor standards have received targeted intervention from both the LA and the Opportunity Area through the school to school initiative</p>																			

Theme / Priority:	Great Start Good Schools																																																				
Indicator / Measure detail:	Percentage of unauthorised absences across all phases																																																				
Recent Trends	<table border="1"> <caption>Percentage of unauthorised absences across all phases (2010-2018)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>1.78</td> <td>1.28</td> <td>1.15</td> <td>1.05</td> </tr> <tr> <td>2011</td> <td>1.70</td> <td>1.32</td> <td>1.20</td> <td>1.12</td> </tr> <tr> <td>2012</td> <td>1.62</td> <td>1.12</td> <td>1.10</td> <td>1.02</td> </tr> <tr> <td>2013</td> <td>1.80</td> <td>1.32</td> <td>1.22</td> <td>1.12</td> </tr> <tr> <td>2014</td> <td>1.62</td> <td>1.32</td> <td>1.22</td> <td>1.12</td> </tr> <tr> <td>2015</td> <td>1.72</td> <td>1.32</td> <td>1.25</td> <td>1.12</td> </tr> <tr> <td>2016</td> <td>1.72</td> <td>1.42</td> <td>1.35</td> <td>1.12</td> </tr> <tr> <td>2017</td> <td>1.85</td> <td>1.62</td> <td>1.55</td> <td>1.32</td> </tr> <tr> <td>2018</td> <td>2.10</td> <td>1.72</td> <td>1.65</td> <td>1.42</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010	1.78	1.28	1.15	1.05	2011	1.70	1.32	1.20	1.12	2012	1.62	1.12	1.10	1.02	2013	1.80	1.32	1.22	1.12	2014	1.62	1.32	1.22	1.12	2015	1.72	1.32	1.25	1.12	2016	1.72	1.42	1.35	1.12	2017	1.85	1.62	1.55	1.32	2018	2.10	1.72	1.65	1.42
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																	
2010	1.78	1.28	1.15	1.05																																																	
2011	1.70	1.32	1.20	1.12																																																	
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2016	1.72	1.42	1.35	1.12																																																	
2017	1.85	1.62	1.55	1.32																																																	
2018	2.10	1.72	1.65	1.42																																																	
Target and timescale:	1.5%	Actual and timescale:	2.1% 2017/18 academic year																																																		
Why is performance at the current level?																																																					
<p>Bradford has large number academies, the majority of whom manage their own absence and attendance procedures.</p> <p>The Attendance service within Education Safeguarding is fully traded and 26 schools buy into this service leaving the LA very few opportunities to positively impact. Bradford has a historic demographic of families who take unauthorised leave within term time to avoid high flight costs. Families anecdotally sight that they would rather accept a fine as this is still more financially viable for them.</p>																																																					
How can we make sure things get better?																																																					
<p>Schools to engage communities in respect of improving school attendance and reducing unauthorised absence.</p> <p>The Access Team, who support families who are new to Bradford, continue to resource and support families in understanding the expectations of school attendance within the UK.</p> <p>Improved services and provision for SEN pupils in identifying appropriate provision to reduce the numbers of pupils who are placed within settings who cannot meet their needs.</p> <p>Education Safeguarding is linking to Prevention and Early Help area teams to support frontline staff in addressing school attendance concerns.</p> <p>The Education Safeguarding Team has initiated a termly attendance network meeting which launches in June 2019 to support schools in understanding their responsibilities for attendance and coding</p>																																																					

Theme / Priority:	Better Health Better Lives																																
Indicator / Measure detail:	Number of older people in new care home placements aged 65+ per 100,000																																
Recent Trend	<table border="1"> <caption>Data for Recent Trend Chart</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>565</td> <td>750</td> <td>720</td> <td>680</td> </tr> <tr> <td>2015/16</td> <td>510</td> <td>700</td> <td>670</td> <td>650</td> </tr> <tr> <td>2016/17</td> <td>575</td> <td>660</td> <td>735</td> <td>640</td> </tr> <tr> <td>2017/18</td> <td>500</td> <td>640</td> <td>675</td> <td>620</td> </tr> <tr> <td>2018/19</td> <td>560</td> <td>640</td> <td>675</td> <td>620</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	565	750	720	680	2015/16	510	700	670	650	2016/17	575	660	735	640	2017/18	500	640	675	620	2018/19	560	640	675	620
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																													
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2018/19	560	640	675	620																													
Target and timescale:	492	Actual and timescale:	556 2018/19																														
Why is performance at the current level?																																	
<p>Data is currently provisional and will not be finalised until later in the year after data has been submitted to the Department of Health and they then confirm the finalised rates. The focus within adult social care is to enable people to be happy and healthy in their own home and ensure independence can be maintained and increased where possible. Care home placements will only be considered where people have particularly complex needs which cannot be met in their community.</p> <p>There have been significant improvements in 2018/19 in how data is reported allowing Adult Social Care to have more confidence in its reported level of performance, on this measure we are now seeing a more accurate level of reported performance than in the previous few years.</p>																																	
How can we make sure things get better?																																	
<p>There is a long term downward trend in the overall number of older people who are living in care home setting funded by the council and the number is currently lower than the challenging targets that have been set. The number of people placed in March 2019 was the lowest for 17 months. A revised target for the number of new placements will be set when statutory reporting has been completed. A revised performance framework has been developed increasing transparency and scrutiny of performance to ensure that performance levels meet the targets set by the department. Information on placement numbers is now discussed at performance focused senior management team meetings and directorate leadership meetings, these meetings will agree relevant corrective actions if performance levels do not meet the agreed targets.</p> <p>2017/18 reported performance was better regional and national averages. Based on this provisional data we expect Bradford to be a good performer when national data is published later in the year.</p>																																	

Theme / Priority:	Better Health Better Lives																																																				
Indicator / Measure detail:	Rate of Looked after Children per 10,000 of the CYP population																																																				
Recent Trends	<table border="1"> <caption>Rate of Looked after Children per 10,000 of the CYP population (2011-2019)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>65</td> <td>65</td> <td>74</td> <td>58</td> </tr> <tr> <td>2012</td> <td>67</td> <td>68</td> <td>75</td> <td>60</td> </tr> <tr> <td>2013</td> <td>65</td> <td>66</td> <td>78</td> <td>62</td> </tr> <tr> <td>2014</td> <td>63</td> <td>66</td> <td>79</td> <td>62</td> </tr> <tr> <td>2015</td> <td>63</td> <td>65</td> <td>78</td> <td>62</td> </tr> <tr> <td>2016</td> <td>61</td> <td>63</td> <td>79</td> <td>62</td> </tr> <tr> <td>2017</td> <td>68</td> <td>68</td> <td>81</td> <td>63</td> </tr> <tr> <td>2018</td> <td>70</td> <td>73</td> <td>83</td> <td>64</td> </tr> <tr> <td>2019 (March)</td> <td>81.83</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2011	65	65	74	58	2012	67	68	75	60	2013	65	66	78	62	2014	63	66	79	62	2015	63	65	78	62	2016	61	63	79	62	2017	68	68	81	63	2018	70	73	83	64	2019 (March)	81.83	-	-	-
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																	
2011	65	65	74	58																																																	
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2017	68	68	81	63																																																	
2018	70	73	83	64																																																	
2019 (March)	81.83	-	-	-																																																	
Target and timescale:	70	Actual and timescale:	81.83 March 2019																																																		
Why is performance at the current level?																																																					
<p>Bradford is not exceptional in recording an increase in the looked after child population. Many other local authorities have recorded increases in the looked after child population over the last decade.</p> <p>The looked after child population has risen from a relatively low base and is now close to what might be expected for a local authority of Bradford's size and characteristics. Some of the recent increase is due to changes in practice following the Inadequate OFSTED inspection received by Bradford Council in Autumn 2018.</p>																																																					
How can we make sure things get better?																																																					
<p>There are a series of measures being put in place to improve children's social care services as a result of our recent OFSTED inspection. This report recommends a number of new indicators that are also being monitored by the Children's Social Care Improvement Board, to ensure we are focusing on the right measures corporately for this area. We will continue to monitor Looked After Children numbers as part of our reporting but will shift our focus in the KPIs to measures that tack the effectiveness of the service itself.</p>																																																					

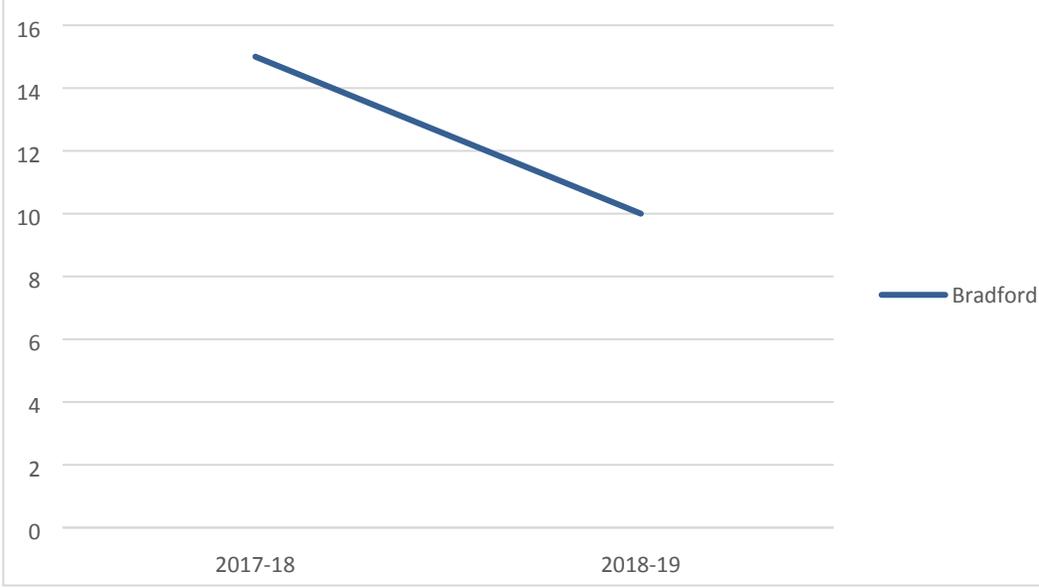
Theme / Priority:	Safe, Clean and Active Communities																																					
Indicator / Measure detail:	Crime rate per 1,000 population (excluding fraud offences)																																					
Recent Trends	<table border="1"> <caption>Crime rate per 1,000 population (excluding fraud offences)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>West Yorkshire</th> <th>Most Similar Group (MSG)</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>75</td> <td>70</td> <td>95</td> <td>60</td> </tr> <tr> <td>2014-15</td> <td>72</td> <td>70</td> <td>95</td> <td>62</td> </tr> <tr> <td>2015-16</td> <td>95</td> <td>85</td> <td>95</td> <td>65</td> </tr> <tr> <td>2016-17</td> <td>105</td> <td>100</td> <td>95</td> <td>70</td> </tr> <tr> <td>2017-18</td> <td>130</td> <td>115</td> <td>115</td> <td>80</td> </tr> <tr> <td>2018-19</td> <td>142.22</td> <td>130</td> <td>128</td> <td>90</td> </tr> </tbody> </table>			Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England	2013-14	75	70	95	60	2014-15	72	70	95	62	2015-16	95	85	95	65	2016-17	105	100	95	70	2017-18	130	115	115	80	2018-19	142.22	130	128	90
Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England																																		
2013-14	75	70	95	60																																		
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2015-16	95	85	95	65																																		
2016-17	105	100	95	70																																		
2017-18	130	115	115	80																																		
2018-19	142.22	130	128	90																																		
Target and timescale :	128.6	Actual and timescale:	142.22 March 2019																																			
Why is performance at the current level?																																						
<p>There were 76,060 crimes recorded in Bradford for the 12 months to Mar 19 – a crime rate of 142.22. The number of recorded crimes has increased by 10% over the last year (against a 12% increase for West Yorkshire). The gap between Bradford and West Yorkshire has been closing slightly over the last 6 months however there is a way to go to reach the West Yorkshire average.</p> <p>The rise in crime is mainly within low level violence against the person offences and improved recording has almost certainly driven this increase. Vehicle crime, theft offences and shoplifting have all fallen. Recent figures for burglary show a reduction of 14% on the previous year.</p> <p>Bradford has the highest crime rate within West Yorkshire and the second highest amongst statistical neighbours.</p>																																						
How can we make sure things get better?																																						
<p>The Community Safety Partnership (CSP) Plan on a Page 2018-20 sets out how we will make Bradford District a safer place to live. The plan has been developed in response to crime, anti-social behaviour, substance misuse and re-offending statistics, and the concerns of local people. The plan will be implemented by the CSP sub-groups through</p>																																						

their annual delivery plans. These sub-groups bring together all of the partnership's key delivery agencies including: council, police, fire service, health, probation, Incommunities, housing providers, voluntary and community groups.

For the coming year our community safety work will focus on;

- Improving Public Confidence in Bradford Community Safety Partnership
- Tackling Domestic Abuse and Sexual Violence
- Tackling Crime and Reoffending including dismantling serious organised crime groups and disrupting individuals involved in serious criminality.
- Tackling Anti-Social Behaviour

Theme / Priority:	Safe, Clean and Active Communities																														
Indicator / Measure detail:	Improve the % of household waste sent for reuse, recycling, composting or anaerobic digestion																														
Recent Trends	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>52</td> <td>44</td> <td>44</td> </tr> <tr> <td>2014-15</td> <td>51</td> <td>44</td> <td>42</td> </tr> <tr> <td>2015-16</td> <td>40</td> <td>43</td> <td>43</td> </tr> <tr> <td>2016-17</td> <td>38</td> <td>44</td> <td>44</td> </tr> <tr> <td>2017-18</td> <td>35</td> <td>43</td> <td>43</td> </tr> <tr> <td>2018/19</td> <td>37.8</td> <td>43</td> <td>43</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	2013-14	52	44	44	2014-15	51	44	42	2015-16	40	43	43	2016-17	38	44	44	2017-18	35	43	43	2018/19	37.8	43	43
Year	Bradford	Yorkshire & Humber	England																												
2013-14	52	44	44																												
2014-15	51	44	42																												
2015-16	40	43	43																												
2016-17	38	44	44																												
2017-18	35	43	43																												
2018/19	37.8	43	43																												
Target and timescale :	38%	Actual and timescale:	37.8% 2018/19																												
Why is performance at the current level?																															
<p>April 2019 has seen a marked fall in commodity process for our recyclates. In order to maximise income from the sale of our recyclates we need to continually review our operations at the MRF and the contracts we let for the sales of recyclates. Continued work with residents to improve and increase recycling, and to reduce food waste in to the residual waste stream will be a high priority for the Service over the next 12 months.</p>																															
How can we make sure things get better?																															
<p>Reducing residual tonnages and improving recycling is our main focus and will continue to be so over the next 12 months in order to maximise income from recyclates and reduce disposal expenditure.</p> <p>We will work with residents to make sure the correct materials are being placed in the recycling bin. Recently our recycling Advisors have been working in specific areas, such as Fagley, Ravenscliffe and Sutton which as a direct result of the work has seen contamination levels fall from 40% to 24%, overall recycling rates in Ravenscliffe improved by 9%. Specific clean up days in the Great Horton area saw joined up working between Waste Collections, Wardens, Enforcement and Clean Teams to address certain known 'hot spots' to clean the area, issue Enforcement notices and speak to residents to see how we can help them keep their areas free of waste and fly tipping.</p>																															

Theme / Priority:	Well Run Council								
Indicator / Measure detail:	Percentage of staff who have received a performance review and have a performance plan in place								
Recent Trends	 <table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017-18</td> <td>15</td> </tr> <tr> <td>2018-19</td> <td>10</td> </tr> </tbody> </table>			Year	Percentage	2017-18	15	2018-19	10
Year	Percentage								
2017-18	15								
2018-19	10								
Target and timescale:	90%	Actual and timescale:	10% 2018/19						
Why is performance at the current level?									
<p>Over the last year, the performance has not improved in this area. However, this is partly due to the roll out the new system and some mixed messages around system use. As a consequence, a performance management task and finish group was established in December to understand the barriers and options to drive increased performance.</p>									
How can we make sure things get better?									
<p>Over the last year, there has been significant activity to roll the new 'evolve' recording system of performance management out across the authority.</p> <p>From 1 April 2019 we are moving to a consistent annual cycle for performance management to correspond with service plans, which run from April to March, and with the budget cycle. Accordingly managers have been asked to complete their performance management objective setting meetings with their staff, and record them on evolve by the end of June 2019 (as at the end of April 2019 performance has increased to 19.9%).</p> <p>We are taking performance management seriously - because it makes a difference. It helps the Council perform better, helps managers meet service objectives, and gives staff useful feedback to help them develop and shine.</p> <p>During January and February 2019 we ran a performance survey, 1,673 staff gave feedback. The great news is that 90% of the managers who answered have a regular discussion about work objectives with their teams. Therefore, we know the primary focus needs to be on translating this into the evolve system. Our focus is on sustained communications, simplification and accessibility of the system and its supporting guidance tools.</p>									

Theme / Priority:	Well Run Council																
Indicator / Measure detail:	Percentage of Employees with a Disability (excludes schools)																
Recent Trends	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>2.4%</td> </tr> <tr> <td>2014-15</td> <td>2.45%</td> </tr> <tr> <td>2015-16</td> <td>2.2%</td> </tr> <tr> <td>2016-17</td> <td>2.3%</td> </tr> <tr> <td>2017-18</td> <td>3.9%</td> </tr> <tr> <td>2018-19</td> <td>4.31%</td> </tr> </tbody> </table>			Year	Percentage	2013-14	2.4%	2014-15	2.45%	2015-16	2.2%	2016-17	2.3%	2017-18	3.9%	2018-19	4.31%
Year	Percentage																
2013-14	2.4%																
2014-15	2.45%																
2015-16	2.2%																
2016-17	2.3%																
2017-18	3.9%																
2018-19	4.31%																
Target and timescale:	5.4%	Actual and timescale:	4.31% Q4 2018/19														
Why is performance at the current level?																	
Whilst this has not improved to the level of the target, there has been an increase of 0.44 percentage points in the last twelve months moving us closer to our target level.																	
How can we make sure things get better?																	
We are working as part of our equalities and employment approach to ensure that all potential employees are able to access our jobs and made welcome at the Council, regardless of their background. Our plans for 2019/20 include developing and enhanced inclusive recruitment and selection approach providing an excellent candidate and service experience and onboarding.																	

Theme / Priority:	Well Run Council														
Indicator / Measure detail:	Achievement of Council wide budget savings - Total (Quarterly)														
Recent Trends	<table border="1"> <caption>Bradford Budget Savings (Estimated from Graph)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>29</td> </tr> <tr> <td>2015-16</td> <td>32</td> </tr> <tr> <td>2016-17</td> <td>37</td> </tr> <tr> <td>2017-18</td> <td>23</td> </tr> <tr> <td>2018-19</td> <td>14</td> </tr> </tbody> </table>			Fiscal Year	Value	2014-15	29	2015-16	32	2016-17	37	2017-18	23	2018-19	14
Fiscal Year	Value														
2014-15	29														
2015-16	32														
2016-17	37														
2017-18	23														
2018-19	14														
Target and timescale:	£27.4m	Actual and timescale:	£13.9m Q4 2018/19												
Why is performance at the current level?															
<p>In tracking progress made against each individual saving proposal, £13.9m (51%) of the £27.4m was delivered, leaving £13.5m undelivered.</p> <p>Of the underachieved savings, £6.6m was in Health & Wellbeing, and £1.7m was in the Dept of Place. The budget for 2019-20 has addressed the key structural overspends that were expected to recur in 2019-20. (£6m Health and Wellbeing, £4.6m in children's services, £1.9 waste services and £1m street lighting.)</p> <p>The other main underachieved saving related to Travel Assistance (£4.8m). This was offset by corporate contingencies in 2018-19 whilst a review of deliverability was undertaken. The review has recently completed, and found that £2.5m is deliverable by 2021-22. Corporate contingencies will continue to offset underachievement in 2019-20, and the remaining outstanding saving will be addressed as part of the 2020-21 budget planning process.</p>															
How can we make sure things get better?															
<p>We are working on a cross council approach to identify a range of new savings in order to ensure that the Council budget is on a robust footing in future years and will use the Medium Term Financial Strategy as a basis for the budget planning process.</p>															

Theme / Priority:	Well Run Council																
Indicator / Measure detail:	Average number of sick days lost per employee																
Recent Trends	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Average number of sick days lost per employee</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>11.5</td> </tr> <tr> <td>2014-15</td> <td>11.4</td> </tr> <tr> <td>2015-16</td> <td>11.5</td> </tr> <tr> <td>2016-17</td> <td>11.5</td> </tr> <tr> <td>2017-18</td> <td>12.2</td> </tr> <tr> <td>2018-19</td> <td>12.39</td> </tr> </tbody> </table>			Year	Average number of sick days lost per employee	2013-14	11.5	2014-15	11.4	2015-16	11.5	2016-17	11.5	2017-18	12.2	2018-19	12.39
Year	Average number of sick days lost per employee																
2013-14	11.5																
2014-15	11.4																
2015-16	11.5																
2016-17	11.5																
2017-18	12.2																
2018-19	12.39																
Target and timescale:	9.76	Actual and timescale:	12.39 2018/19														
Why is performance at the current level?																	
Despite some interventions, sickness levels remain broadly unchanged over the last 12 months.																	
How can we make sure things get better?																	
<p>A focus on management and leadership grip – ensuring that our managers have the skills and support to manage absence. We are taking steps to further promote wellbeing, expand our employee health and wellbeing offer and encourage a work focussed approach to manage sick absence.</p> <p>We have launched the Council ‘Coaching Academy’, have 5 ‘Best Solutions’ training workshops scheduled between May and October 2019 to equip managers with the skills they need to manage their staff. We are scoping and designing the requirements for our HR Advisory arrangements from March 2020.</p>																	

5. Detailed Reporting – Proxy Performance Indicators where data is unavailable

Theme / Priority:	Decent homes that people can afford to live in											
Indicator / Measure detail:	The number of households in temporary accommodation per annum.											
Proxy Measure for:	Reduce the levels of statutory homelessness											
Recent Trends	<table border="1"> <caption>No of Households in Temporary Accommodation</caption> <thead> <tr> <th>Financial Year</th> <th>No of Households</th> </tr> </thead> <tbody> <tr> <td>15/16</td> <td>700</td> </tr> <tr> <td>16/17</td> <td>980</td> </tr> <tr> <td>17/18</td> <td>940</td> </tr> <tr> <td>18/19</td> <td>1050</td> </tr> </tbody> </table>		Financial Year	No of Households	15/16	700	16/17	980	17/18	940	18/19	1050
Financial Year	No of Households											
15/16	700											
16/17	980											
17/18	940											
18/19	1050											
Actual and timescale:	1,043	2018/19										
Why is performance at the current level?	<p>Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of LA's nationally. Bradford also has some issues with clients who are difficult to place in more permanent accommodation due to rent arrears or anti-social behaviour but in late 18/19 funding was received from the MHCLG to focus specifically on such clients in the hope of securing long(er) term private rented accommodation.</p>											

Theme / Priority:	Decent homes that people can afford to live in											
Indicator / Measure detail:	The average night's stay in Bed & Breakfast accommodation.											
Proxy Measure for:	Reduce the levels of statutory homelessness											
Recent Trends	<table border="1"> <caption>Average Night's Stay in B&B</caption> <thead> <tr> <th>Financial Year</th> <th>Average Night's Stay</th> </tr> </thead> <tbody> <tr> <td>15/16</td> <td>9.6</td> </tr> <tr> <td>16/17</td> <td>9.1</td> </tr> <tr> <td>17/18</td> <td>11.2</td> </tr> <tr> <td>18/19</td> <td>12.2</td> </tr> </tbody> </table>		Financial Year	Average Night's Stay	15/16	9.6	16/17	9.1	17/18	11.2	18/19	12.2
Financial Year	Average Night's Stay											
15/16	9.6											
16/17	9.1											
17/18	11.2											
18/19	12.2											
Actual and timescale:	12.14	2018/19										
Why is performance at the current level?	<p>During 2018/19 there were 9,403 nights of Bed & Breakfast used – a significant increase from 2017/18 (6,710 nights). Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of LA's nationally. Average stay in B&B also went up from 11 nights in 17/18 to just over 12 nights but operational changes during the year means it is now on a downward trend with the month of March 2019 showing just under 6 nights.</p>											

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Report of the Strategic Director, Place to the meeting of the Executive to be held on 9th July 2019.

L

Subject: Bradford Community Infrastructure Levy (CIL) – Investment of the Strategic Fund

Summary statement:

The Council has adopted the Bradford Community Infrastructure Levy (CIL), which has now been in place and applies to new development since July 2017. This report relates to the investment of the strategic CIL fund. The purpose of this report is to seek Executive approval for the investment of the CIL Strategic Fund for monies accumulated up until March 2019.

Julian Jackson, Assistant Director
(Planning, Transportation and
Highways)

**Portfolio: Regeneration Planning &
Transport**

Report Contact: Alex Bartle, Senior
Planning Officer
Phone: (01274) 437471
E-mail: alex.bartle@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

- 1.1 The Community Infrastructure Levy (CIL) is intended as a means of contributing to the funding of infrastructure required to support the delivery of the Local Plan, including the adopted Core Strategy and other Development Plan Documents. It replaces part of the system of Planning Obligations (S106 Agreements), the scope of which has been restricted since 6 April 2015.
- 1.2 The purpose of this report is to seek Executive approval for the investment of the CIL Strategic Fund for monies accumulated up until March 2019, as set out in Tables 1 and 2.
- 1.3 This report includes a summary for the amount of CIL monies collected up to March 2019 and outlines recommendations for the allocation of monies from the Strategic CIL Fund to infrastructure priorities to support growth.

2. BACKGROUND

- 2.1 The District CIL was adopted by Full Council on 21 March 2017, and the charges were implemented from 1st July 2017. The process for the collection, spending and reporting of CIL monies must be transparent and undertaken in line with the requirements set out in the CIL Regulations.
- 2.2 The report to the Governance and Audit Committee on 28 February 2017, sets out the governance arrangements for allocating, spending and reporting on the Bradford CIL. This resolved that CIL receipts will be directed into two main funding streams; a CIL Strategic Fund and a Neighbourhood CIL Fund. The Council will retain 5% of the total CIL receipts collected to cover administration and implementation costs.

2.3 Neighbourhood CIL Fund

In line with the CIL Regulations 2010 (as amended) 15% of CIL income will be passed directly to those parish and town councils where development has taken place (the neighbourhood proportion), subject to the cap set in national CIL regulations. This will increase to 25% in any areas with an adopted neighbourhood plan.

The neighbourhood proportion will be transferred annually by the 28th April each year.

In areas where there is no parish or town council communities will still benefit from the neighbourhood proportion, however the Council will retain and ring-fence the CIL receipts for these areas. The existing approach used for Planning Obligations (Section 106) will be used to direct spending of the CIL Neighbourhood Fund in areas without a parish or town council, in consultation with relevant ward councillors.

2.4 **Strategic CIL Fund**

After the Council has allocated the Neighbourhood CIL Fund monies and retained 5% for administration cost, the remaining proportion of the levy will be placed in a CIL Strategic Fund.

The CIL Strategic Fund monies can be spent anywhere across the District on infrastructure needed to support growth.

The Council's Regulation 123 List sets out the types of strategic infrastructure within the District that could be funded through the CIL Strategic Fund.

Investment of the CIL Strategic Fund will be determined by the Council's Executive, in line with the Regulation 123 List, taking into account the impact of specific and cumulative infrastructure needs arising from new development.

To date, there have been no detailed decisions on the spending of the CIL Strategic Fund. This report outlines the amount of CIL monies collected to date, the previous financial year's Annual CIL Monitoring Report and sets out recommendations for the allocation of the CIL Strategic Fund towards infrastructure priorities.

2.5 **Monitoring and Reporting**

To ensure that the levy is open and transparent the Council must produce and publish on its website a CIL Annual Monitoring Report, which sets out CIL receipts, balances and spend, for the previous financial year.

It should be noted that the Bradford CIL only came into effect on 1 July 2017. CIL is only liable for planning applications approved on or after 1 July 2017 and payment of CIL is only triggered on commencement of development, in line with the Council's approved CIL instalments policy.

The total amount of CIL monies collected up to March 2019 is £350,697.00.

The amount of CIL monies received will increase in subsequent financial years as more planning applications become liable for CIL and development of approved CIL liable applications is commenced.

2.6 Appendix 1 provides a breakdown of the CIL payments received, the neighbourhood transfers and the administration sum retained by the Council.

2.7 The purpose of the CIL Strategic Fund is to contribute to the costs of infrastructure to support development, not for the money to be substituted for general spending, for which funding streams should continue as at present. The levy has to focus on the provision and maintenance of infrastructure and should not be used to remedy existing deficiencies unless those deficiencies will be made more severe by new development. CIL Strategic Funds can be accrued to fund key items which are listed on the Regulation 123 list

2.8 There are various options and pressures in relation to the investment of the CIL Strategic Fund, such as competing demands for the monies from varying different

types of infrastructure. There are also pressures in terms of where the monies are spent geographically. The Strategic Fund can be invested on strategic infrastructure throughout the District and is not restricted geographically; however this can also mean that there is not necessarily a direct connection between development activity and where the strategic fund is spent. There is therefore the potential to direct CIL funds towards more strategic infrastructure priorities.

- 2.9 Investment of the strategic fund will also need to reflect the connection between the demands that development generates and investment of the monies. In addition future investment will need to take into account the impact of cumulative infrastructure needs arising from new developments. Consideration has therefore been given to the impact of major development across the District, some of which will generate a need for infrastructure. However, smaller developments can also trigger smaller sums which can also accumulate CIL and create pressure for infrastructure provision.
- 2.10 It is important to note that CIL will not meet the total infrastructure needs as identified by the Infrastructure Delivery Plan (IDP). However, CIL can along with other funding sources make a contribution to the delivery of infrastructure. The IDP identifies as far as possible currently planned infrastructure provision in the District, including the infrastructure necessary for the delivery of the Local Plan within the context of the Core Strategy up until 2030.
- 2.11 It should be noted a number of council services and infrastructure providers have been consulted in producing the infrastructure evidence to inform the recommendations regarding the allocation the CIL Strategic Fund including; education, health, parks, landscape and countryside. Officers have considered the options for investing the CIL Strategic Fund, in light of the CIL and other demands resulting from growth and made recommendations in relation to the investment of the CIL Strategic Fund. It should also be noted that following the introduction of the pooling restrictions regarding Section 106 funding, the areas which have felt the largest impact in lost developer contributions are education and recreation.

3. OTHER CONSIDERATIONS

Changes to the Regulation 123 List

- 3.1 The CIL Regulation 123 List was approved alongside the Bradford CIL Charging Schedule in 2017.
- 3.2 A number of minor changes to the approved Regulation 123 List were considered necessary to ensure that the Council can continue to prioritise Strategic CIL Funds to support an appropriate range of infrastructure to support growth. These changes were approved for consultation by the Executive on 8th January 2019
- 3.3 Following local consultation the Council has revised the Regulation 123 List. Appendix 2 sets out the revised CIL Regulation 123 List. This specifies those infrastructure projects or types of infrastructure that the Council intends will be, or may be, wholly or partly funded through the CIL. In order to ensure that individual developments are not charged twice for the same infrastructure items, the CIL Regulations restrict Section 106 planning obligations in respect of infrastructure listed on the Regulation 123 List.

Habitat Mitigation

- 3.4 European legislation (the Habitats and Wild Birds Directives), transposed into the Conservation of Habitats and Species Regulations 2017, as amended, requires local authorities to avoid or mitigate the impact of increased human activity on certain habitats and species in European protected areas, namely Special Areas of Conservation (SAC) and Special Protection Areas (SPAs). Local authorities are responsible for securing adequate mitigation for European site impacts. The council therefore must ensure it meets its obligations under the Habitats Regulations considering whether the impact of additional residential development can be adequately mitigated. This requirement is described in policies SC8 & EN2 of the adopted Local Plan Core Strategy (2017).
- 3.5 The Council currently include Habitat Mitigation on the Regulation 123 List (Appendix 2). In order to ensure compliance with the Directives, the Council must put in place a system which ensures that mitigation is delivered at a time and place when it will be effective and be clear that it intends to prioritise the use of the levy to deliver habitat mitigation. As stated in the Core Strategy (2017) a Supplementary Planning Document (SPD) will be produced to identify contributions and secure mitigation measures, in relation to provision of natural greenspace, where this is required to mitigate the effects of increased recreation pressure upon the South Pennine Moors SPA/SAC. However, prior to the adoption of this it is considered that a proportion of the Strategic Fund must be allocated to habitat mitigation to ensure compliance with the habitat regulations.

Creation of a Strategic CIL pot

- 3.6 As the intention of CIL is a means to fund infrastructure required to support the delivery of the Local Plan, the Council is able to set aside a percentage of each year's CIL receipts into a Strategic CIL pot.
- 3.7 The aim of this funding pot would be to support the delivery of future strategic infrastructure projects which may come forward in the future.
- 3.8 CIL funds can be used for match funding for any project which will fall within the remit of the infrastructure listed on the Regulation 123 list.
- 3.9 This funding pot would be separate to any CIL funds allocated to internal infrastructure providers such as education, recreation and green infrastructure.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Community Infrastructure Levy Regulations 2010 (as amended) require the Council to prepare a report for any financial year in which:-
- a) It collects CIL, or CIL is collected on its behalf; or
 - b) An amount of CIL collected by it or by another person on its behalf (whether in the reported year or any other) has not been spent.

- 4.2 CIL Regulation 62 sets out the specific requirements which must be covered by this Report, the first such annual CIL monitoring report and covers the financial year 6 April 2018 to 31 March 2019 and will be made available on the council's website.
- 4.3 The total amount of CIL monies collected up to March 2019 is £350,697.00. In line with the CIL regulations the Council transferred the neighbourhood proportion (15% or 25% with an adopted neighbourhood plan) directly to the town or parish council where development has taken place by the 28th April 2019. Appendix 1 details the sums transferred to the parish and town councils.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The collection, spend and reporting of CIL is governed by Legislation set out in the Planning Act 2008 (as amended by the Localism Act 2011) and the CIL Regulations 2010 (as amended). If the Council does not follow appropriate governance arrangements for collecting, spending and monitoring CIL consistent with the CIL Regulations then the Council runs the risk of challenge over the use of CIL monies being upheld.
- 5.2 The report to the Governance and Audit Committee on 28 February 2017 sets out the governance arrangements for allocating, spending and reporting on CIL.

6. LEGAL APPRAISAL

- 6.1 The adopted Bradford CIL Charging Schedule has been prepared and implemented in line with the appropriate, legislation (UK and EU), regulations and guidance.
- 6.2 The process for implementing the CIL Charging Schedule and spending CIL monies is set out in the CIL Regulations 2010, together with subsequent amended CIL Regulations in 2011, 2012, 2013, 2014 and 2015. Under the CIL Regulations restrictions have come into force for existing planning obligations (Section 106 agreements) from April 2015. If the Council does not follow appropriate governance and spending arrangements consistent with the CIL Regulations then the council the Council runs the risk of challenge over the use of CIL monies being upheld.
- 6.3 European legislation (the Habitats and Wild Birds Directives), transposed into the Conservation of Habitats and Species Regulations 2017, as amended, requires local authorities to avoid or mitigate the impact of increased human activity on certain habitats and species in European protected areas, namely Special Areas of Conservation (SAC) and Special Protection Areas (SPAs).

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

These issues have been considered and no implications have been identified.

7.2 SUSTAINABILITY IMPLICATIONS

The CIL will support the delivery of infrastructure and sustainable development across the District and help to mitigate the impacts arising from of growth.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

These issues have been considered and no implications have been identified.

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

In non-parished areas the decisions about spending will be delegated to the AD (Planning, Transportation and Highways) in consultation with relevant ward councillors and the CIL Neighbourhood Fund ring fenced by the Council for that purpose.

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

None

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

- 9.1 The CIL is a key part of the delivery of the Council Plan priorities and can be spent on any infrastructure heading set out on the attached Regulation 123 list. This report recommends the investment of the Strategic Fund for the infrastructure priorities as set out in tables 1 and 2 below, with justifications. Consideration has been given to the consultation with service infrastructure providers, and to the major developments since July 2017. Spend of the strategic fund for education, green infrastructure, recreation and open space and habitats mitigation is recommended as the most appropriate investment of the strategic fund accumulated up to March

2019.

Table 1:

Strategic CIL pot

Collection period	Total CIL receipts less Neighbourhood funds and 5% admin	Minimum 20% to be retained	Pot total
July 2017- March 2019	£282,108.62	£56,421.72	£56,421.72

Table 2:

Regulation 123 List Infrastructure Type	Allocation of CIL Strategic Fund (July 2017 to March 2018)	Reason for allocation
Education including primary and secondary provision	40% of £225,686.90 balance after Strategic CIL pot deposit £90,274.76	There is a proven link between the provision of new houses in a given area and increased pressure for additional school places.
Recreation and open space	30% of £225,686.90 balance after Strategic CIL pot deposit £67,706.07	There is a proven link between the provision of new houses in a given area and increased pressure on existing recreational facilities.
Green infrastructure, public realm and air quality	15% of £225,686.90 balance after Strategic CIL pot deposit £33,853.04	It is a Council priority to mitigate the adverse impacts on air quality created by new development.
Habitat mitigation schemes including Suitable Alternative Natural Greenspace	15% of £225,686.90 balance after Strategic CIL pot deposit £33,853.04	Required by European legislation see paragraph 3.4.

9.1 Option 1: Approve allocation of the CIL Strategic Fund as recommended in Tables 1 and 2

9.1.1 The allocation of the Strategic Fund as recommended in Table 1 and 2 is considered the most appropriate investment of the CIL that reflects current strategic infrastructure priorities.

9.1.2 This will enable the Council to direct strategic CIL monies to a range of necessary infrastructure types to support the development of the District.

9.2 Option 2: Approve the allocation of the Strategic CIL fund to alternative infrastructure priorities.

9.2.1 The strategic CIL fund may be allocated to alternative infrastructure priorities.

10. RECOMMENDATIONS

Recommended -

10.1 That the Executive agree the allocation of the CIL strategic fund as set out in Table 1 and 2 (up to March 2019) be used to contribute to Education. Green infrastructure, recreation and open space and Habitats Mitigation.

10.2 That the decision on the spend of the Strategic CIL Pot in Table 1 be delegated to the Strategic Director (Place) in consultation with the Portfolio holder.

11. APPENDICES

Appendix 1: CIL payments received, neighbourhood transfers and the administrative sum retained

Appendix 2: Regulation 123 List (2019)

12. BACKGROUND DOCUMENTS

- Bradford District CIL Charging Schedule (2017)
- Bradford CIL Regulation 123 List (2017)
- Report 'Governance Arrangements for the Bradford CIL Charging Schedule' to the Governance and Audit Committee on 28 February 2017

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Application number	Site address	CIL zone	Sum paid	Parish/Town Council	Ward	15%	25%	Balance	5%	Strategic funds
18/00836/FUL	10 Bark Lane, Addingham	1	£ 17,490.00	Addingham Parish Council	Craven	£ 2,623.50		£ 14,866.50	£ 743.33	£ 14,123.17
17/00570/MAF	Darkwood House, Addingham	1	£ 108,474.00	Addingham Parish Town Council	Craven	£ 16,271.10		£ 92,202.90	£ 4,610.15	£ 87,592.75
17/03704/MAF	Lidl, Bingley	Super	£ 105,750.00	Bingley Town Council	Bingley	£ 15,862.50		£ 89,887.50	£ 4,494.37	£ 85,393.13
17/06954/FUL	5A Priestthorpe Lane, Bingley	3	£ 1,740.00	Bingley Town Council	Bingley	£ 261.00		£ 1,479.00	£ 73.95	£ 1,405.05
17/03208/FUL	123 Gilstead Lane, Gilstead	2	£ 2,750.00	Bingley Town Council	Bingley	£ 412.50		£ 2,337.50	£ 116.88	£ 2,220.62
18/00475/FUL	Queens Head, 93 Main Street, Burley	1	£ 11,360.00	Burley in Wharfedale	Wharfedale		£ 2,840.00	£ 8,520.00	£ 426.00	£ 8,094.00
17/03065/FUL	Land adjacent to 62 Sun Street, Haworth	3	£ 1,233.00	Haworth, Cross Roads and Stanbury	Worth Valley	£ 184.95		£ 1,048.05	£ 52.40	£ 995.65
18/03652/FUL	Former site of 21 Moorhouse Lane, Oxenhope	3	£ 4,480.00	Oxenhope Parish Council	Worth Valley	£ 672.00		£ 3,808.00	£ 190.40	£ 3,617.60
17/05051/FUL	Site of Crunwelle Sourt, Sandy Lane	3	£ 5,520.00	Sandy Lane Parish Council	Thornton and Allerton	£ 828.00		£ 4,692.00	£ 234.60	£ 4,457.40
17/04718/MAF	Thackley Grange	3	£ 2,280.00		Idle and Thackley	£ 342.00		£ 1,938.00	£ 96.90	£ 1,841.10
18/00351/FUL	Land adjacent to Bridge House, Dock Lane	3	£ 16,720.00		ShIPLEY	£ 2,508.00		£ 14,212.00	£ 710.60	£ 13,501.40
17/01313/MAF	Bankside, Dock Lane, Shipley	3	£ 72,900.00		ShIPLEY	£ 10,935.00		£ 61,965.00	£ 3,098.25	£ 58,866.75

£ 350,697.00

£ 50,900.55 £ 2,840.00 £ 296,956.45 £ 14,847.83 £ 282,108.62

Parish and Town Council transfers

Addingham Parish Council	£18,894.60
Bingley Town Council	£16,536.00
Burley in Wharfedale	£2,840.00
Haworth, Cross Roads and Stanbury	£184.95
Oxenhope Parish Council	£672.00
Sandy Lane Parish Council	£828.00

Ward transfers

Idle and Thackley	£342.00
ShIPLEY	£13,443.00

5% administration sum retained

£14,847.83

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Bradford District Community Infrastructure Levy

Regulation 123 List

April 2019

Community Infrastructure Levy Regulation 123 provides for the Council to set out a list of those projects or types of infrastructure that it intends will be, or may be, wholly or partly funded through the CIL. In order to ensure that individual developments are not charged for the same infrastructure items through both Section 106 Agreements and the CIL, a S106 contribution or a S278 agreement cannot then be made towards an infrastructure item already on the List.

The list below sets out the infrastructure projects that the Council intends will be funded by CIL. The list does not identify priorities for spending within it, or any apportionment of the CIL funds across the District, and does not signify a commitment from the Council to fund the projects listed through the CIL.

Education including primary and secondary provision
<p>Sustainable transport improvement schemes including:</p> <ul style="list-style-type: none"> • Improvements to strategic pedestrian and cycle routes • The Public Right of Way network • Public transport infrastructure (bus and train station improvements) <p>except for site specific provision required by Core Strategy Policies as a direct result of development.</p>
Green infrastructure, recreation and open space, except for site specific provision required by Core Strategy policies as a direct result of development.
<p>Community sports and recreation facilities including:</p> <ul style="list-style-type: none"> • Children's and young people's play areas • Playing pitches <p>except for site specific provision required by Core Strategy Policies as a direct result of development.</p>
Habitat mitigation schemes including Suitable Alternative Natural Greenspace, except for site specific mitigation required by Core Strategy policies as a direct result of development.
<p>Cultural facilities including:</p> <ul style="list-style-type: none"> • Libraries • Built community space <p>except for site specific provision required by Core Strategy Policies as a direct result of development.</p>
Public realm improvements, except for site specific provision required by Core Strategy Policies as a direct result of development.
<p>Environmental infrastructure schemes including:</p> <ul style="list-style-type: none"> • Recycling • Flood risk alleviation • Pollution abatement • Air quality improvement measures • Infrastructure to support brownfield land remediation <p>except for site specific provision required by Core Strategy policies as a direct result of development.</p>
Cemeteries
Renewable and low carbon energy infrastructure schemes including district heating networks, except for site specific provision required by Core Strategy policies as a direct result of development.
<p>Community safety and health projects, including</p> <ul style="list-style-type: none"> • Emergency services (police, fire, ambulance) • Public health facilities <p>except for site specific provision required by Core Strategy policies as a direct result of development.</p>

The Regulation 123 List is based on the infrastructure requirements set out in the Local Plan and the Council's infrastructure planning evidence. The Council will review this list at least once a year, as part of monitoring of CIL collection and spend, and any changes will be justified and subject to appropriate local consultation. The Council will work with local communities and parish/town councils to agree local priorities for spend. The 'meaningful proportion' held by local communities can be spent on the Regulation 123 List, but it does not have to be.

Continued use of Section 106 Obligations and Section 278 Agreements

For clarity, the list below provides an outline of the matters which will continue to be secured through S106 or S278 Agreements, meeting the planning obligation tests as set out in the NPPF and CIL Regulations 2010 (as amended):

- Affordable Housing
- Employment and skills agreement e.g. local employment, training or apprentice contracts
- Site specific matters needed to make the development acceptable in planning terms including (but not exhaustive):
 - Highway works: access into the site, local junction / highway improvements
 - Sustainable transport: New bus connections or services, cycle / pedestrian routes and connections if directly related to the development, metro cards, cycle parking/storage, travel plans and monitoring fee / co-ordinator posts
 - Drainage and flood requirements
 - Renewable energy, sustainable construction and efficient use of resources policy requirements
 - Greenspace provision and public realm improvements
 - Designing out crime measures
 - Air quality mitigation measures
 - Bin provision for new developments

Section 106 contributions cannot be sought for specific infrastructure projects on the 123 list. From April 2015 contributions can be pooled up to five separate planning obligations dated back to 6 April 2010 for an infrastructure project or type of infrastructure within the area of the Authority. Any planning obligation must meet the tests in Regulation 122.

Section 278 agreements (under Section 278 of the Highway Act 1980 as amended) are made between a highway authority and a person who agrees to pay all or part of the cost of highway works. Contributions for highway works that are secured through S278 of the Highway Act are not subject to pooling restrictions. S278 agreements cannot be required for works that are intended to be funded through the levy

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Report of the Strategic Director to the meeting of The Executive to be held on 9 July 2019.

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Subject:

Part A of this report considers objections in response to the formal advertisement of amendments to the Off-Street Parking Places Consolidation Order 2015 at car parks in Ilkley.

Parts B of this report requests that any objections received in relation to the amendments to the Off-Street Parking Places Consolidation Order 2015 are considered by the Strategic Director of Place in consultation with the Portfolio Holder.

Summary statement:

Part A requires The Executive to consider objections received to the amendments to the Off-Street Parking Places Consolidation Order 2015 at various car parks. These amendments are to make changes at Ilkley off-street car parks.

Part B of this report requests that any objections received in relation to the amendments to the Off-Street Parking Places Consolidation Order 2015, as outlined in Appendix C, are considered by the Strategic Director of Place in consultation with the Portfolio Holder. This would require authority from The Executive to delegate consideration of objections to the proposal and make recommendations regarding whether the Order is sealed as advertised or if any modifications are to be made before implementation.

Steve Hartley
Strategic Director – Place

Portfolio:

Cllr Alex Ross Shaw

Report Contact: Louise Williams
Phone: (01274) 431066
E-mail: louise.williams@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

Part A requires The Executive to consider objections received to the amendments to the Off-Street Parking Places Consolidation Order 2015. These amendments are to make changes at Ilkley off-street car parks.

Part B of this report requests that any objections received in relation to the amendments to the Off-Street Parking Places Consolidation Order 2015, as outlined in Appendix C, are considered by the Strategic Director of Place in consultation with the Portfolio Holder. This would require authority from The Executive to delegate consideration of objections to the proposal and make recommendations regarding whether the Order is sealed as advertised or if any modifications are to be made before implementation.

2. BACKGROUND

Part A

2.1 A budget decision was made by full Council in February 2016 to increase off-street parking charges and charging hours at car parks in Ilkley. An Off-Street Parking Places Order was progressed on this basis. This Order will allow the introduction of charges at Railway Road Car Park and Wharfe View Road Car Park. It also proposes to increase charges and make amendments to restrictions at South Hawksworth Street Car Park.

2.2 Following this decision, an independent parking review was undertaken by Steer Davies Gleave and a report produced in July 2017. Part of this report covered the off-street parking provision in Ilkley. The recommendations were to introduce charging at Railway Road and Wharfe View Car Parks. These sites are currently free. It also recommended the introduction of a maximum stay at South Hawksworth Street car park and increasing the one hour parking fee to at least £1. The removal of the 30 minutes option and the introduction of an evening charge was also suggested.

2.3 Amendments to the Off-Street Parking Places Consolidation Order 2015, other than a variation of the tariffs, require a new Order to be created. As part of this process, consultation is undertaken.

2.4 The car parks at which changes are currently being progressed are set out in the schedules for off-street parking places as shown in Appendix A

2.5 The objections to the proposed Order that require consideration are shown in Appendix B.

3. OTHER CONSIDERATIONS

Part B:

3.1 A budget decision was made by full Council in February 2019 to increase various off-street parking charges and charging hours across the district. An Off-Street Parking Places Order is being progressed on this basis. Details of the proposed order are shown in Appendix C. As part of the process, objections can be made about the proposed changes which are required to be considered and approved by The Executive.

3.2 It is requested that these objections are considered by the Strategic Director of Place in consultation with the Portfolio Holder. This would require authority from The Executive to delegate consideration of objections to the proposal and make recommendations regarding whether the Order is sealed as advertised or if any modifications are to be made before implementation

4. FINANCIAL & RESOURCE APPRAISAL

4.1 It is anticipated that the amendments to charges, the removal of the free period and the introduction of charges in Ilkley referred to in this report will result in £28,000 additional income. If any of the changes are not made, mitigating action to achieve the income will need to be taken.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no perceived risks arising from the implementation of the proposed recommendation.

6. LEGAL APPRAISAL

The Traffic Regulation Orders have been drafted by the City Solicitor. There are no specific legal issues arising from this report.

7. OTHER IMPLICATIONS

No other implications.

7.1 EQUALITY & DIVERSITY

An Equality Impact assessment has been completed and identified a low impact on people on low incomes.

7.2 SUSTAINABILITY IMPLICATIONS

No implications

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

No impacts identified

7.4 COMMUNITY SAFETY IMPLICATIONS

No community safety implications

7.5 HUMAN RIGHTS ACT

There are no direct implications arising from this report.

7.6 TRADE UNION

There are no direct implications arising from this report.

7.7 WARD IMPLICATIONS

Ward Members have the opportunity to make representations.

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

7.9 IMPLICATIONS FOR CORPORATE PARENTING

No implications

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no direct implications arising from this report.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

Part A

9.1

Option 1 – To overrule the objections and approve the changes as shown in Appendix A.

9.2

Option 2 – To approve some changes as outlined in Appendix A, with some amendments.

Part B

9.3 Option 1 – To allow objections to be considered by the Strategic Director of Place in consultation with the Portfolio Holder. This would require authority from The Executive to delegate consideration of objections to the proposal and make recommendations regarding whether the order is sealed as advertised or if any modifications are to be made before implementation.

9.4 Option 2 – Delegation to consider objections received to the proposed orders is not granted and would be considered at The Executive. This would however delay the implementation to proposed changes and impact on income.

10. RECOMMENDATIONS

Part A

10.1 That the objections received to the Off-Street Parking Places Consolidation Order 2015 be over-ruled and the Order, as shown in Appendix A, be implemented.

Part B

10.2 That the Executive delegates consideration of objections to the Schedule – Off Street Parking Places, shown in Appendix C, to the Strategic Director of Place in consultation with the Portfolio Holder to seal the Order as advertised or make any modifications before implementation.

11. APPENDICES

11.1 Appendix A – Schedule Off-Street Parking Places for three car parks situated in Ilkley.

11.2 Appendix B – Summary of objections received in relation to the proposed order shown in Appendix A.

11.3 Appendix C – Schedule - Off-Street Parking Places for various car parks across the district.

12. BACKGROUND DOCUMENTS

None

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**SCHEDULE
OFF STREET PARKING PLACES**

Appendix A

No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
Column 1	Column 2	Column 3	Column 3	Column 4	Column 5	Column 6	Column 7
23	South Hawksworth Street, Ilkley	13	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	8.00am to 6.00pm 6.00pm to midnight	Up to 1 hour £1.00 Up to 2 hours £2.00 Up to 3 hours £3.00 Up to 4 hours £4.00 Up to 5 hours £5.00 Up to 6 hours £6.00 Max stay 6 hours £1.00
26	Wharfe View Road, Ilkley	14	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	8.00am to 6.00pm 6.00pm to midnight	Up to 1 hour £1.00 Up to 2 hours £2.00 Up to 3 hours £3.00 All day £5.00 £1.00
24	Railway Road, Ilkley	14	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	8.00am to 6.00pm 6.00pm to midnight	Up to 1 hour £1.00 Up to 2 hours £2.00 Up to 3 hours £3.00 All day £5.00 £1.00

Appendix B

Objectors concerns:	Officer comments:
<p>Proposed off street parking restrictions at South Hawksworth Street, Wharfe View Road and Railway Road Ilkley and Jacobs Well, Bradford</p> <p>CORP/PCD/CEB/403868</p> <p>Objectors; Ilkley Civic Society (1) Cllrs (1)</p> <ul style="list-style-type: none"> The Order should be made at the same time as the on street parking order as the two are interlinked. Statement of Reasons – We fail to see how the proposals ‘will also generate a turnover of parking spaces within each car park’ as relatively long stay parking will still be permitted for only a slightly shorter time period than currently. It does nothing to ‘promote orderly and safe parking’ and most definitely does not ‘promote and/or improve the amenities of the area’ in terms of the layout, surfacing, maintenance or ambience of these parking areas. Its main purpose seems to be to restrict all day parking in the three central car parks (a positive change) 	<p>As part of the Ilkley parking review, proposals were made in relation to off street parking in Ilkley and Jacobs Well, Bradford. The car parks are as follows:</p> <p>South Hawksworth Street Removal of the 30 minute option in line with other locations across the district. To increase charges to £1.00 per hour with a max stay of 6 hours to operate within the existing charging hours of 8am to 6pm. To introduce a £1.00 evening charge from 6pm to midnight To continue to allow permit holders at this location.</p> <p>Wharf View Road and Railway Road Car parks To introduce P&D parking at these car parks which are currently free. To charge £1.00 per hour for up to 4 hours and an all-day charge of £5.00 The £5.00 all day charge would then match the long stay on street. To introduce a £1.00 evening charge from 6pm to midnight.</p> <p>No objections were received for the proposed amendments to Jacobs Well Car Park</p> <p>2 objections were received in relation to the proposed changes to the Ilkley Car Parks which are itemised on the left hand column.</p> <ul style="list-style-type: none"> An ‘on street’ Traffic Regulation Order (TRO) is a different process to that of an ‘off street’ TRO. Both orders will become effective at the same time. Generation of a turnover of parking places – commercial and resident’s vehicles were found to be parking for several days consecutively. The current TRO permits 12 hours maximum parking; the wardens do not work 12 hour shifts therefore parking services were unable to enforce. The reduction in long stay at South Hawksworth St car park will prevent all day parking by commuters and workers this will allow turnover spaces for visitors and shoppers at a central point in Ilkley where the shops/restaurants are situated.

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<p>and raise additional revenue for Bradford Council.</p> <ul style="list-style-type: none"> • The introduction of fees to the Railway Rd and Wharfe View car parks is a logical step (should have been done years ago) and allows all day parking at a cost. • The effect however of this, and the on-street parking measures, will be that all day parking especially by outgoing commuters who wish to park for free, will not only move this type of on street parking further out of the town centre but also take up space used by tourist visitors who wish to use the Riverside and Darwin Gardens Car Parks. We suggest a time limit is introduced on these car parks (4-6 hrs?) but that they remain free. • Charging rates are going up by 25% to nearly 50% dependant on length of stay and will be higher than the City centre car park at Jacobs Well? • Residents parking areas restrictions will keep out commuters until 6pm but with the introduction of off street Car Park charges in the evening, this will encourage night economy visitors to use residential areas to avoid the £1 charge and may cause issues on streets close to the town centre. • Wharfe View and Railway Road car parks allow all day parking for £5 (South Hawksworth St only allows max 6hrs) means commuters must be back by 6pm when night charges of £1 apply, so we suspect many outgoing commuters may not use these two car parks. Alternatively, all day use should be extended into the evening for people who work really long days. 	<p>Orderly and safe parking – the introduction of the charges at Railway Road and Wharf Street car parks creates compliance and creates orderly parking. The Council is currently looking at the layout and surface of the South Hawksworth St car park with a view to making improvements.</p> <ul style="list-style-type: none"> • We are pleased you find the introduction of fees at the Railway Road and Wharf Street car parks logical. • Resident permit parking zones will be introduced at the same time as all of the other changes to ensure that Ilkley residents are protected. Riverside and Darwin Gardens car parks are not managed by Parking Services however there are proposals to introduce a TRO at Riverside to prevent commuters parking without any restrictions. • Charges at car parks across the district will be increased. Jacobs Well is one of the locations where it is proposed to increase the charge to £1 per hour. • On street parking bays will remain free after 6pm and residential parking permit zones will also be introduced. • Drivers will have the option to pay an extra £1 when they initially purchase their parking ticket, this will add the evening hours onto their ticket.
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<ul style="list-style-type: none">• We have deliberately not commented on how plans for local businesses parking of their own delivery vans will be managed or incoming commuters who work in town centre businesses, the Ilkley BID being much better qualified to assess any issues to ensure local business is not disadvantaged operationally.• No reference has been made to the earlier legal notices for electric vehicle parking which will impact on the central car park• West Yorkshire Combined Authority is currently expending £150k on studies for a 'park and ride' scheme at Ben Rhydding Station which could have a major impact on the street parking and car park changes being proposed by the Council in Ilkley generally in the medium term.• The proposal to solve the Ilkley car parking problem by repositioning most of the day visitors for business and transport from the centre of town to the other areas of town is illogical, based on an incomplete survey and the cause and effect this will have on the Town.• The charges of all day parking are excessive at £6 and are nearly twice the amount to park in Bradford of £3.50	<ul style="list-style-type: none">• The Council has not received any objections from businesses or residents within Ilkley raising any concerns about the off street changes.• All electric charging points are now on a separate TRO and are advertised separately. The order for 1 charging point was made in January 2019 and this will be installed sometime this year. It is not considered that 1 charge point will impact on the car park; it will be of benefit to visitors and residents (there have already been a few requests locally for one) and will bring environmental benefits such as encouraging more low emission vehicles.• Any changes that occur that may impact the on/off street changes will be reviewed on a regular basis.• The approach to move commuters and workers to the outskirts of Ilkley was made in order to create a turnover of spaces for visitors and shoppers who contribute to the economy. We looked at ticket sales independently for South Hawksworth Street car park this showed that the majority of people park between 1 and 2 hours and only a very small percentage park for over 5 hours. We have received no objections from local businesses or residents which would indicate that the changes are welcomed.• Jacobs Well car park was advertised at the same time as the Ilkley changes and it is
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<ul style="list-style-type: none">• The parking areas are not clearly numbered in “the parking place” which can be confusing. • This proposal is ill thought through and the lack of consideration of the residents views have been ignored, we need a park and ride at the west end of ‘Ilkley not the east, as the longer trains expected will ease the congestion of seat availability at Menston and Burley and to assist the extra parking at Menston will eliminate the travel of those areas to Ilkley to even get a the train.	<p>proposed that the charge there will also be £1 per hour.</p> <ul style="list-style-type: none">• These have been provided to the Traffic Penalty tribunal for all cases and are considered to be sufficient. We have passed these comments onto the Highways Department <p>Park and Ride Requests have been received for a park and ride to be introduced before the scheme was implemented, were received. Sites were suggested at both the east and west side of Ilkley.</p> <p>The feasibility of a park and ride site in Ben Rhydding is presently being considered. There are no proposals to extend the scope of this feasibility study to other sites to the west of Ilkley at present, although extension of the car park at Steeton is also being progressed.</p> <p>The West Yorkshire Combined Authority Park and Ride study reviewed all stations in the region. The proposals are in accordance with the outcome of this study.</p>
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Appendix C

**SCHEDULE
OFF STREET PARKING PLACES**

No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
13	Caroline Street Shipley	7	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Up to 4 hours £2.80 All day £4.00 £1.00 Contract permit holders and authorised users
14	Exhibition Road Shipley	7	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Up to 4 hours £2.80 All day £4.00 £1.00 Contract permit holders and authorised users

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No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
27	Museum Haworth	16	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Over 3 hours £4.00 £1.00 Contract permit holders and authorised users
30	Bronte Village Haworth	19	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Over 3 hours £4.00 £1.00 Contract permit holders and authorised users
32	Church Green Keighley	21	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sat 8.00am – 6.00pm	Up to 1 hour 70p Up to 2 hours £1.40 Max 3 hours £2.10 Contract permit holders and authorised users

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No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
43	Burnett Street, Bradford	32	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am to 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Over 3 hours £4.00 £1.00 Contract permit holders and authorised users
44	Crown Court Bradford	33	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am to 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour £1.00 Up to 2 hours £2.00 All day £4.00 £1.00 Contract permit holders and authorised users
46	Radwell Drive Bradford	35	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am to 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Over 3 hours £4.00 £1.00 Contract permit holders and authorised users

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No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
47	Rawson Road Bradford	36	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm - midnight	Up to 1 hour 70p Up to 2 hours £1.40 Max 3 hours £2.10 £1.00 Contract permit holders and authorised users
49	Sharpe Street Bradford	38	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm to midnight	Up to 1 hour £1.00 Up to 2 hours £2.00 Up to 3 hours £3.00 Up to 4 hours £4.00 Up to 5 hours £5.00 Max stay 6 hours £6.00 £1.00 Contract permit holders and authorised users
50	Simes Street Bradford	36	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sun 8.00am – 6.00pm Mon – Sun 6.00pm - midnight	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Over 3 hours £4.00 £1.00 Contract permit holders and authorised users

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No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
59	Carr Street Keighley	21	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Mon – Sat 8.00am – 6.00pm	Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Up to 4 hours £2.80 Over 4 hours £3.50 Contract permit holders and authorised users
73	Central Library (MMT)	38	If bays are marked, wholly within a bay. If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	Sat & Sun 8.00am – 6.00pm Mon – Sun 6.00pm - midnight	Up to 1 hour £1.00 Up to 2 hours £2.00 Up to 3 hours £3.00 Up to 4 hours £4.00 Up to 5 hours £5.00 Max stay 6 hours £6.00 £1.00 Contract permit holders and authorised users

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No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
79	Raphael House Bradford	38	<p>If bays are marked, wholly within a bay.</p> <p>If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians</p>	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	<p>Mon – Sun 6.00pm to midnight</p> <p>Sat & Sun 8.00am to 6.00pm</p>	<p>£1.00</p> <p>Up to 1 hour £1.00 Up to 2 hours £2.00 Up to 3 hours £3.00 Up to 4 hours £4.00 Up to 5 hours £5.00 Max stay 6 hours £6.00</p> <p>Contract permit holders and authorised users</p>
81	Britannia Street (Interchange) Bradford	46	<p>If bays are marked, wholly within a bay.</p> <p>If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians</p>	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	<p>Mon – Sun 8am to 6pm</p> <p>Mon – Sun 6.00pm to midnight</p>	<p>Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Up to 4 hours £2.80 Over 4 hours £4.00</p> <p>£1.00</p> <p>Contract permit holders and authorised users</p>

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No. of Parking Place	Name of Parking Place	Map Number	Position in which Vehicle may wait	Class of Vehicle	Days and hours of operation of parking place	Charging Or Restricted Hours	Parking Charge Or Restriction
85	Vicar Lane Bradford	33	<p>If bays are marked, wholly within a bay.</p> <p>If bays are not marked, In any position that does not obstruct an entry or exit or impede the movement of any other vehicle or pedestrians</p>	Motor cycle, motor car and invalid carriage and motor vehicles constructed or adapted solely for the carriage of goods but not exceeding 30 cwt in weight	All days and all hours	<p>Mon – Sun 8.00am – 6.00pm</p> <p>Mon – Sun 6.00pm to midnight</p>	<p>Up to 1 hour 70p Up to 2 hours £1.40 Up to 3 hours £2.10 Max 4 hours £2.80</p> <p>£1.00</p> <p>Contract permit holders and authorised users</p>

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Report of the Interim Strategic Director Children's Services to the meeting of Executive to be held on 9th July 2019

N

Subject: Prevention and Early Help Estates Strategy

Summary statement:

On 5th February 2019 Executive gave approval to commence formal consultation into the future use of 41 Children's Centre buildings across the District. This decision followed a review into the potential future use of these buildings in order to identify opportunities to make savings that could sustain the additional two year funding provided for the newly formed 0-19 years Prevention and Early Help service

The Consultation process took place between 12th February 2019 and 7th May 2019.

An extraordinary report was brought to the 9th June 2019 Executive in respect of 3 of the 41 Children's Centres which required an urgent decision ahead of this report.

This report, therefore, seeks approval from the Executive for recommendations based on the outcome of the consultation for 38 of the 41 Children's Centres.

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Portfolio:
Cllr Khan

Overview & Scrutiny Area:
Children's Services

1. SUMMARY

- 1.1 On the 3 April 2018, Executive approved the creation of a Family Hub model for a new Prevention and Early Help Service. This model is now in place and brings together a range of existing services to form a new set of preventative and early help arrangements for children, young people and families.
- 1.2 At that meeting Executive also agreed that an additional £500,000 per year for 2018/19 and 2019/20 be allocated to support transition into the proposed new model. This additional funding has gone into increasing the number of Prevention Workers and Key Workers.
- 1.3 It was also resolved that “the Strategic Director of Children’s Services in consultation with the Portfolio Holder produce a detailed plan on the best collective use of buildings across the Council, with key partners and communities, to sustain as much funding into front line workers by 2020/21.”
- 1.4 As a result of that resolution, a multi-agency work stream comprised of Council Officers and partners including representatives from Prevention and Early Help, social care, health, VCS, public health neighbourhoods, libraries and estates undertook a full review of the 41 buildings commonly known as Children’s Centres.
- 1.5 On 5 February 2019 Executive received a further report that set out the principles of the review and the proposals for consultation for each of the buildings. Approval was given to the recommendation of the Interim Director of Children’s Services to commence a formal consultation process into those proposals and to bring a report detailing the outcome of the consultation and recommendations to the Executive in July 2019. The consultation process took place between 12th February and 7th May 2019.
- 1.6 On the 7th June 2019 Executive received a report in relation to 3 of the 41 Children’s Centres; namely Canterbury, Crossley Hall and Princeville. Executive agreed to the proposal that, in respect of:
 - Canterbury Children’s Centre the space occupied in the Nursery school is reduced to create capacity for additional Special Educational Needs and Disability (SEND) school places.
 - Crossley Hall and Princeville the Children’s Centres on the sites are closed and the building utilised to create capacity for additional SEND school places with Prevention & Early Help Services being provided within the area in order to meet the needs of families and young children.
- 1.7 Therefore no decision is required for these 3 Centres; however, they are included in this report in order to provide a complete picture of provision across the District. This report sets out the recommendations for the future use of the remaining 38 Children’s Centres.

2. BACKGROUND

- 2.1 At the Executive Board on 3rd April 2018 it was agreed to implement a new model for Prevention and Early Help. It is not intended to revisit that report here. However, in summary the purpose of the 0-19 Prevention and Early Help model is to target those wards/areas with the poorest outcomes, ensuring support is available for those families in

greatest need, to ensure that they have access to a wide range of universal support and services. The aim of the new model is to cut out duplication and provide a 'whole family' approach rather than families receiving a series of interventions from different services as they had done previously.

2.2 The new model was implemented in October 2018 and has resulted in the creation of four new 0-19 Prevention and Early Help Teams based in the constituency areas of Bradford West, South, East and Keighley & Shipley with the aim of targeting those wards/areas with the poorest outcomes in order to bring together teams that will deliver:

- the Children's Centre core offer across the District;
- targeted key work with individual children and families (Families First);
- parenting support;
- early education and childcare quality and take up;
- education safeguarding and attendance;
- diversity and cohesion.

2.3 A Sure Start Children's Centre is defined in the Childcare Act 2006 as a place or group of places under arrangements with the Local Authority secured for early childhood services. It follows from the statutory definition of a Children's Centre that it is as much about making appropriate and integrated services available as it is about providing premises in a particular geographical area.

2.4 A review of the Children's Centre buildings was subsequently undertaken on the basis of moving to an approach to support the delivery of 0-19yrs Prevention and Early Help Service that will:

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

2.5 The review group as detailed in paragraph 1.4 asked the following questions for each Children's Centre:

- **Does it have sufficient space to create an Integrated 0-19yrs Family Hub, which can provide sufficient accommodation for staff including school nursing, health visiting teams and oral health programmes in each of the 4 Areas?**
- **Is the building in a priority area?** The criteria for this was areas that are consistently identified by the Family Needs Assessment to be where families have the poorest outcomes, who are unlikely to take advantage of early childhood services available and have the most need for support.

- **What are the opportunities to reduce the costs associated with these buildings, whilst maximising the wider collective assets and community resources available?**

2.6 In order to better reflect the new model of Prevention and Early Help Services as set out above it is the intention to move away from the familiar terminology of Children's Centres. The structure in each area will instead comprise of Integrated Family Hubs offering a wide range of services for children, young people and families that are also supported by a network of Prevention and Early Help delivery sites. This is further supplemented by community venues that are managed by Community/Voluntary/Third Sector providers and that have been identified as being suitable venues for the Prevention and Early Help Service to have sessional use through room hire arrangements. This will ensure a geographical spread of provision for families across each area to meet local need and therefore minimise the impact on outcomes for children and families.

The diagrams at **Appendix 1** aim to show the spread and variety of provision across the Hub areas subject to the proposals in this report being approved.

2.7 The review group set out to consider if each building was suitable to become one of the following:

- **A Family Hub**, which comprises of an integrated staff team (P&EH services and 0-19 Health Services) additional to having on site delivery of services for work with children, young people and families where necessary additional capacity will be created in an **Integrated Staff base**.
- **A Delivery site**; which is a building located in an area of high need that is accessible for local communities. These buildings would offer a reduced level of provision to that of a Family Hub but would be targeting those families in greatest need, to ensure that they have access to a wide range of universal support and services.
- **Not suitable for either Integrated Hub or delivery site** and therefore should be discontinued for use by Prevention and Early help and considered given to alternative appropriate use. The consultation process was used to identify an "appropriate alternative use of these buildings". Wherever possible, looking to identify other services for children, young people and families that would use the buildings which means they would remain open and could continue to offer services for children and families in the local area.

2.8 The review group also identified the potential to create an All Age Community Hub based in the TFD centre, Holmewood. This building is located in the heart of the Holmewood estate and is already used to deliver the Youth offer in the area. In addition there is a co-located community library on site and a number of voluntary and community sector providers delivering provision mainly for young people.

2.9 On 5th February 2019 the Executive approved the recommendation of the Interim Director of Children's Services to commence formal consultation into the future use of the 41 buildings in addition to consulting on the future use of TFD Centre Holmewood. The Consultation took place between 12th February 2019 and 7th May 2019. The full list of Buildings considered within this process, the proposals for consultation and recommendations as a result of the consultation can be found in section 2.14.

2.10. Consultation Process

The consultation process set out to establish the views of the public, stakeholders and other relevant partners on the overall principle of the Council looking at which buildings it currently uses to deliver services for children and families and how these buildings could be used in a better way in the future. The consultation also sought specific views in relation to the proposals for each of the 41 Children's Centre buildings.

2.10.1 A parallel consultation also took place to explore options to create an All Age Hub, at the TFD Centre in Holmewood. This would incorporate the 0-19 years integrated Family Hub for the South Area and would have the potential to include services delivered by other partners from within and outside the Council.

2.10.2 Consultation took place in the following ways:

- Councillors' drop in sessions and individual Councillor briefings, reports and attendance at all Area Committees and Parish Council Liaison Group.
- Staff briefings and officer newsletters.
- Public consultation events in each Area.
- Individual meetings with all 41 building manager including face to face. Telephone conversations with building owners/managers landlords and other stakeholders either already using the buildings and services and organisations who expressed an interest in the potential future use of the Children's Centre.
- Distribution of leaflets and flyers at community hotspots such as GPs and Community Centres to raise consultation awareness
- Attendance at play groups to gather feedback from parents and grandparents around service provision
- Engagement with parents on school/education premises.
- An on- line survey

The consultation was promoted through the local press, via Council's Twitter and website and through the Prevention and Early Help Facebook pages for each area.

2.10.3 *Participants were asked to provide more detail on why they supported the proposals. Comments included:*

- As staff and services have been cut so drastically, there is very little point in keeping all the remaining buildings at full operation
- Closing the ineffective buildings and using the remaining resources to make the enduring buildings more accessible
- Regular reviews of how Council resources are used should be the norm
- A lot of resource is wasted on rent and may be better used on service in a few locations
- The current staffing levels and service provision is confusing and may be more effective if consolidated
- Consolidation of Council buildings will allow community organisations to invest in buildings that are appropriate
- Review for local schools to take on a lot of the services that the Council cannot fund or provide staffing for

- Overall understanding that buildings can be costly and that the Council is under pressure to find savings, so the review is needed to move forward.

2.10.4 *Views against the overall proposals were:*

- General feelings that this is a review that will eventually lead to more cuts in services that has already impacted local communities
- Closure of sites would leave charities that provide local provision without a base for operation. This may send out the wrong message to organisations that want to operate in the area
- Many families are not too mobile and rely heavily on the services that their local Children Centre provides. By closing these, families will be restricted in what services they can access
- Centres are vital community hubs that should have investment (service investment) to ensure that they are suitable for the surrounding communities

2.10.5 A full report on the consultation can be found here

<https://www.bradford.gov.uk/children-young-people-and-families/family-hubs/family-hubs/>

2.11 Outcome from the Consultation on an “appropriate alternative use”

The original proposals for consultation set out three options in relation to the future use of the buildings these are covered in paragraph 2.7

2.11.1 The consultation has identified that of the 26 Children’s Centres where “an appropriate alternative use” was proposed, if the recommendations in this report are approved, 24 of these buildings will continue to be used for the provision of services for children and families in the local area. Although Prevention and Early Help Services would discontinue using these buildings, the alternative use would be provided by the School, Community Organisation or other Children’s Services. This means local communities would continue to benefit from these buildings.

2.12 Changes to the proposals as a result of the consultation.

Due to feedback received during the consultation from service users and stakeholders some of the original proposals have changed. These are summarised below:

2.12.1 **Daisy Chain – Silsden (AKA The Hive)**

This building was de-registered (see paragraph 3.1) meaning it has offered a reduced service since 2015. The Children’s Centre is part of a shared building with the other half occupied as community youth provision. The building is managed through a Community Asset Transfer (CAT) arrangement. The consultation proposal was to discontinue use by Prevention and Early Help Services and identify appropriate alternative use. However, during the consultation period, feedback from local councillors, community representatives and midwifery services identified that it was a well-used building and if the Prevention and Early Help Services were withdrawn this would have a detrimental impact on the sustainability of the building as a wider community asset and for services for the local community. Therefore as a result of the consultation feedback it is proposed that P&EH Services will continue to be delivered at The Hive, this will include services provided by Health Visitors and Midwives. Negotiations with the Community Organisation will allow for savings to be made gradually by reducing the space

occupancy to support their business plan. The intention is that P&EH Services will gradually move to a room hire arrangement with the CAT within the next 3 years.

2.12.2 Trinity 5 Rise - Bingley

This building was de-registered (see paragraph 3.1) meaning it has offered a reduced service since 2015. The Children's Centre is part of a shared building managed through a Community Asset Transfer arrangement. The consultation proposal was to discontinue use by Prevention and Early Help Services and identify appropriate alternative use. However, during the consultation period, feedback from local councillors, community representatives and Midwifery Services in particular identified that this building, while not in an area of high need, does provide a vital local venue for midwifery services and is in an ideal location to offer services for the wider Bingley area. Therefore it is proposed that in relation to Trinity 5 Rise Children's Centre, the midwives clinic will continue in addition to P&EH services offering sessions for children and families and it is retained as a delivery site.

2.12.3 Highfield Children's Centre

The proposal for consultation for Highfield Children's Centre which is located with Highfield Community Centre was for it to continue as a delivery site. During the consultation process it became clear that the current space occupied as the Children's Centre was no longer suitable. The Community Centre has undergone significant improvement works creating a modern, flexible layout offering Prevention and Early Help Services more choice in the type of provision it can deliver from the Centre but to do so more efficiently through a room hire arrangement. If these proposals are approved a room hire arrangement will be put in place between the Community Centre and the P&EH Services which will mean that services for children, young people and families will continue from this location as a Community Delivery Site (room hire arrangement)

2.12.4 Mortimer House, Thornbury

Mortimer House is converted from shop front retail premises with upstairs accommodation. It is irregular shaped and the upstairs is no longer useable. The consultation was to identify "an appropriate alternative use"; however, this has not been achieved. The consultation process did identify that there are a variety of alternative venues in the local area already offering services for children and families, either through community organisations, third sector providers or local schools. Therefore due to the poor quality of the building and the number of alternative venues within the local area already accessed by families and available for room hire it is recommended that this building is closed and the site is considered for sale or other suitable disposal. P&EH Services will continue to use local venues to delivery sessions locally to ensure outcomes for children and families are not adversely affected.

2.12.5 Victoria Hall (Queensbury)

This is currently a Council building managed by Sport and Culture. It is a de-registered Children's Centre (see paragraph 3.1) and is not in an area of high need. Prevention and Early Help Services rent two rooms in the basement of the building in a space also shared by a child care provider. The proposal for consultation was for alternative appropriate use to be identified. However, we have been given notice to vacate the building by the end of July 2019. The building is the subject of a CAT application. Prevention and Early Help may be able to negotiate a room hire arrangement depending on the future use of the building. There is a risk of claw back on this building

(see section 4). However, any future CAT agreement could include an appropriate restrictive use clause to ensure the continuation of the building for the provision of services for children and families

2.12.6 Lowfold

Options for appropriate alternative use are being explored by Children's Services, it is unlikely that this would include Early Years provision therefore we are required to notify the DfE of the potential change of use and subsequent risk of claw back.

2.12.7 SEND

Following the consultation process an opportunity was identified which would not only make savings for the Prevention and Early Help service but would also continue to enable services to be provided to meet local need, whilst also increasing additional specialist places for children with SEND. Therefore on the 11th June 2019 Executive was requested to make an urgent decision in order to meet the timescales involved to implement the proposals and complete the building work to meet the September 2019 pupil admission date. In respect of the following:

- Canterbury Children's Centre based within Canterbury Nursery School
- Crossley Hall Children's Centre which is a standalone building based within the grounds of Crossley Hall Primary school
- Princeville Children's Centre which is a standalone building based within the grounds of Princeville Primary School

These proposals were approved therefore no decision is required in respect of these three centres; however, they are included in this report to provide a complete picture of provision across the City.

2.12.8 Holmewood –TFD Centre

Consultation also took place regarding the potential opportunity to create an All Age Community Hub based in the TFD centre, Holmewood. The detail of the feedback from this consultation can be found here <https://www.bradford.gov.uk/children-young-people-and-families/family-hubs/family-hubs/> . In summary there was a general consensus that this would be a great idea and if Holmewood had an Integrated All Age Hub this would be welcomed by the local community. Comments included:

- An all Age Hub would help to improve the perception that the TFD centre is only for young people.
- Parenting classes and services for families would be welcomed
- Provision of conference rooms and meeting spaces to rent out
- Could do some redesign so that the spaces in the building are better connected and can be brought into use.
- The front entrance to the building needs sorting out its not very inviting we need to improve the access to the building and create a reception area.
- Need a functional kitchen so that we could develop a café and bring in some income. It could help to attract more users to the centre as well as providing meals and snacks to centre users and the Hub staff.

2.13. The recommendations based on the outcome of the review and subsequent consultation is set out below. These are for the future use of the buildings to be one of the following options:

- A Prevention and Early Help Integrated Family Hub
- A Prevention and Early Help Delivery Site
- To discontinue use for Prevention and Early Help Services; (with a continued offer of services for children and families by partner organisations)
- A Community delivery site (with local room hire arrangement)
- To discontinue use for Prevention and Early Help Services: (No appropriate alternative use identified therefore the building is closed and options for sale or other disposal are explored)

2.13.1 If the proposals set out below in Section 2.14 are approved this will mean that 39 of the 41 Children’s Centres currently operating in the City will remain open and will continue to provide services for children and families, albeit not as Children’s Centres. In addition we have identified at least 30 additional community venues that are already being used or have been identified by the Prevention and Early Service for the delivery services for children and families.

2.14 Proposals and Recommendations

EAST AREA				
Ref	Building	Original Proposal	Recommendations	Summary
1	Barkerend Children’s Centre	Integrated Hub	Integrated Hub	In place and operational with full children’s centre services. Private nursery on site.
2	Gateway Children’s Centre Ravenscliffe	Integrated Hub-	Integrated Hub	In place and operational with full children’s centre services. In local community centre with private nursery on site.
3	Canterbury Children’s Centre	Delivery Site	Delivery site (approved at Executive 11/6/19)	Shared building with Canterbury Nursery School. Savings made through reduced delivery hours and space occupancy.
4	Woodroyd Children’s Centre	Delivery Site	Delivery site	Savings made through reduced delivery hours and space occupancy.
5	Community Works, Undercliffe	Delivery Site	Delivery site	Savings made through reduced delivery hours and space occupancy.
6	Fagley Children’s Centre.	Delivery Site	Delivery site	Potential savings to be explored through shared occupancy with other providers.
7	Mortimer House Children’s Centre, Thornbury	Consult on appropriate alternative use	Discontinue use by P&EH. . No alternative appropriate use identified therefore recommended for Closure. (See para 2.12.4)	This building is a converted shop. Consultation with service users and providers has identified the site as poor quality and not fit for purpose. Many families already access service at alternative venues in the local area. The Thornbury Centre has been identified for room hire arrangement for the delivery of P&EH services. Risk of claw back from the DfE.
8	Burnett Fields	Consult on appropriate alternative use	Discontinue use by P&EH. Continued offer of services for children and families by partner	Alternative use has been identified as on- going nursery provider and social care services support for children and families. P&EH services are already being delivered from alternative venue

			organisations.	at The Mayfield Centre on a room hire arrangement.
9	Parkland Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH. Continued offer of services for children and families by partner organisations.	Alternative use has been identified as provision of services for children and families provided by the Academy. Consultation has identified the Rockwell Centre as more suitable and accessible for families.
WEST AREA				
REF	Building	Original Proposal	Recommendations	Comments
10	Farcliffe Children's Centre	Integrated Hub - in process	Integrated Hub - operational	In place and operational with full children's centre. Integrated site with Prevention and Early Help, Health 0-19 services and Children's Social Care.
11	Abbey Green Nursery School - Manningham	Delivery Site	Delivery site	Savings made through reduced delivery hours and space occupancy.
12	Midland Road Nursery School - Valley Road, Manningham	Delivery Site	Delivery site	Savings made through reduced delivery hours and space occupancy.
13	St Edmunds Nursery School	Delivery Site	Delivery site	Savings made through reduced delivery hours and space occupancy.
14	Farnham Children's Centre, Gt Horton	Consult on appropriate alternative use	Delivery site	To continue as a delivery site with Health/midwives and P&EH. Savings made through reduced delivery and space occupancy.
15	Princeville Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH. Continued offer of services for children and families by partner organisations. (Approved at Executive 11/6/19)	Agreed at the Executive on 11 th June 2019 alternative use is for the provision of SEND places. To be a community delivery site with a room hire agreement with the school to ensure that services can be available for children and families in the area to meet local need.
16	Heaton Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH: Continued offer of services for children and families by partner organisations.	Alternative use is by the school. Potential for a room hire arrangement with a view to becoming a community delivery site.
17	Allerton Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH: Continued offer of services for children and families by partner organisations.	Alternative use by the school for nursery provision. Alternative venue for P&EH community delivery through a room hire, Café West identified as a suitable location..

18	Crossley Hall Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH. Continued offer of services for children and families by partner organisations. (Approved at Executive 11/6/19)	Agreed at the Executive on 11 th June 2019 alternative use is for the provision of SEND places. To be a community delivery site with a room hire agreement with the school to ensure that services can be available for children and families in the area to meet local need.
19	Frizinghall Children's Centre	Consult on appropriate alternative use	Community delivery site.	A room hire arrangement is already in place and this will continue. (Community delivery site)
20	Thornton Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH: Continued offer of services for children and families by partner organisations.	Building is a portacabin in the school grounds; alternative use is by the school. Alternative venue for community delivery through a room hire identified at Thornton Community Centre.
SOUTH AREA				
REF	Building	Original Consultation Proposal	Recommendations	Comments
21	Reevy Hill Children's Centre	Integrated Hub -	Integrated Hub	In place and fully operational
22	Bierley Life Centre	Consult on appropriate alternative use	Community delivery site.	Room hire arrangement already in place which means that services for Children' and Families provided by P&EH service continue to be available as a community delivery site.
23	Holmewood Children's Centre	Delivery Site	Delivery site	Retain services for Children' and Families. Subject to future development of an All Age Hub at TFD. See paragraph 2.12.7
24	Tyersal Children's Centre at Sutton Community Centre	Consult on appropriate alternative use	Community delivery site.	Room hire arrangement already in place which means that services for Children' and Families provided by P&EH service continue to be available as a community delivery site.
25	Lidget Green Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH: Continued offer of services for children and families by partner organisations.	Appropriate alternative use provided by school. P&EH to negotiate room hire arrangement with the school to become a community delivery site.
26	Woodside Children's Centre	Consult on appropriate alternative use	Discontinue use by P&EH. : Continued offer of services for children and families by partner organisations.	This is a separate building connected to the Primary School and within the same grounds Appropriate alternative use provided by school. Potential to negotiate room hire with school to become a community delivery site..
27	Wyke Children' Centre	Consult on appropriate alternative use	Community delivery site.	Within the Community Centre building a room hire agreement is in place which means that services for Children' and Families provided by P&EH service will continue to be available as a community delivery site

28	Victoria Hall, Queensbury Children's Centre	Consult on appropriate alternative use (de-registered Centre)	Discontinue use by P&EH – see para 2.12.5	<p>Located within the Victoria Hall building occupying the rooms in the basement. Private nursery also on the site but future of the building is uncertain.</p> <p>Alternative venue for community delivery is already taking place at Shibden Head Primary School.</p> <p>Potential to negotiate a room hire arrangement depending on the future use of the building.</p>
KEIGHLEY AND SHIPLEY AREA				
REF	Building	Original Consultation Proposal	Recommendations	Comments
29	Rainbow, Children's Centre	Integrated Hub - in process	Integrated Hub	Full children's centre services offer operational. With private nursery on site.
30	Strong Close Children's Centre (Thwaites)	Integrated staff base	Integrated staff base	Health and Prevention and Early Help staff base. Incorporating Social Care Contact Service, midwifery, co-located with Nursery School.
31	Owlet Children's Centre (Windhill Shipley)	Integrated staff base	Integrated staff base	Health and Prevention and Early Help staff base with delivery for Social Care Contact Service, Health Visitors and Midwifery. Private nursery on site.
32	Highfield Children's Centre	Delivery Site	Community delivery site.	See paragraph 2.12.3. room hire arrangement in place for services for Children' and Families provided by P&EH service as a community delivery site
33	Hirst Wood Children's Centre (Saltaire)	Consult on appropriate alternative use (de-registered Centre)	Discontinue use by P&EH : Continued offer of services for children and families by partner organisations.	Building is within the grounds of the Nursery School, appropriate alternative use provided by the school. Alternative site already used in the local area by P&EH is Saltaire Primary School.
34	Lowfold Children's Centre (Keighley West)	Consult on appropriate alternative use	Discontinue use by P&EH : Continued offer of services for children and families by partner organisations.	Options for appropriate alternative use are being explored by Children's Services. Alternative community delivery at Holycroft Community Hub identified.
35	Daisy Chain (Silsden) AKA The Hive	Consult on appropriate alternative use (de-registered Centre)	Delivery Site.	See paragraph 2.12.1. Continue to deliver services including Health Visitors and Midwives. Savings will be made through gradually reduce space occupancy to support the CAT business case. Phase funding reduction to a room hire arrangement.
36	Baildon CC	Consult on appropriate alternative use (de-registered Centre)	Discontinue use by P&EH Continued offer of services for children and families by partner	Appropriate alternative use has been identified as provision of services for children and families provided by Community Organisation Funtastick Also in the process of finalising a CAT to Baildon Town Council. Alternative

			organisations.	community delivery site identified at Baildon Link.
37	Little Lane, Ilkley	Consult on appropriate alternative use (de-registered Centre)	Discontinue use by P&EH. Continued offer of services for children and families by partner organisations.	Appropriate alternative use for the provision of services for children and families provided by Community Organisation offering Early Years services for children.
38	Treetops Haworth	Consult on appropriate alternative use (de-registered Centre)	Discontinue use by P&EH. : Continued offer of services for children and families by partner organisations.	Separate Appropriate alternative use has been identified as provision of services for children and families provided by the School. .
39	Cornerstones, Cottingley	Consult on appropriate alternative use (de-registered Centre)	Community delivery site.	Room hire arrangement is in place which means that services for Children' and Families provided by P&EH service can continue to be available as a community delivery site
40	Trinity 5 Rise - Bingley	Consult on appropriate alternative use (de-registered Centre)	Delivery Site	See para 2.12.2 P&EH to continue to offer services including midwife clinics
41	Menston & Burley	Consult on appropriate alternative use (de-registered Centre)	Community delivery site.	Room hire arrangements in place which means that services for Children' and Families provided by P&EH service can continue to be available as a community delivery site

3. OTHER CONSIDERATIONS

- 3.1 Designated Children's Centres used to be subject to Ofsted Inspection and are registered on a database managed on behalf of the DfE. However, inspections of Children's Centres have been suspended since September 2015. Following a previous consultation process in 2014 9 Children's Centres were de-registered with the DfE which means since then they have been treated as Centres with a reduced level of service. These 9 Children's Centres are identified in section 2.14.
- 3.2 The 0-19 years Prevention and Early Help Family Hub model sits alongside wider cross-agency and system initiatives such as the Integrated Early Years Strategy, Signs of Safety implementation, the Integrated Care Pathway, self-care, ESIF/Lottery Stronger Families programme and B Positive Pathways.
- 3.3 The 0-19 years Family Hubs incorporate Public Health 0-19 years children's services including Health Visiting, Family Nurse Partnership, School Nursing and Oral Health services. The creation of Integrated Family Hubs will ensure that these services are fully aligned and integrated.
- 3.4 Families in Bradford will continue to have access to a range of universal services across the District; the proposals will ensure that support is targeted to the most vulnerable families and through venues based in communities. The Authority is aware that it must make arrangements so that there are sufficient children's centres, so far as reasonably practicable, to meet local need. Additionally the Authority is aware of its duty to consider

whether the early childhood services it provides, together with local commissioners of health services, should be provided through children's centres in the area, but noting that a children centre can be either a singular site or a group of places where families receive support.

- 3.5 The Family Hubs are already utilising community venues to support the delivery of services for children, young people and families and the consultation process has helped to identify other suitable venues in communities. The diagrams in **Appendix 1** show the proposals for each Family Hub Area; these diagrams show the Integrated Hubs and delivery sites that will remain and the community venues that are already being used to deliver services for children and families. This network of venues will increase and develop as the service matures.
- 3.6 In addition to services delivered directly by the Prevention and Early Help Hubs and delivery sites the consultation has also identified that there is a wide variety of voluntary and third sector provided provision for children and families and the relationships and connections to this work is being developed through the Area Advisory Networks that have been established in each of the Hub Areas. There have been three network events so far in each area and they will continue to evolve to maximise social capital.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 Revenue

In order to achieve the savings to support the additional transitional funding for Prevention and Early Help Services (£500k over 2 financial years totalling £1m), savings on building costs of at least £500k need to be achieved.

4.1.1 The current estimated 2019-20 revenue costs relating to the 41 Children's Centres is £0.9m.

4.1.2 Based on the recommendations in this report it is anticipated that savings can be achieved for the financial year 2020/21 of £500,000. (These savings include the savings associated with the 3 Children's Centres where a decision has already been taken by Executive see paragraph 1.6)

4.1.3 Some in year savings can also be achieved in 2019/20 depending on how quickly the re-negotiated leases and Memorandum of Understanding arrangements can be implemented.

4.2 Capital

Many of the Children's Centres were funded from capital monies from Central Government under the Sure Start Children's Centre programme. A Sure Start Children's Centre is defined as a place, or group of places where local families with young children' can go and enjoy facilities and receive support that they need.

4.2.1 There is a risk of claw back on the original capital Sure Start funding provided to the Local Authority to set up the Children's Centres, if an asset funded wholly or partly by the Government is disposed of, or the asset is no longer used to meet the aims and objectives of the original grant. The Department for Education must be notified of any plans to dispose of grant funded assets and should operate on the presumption that claw-back will

be enforced.

4.2.2 *Previous guidance required local authorities to notify and consult with the Department, about any plans to transfer, dispose of, or change the use of buildings or any other tangible fixed assets which has a current market value of more than £2,500. This was applicable to all assets acquired in full or partly by any of the Department's capital grants. The Department should be notified at least three months prior to the date the proposed disposal is intended to take place.*

4.2.3 *The guidance states that subject to prior approval with the DfE there would be no claw back of a grant where an asset is sold and the proceeds are reinvested in other assets for a similar purpose consistent with Sure Start, Early Years and Childcare aims. The guidance further states that it is advisable therefore, to obtain specific written consent from the Department prior to the change of use for the claw back to be waived or deferred.*

4.2.4 To avoid the risk of any claw back, the DfE will have to be assured that the proposals will continue to meet the aims of the original grant. Statutory guidance on Children's Centres confirms that the focus should be on delivery of service and not necessarily on buildings and it is more about making appropriate and integrated services available for families rather than about providing premises.

4.2.5 The proposal with the highest risk of claw back in this report is Mortimer House. If an alternative use in line with the original grant cannot be identified and the site is sold we need to notify the DfE. The original grant was £156,979. We have notified the DfE of the proposals set out in this report for the future use of this building and they gave us a strong indication that it is unlikely there will be any risk of claw back.

4.2.6 There is also a risk of claw back for Victoria Hall, Queensbury, with an original grant value of £335,649. We have notified the DfE of the proposals set out in this report for the future use of this building and they gave us a strong indication that it is unlikely there will be any risk of claw back.

4.2.7 There is also a risk of claw back for Lowfold as it is unlikely that future use would include Early Years provision, therefore we are required to notify the DfE of the potential change of use and subsequent risk of claw back. The original grant was £147,000 We have notified the DfE of the proposals set out in this report for the future use of this building and they gave us a strong indication that it is unlikely there will be any risk of claw back.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The risks are managed in accordance with the Council's procedures.

5.2 The risks associated with claw back are set out in section 4.

6. LEGAL APPRAISAL

6.1 The Local Authority must ensure it complies with the duty to consult under the Childcare Act 2006.

- 6.2 The DfE Sure Start Children's Centre statutory guidance April 2013 provides that the Local Authority must ensure there is consultation with interested parties before any significant changes are made to Children's Centre provision in their area including how they are delivered or provided through linked sites.
- 6.3 The Local Authority must consult before closing a Children's Centre or reducing the services provided to such an extent that it no longer meets the statutory definition of a Sure Start Children's Centre.
- 6.4 When a Local Authority puts forward any proposals on the change of use of capital projects which were funded through the Sure Start and Early Years Capital Grant it must inform the Department of Education of the proposed change.
- 6.5 Where Children's Centres have been established under Sure Start funding, the Local Authority will have accepted terms and conditions before the funds will have been released. These grant agreements may contain claw back conditions in the event that centres are closed or changed. The Authority should notify the DfE of its intention to change any Children Centres and seek approval to waive any potential claw back.
- 6.6 Adequate time must be given for consideration of and to respond to the consultation and conscientious account must be taken of responses when a decision is made.
- 6.7 The Local Authority must have regard to its public sector equality duties under section 14 of the Equality Act 2010 when exercising its functions and making any decisions. The Local Authority must carry out an Equalities Impact Assessment to enable intelligent consideration of the proposals. The Local Authority must have due regard to the information in the Equalities Impact Assessment before making any decision in relation to these proposals.
- 6.8 The Children Act 1989 sets out the provision of services for children and their families. Section 17 places a duty on every local authority to safeguard and promote the welfare of children who are in need within their area.
- 6.9 The Council also has duties under the Childcare Act 2006 which include:
- Section 1 - duty to improve well-being of young children & reduce inequalities between them;
 - Section 3 - to make arrangements so that early childhood services are integrated, accessible and benefit young children and their parents;
 - Section 5A - make arrangements for sufficient Children's Centres, so far as reasonably practicable to meet local need;
 - Section 5D - duty on local authorities to ensure there is consultation before any significant changes are made to Children's Centre provision in their area
 - Section 5E - duty on local authorities, local commissioners of health services and Jobcentre Plus to consider whether the early childhood services they provide should be provided through Children's Centres in the area

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

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

7.1.2 Where changes are proposed to the use of buildings a DDA assessment will be undertaken.

7.1.3 The Local Authority must not discriminate directly or indirectly against any group or individual. The centres and any proposed new provision will continue to cater for the needs of all children and serve its community. An Equalities Impact Assessment for the proposals is attached as Appendix 3.

7.2 SUSTAINABILITY IMPLICATIONS

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

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

If children and young people are able to attend their local specialist provision, this could lead to a reduction in emissions.

7.4 COMMUNITY SAFETY IMPLICATIONS

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

7.5 HUMAN RIGHTS ACT

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

The Human Rights Act incorporates the European Convention on Human Rights which provides that no person shall be denied the right to education.

7.6 TRADE UNION

There are no direct Trade Unions implications arising from this report.

7.7 WARD IMPLICATIONS

Ward Councillors have been formally consulted during this process.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

There are no direct Corporate Parenting implications arising from this report.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

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

7.9.2 Children's Services will undertake a Privacy Impact Assessment to identify any

data protection and information security matters arising from the proposals

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

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

8. NOT FOR PUBLICATION DOCUMENTS

➤ None

9. OPTIONS

Option 1

That Executive approves the proposals as set out in Section 2.14 in relation to the future use of the 38 Children's Centre Buildings in order to achieve the savings to sustain the additional £500k funding provided for the 0-19 years Prevention and Early Help service.

Option 2

That the Executive does not approve the proposal as set out in Section 2.14 in relation to the future use of the 38 Children's Centre Buildings in order to achieve the savings to sustain the additional £500k funding provided for the 0-19 years Prevention and Early Help service.

Option 3

That the Executive makes alternative suggestions for specific Children's Centres.

10. Recommendations

10.1 That the Executive agree to Option 1 regarding the proposals for the future use of all 38 Children's Centres as set out in table 2.14 .

10.2 That the Strategic Director for Children's Services progresses the proposal to develop the TFD Centre, Holmewood, an All Age Integrated Family Hub and that a full options appraisal is brought to a future Executive for consideration.

10.3 That if the Executive approves the recommendations set out above in paragraph 2.14 against each of the individual premises, the Strategic Director Children's Services in consultation with the Portfolio Holder be given delegated authority to execute all necessary contractual and supporting documents needed to effect the proposals.

10.4 That where formal confirmation has not been received from the Department for Education (DfE) before the Executive meeting in relation to potential claw back in

relation to the following premises

Mortimer House, Thornbury,
Victoria Hall Queensbury
Lowfold, Keighley

that a decision on these premises be deferred until a response has been received from the DfE . Where confirmation is subsequently received from the DfE that no claw back will apply to these premises that the Strategic Director Children's Services in consultation with the Portfolio Holder be given delegated authority to determine the proposals in relation to these premises.

11. APPENDICES

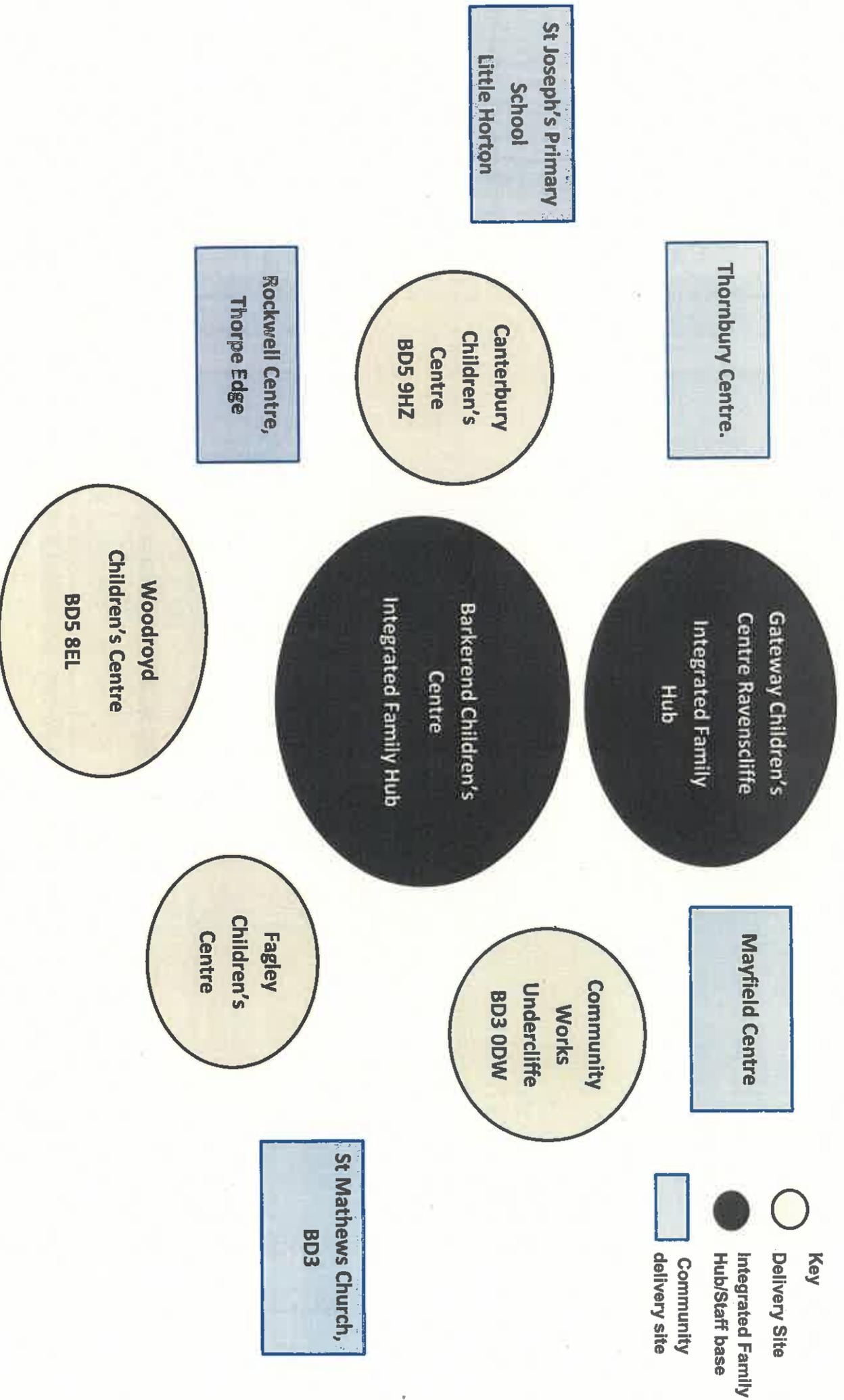
- Appendix 1 Area diagrams showing Integrated Hubs, Delivery sites and community settings.
- Appendix 2 Equality Impact Assessment – Prevention & Early Help Estates Strategy

12. BACKGROUND DOCUMENTS

- Report to Executive 5th February 2019
- Report to Executive 11th June 2019

East Area Hub

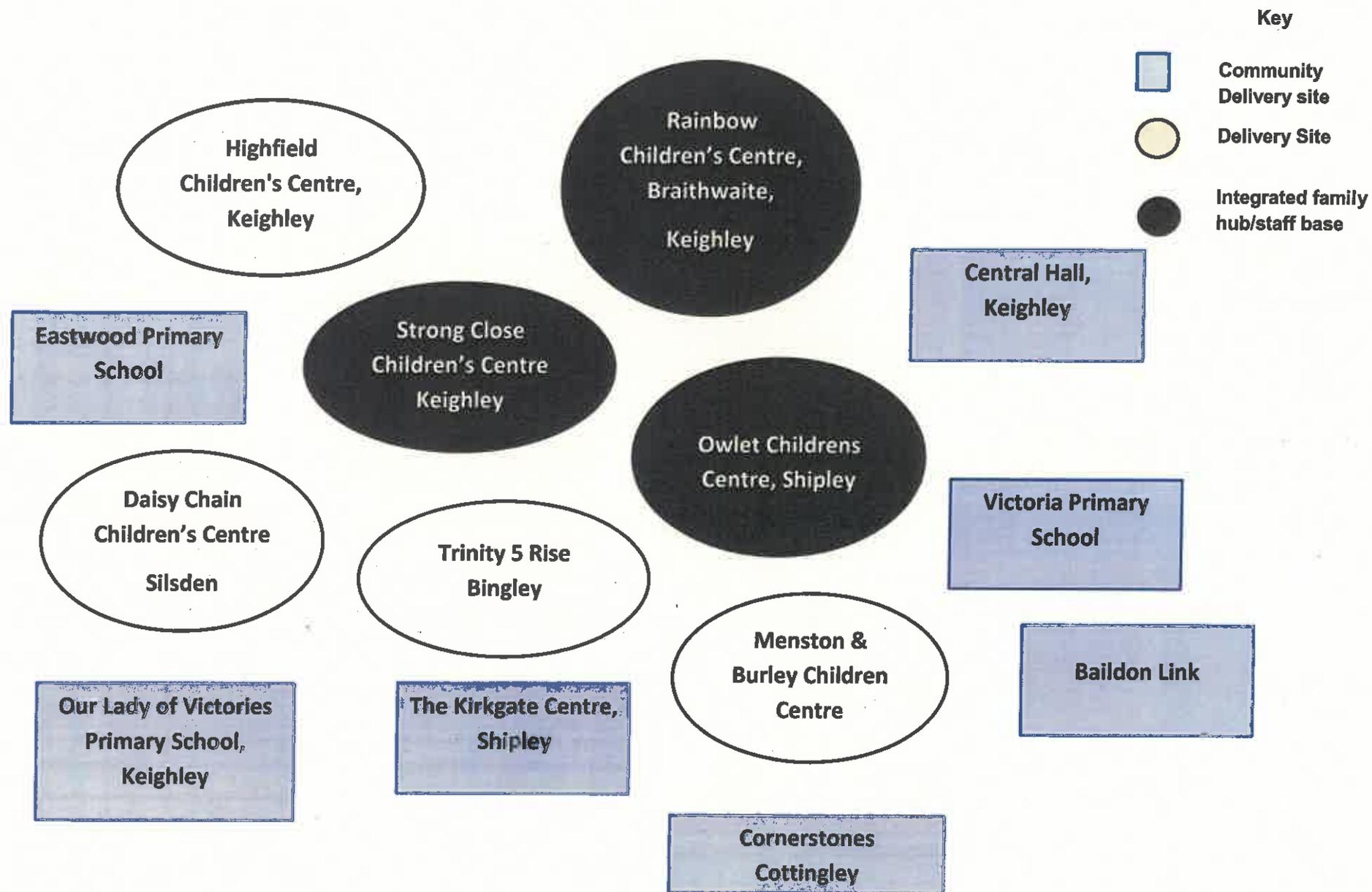
Proposal for Integrated Hubs, Service Delivery Sites and confirmed community delivery sites



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Keighley and Shipley Area Hub

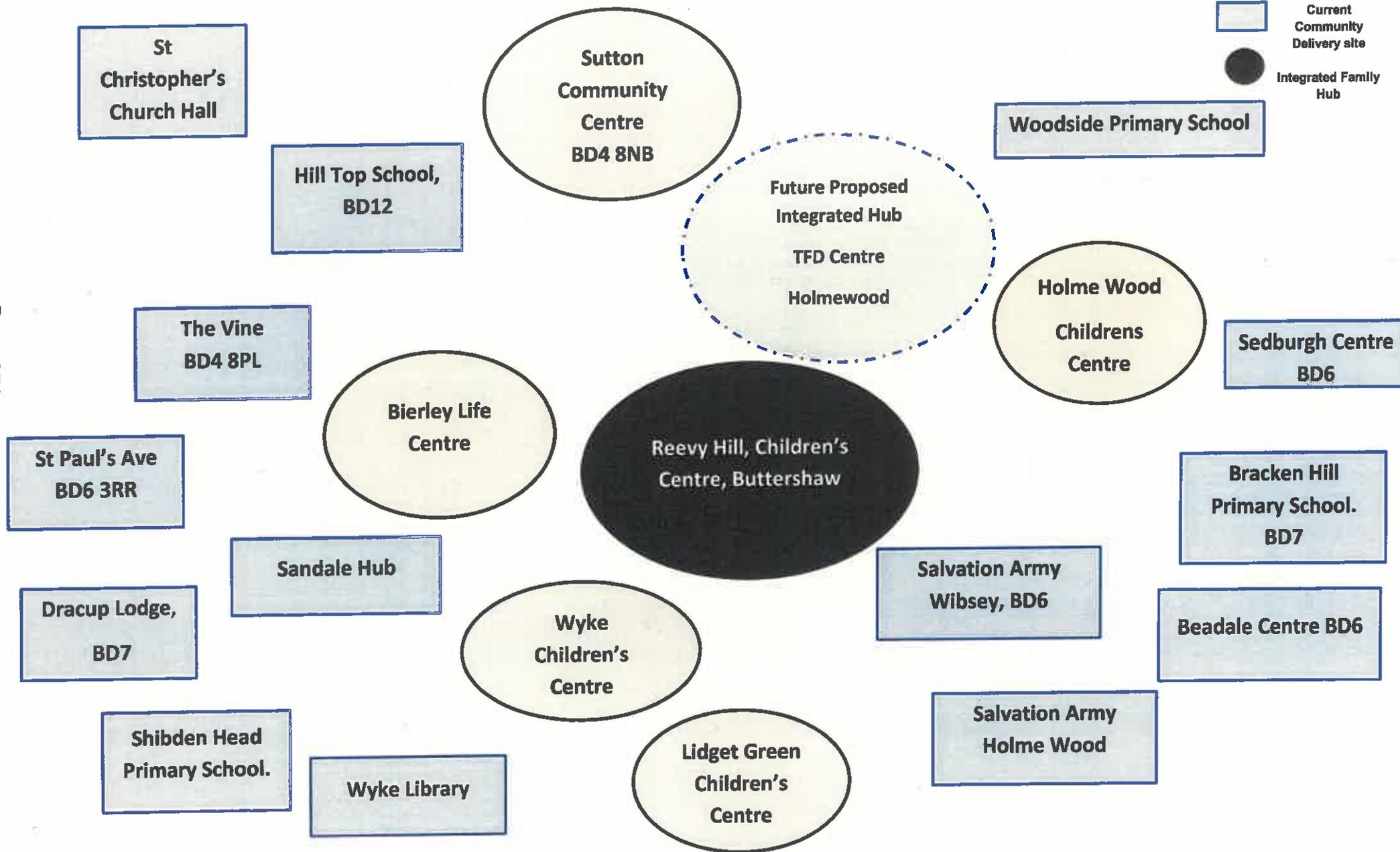
Integrated Family Hub, Delivery Sites and Community Delivery Sites



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South Area Hub

Integrated Family Hub, Delivery Sites and Community Delivery Sites



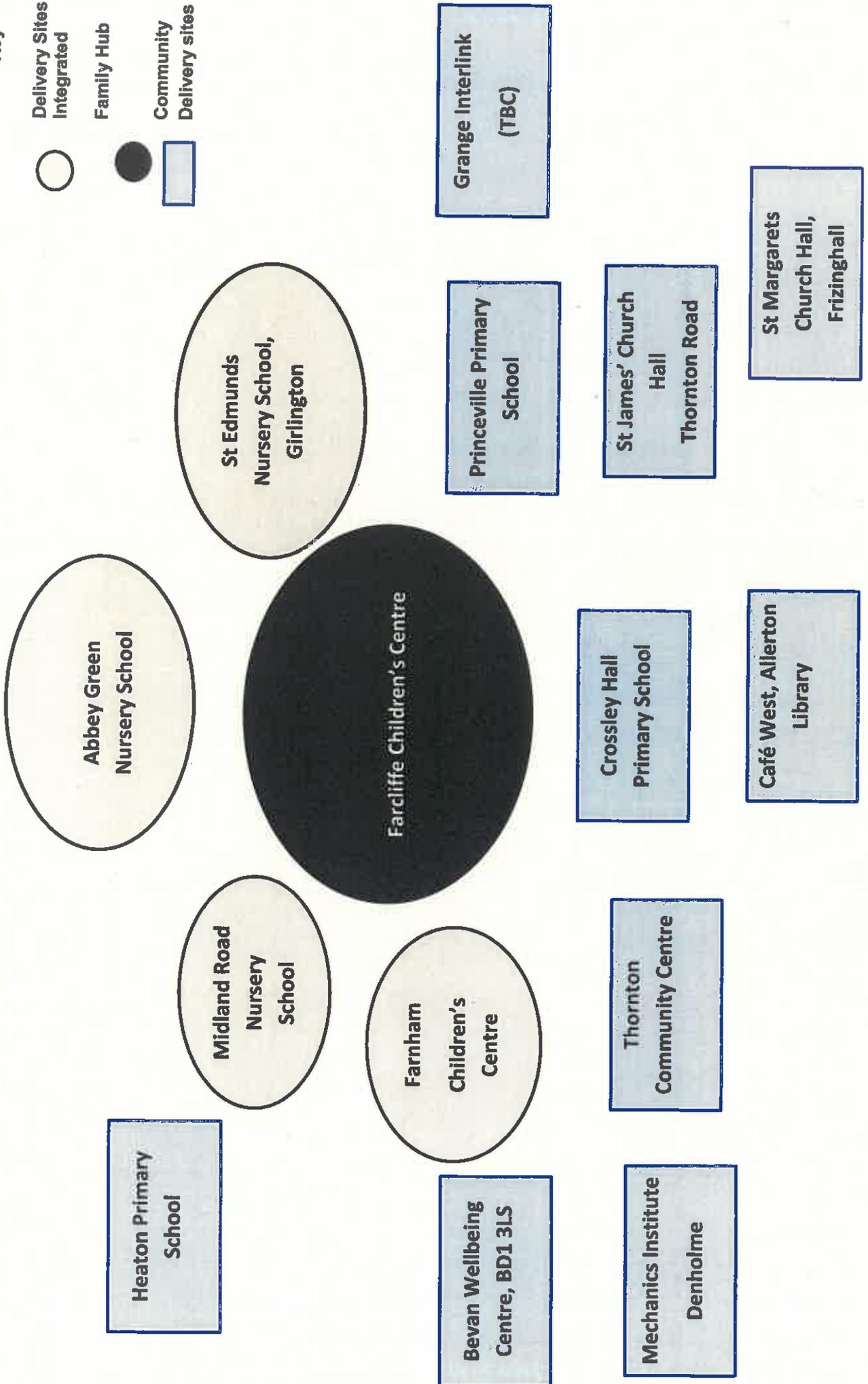
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West Area

Proposal for Integrated Hubs, Service Delivery Sites and confirmed community delivery sites

Key

- Delivery Sites Integrated
- Family Hub
- ▭ Community Delivery sites



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Appendix 2 Equality Impact Assessment Form

Department	Children Services	Version no	0.3
Assessed by	Helen Johnston	Date created	28 November 2018
Approved by	Jenny Cryer	Date approved	12 December 2018
Updated by	Helen Johnston	Date updated	18 June 2019
Final approval		Date signed off	

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

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

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Prevention and Early Help Estates Strategy

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

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

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

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

- Create at least one integrated family hub for staff teams and other service in each of the 4 Hub Areas.
- Base services in communities and building on community assets
- Establish needs led and targeted support in areas of highest need
- Achieve reach through outreach and linking in and through wider community provision and sites.

- Develop an agile approach so that service activities are able to be provided flexibly across a range of sites based on need.

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

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

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

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

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

The proposal for consultation also aimed to:

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

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

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

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

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

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

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

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

The physical accessibility of buildings has not been taken into account when developing these proposals therefore people with disabilities may be disproportionately impacted. However the buildings under consideration have all previously been used as Children’s Centres and as such would have been DDA compliant. It is possible that the proposals may impact people who use the services or those who care for them or support them.

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

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

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

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

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

Marriage and civil partnership	N
Additional Consideration:	
Low income/low wage	M

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

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

Ensuring a range of buildings delivering services are sited in high need areas will ensure those families and individuals on low incomes or wages have access to services. Where buildings will no longer be used alternative sites in the local community have been identified. People on low incomes or wages living outside of those high need areas will continue to have access to services through Early Help Gateway and there will be activities and services available across all areas.

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

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

Through the consultation process some buildings have been identified as appropriate alternative use being for the provision of Special Education Needs and Disabilities (SEND) this will provide additional provision in the local area.

Section 3: Dependencies from other proposals

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

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

- Children, young people, families, parents, carers
- Education settings
- Health colleagues
- Police
- Public and Voluntary sector

- Community Partners
- Businesses
- Council employees
- Elected members

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

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

Section 4: What evidence you have used?

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

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

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

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

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

4.2 Do you need further evidence?

The EIA has been reviewed in view of feedback from the extensive consultation that took place and this has informed further development of these proposals

Section 5: Consultation Feedback

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

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

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

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

The above feedback has informed this proposal.

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

The Council Executive of the 5 February 2019 approved the proposal for full consultation.

Feedback from this consultation is available in Appendix 2 to the Council Executive report 9 July 2019.

Following feedback from Bradford East Area Committee, additional consultation events were offered to allow the public and providers more opportunity to comment on the proposals.

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

Feedback from the Consultation is available at Appendix 2. Feedback has informed changes to the proposals that Council Executive will be asked to approve as follows:

- **Holmewood –TFD Centre** - Proposed to create an all age hub

- **Daisy Chain – Silsden** – Proposed PEH services continued to be delivered from the site
- **Trinity 5 Rise** – Proposed the midwives clinic and PEH services offering sessions for children and families
- **Highfield Children’s Centre** - Deregister as Children Centre, undertake building works to support new usage, agree a room hire arrangement between the ‘Community Centre’ and PEH services.

Feedback also informed changes to proposals that Executive was urgently required to approve on the 11 June 2019 as follows:

- To implement changes proposals to ensure building works were completed in time for the September pupil intake that would result in Increasing SEND places, reducing costs on PEH and enabling services to be provided to meet local need from these sites:
 - Canterbury Children’s Centre based within Canterbury Nursery School
 - Crossley Hall Children’s Centre which is a standalone building based within the grounds of Crossley Hall Primary school
 - Princeville Children’s Centre which is a standalone building based within the grounds of Princeville Primary School

Consultation feedback also identified that local services to children or families could continue to be provided from 24 of the 26 children centres buildings and that PEH could negotiate a room hire arrangement in 14 of the 24 current Childrens’ Centres.

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Report of the Strategic Director of Children's Services to the meeting of Executive to be held on 9 July 2019

O

Subject:

OFSTED MONITORING VISIT – 11TH AND 12TH JUNE 2019

Summary statement:

Following Ofsted's Inspection of Children's Social Care Services from the 17th to 28th September 2018, the second of a series of Monitoring Visits took place on the 11th and 12th June 2019.

The focus of the Monitoring Visit was around Children in Need and Child Protection.

The findings will be published by Ofsted in due course (Ofsted Letter to Follow)

Mark Douglas
Strategic Director of Children's Services

Portfolio:

Children and Families

Report Contact: Mark Douglas
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Overview & Scrutiny Area:

Children's Services

1. SUMMARY

- 1.1 Following Ofsted's Inspection of Children's Social Care Services from the 17th to 28th September 2018, the second of a series of Monitoring Visits took place on the 11th and 12th June 2019.
- 1.2 The focus of the Monitoring Visit was around Children in Need and Child Protection.
- 1.3 The findings will published by Ofsted in due course.

2. BACKGROUND

2.1 Areas Covered in the Visit

Details to published in due course.

2.2 Summary of Findings

Details to published in due course

3. OTHER CONSIDERATIONS

- 3.1 The Interim Strategic Director of Children's Services and members of his leadership team supported by the Children's Improvement Programme Office will continue to work on the improvement journey and implement the actions in the Improvement Plan.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There are no financial issues beyond the additional social work resources that have already been secured to assist in the improvement journey.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The Children's Services Improvement Board continues to monitor progress and will ensure that effective responses are made to all Ofsted's recommendations and DfE required improvements. The Children's Services Improvement Board focuses on outcomes for children and provides the drive and focus to ensure that necessary improvements are achieved and evidenced.

6. LEGAL APPRAISAL

- 6.1 The inspection in September 2018 was undertaken under the new Framework,

Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action planning visit, quarterly monitoring visits and a re-inspection, and also an action plan prepared by the local authority within 70 days of receiving the report.

On 4 December 2018, following the Secretary of State's decision to take a non-statutory approach in Bradford's case, the DFE issued an Improvement notice to the council, requiring the council to take a number of actions to address all areas of improvement identified in the Ofsted report. The notice also provides for DFE reviews of progress against the improvement agenda.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None.

7.2 SUSTAINABILITY IMPLICATIONS

Not applicable.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable.

7.4 COMMUNITY SAFETY IMPLICATIONS

Not applicable.

7.5 HUMAN RIGHTS ACT

Not applicable.

7.6 TRADE UNION

Following earlier consultation with the trade unions around social work grade uplift, amendments have now been agreed and uplifts implemented. Case loads continue to be monitored by management.

7.7 WARD IMPLICATIONS

The Improvement Notice and Improvement Plan affect all Wards, due to the Inadequate Judgement.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

In addition to the above improvements around the front door, further areas of

improvement are also necessary, including services to children in care, subject to permanency plans, our fostering and residential services and children leaving care all of which sits under Corporate Parenting responsibilities.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None; both the Notice to Improve and Ofsted report have been published on their respective websites and are therefore in the public domain.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 Not applicable.

9. OPTIONS

9.1 Not applicable.

10. RECOMMENDATIONS

10.1 The Committee is asked to note the contents of this report.

11. APPENDICES

11.1 Appendix 1 – Ofsted Report of Monitoring Visit – 11th and 12th June 2019.
(TO FOLLOW)

12. BACKGROUND DOCUMENTS

12.1 None.

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4 July 2019

Gladys Rhodes-White
Interim Strategic Director
Department of Children's Services
City of Bradford Metropolitan District Council,
Margaret McMillan Tower,
Bradford
BD1 1NN

Dear Gladys

Monitoring visit of Bradford local authority children's services

This letter summarises the findings of the monitoring visit to Bradford local authority children's services on 11 June 2019. The visit was the second monitoring visit since the local authority was judged inadequate in September 2018. This visit was carried out by Her Majesty's Inspectors, Neil Penswick and Andy Waugh.

The pace of improvement is slow for the children in need of the help and protection services evaluated on this visit. Although there are examples of good social work, the vast majority of the work is not timely or effective in addressing children's needs. The workloads and high turnover of staff in many teams, and weaknesses in management oversight, inhibit the quality of social work practice. Limited improvements in quality assurance, and delays in recruitment to permanent positions, have hindered progress.

Areas covered by the visit

Inspectors reviewed the immediate response to children in need of help and protection and the quality and timeliness of assessments and plans. They also looked at management decision-making, oversight and supervision.

A range of evidence was considered during the visit, including electronic case records, performance management data, audits and quality assurance reports. In addition, inspectors spoke to a range of staff, including managers and social workers.

Overview

The interim strategic director (DCS) has brought much-needed skills and experience to Bradford to assist the local authority in improving services since the last inspection. Inspectors saw some positive improvements in assessment quality and in

the immediate response to child protection concerns, but also several areas in which insufficient progress has been made. Senior managers are fully aware of the practice deficits. While they have taken some positive actions, the pace of improvement in key areas is not swift enough. This is resulting in delays in children in need and children in need of protection having their needs identified and addressed.

There is some effective social work practice being undertaken by committed and skilled social workers. However, the local authority's own audits judge most of the case work to be inadequate. There are weaknesses in management grip of social work practice at all levels. Quality assurance is not focused on improving learning across the workforce. The lack of urgency to recruit to permanent social work posts is resulting in inconsistent services to children and their families. Social work caseloads vary from small numbers to over 50 children. Where caseloads are high, this inhibits social workers' capacity to develop trusting relationships with children and their families and to deliver good-quality social work for all children.

There has been a decline in some aspects of the front door services. Too many children are being inappropriately referred to social care by other agencies. This is seriously impacting on the capability of the front door team to respond to contacts and referrals in a timely way. Inspectors found examples where parental consent has also been dispensed with inappropriately and the reasoning is poorly recorded. In some cases, this is resulting in children and their families being subject to disproportionate social work processes.

Findings and evaluation of progress

At the inspection in September 2018, there were serious deficits in the quality of social work practice in the areas evaluated on this visit. This was due to insufficient numbers of social workers and inconsistent and weak management. Politicians have committed to significant additional finance to facilitate improvement. An experienced and skilled DCS has been in post for the past seven months. The new permanent DCS is due to start on 1 July 2019. The deputy director, children's social care post is held on an interim basis by a senior manager seconded from another local authority while permanent recruitment is underway.

Senior leaders have focused tenaciously on employing additional agency and temporary staff and this has increased workforce capacity. However, there have been issues about the quality of the work of some of those staff and too many have been leaving at short notice, impacting negatively on children's lives. There have been delays in recruitment to permanent social work and management posts due to overly bureaucratic processes within the wider council, although recruitment to these posts is now proceeding.

The self-assessment accurately reports that while some managers are contributing well to improving the lives of some children, this is not consistent across all social work teams. Supervision is not held regularly for all social workers, with some experiencing lengthy periods between these meetings. Managers are generally available for consultation, but this is not well recorded. In the poorer managed

cases, supervision is not driving the progress of children's plans or remedying weaknesses in the quality of social work practice.

Social work caseloads vary significantly across the assessment teams and within each team. Some social workers have over 50 cases. Those workers with the higher number of cases reported to inspectors that they experience serious challenges in delivering a consistently good service to children and their families. Senior managers monitor the size of social work caseloads and have taken action to reduce these. However, inspectors could not yet see the impact of these changes.

The local authority considers the vast majority of the areas of social work support being scrutinised on this visit remains inadequate. This reflects what inspectors saw in the cases they reviewed during this visit. There continues to be a legacy of poor practice, which has not been addressed. This, together with current drift and delay in casework, means that not all children have their needs identified and responded to soon enough.

A programme of auditing has been introduced since the last inspection. While this is evidence of progress, it is not leading to consistently improving practice. There are inconsistencies in the auditors' understanding of what good practice looks like, and in their ability to identify weaker practice and follow up on remedial actions. Audits are solely based on reviews of the electronic records and are not undertaken with the allocated social worker. This does not provide an accurate understanding of children's progress or experiences, or an understanding of the quality of the casework to facilitate individual learning for the worker and manager. This was an issue raised on the last Ofsted monitoring visit in March 2019. Follow-up actions do not always cover all the identified weaknesses, and there are no timescales or further reviews to ensure that the identified issues are being addressed. The DCS reported that children's services will be introducing a new approach to audits, conducted with workers, this month. Also, another local authority is currently in the process of reviewing the service-wide quality assurance arrangements to identify further improvements.

A small number of the assessments seen by inspectors were of a high quality. They evidence positive work with children to gain their views. However, most assessments were poor, with common weaknesses, including the failure to address the needs of all the children in a family, and not always recognising risk. Many assessments are not completed quickly enough to meet the needs of the children. Subsequent plans are often weak in identifying actions to improve the lives of the children and are not specific about what needs to happen, by whom and by when. There remains too much focus on the behaviours of parents and carers rather than the lived experience of children. Inspectors also saw in some cases that social workers were intrusively carrying out unnecessary assessments on children and involving families with social care, due to poor quality evaluation of information at the front door.

The quality of the response to concerns raised by other agencies at the front door has declined since Ofsted's last visit in March 2019. Part of this is due to the increase in the number of referrals from other agencies which do not need children's services

involvement. This is significantly impacting on the capacity of the front door team to respond to children in need in a timely manner. A new multi-agency Continuum of Need document is being developed to address this lack of understanding across the partnership. Inappropriate referrals are being discussed with the agencies in a new strategic group led by the DCS, although it is too early for this to demonstrate impact.

At the front door, there are too many occasions when social work managers are dispensing with the consent of parents without there being over-riding child protection concerns. The reason for these decisions was also not being recorded by managers. This was identified as needing to improve at the inspection in September 2018. Agencies were also being asked to investigate safeguarding concerns themselves rather than them being actioned by children's services. This resulted in delays in ensuring that the children were protected. The DCS responded robustly when these issues were raised by inspectors, and immediately took action to review practice. The DCS also requested a further review of recent contacts to ensure that these issues were not widespread.

In the main, urgent child protection concerns are recognised promptly and appropriate actions are then taken. Strategy meetings are well attended by social workers and West Yorkshire Police, although less well by other key agencies. However, the recordings of the meetings lack the necessary detail to inform decision-making, and future identified actions are not always specific with a timescale identified for work to be completed. There has been a significant increase in the number of children subject to joint child protection investigations with the police, child protection conferences and child protection plans. This shows that there has been an improvement in the recognition of high levels of risk by children's services since the last Ofsted inspection.

The vast majority of social workers who met with inspectors were very positive about working for Bradford. They spoke highly about support from their team colleagues and their access to a good range of training. They also reported being kept informed and involved in service developments by the DCS, including regular large-scale meetings with staff, emailed staff briefings and personal recognition of good practice. They fully understood current weaknesses in the service and were committed to the goal of improving practice for the children of Bradford.

I am copying this letter to the Department for Education.

Yours sincerely

Neil Penswick
Her Majesty's Inspector



Report of the Interim Strategic Director of Children's Services to the meeting of Council Executive to be held on 9th July 2019

P

Subject:

The creation of new and additional specialist places for Children and Young People with Special Educational Needs and Disabilities (SEND) across the District

Summary statement:

This report seeks approval from the Council Executive to increase the number of specialist places for Children and Young People in Local Authority maintained schools across the Bradford district.

The proposals outlined in this report will deliver:

- 34 new Resourced Provision places in two LA maintained primary schools
- 40 additional maintained special school places

Please note:

In addition to the proposals to increase specialist places at the above maintained schools, 215 additional specialist places are also proposed across the academy sector, requiring approval from the Regional Schools Commissioner.

These proposals including the academies proposals will deliver in total 289 additional specialist places out of the additional 354 commissioned SEND places outlined at School Forum in January 2019. Further developments with a number of LA maintained schools and academies are on-going and will be consulted on at a later date to deliver the remaining 65 places.

1. SUMMARY

Gladys Rhodes White
Interim Strategic Director Children's Services

Portfolio:

Cllr Imran Khan

Report Contact: Emma Hamer
Intelligence & Sufficiency Strategic Manager
Phone: (01274) 439535
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Overview & Scrutiny Area:

This report asks the Council Executive to approve the following proposals:

40 additional proposed maintained special school places at:

- Oastlers Special School - taking the current number of places from 94 to 134.

34 new Resourced Provision (RP) for primary aged children with Communication and Interaction needs including Autistic Spectrum Disorders (ASD) at:

- Princeville Primary School – 22 places proposed by September 2019
- Miriam Lord Primary School – 12 places proposed by September 2019

Please note: 215 additional specialist places are proposed across the academy sector, 60 of these places are subject to approval from the Regional Schools Commissioner and Headteacher Board.

For information purposes the academies proposals are detailed below:

- Hollingwood Primary – 16 Resourced Provision (RP) places for primary aged children with Social Emotional and Mental Health needs (SEMH).
- Horton Park Primary – 12 Designated Specialist Provision (DSP) places for Key Stage 1 children with complex SEND.
- Appleton Academy – 20 Resourced Provision (RP) places for secondary aged children and young people with Communication and Interaction needs including Autistic Spectrum Disorders (ASD).
- Crossley Hall Primary – 12 additional Designated Specialist Provision (DSP) places for primary aged children with Communication and Interaction needs including Autistic Spectrum Disorders (ASD).

In addition to the above proposals the DfE/RSC has already approved a number of academy schemes which has enabled the LA to commission:

- Up to an additional 23 places at The Coop Academy Delius from September 2019.
- 100 additional places at Coop Academy Southfield from September 2019
- 12 additional places at Ilkley Grammar School DSP from September 2019
- 12 additional places at Parkwood Primary School DSP from September 2019
- 8 additional places at Worth Valley DSP from September 2019

These proposals including the academies proposals will deliver in total 289 additional specialist places out of the agreed 354 commissioned SEND places outlined to School Forum in January 2019.

This leaves a remaining 65 places to be developed. Further developments with a number of LA maintained schools and academies are on-going and will be consulted on at a later date to deliver the remaining places.

2. BACKGROUND

2.1 The Bradford District has experienced a significant increase in demand for Special Educational Needs and Disabilities (SEND) provision in the last 10 years.

2.2. In 2018 the Council Executive approved a number of proposals to increase and create additional specialist provision across the district. The Regional Schools Commissioner also approved via the Headteacher Board a number of proposals relating to academy schools across Bradford. This led to a total increase of 360 additional specialist places, across the LA maintained and Academy sector.

2.3. It is projected that the demand for SEND provision will continue to grow across all sectors in the Bradford District. It was outlined to the Schools Forum in January 2019 the LA needs to commission an additional 354 places. This was presented as part of the draft outline plan.

- There is an urgent need for more specialist places in Bradford due to the increase in population
- All children are to be valued equally, regardless of their ability, behaviour, family circumstances, ethnic origin, gender and sexual orientation
- All children are to be provided with the best learning opportunities, environment and experience which maximises their learning
- All children are entitled to a broad, balanced and relevant curriculum which is differentiated to meet individual needs
- Children's diverse special educational needs and disabilities require a range of flexible and varied provision

The proposals detailed in this report will expand and develop further, the specialist provisions to enhance the network of Special Schools, EYESPs, DSPs and proposed RPs which forms part of:

- A coherent geographical spread of provision across the District, minimising travel times
- A dynamic network for sharing best practice and experience
- Flexible and responsive provision to best meet the needs of Children and Young People with SEND

Children and Young People with a range of Special Educational Needs and Disabilities will continue to be well served in Bradford. The council is looking at the best way to offer a full range of provision locally for all children. We believe that a flexible district wide model will be able to respond effectively to local changes in demand.

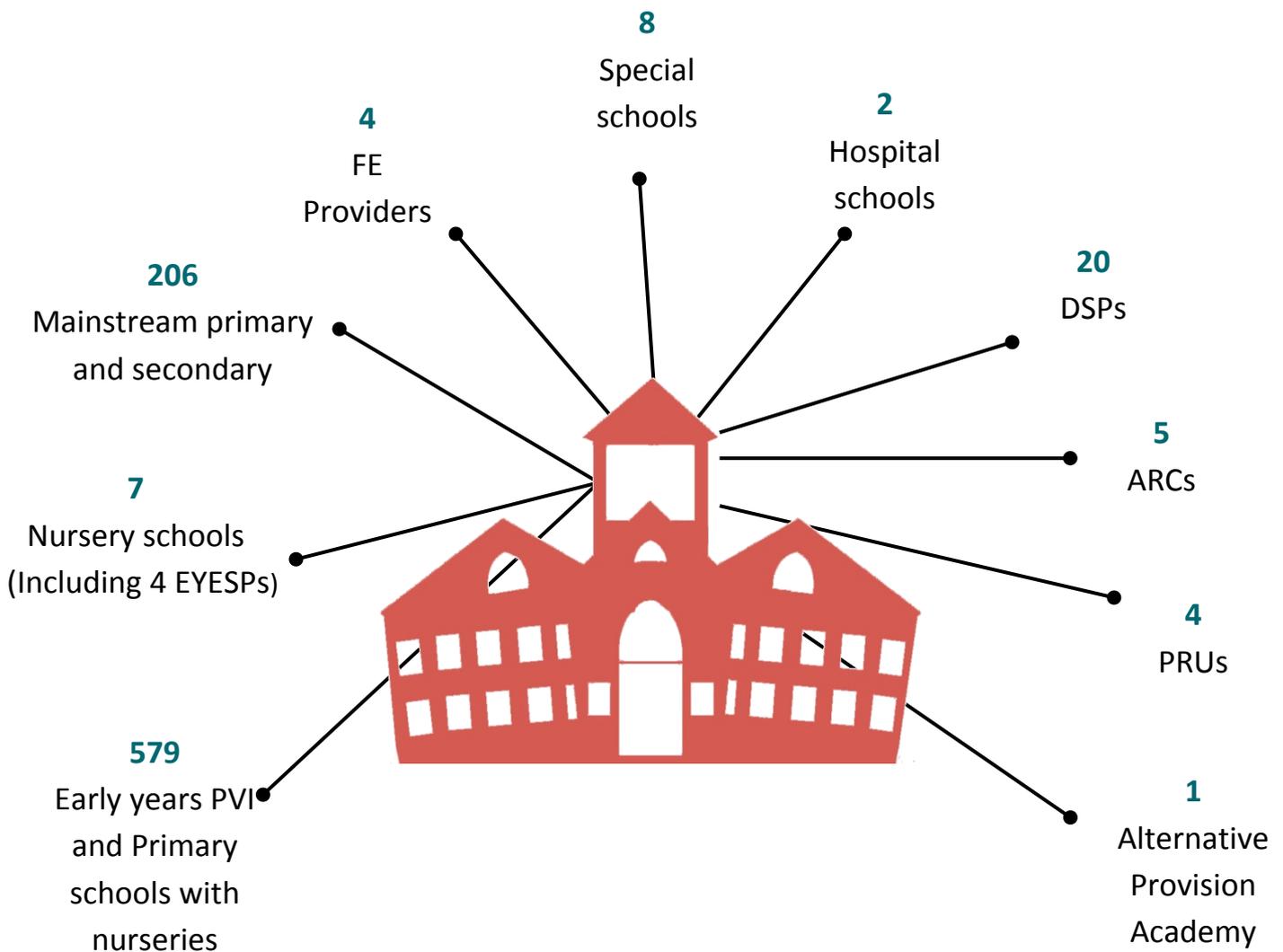
The proposed changes will ensure the continued delivery of high quality and cost effective provision for the children and Young People of Bradford. The Council intend to have a District wide structure of EYESPs, DSPs, RPs and Special Schools that will:

- Provide local specialist provision, reducing the need for pupils to travel long distances across the District
- Provide an equitable distribution of local specialist provision for children and young people with special educational needs and disabilities
- Provide increased access to the curriculum; due to the staffing experience and capacity of the new RPs and increased capacity of DSPs and Special schools. It will be possible to individually differentiate and support the work and potential of each individual pupil

- Provide an increased level of available support to all pupils and will give the greatest opportunity to increase inclusion for Special school, EYESP, DSP and RP pupils who are otherwise very vulnerable
- Provide an improved support network, especially related to training that will support and develop the proposals
- Provide a progression pathway from Primary phase to Secondary phase.

Central to these proposals is the continuity of provision between early years, primary and secondary phases of education.

Bradford Current Provision chart



3 OTHER CONSIDERATIONS

The proposed establishment of a provision that is recognised by the Local Authority as reserved for children with SEND at a maintained school requires the Local Authority to publish formal Statutory Notices.

Although there is no longer a statutory pre-publication consultation period there is a strong expectation that interested parties who are likely to be affected by the Council's proposals will be consulted in developing their proposals prior to publication of statutory notices in accordance with the DfE statutory guidance.

The responses to that consultation must be considered before deciding whether to publish statutory notices necessary to proceed to implement the proposals.

5 public consultation meetings were held at the following times and venues:

- Monday 25th March: 13:30 – 15:00 Margaret McMillan Tower
- Monday 9th April: 17:30 – 19:00 Margaret McMillan Tower
- Monday 9th April: 10:00 – 11:30 Keighley
- Tuesday 11th June 13.45 - 14.45 City Hall
- Thursday 14th June 10.00 – 11.00 Keighley

The pre-publication consultation period was used to gather and share information from interested parties on the sufficiency of SEND provision across the district.

Pre-publication

There was limited attendance at the meetings however this allowed for a more in-depth discussion to take place with parents and interested parties.

In total 125 responses were registered to the on-line pre- publication consultation, with an additional 4, at the public meetings.

During the Statutory Representation Period following the publication of Statutory Notices a further 88 responses were received. 11 people attended the public meetings. Many people who responded had dual roles within the community and school; however their main role was used for analysis purposes. The main group of respondents were parents.

A full analysis of the pre-publication consultation responses and consultees can be viewed in Appendix 1.

A full analysis of the Statutory Notice representation responses and consultees can be viewed in Appendix 2.

In addition, when proposing changes to existing SEND provision the Council and Academies have to meet the SEN Improvement Test and be able to demonstrate that the proposed arrangements are likely to lead to improvement in the standard, quality and/or range of educational provision for children with special educational needs and disabilities. **The SEN Improvement Test is set out in Appendix 3.**

In relation to the academy school proposal, the academy trusts are required to submit a full business case to the Department for Education (DfE) outlining the proposed changes. The academy trusts will be required to confirm as part of their business case that a fair and open local consultation has taken place. In these particular cases outlined in this report, the Local Authority is agreeable to the expansions and would argue that without the proposed changes there would be a detrimental impact on local SEND provision due to the insufficiency of specialist places to meet need.

The Local Authority will continue to work closely with the academy sector and is supporting the academy schools with their consultations alongside the consultation process for maintained schools and the development of their Significant Change Business Cases. The final decision on the academies' proposals rests with the DfE and the Regional Schools Commissioner.

This report was not included on the published forward plan as an issue for consideration however Statutory Notices were published 23rd May 2019 and in accordance with the Regulations the Local Authority as decision maker must make a decision on the proposals within two months of the end of the Representation Period i.e. before 20 August 2019 otherwise the proposals must be referred to the Schools Adjudicator for a decision. The decision cannot wait until September for the next Executive meeting and any delay which may result from referring the decision to the Schools Adjudicator is prejudicial to the interests of the Council's ability to undertake the necessary building work required to create the additional SEND places in time for the September 2019 pupil intake. As it is impractical to defer the decision until it has been included in the published Forward Plan the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council's Constitution.

3. FINANCIAL & RESOURCE APPRAISAL

Out of Authority placements – The number of children and young people being placed outside of Bradford is increasing as we do not currently have sufficient provision to meet need. Investment in district placements will ultimately save funding expensive out of district placements.

Capital Costs

The local authority has identified £2.6 million pounds from the Basic Needs Allocation to pay for the additional accommodation/modifications that are required to deliver the outlined proposals within this report. The local authority will also use the latest SEND Capital allocation from central government of £306k.

Revenue Costs

All of the proposed additional special school places and designated specialist provision places will be funded in accordance with the local determined funding formula for special educational needs pupils. Core funding will be delegated to the schools for an agreed number of places. Additional funding will be paid in accordance with individual pupil needs. The revenue funding for all of the additional places is included in the High Needs Block (HNB) allocation determined by the Schools Forum.

The proposed new resourced provision places will be funded in accordance with the local determined funding formula for special educational needs pupils. Element 1 of the place funding will be delegated to the schools for an agreed number of places. Element 2 & element 3 (additional funding will be paid in accordance with individual pupil needs – 7 range funding model) will be retained by the central service to pay for the staffing/resources in the proposed provisions. The Local Authority will maintain a service level agreement with each of the schools who host the proposed new resourced provisions.

The revenue funding for all of the additional places is included in the High Needs Block (HNB) allocation determined by the Schools Forum.

Further work is being undertaken to identify the individual pupils who will attend the expanding provisions. The schools and council central service team are developing

an appropriate staffing structure to support the pupils who will attend the expanded/new provisions.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Statutory Responsibilities – The local authority has a statutory responsibility to keep under review the specialist provision it makes for children and young people with special educational needs and disabilities (SEND). It has been identified that there is an urgent need for additional specialist places across all sectors within the District.

Individual risks associated with the development/expansion programmes are managed as part of the overall project to deliver the sufficiency of specialist places across the District.

School sites which are PFI requiring any proposed additional accommodation or proposed changes to the site /building will require a Change Notice form the PFI Company which may have an impact on the timeline.

The Local Authority has identified £2.6 million pounds from the Basic Needs Allocation to fund the proposed additional accommodation that is required for all of the above proposals and further proposals being explored. Further funds may need to be identified as the numbers of children and young people with SEND increase.

The academies proposals are subject to RSC/DfE approval.

There is also a reporting mechanism to the Council Change Programme Board, the SEND Strategic Partnership Board and the Schools Forum on the various strands of the project including time scales, Capital and Revenue funding constraints, Issues and Risks.

6. LEGAL APPRAISAL

Where a local authority proposes to increase places or make changes to maintained special schools, all interested parties who are likely to be affected by the proposals should be consulted in the development of the proposals.

There is no longer a requirement for a statutory pre-publication consultation period but there is a strong expectation that interested parties who are likely to be affected by the Council's proposals will be consulted prior to publication of statutory notices. This is set out in DfE statutory guidance - Making significant changes (prescribed alterations) to maintained schools.

It is important that the proposals are the subject of broad consultation with all interested parties to ensure that their views are considered and that they are fully informed and involved before a final recommendation is made in this case to publish statutory notices.

Where a local authority proposes to increase the number of pupils at a special school maintained by them by 10% or 20 pupils whichever is the lesser or to establish provision that is recognised by the local authority as reserved for children with SEN at a maintained school it must follow a statutory process which includes publishing formal statutory notices.

This statutory consultation period is called the Representation Period and lasts for 4 weeks from the date of publication of the statutory notice in a local newspaper. Notices were published in the Telegraph and Argus on 23 May the Representation period ended on 20 June 2019.

Any objections or comments received as a result of the consultation during the Representation Period must be considered by the Local Authority before deciding whether to implement the proposals.

The responses to the pre-publication consultation are also set out in this Report; the Local Authority considered the representation results fully and in conjunction with an Equality Impact Assessment and SEN Improvement Test before deciding to publish statutory notices in the local newspapers.

In the case of academies, the academy trusts will be required to submit a full business case to the Department for Education (DfE) outlining their proposed changes. The academy trusts will be required to confirm as part of their business case that a fair and open local consultation has taken place. The Local Authority should make representations to the academy trusts in relation to their proposals and where related to the Authority's proposal confirm its approval. The final decision on the academies' proposals rests with the DfE and the Regional Schools Commissioner.

The Local Authority must also have regard to its public sector equality duties under section 149 of the Equality Act 2010 when exercising its functions and making any decisions. The Local Authority must carry out an Equalities Impact Assessment to enable intelligent consideration of the proposals. The Local Authority must have due regard to the information in the Equalities Impact Assessment when considering any decision to approve these proposals.

The SEND Code of Practice January 2015 provides that when considering any reorganisation of special educational needs provision that the Local Authority must also make it clear how it is satisfied that the proposed alternative arrangements are likely to lead to improvements in the standard, quality and/or range of educational provision for SEN. This is the SEN Improvement Test.

The School Organisation (Prescribed Alteration to Maintained Schools) (England) Regulations 2013 requires that the Local Authority is the decision maker for proposals related to maintained schools and must take the decision within two months of the end of the Representation Period i.e. before 20 August 2019 otherwise the proposals must be referred to the School Adjudicator.

7. OTHER IMPLICATIONS

Evidence of Need

All the available data shows that there will be an on-going need to provide specialist provision for early years, primary and secondary phase children and young people with a range of special educational needs and disabilities throughout the Bradford District.

In monitoring these trends, data and information it has confirmed that further specialist provision is required to meet the needs of its current and future population.

All Local Authorities have a statutory duty to keep under review the provision they make for pupils with special educational needs and disabilities (SEND). This must be based on the regular review of current and future trends (pupil profiles).

The Bradford Joint Strategic Needs Assessment (JSNA) is updated on an annual basis. This identifies considerable higher prevalence of some child disability and/or complex needs in Bradford compared to the national average.

The Bradford District has experienced a significant increase in demand for SEND provision in the last 10 years. It is projected that the demand for SEND provision will continue to grow and additional specialist places for primary and secondary aged children and young people in the Bradford District will be required.

The Bradford District Education Organisation Plan takes into account different factors when predicting school demand including fertility and birth rates, housing growth and inward/outward migration. Analysis of the Index of Deprivation and population estimates from the Office for National Statistics are also taken into account.

In January 2005 the population in the Districts Schools and Nurseries was 79,589. In January 2015 the population was 90,292 and the current population in January 2019 had risen to 100,778.

There have been a number of influencing factors in relation to the demand for special school places in the Bradford District:

- Improvements in medical interventions which has significantly increased life expectancy for those children with life limiting conditions.
- The overall increase in the pupil population since 2005, particularly within the south Asian community and economically deprived areas.
- A significant increase in the number of referrals received for statutory assessment.
- Requests for statutory assessment have increased from 265 in 2015/16 to 842 in 2018/19. Approximately 20% of these requests resulted in a change of provision.
- An increase in the number of in-year admissions to special schools and the number of children and young people requiring a change in provision to special school. For place projection purposes it is anticipated that this number will continue at similar levels for the next three years.
- The capacity of our schools to meet the needs of children and young people with special educational needs and disabilities.

Another influence could be parental preference for specialist provision but these changes could also be linked to the capacity of our schools to meet a range of learning needs balancing the needs of all children and the pressure to improve standards alongside the level of resources that are delegated directly to schools.

The identification of autism spectrum conditions continues to increase. More clinics have been established to enable the diagnosis of ASD earlier. Support documents

from the Joint Assessment Clinic show there is likely to be an increase in demand for autism provision. Health professionals inform the Local Authority of young children with additional needs. An analysis of these notifications shows that children and young people identified with speech language and communication needs are the largest cohort of notifications received. A significant number of these are likely to receive a diagnosis of autism.

The distribution of special educational needs and disabilities is widespread across the District.

The projected population increases are applied to the current known special educational needs and disabilities population. In addition, other local data such as the Joint Strategic Needs Assessment (JSNA) is considered such as the prevalence of complex health and disability in the local district. The early identification of young children and the outcome of statutory assessments have identified an increase in numbers for some areas of need.

This provides an indication of the future demand for place; it also shows that additional specialist places will be required to support children and young people with special educational needs and disabilities as we move forward.

7.1 EQUALITY & DIVERSITY

The Local Authority must not discriminate directly or indirectly against any group or individual. The schools and any proposed new provision will continue to cater for the needs of all children and serve its community. **An Equalities Impact Assessment has been carried out and can be seen in Appendix 4.**

7.2 SUSTAINABILITY IMPLICATIONS

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

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The proposals will not impact on gas emissions. If children are able to attend their local provision this could lead to a reduction in emissions.

7.4 COMMUNITY SAFETY IMPLICATIONS

These arrangements will allow the children and young people to build their skills in a specialist environment and access their own community in the safest and most independent fashion.

7.5 HUMAN RIGHTS ACT

The Human Rights Act incorporates the European Convention on Human Rights which provides that no person shall be denied the right to education.

7.6 TRADE UNION

As part of the consultation process the Trade Unions will be consulted formally about these proposals in accordance with the Council's IR Framework.

7.7 WARD IMPLICATIONS

Ward Councillors have been consulted with about the proposed changes to the schools/provision in their wards.

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

➤ N/A

7.9 IMPLICATIONS FOR CORPORATE PARENTING

No direct impact on corporate parenting, however the proposals to increase specialist provision across the District will provide a wider choice within their local communities, reducing need for out of District placements.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

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

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

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

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

8. NOT FOR PUBLICATION DOCUMENTS

➤ None

9. OPTIONS

Considering the outcomes of both rounds of consultation (initial consultation 14th March - 11th April 2019) and the Statutory Notice period representations 23rd May - 20th June 2019 the Executive has the following options:

9.1.1 Oastlers School:

- a) Approve the proposal to increase the number of places for pupils at Oastlers School to be delivered on a split site, by increasing the pupil numbers from 94 to 134 with effect from September 2019 (subject to the proposed capital building programme)
- b) Reject the proposal to increase the number of places for pupils at Oastlers Special School
- c) Approve the published proposals with modifications

9.2.1 Princeville Primary School:

- a) Approve the proposal to establish a Resourced Provision at Princeville Primary School with up to 22 places for primary aged children with communication and interaction needs including autistic spectrum disorders (ASD) with effect from 1 September 2019 onwards
- b) Reject the proposal to increase the number of Resourced Provision places for pupils at Princeville Primary School
- c) Approve the published proposals with modifications

9.3.1 Miriam Lord Primary School:

- a) Approve the proposal to establish a Resourced Provision at Miriam Lord Primary School with up to 12 places for primary aged children with communication and interaction needs including autistic spectrum disorders (ASD) with effect from 1 September 2019 onwards
- b) Reject the proposal to increase the number of Resourced Provision places for pupils at Miriam Lord Primary School
- c) Approve the published proposals with modifications

10. RECOMMENDATIONS

It is recommended that the Executive:

- (a) approve the proposal for increasing pupil numbers at Oastlers Special School
 - i. increase the pupil numbers from 94 to 134
- (b) approves the separate proposals for the development of a coherent scheme of Resourced Provisions (RPs) in maintained primary mainstream schools:
 - i. establish a new 22 place RP at Princeville Primary School
 - ii. establish a new 12 place RP at Miriam Lord Primary School

Any identified Academies will undertake their own consultation, in line with the Local Authority's, with stakeholders including the local authority to inform the development and submission of a business case to the DfE for approval.

That in accordance with paragraph 8.7.4 of Part 3E of the constitution, resolutions 10.1, 10.2 and 10.3 above are not subject to call-in as the matter is urgent; as any delay which may result from calling-in the decision may be prejudicial to the interests of the Council's ability to undertake the necessary building work required to create

the additional SEND places in time for the September 2019 pupil intake.

11. APPENDICES

1. Analysis of Consultation Responses (pre-publication phase)
2. Analysis of Statutory Notice representations
3. SEN Improvement Test
4. Equality Impact Assessment

12. BACKGROUND DOCUMENTS

- Report to Council Executive, Prevention and Early Help Estates Strategy (Interim extraordinary report including SEND proposals)
- Decisions of the Executive on Tuesday, 11th June 2019
- Report to the Interim Strategic Director of Children's Services, seeking approval to publish statutory notices May 2019
- Briefing note to seek approval to commence Pre-publication consultation phase – March 2019
- SEND Sufficiency Executive Report 3rd April 2018
- School Forum Report January 2019

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Appendix 1: Analysis of Consultation Responses (pre-publication phase)

The consultation was sent out across the district and the following people were consulted:

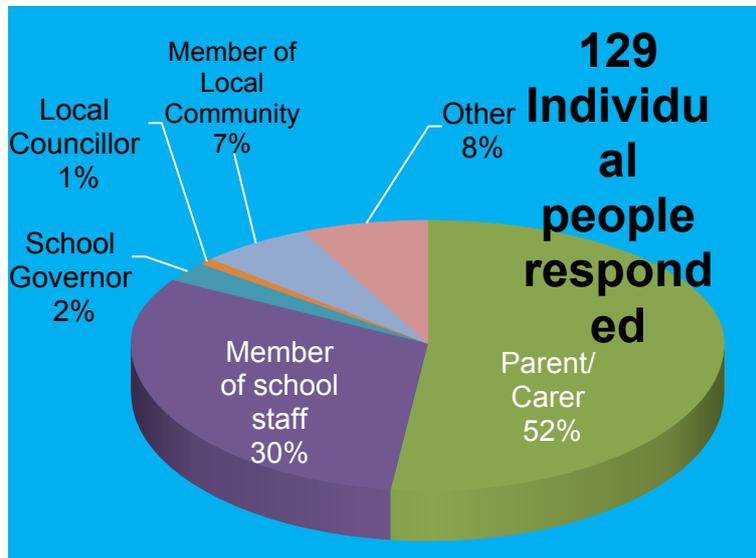
Ensuring the sufficiency of specialist places in Bradford's Special Schools	
Group	Method
Parents/Carers	School websites, Bradford Council Website, Bradford Local Offer Website and Bradford Schools Online. Attendance at public consultation meetings Schools Forum Documentation
All Bradford Schools – Headteachers and Governing Bodies	E-mail Bradford Council Website, Bradford Local Offer Website and Bradford Schools Online. Attendance at public consultation meetings Schools Forum Documentation
All Trade Union Representatives	E-mail and published online
Neighbouring Local Authorities, Director of Children's Services	E-mail and published online
CE Diocese, RC Diocese, Council of Mosques	E-mail and published online
Youth Voice	E-mail and published online
Parish Councils, Neighbourhood Forums	E-mail and published online
Elected Members	E-mail and published online Briefing can be organised if requested
Members of Parliament	E-mail and published online
Bradford and Airedale Primary Care Trusts/Clinical Commissioning Groups	E-mail and published online
SENDIASS	E-mail and published online
Bradford and Airedale Parents Forum	E-mail and published online
Bradford Council Staff	E-mail, BSO and Bradnet Attendance at public consultation meetings

There were 3 public meetings arranged at the following times and venues:

- Monday 25th March: 13:30 – 15:00 Margaret McMillan Tower, Bradford BD1 1NN
- Monday 9th April: 17:30 – 19:00 Margaret McMillan Tower, Bradford BD1 1NN
- Monday 9th April: 10:00 – 11:30 Keighley Library Annexe, Spencer Street, Keighley BD21 2BN

There was limited attendance at the meetings, however this allowed for a more in-depth discussion to take place with parents and interested parties.

125 people responded to the on-line consultation, with an additional 4, at public meetings. Many people who responded had dual roles within the community and school; however their main role was used for analysis purposes. The main group of respondents were parents.



1. Do you agree that there is a need for additional provision to be developed across the District for children and young people with SEND?

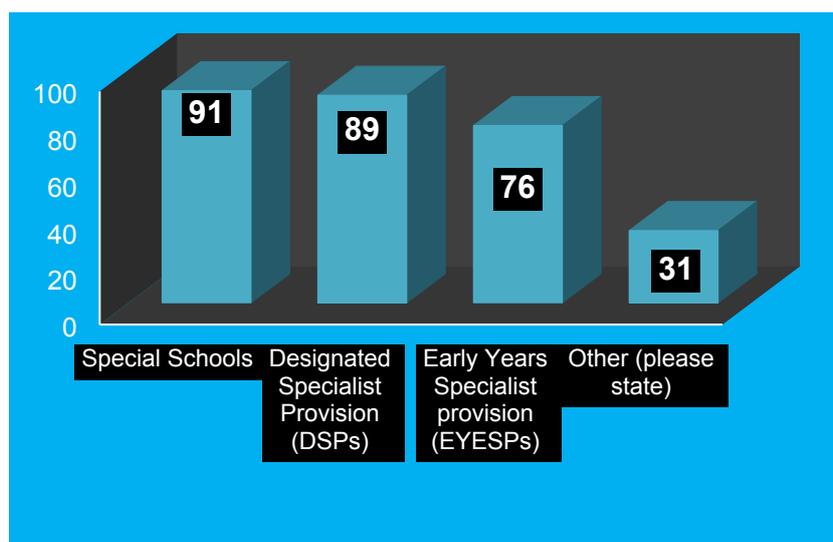


100% of the respondents agreed there was need for additional provision. The strong message that came out of the on-line and public meetings was: that there needs to be more suitable, sustainable, well-funded local provision to ensure children and young people's needs are being met within their local community.

Conclusion: The respondents strongly agree there is a need for additional specialist places.

Action: The LA to explore where provision can be developed and take into consideration comments from respondents to ensure they are suitable, well-funded and sustainable.

2. Do you agree we need to increase specialist places in the existing provisions?



The majority of respondents opted for the main three provisions offered. 24 people responded with details of an 'other' option or elaborated on their choices.

These ranged from siting provision within Primary and Secondary schools – so the provision was within the local schools and not in specialist provision- to alternative pathways, especially for C&YP within the secondary school system.

This is a selection of the comments which were reflected in most of the feedback to this question:

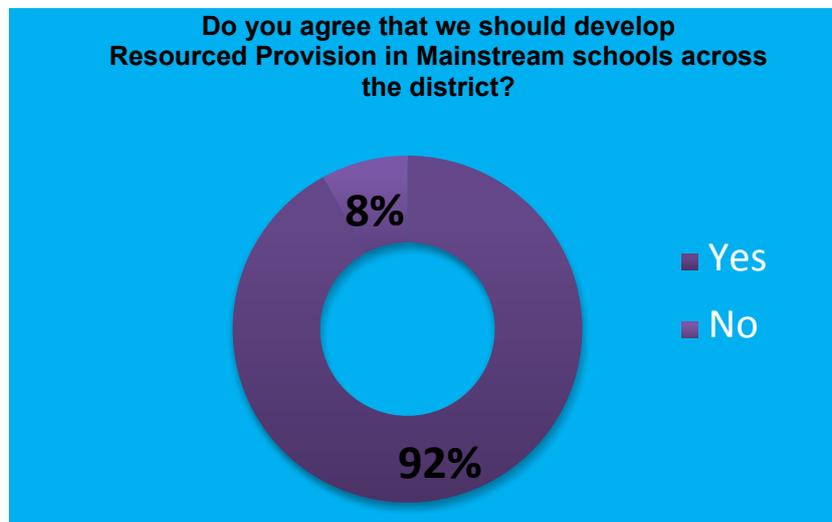
- Alternative providers for students who needs an alternative pathway but not through Special Schools
- There is a massive need for SEMH provision. We need primary SEMH schools and secondary SEMH& DSPs.
- Enhanced Provision - for cyp with academic ability but require a more specialist environment.
- Additionally there should be increased support for those on the edge of mainstream
- Decent alternate provision offering bespoke vocational curriculum and pathways to apprenticeships.
- Also train up staff within mainstream to better meet needs
- All including more main stream school links to aid staff who are currently dealing with special case
- Create new specialist settings for SEMH provision

Conclusion;

The majority of respondents wanted to see an increase in provision across all current specialist provisions and the development on additional provision.

Action: The LA to explore models of delivery and pathways for C&YP, to meet their individual needs and how this can be achieved within the limited capital budget.

3. Do you agree that we should develop Resourced Provision in Mainstream schools across the district?



The majority of respondents, 92% agreed with developing resourced provision in mainstream schools. However there were a small number of people who did not.

Upon respondents hearing a detailed explanation of the RP model during the public consultation meetings, people felt this would be of benefit to children and young people.

Comments against the RP Model were:

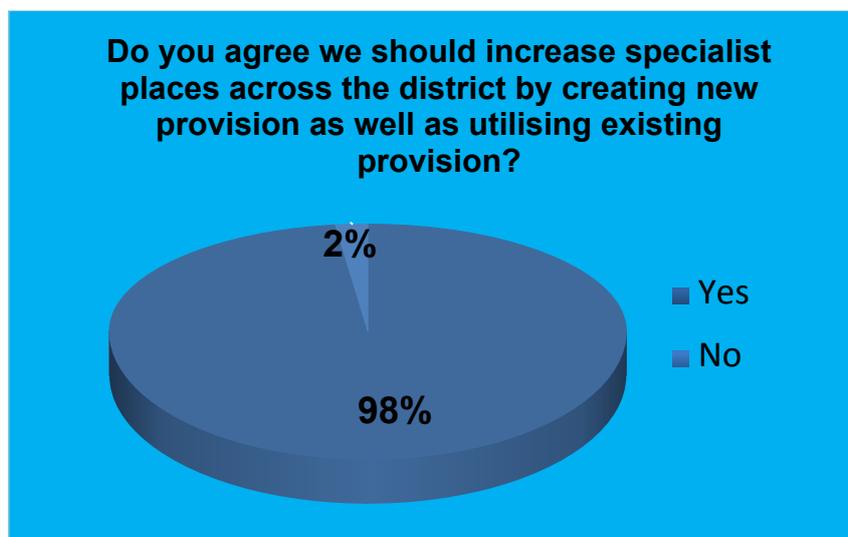
- As the aunt of 2 special needs young people; a special school rather than mainstream served them best
- Because the funding will not match the provision that would need to be put in place to make the placement successful
- Schools already has resources that can help children with SEND, the real issue is specialist provision and staffing.
- There are a large number of children who are capable of accessing a mainstream curriculum but the environment of a mainstream school is not suitable for the child's needs which inhibit their access to education. They are therefore unable to reach their potential.
- Students with additional needs in mainstream secondary schools rarely get the support they need as there isn't the expertise across all staff
- They don't have the expertise and cant cope, mainstream is overcrowded and too busy for a lot of sen children
- Don't know what this is -everything needs more funding
- Only if they have the same offer as specialist provisions (not "second class" provision.)
- Not sure mainstream schools are willing to understand the SEMH needs of children.

Conclusion:

The vast majority of respondents were in favour of the RP model.

Action: The LA needs to address the concerns of the respondents and will look at how we explain the resourced provision model on the LO pages. We also will explore training issues around the whole staff teams in potential schools that host a proposed RP as part of the expansion strategy.

4. Do you agree we should increase specialist places across the district by creating new provision as well as utilising existing provision?



The majority of respondents, 98% agreed with increasing specialist places across the district by utilising unused space within schools. However there were a small number of respondents, 2% who did not. The parents and professionals who attended the public events also agreed and felt that within the budget constraints this is a better option, however if the budget allowed it would prefer specialist provision after primary school.

Comments against using existing provision were:

- I believe separation is required for a specialist service and to avoid bullying - special schools are just that - special(its) and personal not mainstream
- Because ideally we want the children to be in mainstream with the resources to meet needs in the mainstream
- A lot autistic kids can't cope with big classroom sizes. Need to build new specialist schools

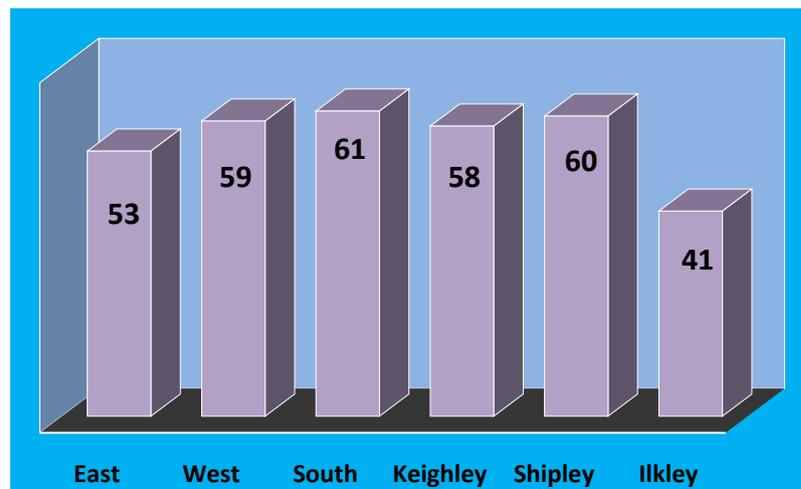
Conclusion: The vast majority of respondents agreed with increasing specialist places across the district, by creating new provision as well as utilising existing provision.

However as a Local Authority we recognise that there is a need for more specialist places, particularly for children with SEMH and ASD. Creating more specialist places within the mainstream provision that will focus on these two areas of need.

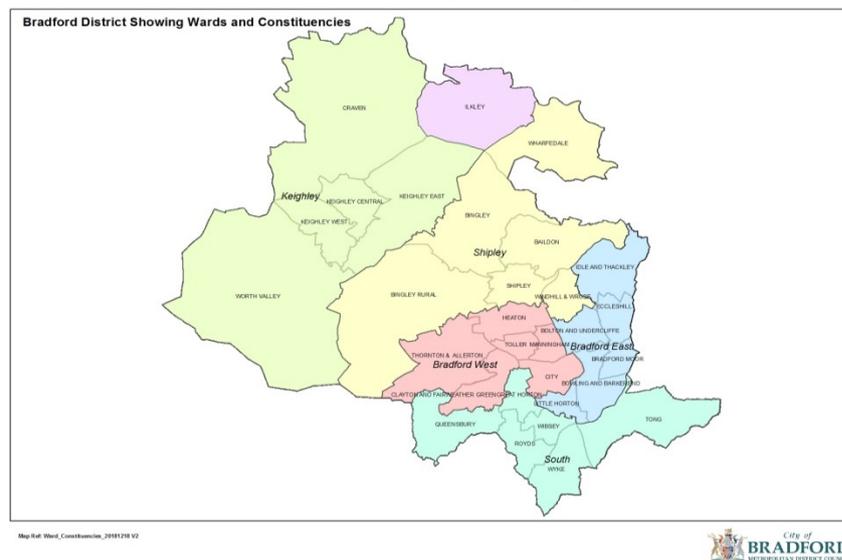
The LA continue to work with DfE colleagues regarding the LA Commissioned Free School for C&YP with SEMH needs.

Action: Continue to work with the DfE regarding the LA Commissioned Free School for C&YP with SEMH needs. Also to consider a balance of SEMH secondary provision across the district.

5. What area of the District do you think needs additional places?



The consultation documents included the below map, defining the areas.



There were issues with the format within the first day of the consultation launch, which was quickly rectified. The fault resulted in 40 people not being able to make multiple choices to this question. Where they stated in the comments (14) that they wanted different areas this has been applied and is reflected in the results.

All respondents chose 1 area or more and 39% chose all 6 areas. South and Shipley received the most responses, closely followed by East and Keighley. Ilkley was an area identified in the last consultation where a lack of provision, resulting in children either traveling long distances or having to go out of authority for their education.

Conclusion: The results showed a split across the areas where people identified a need for provision.

Action: The LA to ensure there is a range of provision across the district, that will contribute to reduced travel times for pupils.

There were 45 other comments received, where people had the opportunity to provide any further details on the expansion of places.

These can be grouped into 5 areas although some respondents covered multiple areas

1. Type of provision needed (11)
2. Areas where provision is needed (4)
3. Training of staff/ schools (5)
4. Funding.(11)
5. Other (16)

Types of provision: All of the responses cited either SEMH or ASD as being a priority. They expressed that there was a lack of provision to meet their needs: particularly at secondary school age, where it was felt that the current environments did not meet C&YP's needs. One person did comment about the lack of after school provision.

Conclusion: The types of provisions the LA are proposing to develop is SEMH & ASD. This reflected in the feedback within the survey.

Action: LA to continue to monitor C&YP's needs including out of school provision for children and young people.

Areas where provision is needed: There were 3 separate areas commented upon, these were; Keighley, Ilkley and Bingley in relation to secondary provision. One respondent suggested using the faith schools where there are falling rolls across the district.

Conclusion: The areas identified in the question were ones identified in the main survey. Ilkley is currently being developed from an earlier consultation. Bingley comes under the Shipley area where developments are being proposed. Keighley has had places expansions in the primary/ pre-school age group. The LA is currently exploring options in this area for additional secondary provision.

Action: LA to continue to explore the use of schools with falling rolls

Training of staff/ schools: Respondents expressed that there should be compulsory or whole school training around SEMH and ASD. They felt this would benefit staff and pupils in their understanding. There were concerns raised that there is a rise in children presenting with mental health issues which is causing increasing demands on teachers who have not specialised in this area.

Conclusion: All respondents felt specific staff training in the new provisions was vital, however also expressed a need for a whole school approach to benefit all pupils.

Action: LA to work closely with identified schools regarding the need for specialist training.

Funding: Respondents expressed concerns over the underfunding of places. Some stated they felt children's needs were not being met, as there was insufficient funding for additional staffing/ resources in mainstream schools, where budgets were already stretched. Some expressed they wanted their child within a mainstream school, in their local area, but the complexities of their SEMH was not always being met in a busy secondary school.

Conclusion: All of the proposed additional special school places will be funded in accordance with the local determined funding formula for special educational needs pupils. The revenue funding for all of the additional places is included in the High Needs Block (HNB) allocation determined by the Schools Forum.

Action: The funding mechanism to be published on BSO and the Local Offer Website.

Other comments: there was a wide range of observational comments and concerns raised about the system of assessments, particularly around the time taken to have an EHCP assessment or review. There were concerns about mainstream schools being able to meet children's needs, particularly around SEMH.

Conclusion: The range of comments will assist with the planning and development of proposed places.

Action:

- Specific concerns have been feedback to the necessary teams concerned and actions will be posted on the LO website in the 'You said we did' section

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Appendix 2

Statutory Notice Consultation Analysis 23rd May 2019 to 20th June 2019

The consultation was sent out to all interested parties, who are detailed in the table below:

Statutory Notice Consultees (all interested parties)	
Group	Method
Parents/Carers	Letter School websites, Bradford Council Website, Bradford Local Offer Website and Bradford Schools Online. Attendance at public consultation meetings Schools Forum Documentation
All Bradford Schools – Headteachers and Governing Bodies	E-mail Bradford Council Website, Bradford Local Offer Website and Bradford Schools Online. Attendance at public consultation meetings Schools Forum Documentation
All Trade Union Representatives	E-mail and published online as above
Neighbouring Local Authorities, Director of Children’s Services	E-mail and published online as above
CE Diocese, RC Diocese, Council of Mosques	E-mail and published online as above
Youth Voice	E-mail and published online as above
Parish Councils, Neighbourhood Forums	E-mail and published online as above
Elected Members	E-mail and published online as above Briefing can be organised if requested
Members of Parliament	E-mail and published online as above
Bradford and Airedale Primary Care Trusts/Clinical Commissioning Groups	E-mail and published online as above
SENDIASS	E-mail and published online as above
Bradford and Airedale Parents Forum	E-mail and published online as above
Bradford Council Staff	E-mail, BSO and Bradnet Attendance at public consultation meetings

Public Meetings:

There were 2 public meetings arranged at the following times and venues:

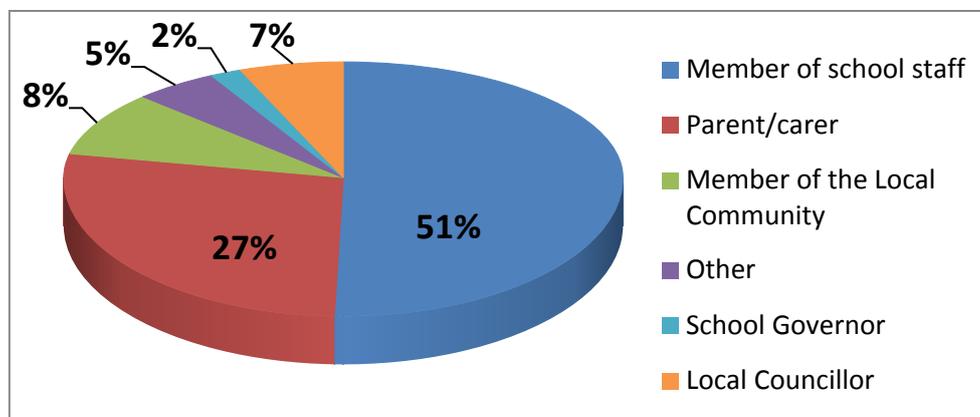
- Tuesday, 11th June @ 13:45 until 14:45 – Bradford Metropolitan District Council, City Hall, Ernest Saville Room, Market Street, Bradford, BD1 1HY
- Friday 14th June @ 10:00am until 11:00am - Keighley Library Annexe, Spencer Street, Keighley, BD21 2BN.

There was limited attendance at the meetings, with only 11 people attending; however this allowed for a more in depth discussion to take place with parents and interested parties.

Online Survey Results:

There were 88 responses to the online survey.

Members of school staff and parents made up 78% of respondents



Q1 Do you agree that the Local Authority should further develop the provision it has available for Children and Young People with Special Educational Needs & Disabilities across the Bradford District?



98% agreed that further provision was needed.

Comment received disagreeing with the proposals to develop further provision

If they keep expanding the schools become so big they end up becoming impersonal to both staff and pupils, SEN schools thrive on close relationships and knowledge of staff and pupils needs and if this keeps getting diluted the children get a reduced education, which they need more than most. Bradford LA should insist on another purpose built school and serve these children properly.

Response:

Government legislation does not allow for LAs to establish new schools; however recognises the need for additional SEND places and the proposals are in response to the increasing need.

Q2 Do you agree with developing a Resourced Provision for children with Autistic Spectrum Disorders (ASD) in the following Maintained Primary schools?

Princeville Primary School - 22 place new Resourced Provision for children with autistic spectrum disorders



97% agreed with the proposal to develop a Resourced Provision at Princeville Primary.

Comments received disagreeing with the proposal to develop Resourced Provision at Princeville Primary

- Not for only one school in only one area....
- Both new resources are in Bradford West. More of this type of resource are needed across the spread of the city. Why not spread them out more so parents can access them geographically easier and thus reduce the cost to transport them. There are schools, for example, in Bradford East that are willing to have this type of provision. Moreover, Princeville Primary currently has Leadership difficulties, with falling standards and falling numbers.
- It isn't being done to benefit the children - it's being done to save money.....

Response: The LA continues to work with all schools across the district to further develop places for children and young people with SEND allowing for more local provision reducing the need for children and young people having to travel long distances.

Miriam Lord Primary School - 12 place new Resourced Provision for children with autistic spectrum disorders



98% agreed with the proposal to develop a Resourced Provision at Miriam Lord Primary.

Comments received disagreeing with the proposal to develop Resourced Provision at Miriam Lord Primary

- Not for only one school in only one area.
- It isn't being done to benefit the children - it's being done to save money.

Response: The LA continues to work with all schools across the district to further develop places for children and young people with SEND allowing for more local provision reducing the need for children and young people having to travel long distances.

Do you agree with expansion of places from 94 to 134 places at Oastlers School.



92% agreed with the proposal to expand the provision at Oastlers School.

Comments received disagreeing with the proposal to expand the provision at Oastlers School

- There needs to be an alternative secondary school for pupils with SEMH. Increasing the size of school will not help pupils with high anxiety
- I think it puts too much strain on the existing school and doesn't protect the children that are already there. It leads to inappropriate cohorts of children that suffer
- Need places for children who are vulnerable to bullying. Additionally school will get too large. I am also unsure how children who internalise their anxiety will be supported in this environment
- Schools will not cope with additional needs of these learners
- There needs to be a secondary school for pupils with trauma and attachment; all pupils with these difficulties have SEMH needs. They also need smaller schools in which to thrive.

Response: The LA continues to work with all special schools across the district to further develop places for children and young people with all special educational needs and disabilities, including SEMH. Children and young people with EHCPs will be placed in the most appropriate provision to meet their individual needs.

The following Academies are proposing to develop Resourced Provision places for pupils in academy schools with effect from 1st September 2019

Q3 Do you agree with the following Academy Schools developing new resourced provision?

Hollingwood Primary School – 16 places proposed for a new Resourced Provision for primary aged children with social emotional and mental health needs (SEMH)



96% agreed with the proposal to develop a Resourced Provision at Hollingwood Primary.

Comments received disagreeing with the proposal to develop Resourced Provision at Hollingwood Primary

- Again, the children's best interests are not at heart - this is being done to save money, not to help children
- Unsure, on their focus and how a mainstream school will adapt for this group of students

Response: The LA continues to work with all schools across the district to further develop places for children and young people with SEND. The LA constantly reviews the sufficiency of specialist places across the district's schools including mainstream and special schools.

Appleton Academy – 20 places proposed for a new Resourced Provision for secondary aged children with communication and interaction needs including autistic spectrum disorders (ASD)



97% agreed with the proposal to develop a Resourced Provision at Appleton Academy.

Comments received disagreeing with the proposal to develop Resourced Provision at Appleton Academy

- Again, the children's best interests are not at heart - this is being done to save money, not to help children
- The academy is too big and the needs may not be met fully

Response: The LA continues to work with all schools across the district to further develop places for children and young people with SEND. The LA constantly reviews the sufficiency of specialist places across the district's schools including mainstream and special schools.

Q4 The following Academies are proposing to expand / develop Designated Specialist Provision places for pupils with effect from 1st September 2019

Do you agree with Crossley Hall Primary School expanding their Designated Specialist Provision from 12 to 24 places for Primary aged children with communication and interaction needs including autistic spectrum disorders (ASD)?



99% agreed with the proposal to expand the Designated Specialist Provision at Crossley Hall Primary

Comments received disagreeing with the proposal to expand the Designated Specialist Provision at Crossley Hall Primary

- Scarce local, CBMDC, resources should not be poured into this privatized, profit oriented sector

Response: The LA continues to work with all schools including academies across the district to further develop places for children and young people with SEND.

Horton Park Primary School – 12 (Key Stage 1) places proposed for a new Designated Specialist Provision for primary aged children with complex SEND.



98% agreed with the proposal to develop a Designated Specialist Provision at Horton Park Primary.

Comments received disagreeing with the proposal to develop Designated Specialist Provision at Horton Park Primary

- I think complex needs children need a full school with extensive resources to meet need.

Response: The LA continues to work with all schools across the district to further develop places for children and young people with SEND. The LA constantly reviews the sufficiency of specialist places across the district's schools including mainstream and special schools. Children with EHCPs will be placed in the most appropriate provision to meet their individual needs.

Conclusion:

The vast majority of respondents agreed with the need to develop further specialist provision for children and young people across the District with a wide range of special educational needs and disabilities.

All consultation comments received:

1. Further support for children in the Keighley area as opposed to Bradford
2. All schools should have a provision for children with sen needs. Not move them onto another specialist provision that ruins the dynamics of family's and separate siblings to different authorities.
3. My child has an ehcp range 5 due to go back in to mainstream after 2 exclusions one failed school move and his only 8 years old . His been in the nurture twice and we are told his still for mainstream with a range 5. When we contact mainstream they say his for specialist but all the professionals say mainstream . How many schools should he get through before specialist agreed another 1 another 2or 3 or complete school referral . His under cahms and on the 3 year wait for asd pathway diagnosis so without extra provision and being pushed back into mainstream I can see a school refusal.
4. Bradford need to look at what's going with the children and put more into suitable provision not just up the ehcp and hope they will cope will they quite clearly aren't.
5. These places should be for children from 5 upwards so as not to destabilise the specialist Early Years provision for children from birth to 5 that currently exists in four of the nursery schools
6. It is vital that our SEND children have access to the most appropriate provision for their needs.
7. I am finding it difficult to get information to decide which school will be the best for my daughter, every school unsure of suitability for a girl on ASD assessment pathway and SEMH. Who can advise???
8. I do not feel that these numbers will be sufficient to meet the demand within the Bradford district
9. Hopefully the increase in places will be matched with fully trained staff
10. Whilst the proposed increases are positive I would argue that there needs to be a much greater investment
11. I applaud any improvement you can make to the provision of services for students with SEND.
12. With increasing numbers of SEND pupils in Bradford, more specialists are needed to support schools. Also more specialist places are needed.
13. There needs to be additional RP for SEMH pupils in primary school. Currently children are barely surviving in mainstream with teachers and SENCos who do not understand there needs
14. Bradford has such a high level of SEN need, it has a duty of care to get real money from the current government to open new purpose built schools with properly resources sections so that SEN children are with the correct peers, correct teachers and they all need therapist in school.
15. My extensive experience of working with an ARC is that they very rarely work as well as a DSP because of the way the staff are employed centrally and not by the school itself. DSP is better.
16. Yes more support and advice needs to be given to parents who have children with special needs. A lot more training should be given to me staff members on how to work and support pupils with educationalists needs. Earlier support and help for children in nurseries
17. Staffing needs to be solid and effective in these schools to enable them to reach their full potential
18. Children deserve the right to an education that is right for them and us able to truly support them and make a positive difference, additional places would allow this
19. Increasing needs is primary schools and decreasing funds puts a high level of

stress on staff and the other children. Extra provision is crucial for these children to succeed in later life.

20. What consideration has the LA given to how children with SEMH will be supported through early intervention, turnaround provision?
21. There are just too few specialist places currently
22. More provision is also required for pupils with SEND within secondary and post 16 providers
23. There needs to be more provision for secondary aged children with SEMH difficulties who do not cope in mainstream provision.
24. No schools scheduled to expand or except SEND children in Keighley
25. The expansion of places within specialist provision will mean that children with high needs will be educated within appropriate settings which are tailored to meet their needs.
26. These are closed questions and very limiting. We do not know enough about how many places are needed for the whole District. Or the quality of the provision that will be offered. My experience, working with families, is that as pressure increases year on year for schools to perform well in SATS league tables, so they constructively 'bully' parents to remove any child from their school that might affect SATS outcome.
27. Councils need to be brave enough to put forward a tangible case for more funding from Central Government. All children deserve a fair and equal opportunity in Education. The Gov't is breaching the Children's Act and Disability Act, and their human rights and should be subject of a Safeguarding Enquiry for failing to protect vulnerable children. Please be brave; look at the "Bigger Picture", be Proactive and not reactive. Spoken with respect and much sadness to try and save 'broken' children and families from a broken system that is failing them. Kind regards and warm wishes.
28. I feel there aren't enough places or provision for children under SEND within the Bradford district.
29. The dept. of Children's Services needs to improve also to help all the families that need support in the Bradford area and not just the ones that will be given special places. The dept. has and is failing families and I think the management of it needs to be looked at first so it runs effectively .ed
30. No dedicated places or plan to build expertise for trauma, attachment, experienced children
31. I think that it is important to express that even with the increase in places offered across the different schools; there will still be a shortfall. The impact on overstretched mainstream settings to meet the needs of our most vulnerable pupils will not go away. The dedicated staffs who work in these schools will continue to try and meet their needs as this is the ethical thing to do. However, the reality is we do not always achieve this!
32. have supporting services been considered in these 7 new/increased numbers settings? eg Speech and Language therapy input?
33. Schools that are too big, lose their caring capacity and it becomes a numbers game and not the interest of the child.
34. More places for children with SEMH issues but no behavioural issues is needed Tracks is a good placement but more of these type of provisions need to be offered
35. Yes, where is the increase in places at Parkside School Cullingworth, are there to be MORE specialist autism trained teachers
36. There is no additional provision being proposed for children who have attachment and trauma issues. ESP. Those who internalise their anxiety, they need smaller schools. Additionally pupils who both internalise and externalise appear to have

no provision

- 37.** Still no primary DSP anywhere in Burley in Wharfedale, Ilkley, Addingham or Silsden? Families from these areas aren't able to keep children with moderate SEN issues within their community but are having long journeys to DSPs in Bingley and central Bradford. Seems to defeat the purpose of keeping children integrated into the mainstream if they can't go to school alongside siblings and local peers.
- 38.** All children deserve a specialised education
- 39.** Lack of provision places for children in the Saltaire/Bingley area
- 40.** There is an ever increasing need in primary schools with children who have ASD or SEMH difficulties, but not necessarily Cog & L difficulties. The current system makes it very hard to identify these difficulties if the children are academically doing ok. These children often struggle with the wider expectations of the school and are often then very difficult to manage, alongside the other 29 children in a class.
- 41.** I'm concerned that children living in outer areas of the district have no local provision and also that given the lateness of these plans that some parents still don't know which school their children will be attending this September and that some children may be out of education until October half term – I hope that isn't the case.
- 42.** Timeline and criteria for accessing these places need communicating.
- 43.** Not enough secondary DSP places. Closure of behaviour units, when more places are needed seems an anomaly.
- 44.** Raising costs for schools when taking in children with EHCPs as the notional plus additional does not meet staffing even a Level 1, 1 to 1 TA, particularly with all on costs
- 45.** As mentioned at the meeting in Keighley this survey is flawed for those in the Keighley, Ilkley, Silsden and even Wharfe Valley areas. While I am supportive of provision being increased the total lack of new spaces in these areas is unacceptable and has caused and will continue to cause huge issues to the wellbeing of children and their families who are having to undertake huge journeys to school from these areas because of a lack provision provision.

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Appendix 3: SEN Improvement Test

Ensuring the sufficiency of specialist places in Bradford's Special Schools, Designated Specialist Provision (DSPs) and Resourced Places (RPs) within the Mainstream schools and Academies for children and young people with Special Educational Needs and Disabilities (SEND)

This document demonstrates how the proposals to improve our offer of Specialist Provision meet the requirements of the 'SEN Improvement Test.

Background Information

The Local Authority and Academies currently offer a range of educational provision across the Bradford District including; Mainstream schools and Academies, Special schools, Designated Specialist Provision (DSP's), Additionally Resourced Centres (ARC's), and Pupil Referral Units (PRU's).

These proposals will create additional specialist places across the maintained/academy schools sector and mainstream/academy special schools which form part of:

- A flexible and responsive offer of provision across the district

The expansion of special school, DSP and new Resourced Provisions is based on the following principles:

- There is an urgent need for more specialist places in Bradford due to the increase in population
- All children are to be valued equally, regardless of their ability, behaviour, family circumstances, ethnic origin, gender and sexual orientation
- All children are to be provided with the best learning opportunities, environment and experience which maximises their learning
- All children are entitled to a broad, balanced and relevant curriculum which is differentiated to meet individual needs
- Children's diverse special educational needs and disabilities require a range of flexible and varied provision

Currently the local authority maintains four special schools. Two for primary aged pupils and two for secondary aged pupils. In addition there is one primary academy, one all age (0-19) academy and two secondary academy special schools.

The SEN Improvement Test

When proposing to make changes to existing SEND Provision, Proposers have to meet the SEN Improvement Test and be able to demonstrate that the proposed arrangements are likely to lead to improvement in the standard, quality and/or range of educational provision for children with special educational needs and disabilities.

The required improvements of the test are as follows:

- Improved access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the local authority's Accessibility Strategy
- Improved access to specialist staff, both education and other professionals, including external support and outreach services
- Improved access to suitable accommodation
- Improved supply of suitable places
- Confirmation from the school/s that they are willing to receive additional pupils with a range of special educational needs
- Confirmation of specific transport arrangements
- Confirmation of how the proposals will be funded and the planning for staffing arrangements that will be put in place

Confirmation of the requirements:

- **Improved access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the local authority's Accessibility Strategy**

Bradford Council will continue to meet the requirements of the Government's inclusion agenda. It will ensure a flexible continuum of provision for pupils with a range of special educational needs and disabilities, according to the needs of individual children and young people and will take into account the provision specified in the child's Education Health and Care Plan (EHCP)/Statement of special educational needs and the wishes of the parent/carer.

Leadership and management will be provided by the school's/academies along with council (centrally retained model) who will ensure that all resources are used efficiently and effectively in supporting children and young people with a range of special educational needs and disabilities. Partnership working with the District Achievement Partnership (DAP), DSP and SENDCO Networks, will ensure the development of a cohesive, district wide approach to training needs across the district and improve capacity.

The specialist provision/s will be delivered across a number of school/academy sites. Pupils will be on the roll of the special and mainstream school/s. There will be a focus on maximising inclusion with other pupils in the school, but the development of a cohort of pupils with a range of special educational needs and disabilities will ensure that pupils have access to a specific curriculum with their peers, appropriate to meet their needs.

The school will offer individual timetables for pupils to learn specific skills and there

will be regular opportunities to take part in learning outside classroom activities, specifically adapted for the pupils. The accommodation will be staffed by fully trained and qualified teaching staff and teaching assistants with access to specialist support such as speech and language therapy, where required.

These proposals will, therefore, lead to improved access to education and associated services including the curriculum and wider school activities while providing improved facilities and equipment.

- **Improved access to specialist staff, both education and other professionals, including external support and outreach services**

Within the setting/s, the children and young people will enjoy the continued support of the full range of training and qualified specialist staff. They will also have access to trained teaching assistants and health and therapy service providers, where necessary to meet individual needs. Improved information routes and advice and support will be provided by the District Achievement Partnership (DAP), DSP/SENDSCO network meetings and schools will enable improved partnership working with professionals from other provisions.

The children will be able to access the curriculum according to their needs and abilities where they will be taught by qualified teachers and trained support staff. The staff will work in close co-operation and collaboration. Through economies of scale, the setting will also enable the pupils' easier access to a wide range of professionals within one setting.

The proposals will, therefore, ensure that children and young people with a range of special educational needs will continue to have high quality support from the full range of trained specialist staff. Their access to fully qualified and experienced teachers, teaching assistants and other professionals will be improved. Their opportunities will be further enhanced as the specialist staff will work more closely together, supporting each other and having access to targeted services.

- **Improved access to suitable accommodation**

The specialist accommodation for pupils with a range of special educational needs and disabilities, located at the various school and academy sites, will improve access to specialist accommodation and be fully fit for purpose, to ensure the needs of children and young people are met.

- **Improved supply of suitable places**

Bradford has a strategic commitment to the development of a range of specialist provision. The purpose of this proposal is to move forward on delivering that commitment. Children and young people with a range of special educational needs and disabilities, with Education Health and Care Plans (EHCP's)/Statement of special educational need's, will have access to a range of specialist educational offers, including, local mainstream schools, mainstream school/s with access to specialist support, resourced provision and specialist designated provision with access to mainstream as appropriate and special schools, including academies.

These proposals increase current provision by providing additional Special School places, new resourced provisions and DSP places across the district's maintained and academy schools.

These proposals will create a district wide structure of specialist provision that potentially reduces the need for pupils to travel long distances across the city, will provide a distribution of specialist provision for additional learning needs, will enable pupils to access a differentiated curriculum maximising the opportunities for inclusion, maintain a support network and target multi agency support.

- **Confirmation from the school that they are willing to receive additional pupils with a range of special educational needs**

The development of the LA Maintained school proposals has been undertaken in consultation and partnership with all interested parties including Headteachers, Governing Bodies of the school/s

Preparations are now in place to consult widely on this proposal with all interested parties.

The development of the Academy school proposals has been undertaken in consultation and partnership with all interested parties including Headteachers, Governing Bodies, CEOs/Trust boards of the multi academy trusts.

Preparations are now in place for the academies to consult widely on their proposals with all interested parties.

- **Confirmation of specific transport arrangements**

The current local authority Transport Policy for Special Educational Needs and disabilities will apply to all children and young people as it does currently.

- **Confirmation of how the proposals will be funded and the planning for staffing arrangements put in place**

All of the provisions will continue to be funded via the Place Plus Model, in accordance with the local determined funding formula for special educational needs pupils from the Dedicated Schools Grant (DSG).

- Place funding will be delegated to the special schools and mainstream DSPs including academies for an agreed number of additional places.
- Additional plus funding from the High Needs Block will be paid in accordance with individual pupil needs (within the established 7 range funding model).
- Funding of the proposed resourced provision places will be funded in accordance with the local determined funding formula for special educational needs pupils.

- Element 1 of the place funding will be delegated to the schools for an agreed number of places.
- Element 2 & element 3 (additional funding will be paid in accordance with individual pupil needs – 7 range funding model) will be retained by the central service to pay for the staffing/resources in the proposed provisions.
- The Local Authority will maintain a service level agreement with each of the schools who host the proposed new resourced provisions.

The special school/s and mainstream schools hosting a DSP will be responsible for the appointment of suitably qualified staff to meet the individual needs of children and young people placed on roll of their schools.

The mainstream schools hosting a RP will not be responsible for the appointment of suitably qualified staff, as this will be the responsibility of the council central service. The children and young people placed in the RPs will be on roll of the host schools.

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Appendix 4 Equality Impact Assessment Form

Department	Children' s Services Education and Learning	Version no	V1.0
Assessed by	Diane Cochrane	Date created	24/04/2019
Approved by	Emma Hamer	Date approved	26/04/2019
Updated by	Emma Hamer	Date updated	21/06/2019
Final approval	Marium Haque	Date signed off	24/06/2019

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

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

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Increasing Specialist Provision for children and young people with special educational needs and disabilities (SEND) by:

- Increasing specialist places for children and young people with SEND at Bradford's Special Schools, including Academies
- Developing and Increasing specialist places in Designated Specialist Provision (DSP) in maintained schools and academies for children and young people with a range of SEND
- Developing specialist places in new Resourced Provisions (RP) in maintained schools and academies for children and young people with a range of SEND

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

Developing and Increasing specialist places in special schools, DSPs and RPs for children and young people with a range of SEND

The proposals will lead to an additional: across the primary and secondary sector

- 175 Special School places
- 44 Designated Specialist Provision places
- 135 Resourced Provision places

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

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people

who share a protected characteristic and those that do not? If yes, please explain further.

These proposals will expand and develop further specialist provision to enhance the network of Special Schools, DSPs, ARCs and Nursery Schools (EYESPs) which form part of:

- A coherent geographical spread of provision across the District
- A dynamic network
- A Flexible and responsive provision

These proposals are intended to advance the equality of opportunity and a range of improved outcomes for children and young people with a full range of Special Educational Needs and Disabilities (SEND) by creating additional specialist places:

The proposals will lead to an additional: across the primary and secondary sector

- 175 Special School places
- 44 Designated Specialist Provision places
- 135 Resourced Provision places

The development of additional specialist places is based on the following principles:

- All children to be valued equally, regardless of their ability, behaviour, family circumstances, ethnic origin, gender and sexual orientation
- All children are to be provided with the best learning opportunities, environment and experience which maximises inclusion into mainstream classes where appropriate
- All children are entitled to a broad, balanced and relevant curriculum which is differentiated to meet individual needs
- Children's diverse special educational needs require a range of flexible and varied provision
- All children are to be valued equally, regardless of their ability, behaviour, family circumstances, ethnic origin, gender and sexual orientation
- All children are to be provided with the best learning opportunities, environment and experience which maximises their learning
- All children are entitled to a broad, balanced and relevant curriculum which is differentiated to meet individual needs
- Children's diverse special educational needs and disabilities require a range of flexible and varied provision

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

Yes – by providing and expanding additional specialist places for children and young people with SEND alongside their mainstream peers where appropriate, this will help to eliminate discrimination and harassment by fostering a greater understanding of each other's needs, and through early identification, assessment and intervention using specialists and high quality practitioners improve outcomes for all children with SEND.

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

No - The equality impact assessment indicates that these proposals are likely to have no impact and that there is no disproportionate impact on any group who share protected characteristics.

Children and Young People with SEND, including social emotional and mental health needs (SEMH) will be predominantly affected by these proposals. However the focus of the proposals will be on providing additional specialist places for children and young people with SEND, therefore any impact on protected characteristics will be minimal.

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

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

Protected Characteristics:	Impact (H, M, L, N)
Age	N
Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N
Additional Consideration:	
Low income/low wage	N

2.5 How could the disproportionate negative impacts be mitigated or eliminated?

(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

The Local Authority and strategic partners have made significant efforts to mitigate against any negative impacts and will continue to promote the move to a school-led system; whilst continuing to use High Needs Block funding to intervene early and use it effectively to improve outcomes for Children and Young people with SEND.

Council officers continue to play an important role to support the changes.

In order to manage any negative effects, the proposals will be implemented using a phased approach, so any risks can be identified.

We are carrying out extensive consultation with all interested parties, to ensure we capture all the identifiable risks.

We will further review the potential impact on protected characteristics as part of the development of the delivery programme.

Section 3: Dependencies from other proposals

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

There has been considerable analysis undertaken to identify the need for increasing and developing specialist provision places for children and young people across the district. We have assessed the optimal location of the proposed provisions. Part of this work has been considering the need and also the availability of suitable accommodation, alongside schools with falling numbers and within Capital constraints.

The initial consultation period commenced on 14th March 2019 and ran for 4 weeks until 11th April 2019. The Local Authority is supporting academies with their consultation process.

We have consulted with all interested parties, please see below:

- Parents/Carers
- School staff and Governors
- Bradford and Airedale Parents Forum
- Bradford and Airedale NHS Trusts/CCG's
- Elected members
- Local MPs
- Trade Unions
- Neighbouring Authorities
- SENDIASS - Barnado's
- Parish & Mosque Councils
- Muslim Association
- CoE and Catholic Diocese for Bradford/Leeds
- Relevant charities and voluntary organisations
- Any other interested parties

The additional SEND places have been commissioned by the School's Forum and will be funded from the High Needs Block.

Section 4: What evidence you have used?

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

The proposals have all been informed by the extensive evidence and analysis from a range of sources:

- Bradford SEND Strategic Review 2016-2020
- Bradford SEND Needs Assessment 2015 (in depth report) and updated Joint Strategic Needs Assessment (JSNA) SEND chapter (2018) and related documents
- Strategic aims and objectives set out in related strategies and plans and initiatives including the Education and School Improvement plan
- The Children and Families Act 2014 and the SEND 0-25 Code of Practice 2014
- Bradford District Education Organisational Plan
- Analysis of the number of children and young people going out of authority
- The commissioning of 360 additional places by Schools Forum

- The commissioning of 354 additional specialist places by the Schools Forum January 2019.

Extensive evidence and data has been used including identifying the incidence of SEND across the district; by type, the number of referrals received, the type of referrals, the age of the children and young people, the type of special educational needs and disabilities, and the number and geographical spread of Education and Health Care Plan assessments.

To note:

- We have a growing population of children and young people in Bradford and proportionally have a growing population of children and young people with SEND;
- There is an urgent need for more specialist places in Bradford due to the increase in population
- The complexity of special needs in Bradford is increasing - as a result there is a need for more specialist places.
- Bradford has a growing need for more specialist places to meet need and demand
- We are working in a challenging and changing landscape both financially and educationally.

These proposals will continue to make a range of specialist provision available across the District to ensure the needs of all children and young people in Bradford can be met.

4.2 Do you need further evidence?

Before the Local Authority can increase provision in maintained schools, there is a statutory process that we must follow. Whenever the Local Authority proposes to increase places or make changes to specialist provision, all interested parties who are likely to be affected by the Councils proposals must be consulted in the development of the proposals prior to publication of statutory notices.

In relation to the academies proposals, the academies will consider the responses to the consultation and decide whether to submit a proposal for change and full business case to the Regional Schools Commissioner for permission in relation to their proposals.

A further report will be presented to Director of Children's Services following the publication of Statutory Notices and the consultation responses received from this period will be fully analysed.

Section 5: Consultation Feedback

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

The Council Executive report April 2018 had full consultation feedback

Principles:

Children and Young People with a range of Special Educational Needs and Disabilities will continue to be well served in Bradford. The council is looking at the best way to offer a full range of provision locally for all children. We believe that a flexible district wide model will be able to respond effectively to local changes in demand.

The proposed changes will ensure the continued delivery of high quality and cost effective provision for the Children and Young People of Bradford.

The Council intend to have a District wide structure of Specialist Places across a number of settings that will:

- Provide local specialist places, reducing the need for pupils to travel long distances across the District
- Provide an equitable distribution of specialist places for children and young people with special educational needs and disabilities
- Provide increased access to the curriculum; both social and academic will be increased due to the staffing experience and capacity of the provisions. It will be possible to individually differentiate and support the work and potential of each individual pupil
- Provide an increased level of available support to all pupils and will give the greatest opportunity to increase inclusion
- Provide an improved support network, especially related to training that will support and develop the proposals
- Extend and target multi-agency support into the specialist provisions, especially from the health authority and more specifically speech and language therapy
- Provide a progression pathway from Primary phase to Secondary phase

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

Headteachers and school staff recognise the urgent need for more specialist places and the Schools Forum has agreed to fund an additional 354 places from the High Needs block.

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

As a result of the initial and statutory consultation processes any changes required to the proposals will result in an updated EIA being produced if necessary.

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

Feedback from all interested parties will be used to refine the proposals. However, in general the feedback received to date has been very supportive of the proposals to increase and develop additional specialist places for children and young people with SEND.

We will share the report following publication of the Statutory Notices and a further report will be shared with the DCS following the end of the statutory consultation period.

We are committed to on-going dialogue with all interested parties on the delivery of the proposals.

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Report of the Strategic Director Corporate Resources to the meeting of Executive to be held on 9th July 2019

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Subject: PROPOSED ACQUISITION OF A FREEHOLD PROPERTY IN BRADFORD CITY CENTRE.

Summary statement:

This report is to seek the Executive's approval to the acquisition of a freehold property in Bradford city centre, on the Heads of Terms detailed in the confidential appendix.

This appendix is not for publication because it contains exempt information under paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (information relating to the financial or business affairs of a third party and legal privilege), and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

This decision is based upon the fact that, amongst other matters:

This appendix contains commercially sensitive information relating to the value of property being acquired by the Council.

This appendix contains commercially sensitive information relating to the relocation of Council or associated departments.

This appendix is therefore not for publication as its disclosure would be likely to prejudice the Council in securing best value in acquiring the property.

It is recommended that the Executive approves the acquisition of the freehold interest in the property in Bradford city centre, subject to the tenancies and terms as detailed in the recommendations within the confidential appendix.

Joanne Hyde
Strategic Director Corporate Resources

Portfolio: Corporate Resources

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Overview & Scrutiny Area:
Corporate

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