

# **Report of the Strategic Director of Corporate Services to the meeting of the Executive to be held on 11<sup>th</sup> July 2017.**

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Subject:

## **2016-17 Annual Financial and Performance Report**

### **Summary statement:**

The primary purpose of this report is to give Members insight into the Council's overall position at the end of the 2016-17 financial year by integrating finance and performance information. It provides a detailed statement of the final financial position of the Council at the 31 March 2017 as well as the annual outturn for the Corporate Indicator Set. The report specifically details how Services are performing within the context of the Council's stewardship of its revenue resources.

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**Portfolio:**

**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:  
Corporate**

## **1. SUMMARY**

This report explains the Council's financial and service performance for 2016/17, detailing how money was spent compared to the plan, and what services and results were delivered in return. It provides a detailed statement of the final financial position of the Council at the 31 March 2017 and the annual outturn for the Corporate Indicator Set. The report specifically details how Services are performing within the context of the Council's revenue resources.

## **2. BACKGROUND**

In accordance with the Accounts and Audit Regulations 2011, the Section 151 Officer (Strategic Director of Corporate Services) is required to sign and issue the Statement of Accounts by 30 June 2017. Members' approval of the accounts is sought after the completion of the Audit on or before 28 September 2017.

This report, and the regular reporting of spend and performance to Members, is a key element of the Council's corporate performance framework, which provides assurance that the Council has control over its finances, and its investments are driving the delivery of improvements to our corporate priority objectives.

This report sets out both the financial position at 31 March 2017 and how the Council has performed in 2016-17 in the context of on-going reductions in Government funding and inflationary and demographic pressures. Focusing on how performance has affected the final financial result and likewise whether the financial result has had an impact on service delivery.

## **3. MAIN MESSAGES**

### **3.1 Overall Performance statement**

3.1.1 On 14 June 2016, the Council's Executive approved a new District Plan 2016-2020 which identifies the priority outcomes that the Council, its partners and local communities are working together to achieve for the District:-

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

In recognising that no single organisation can secure the positive results that collectively we are seeking to achieve, the District Plan provides a focus and accountability for delivering investment and activities that secure positive progress towards achieving these priorities. It also identifies a number of key success measures against which performance can be measured.

Often the performance of other organisations will have greater direct impact than that of the Council. Nevertheless the Council retains a key role as the democratically accountable leadership of the District, as its advocate and in influencing its communities, organisations, businesses and public services. Monitoring progress towards priorities therefore offers opportunities to assess the impact of Council leadership, advocacy and influence as well as its direct delivery and commissioning of services.

3.1.2 On 18 October 2016, Full Council approved The Council Plan 2016-2020 which sets out how we as a Council will work with others to contribute in delivering the outcomes identified in the

District Plan. The Council Plan not only sets out where we will provide leadership and work in partnership with others to achieve our ambition, but it also identifies the Council's contribution and where we will deliver, and includes a set of key targets and a new set of key Council performance indicators for 2016-2020.

These indicators help us to measure progress towards achieving organisational and District wide objectives, to understand the local context in which we are operating, identify areas that require improvement and guide decisions about the allocation of resources. They also provide an indication of organisational performance in for example sickness and productivity.

In order to ensure the Council Plan is delivered, Corporate Management Team (CMT) has agreed a new set of revised Governance and Programme Management arrangements for a new Council Plan Delivery Programme covering Priority Outcome Delivery, the Implementation Programme and the Budget Delivery Programme, following the adoption of the Council Plan and the Outcome Based Budgeting exercise aligned to the effective delivery of the Council priorities.

These new arrangements require CMT to act as the new Council Plan Delivery Board (CPDB) with Priority Outcome Boards being responsible for the Delivery Plans for each of the Priority Outcomes and being accountable for the successful delivery of their chapters of the Council Plan. The role will also include responsibility for performance monitoring against the identified key indicators and to identify and include reports by exception on performance issues, risks and dependencies for escalation to CPDB.

- 3.1.3 As mentioned earlier, the Council Plan will help provide the framework for future performance monitoring and reporting within the organisation and identifies 49 headline indicators to measure the Council's performance and productivity. This report summarises performance against those indicators up to March 2017.

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

The indicators tell us that performance in many key areas is improving and remains on target reflecting the positive impact of previous investment and policy decisions. However there continue to be areas where the District faces significant challenges and where performance is either deteriorating or not improving quickly enough.

- 3.1.4 Better Health, Better Lives - The Council's continues to focus on preventative care, support to help people get back to independent living after an illness or hospital stay and on-going additional investment to address demographic changes means that many social care services are performing well. For example, the proportion of people who use services who say that those services have made them feel safe and secure has increased and working with health services to use resources effectively, is delivering good results in terms of keeping the numbers of delayed hospital discharges well below both National and Regional averages.

Demographic changes leading to rising demand for care mean that the Council will need to deliver on the aspirations of the new Home First Vision for Health and Well Being and continue to work closely with health partners, keep promoting self care and invest more in early interventions in order to sustain good performance.

Health and health inequalities continue to present significant challenges but the difference in

life expectancy between the most and least deprived parts of the District is still too high but is falling.

- 3.1.5 Great Start, Good Schools - Good progress is being made on supporting children and families in the early years of life, effective child protection processes and in reducing the numbers of young people who are not in education, employment or training. However key indicators of school standards such as Key Stage 2 achievement and good GCSE's and of school leadership are not improving fast enough.

Educational attainment continues to be a priority area for improvement with performance being closely monitored and managed by the Education School Improvement Board as part of the Ofsted Inspection Improvement Plan. The District has moved to a school led approach to improvement but the Council continues to make resources available to support the recruitment, development and retention of outstanding school leaders, has secured significant new resources for additional school places and has approved an Education Covenant which makes clear the role that everyone can play in improving education.

- 3.1.6 Better skills, more good jobs and a growing economy - The Council has made significant investments to support young and disadvantaged people who are furthest from the labour market into work and these have delivered positive benefits for a great many people. Working with business, Leeds City Region and others we have secured new apprenticeships, jobs and investment. Nevertheless, despite showing improvements employment rates continue to remain too low and the proportion of the population without qualifications too high, and therefore a continued focus on ways of securing inclusive growth that benefits everyone is necessary.

- 3.1.7 Decent homes that people can afford to live in - The Council is performing well in its efforts to increase affordable housing supply by investing to bring empty homes back into use although the numbers of private housing conditions improved through Council interventions is below target. This is primarily due to an increasing demand for initial inspections of private sector housing conditions which is leading to less resource being available to actually make the improvements. The Council continues to provide support to vulnerable home owners.

- 3.1.8 Safe clean and active communities - Despite the number of reported anti social behaviour issues falling, perceptions of anti-social behaviour are increasing. The Council works closely with local communities to identify, monitor and address tensions and promotes active citizenship. The People Can campaign encourages people from all backgrounds to work individually and together to improve things for themselves and others. Activities encourage a sense of pride in community and locality.

- 3.1.9 Well Run Council - Managers across the Council continue to tackle short and long-term sickness absence. Whilst there has been a slight improvement, performance is still below target.

- 3.1.10 In summary, of the 43 indicators that have targets, 25 are on target, 8 are within acceptable variance and 10 are below target. In addition to service specific issues, the change could reflect the challenges of improving performance or maintaining high performance at a time of reducing financial resources and increasing demand which require shifts in investment and focus to deliver transformational change.

- 3.1.11 A summary and commentary of those areas of good and improving performance as well as those areas of underperformance is included in Section 1 in appendix 1 attached to this report and further detailed activity and performance data is included in the Departmental commentaries in Section 3 of the same appendix.

## FINANCIAL POSITION STATEMENT FOR 2016-17

### 3.2 Headline Financial Result

The Council underspent the approved net budget of £378m (£1.407bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there are however a number of significant departmental budget variances as shown in table 1.

In the Table 1 below, we show the planned and budgeted results from two perspectives.

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

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

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Services to the public &amp; businesses</b>									
Health and Wellbeing	225.8	220.9	4.9	-98.3	-96.3	-2.0	127.4	124.6	2.9
Children's Services	552.2	544.0	8.2	-458.0	-453.3	-4.7	94.2	90.7	3.5
Department of Place	171.1	164.7	6.3	-65.4	-57.7	-7.7	105.6	107.0	-1.3
Revenues & Benefits	182.6	179.2	3.4	-179.0	-175.0	-4.0	3.6	4.2	-0.6
<b>Total services to the public &amp; businesses</b>	<b>1,131.6</b>	<b>1,108.8</b>	<b>22.8</b>	<b>-800.8</b>	<b>-782.4</b>	<b>-18.4</b>	<b>330.8</b>	<b>326.4</b>	<b>4.4</b>
<b>Support services and non service</b>									
Chief Executive	4.7	4.9	-0.2	-0.1	-0.1	0.0	4.6	4.8	-0.2
Corporate Services (Excluding Revenues & Benefits)	82.6	85.7	-3.1	-45.1	-44.2	-0.9	37.6	41.5	-4.0
Non Service Budgets	127.6	128.8	-1.2	-45.3	-45.2	-0.1	82.3	83.6	-1.3
<b>Total support services and non service</b>	<b>214.9</b>	<b>219.4</b>	<b>-4.5</b>	<b>-90.5</b>	<b>-89.5</b>	<b>-1.0</b>	<b>124.4</b>	<b>129.9</b>	<b>-5.4</b>
Central Budgets & Net Transfers To Reserves*	74.8	79.0	-4.2	-152.3	-157.2	4.9	-77.5	-78.2	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

\*Includes £2.8m of deferred expenditure outlined in Appendix 1 Section 2.1

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

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

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Council Plan Outcomes</b>									
Better Health Better Lives	462.8	447.8	15.0	-267.4	-260.3	-7.0	195.4	187.4	8.0
Better Skills, More Good Jobs And A Growing Economy	126.7	121.0	5.7	-57.0	-49.6	-7.4	69.7	71.4	-1.7
Safe, Clean And Active Communities	73.9	74.6	-0.7	-22.7	-22.4	-0.3	51.2	52.3	-1.0
A Great Start And Good Schools For All Our Children	489.9	488.2	1.7	-461.3	-458.5	-2.9	28.6	29.8	-1.2
Decent Homes That People Can Afford To Live In	11.2	11.0	0.3	-5.5	-5.1	-0.4	5.8	5.9	-0.1
A Well Run Council	205.8	209.4	-3.6	-77.1	-75.7	-1.4	128.7	133.7	-5.0
Non Service, Fixed and Unallocated	50.9	55.1	-4.2	-152.6	-157.5	4.9	-101.7	-102.4	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

\*Includes £2.8m of deferred expenditure

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.

Source: The Council's ledger (SAP) as at 31 March 2017

The tables show that in aggregate the Council controlled spending within the overall net budget of £378m. However, there are significant variances from plan within that total.

- Children's Services overspent the £90.7m net expenditure budget (£544m Gross budget) by £3.5m. The overspend was largely attributable to;
  - Increases in the overall numbers of Looked after Children and Children in Permanent arrangements impacting on the cost of Purchased Placements (£1.9m overspend) and Fees and Allowances (£1.3m overspend).
  - The increases in the numbers of Looked After Children consequently resulted in not achieving the budget saving plan to reduce the number of Looked after Children causing a further £0.8m overspend.
  - Increases in the numbers of Looked After Children also resulted in the underachievement of a £0.6m budget savings plan to reduce the remaining number of Looked after Children in typically more expensive external purchased placements by placing them in in-house care.
- The overspend in Children's Social Care services is underpinned by a 9% increase in children coming into care. This rise is 23% nationally. Benchmarking data shows that Bradford has 61 Looked after Children per 10,000 Children 0 to 17 years, compared with a national average of 65 and statistical neighbour average of 74 per 10,000 Children 0 to 17 years.
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) overspent the £124.6m net expenditure budget by £2.9m. The overspend was caused mainly by a £3.7m overspend within Adult Services comprising £3.9m on Purchased Care; a £1.2m underachievement of service user income, a £0.3m recurrent overspend on the BACES equipment service, £0.4m overspend on No Recourse to Public Funds, £0.3m on Deprivation

of Liberty Safeguards (DOLS), offset by underspends of across the department as outlined in Appendix 1 Section 3.1.

- The overspends in Adults and Children's Social Care services linked to high demand outlined above were more than offset by underspends in other departments. A detailed commentary on each Departments service performance is found in Appendix 1.
- Taking the outcome perspective (Table 1b), there was significant financial overshoot of £8m on Better Health Better Lives – and this reflect the nationally recognised concern of how to contain the costs of social care across all age groups. Conversely, the Well Run Council outcomes were associated with an underspend of £5m, with smaller underspends showing against the other outcome lines.

### **3.3 Deferred Spending**

- Included within the overall £0.3m Council underspend, and outlined in Appendix 1 Section 2.1 of the report, are £2.8m of unspent funds in 2016/17 that have been carried forward to 2017/18 to fund delayed activity and priority projects.

### **3.4 Implementation of Budget Savings**

- Regarding the £45.6m budgeted savings, £37.8m (83%) were delivered as planned, leaving £7.9m of savings that were not delivered. The main underachieved 2016-17 savings included Health and Wellbeing - Adult Services (£2.4m), Transport Assistance (£3.0m) and Looked After Children (£1.8m). In addition to the above a further £1.7m of unachieved Transport Assistance savings from 2015-16 continued to be unachieved in 2016-17. One of the aims of this report is to flag these so that necessary action can be taken. Appendix 1 Section 2.2 outlines the underachieved savings in greater depth.

### **3.5 Contingencies and Provisions**

- The budget also included contingencies which were utilised during the year to offset the risks which emerged, from unexpected liabilities and timing differences in the implementation of change. In closing the year, funds have been set aside to deal with established and emerging risks arising from the continued and complex series of changes being implemented, future restructuring costs, the academisation agenda, uncertainties about future income flows, and doubtful debts.
- At the 31<sup>st</sup> March 2017, the Council set aside £20.4m, of which £9.8m is expected to be used in 2016-17 with the remainder in subsequent years. Provisions are £2.4m lower than at the 2015-16 year end.

The main provisions include:

- £6.0m Termination Provision to fund the cost of future redundancies
- £5.8m Business Rates appeal provision
- £4.2m Outstanding legal claims
- £3.2m Damage Compensation

### **3.6 Reserves**

- In addition to contingencies and provisions, the Council also holds reserves to cover the costs of future plans, and enable the Council to respond to unforeseen events.

- The Council's reserves at the 2016-17 year end totalled £153m; a reduction of £14.7m from the start of the year as outlined below.

	Opening Balance 2015-16 £m	Opening Balance 2016-17 £m	Net Movement	Closing Balance 2016-17 £m
Unallocated reserves available to support the annual revenue budget	33.7	19.9	-5.4	14.5
Corporate Earmarked Reserves	48.7	39.9	-1.9	38.0
Reserves to support capital investment	13.9	13.1	1.3	14.4
Service Earmarked Reserves	29.6	41.8	-0.1	41.7
Revenue Grant Reserves	9.1	8.4	-0.0	8.4
General Fund Reserves	10.8	10.8	0.0	10.8
<b>Total Council reserves (non schools)</b>	<b>145.8</b>	<b>133.9</b>	<b>-6.1</b>	<b>127.8</b>
Schools Delegated budget	38.4	33.8	-8.6	25.2
<b>Total including Schools</b>	<b>184.2</b>	<b>167.8</b>	<b>-14.7</b>	<b>153.0</b>

- At 31<sup>st</sup> March 2017 unallocated reserves stand at £14.5m inclusive of the £0.3m Council underspend (shown in Table 1a /Table 1b in Section 3.2) which was transferred at year end. Unallocated reserves are now approximately 1.4% of the Council's gross budget excluding schools.
- Reserves also include £2.8m of Better use of Budget requests included in Corporate Earmarked Reserves. Appendix 1 Section 4.1 and Annex 1 outlines reserves, and reserve movements in greater detail.

### 3.7 Capital Investment

- Regarding capital investment, during the year the Council made a total capital investment of £61.5m in the district. This was £14.9m less than the forecast budget of £76.4m. The capital investment included the completion of Clergy House/Jermyn Court to provide temporary accommodation for homeless families and work on Britannia House and Argos Chamber. In addition there was continued spend on primary school expansion, highways maintenance and seven new affordable housing schemes have begun construction.
- A summary position by service is shown in the Table below and is outlined in greater detail in Appendix 1 Section 5 and Annex 2.

#### Capital Programme 2016-17

Department	Budget £ms	Actual £ms	Variance £ms
Health and Wellbeing	1.7	1.3	-0.4
Children's Services	19.6	18.2	-1.4
Place - Economy and Development Services	16.5	16.3	-0.2
Place - Planning, Transport and Highways	20.3	14.6	-5.7
Place - Other	9.0	7.1	-1.9
Corp Services - Estates and Property Services	9.3	4.0	-5.3
<b>Total</b>	<b>76.4</b>	<b>61.5</b>	<b>-14.9</b>



- Regarding capital financing, the £61.5m of spend was financed by £38.8m of grants, £11.9m of new borrowing with the remainder funded by capital receipts and direct revenue funding. New capital receipts generated from the disposal of surplus assets and loan repayments totalled £5.2m and exceeded targets. Borrowing was within the authorised limit and operational boundary throughout 2016-17, and net external borrowing is below the capital financing requirement.

### **3.8 Council Tax and Business Rates**

#### **Council Tax**

- Regarding Council Tax, by statute the Council received its £159.9m budgeted share of Council Tax in 2016-17, with any difference in the actual amount collected carried forward into 2017-18. A surplus of £1.8m was achieved in 2016-17, helping the 2017-18 budget by the same amount. This surplus is approximately in line with the surplus projected and already included in the 2017-18 budget.
- By 31st March 2017 the Council had collected £182.1m (94%) of the value of Council Tax bills for the year compared with £173.6m (94.2%) last year.

#### **Business Rates**

- Also by statute the Council in 2016-17 received its £74.1m budgeted share<sup>1</sup> of Business Rates from the Collection Fund with any difference in the actual amount collected carried forward into 2017-18. A deficit of £5.8m was outturned in 2016-17. However, this deficit was already projected and taken into account when setting the 2017-18 budget.
- The deficit was caused by the impact of successful appeals, which require the Council to pay out refunds and reduce on-going Business Rate income. For example, appeals caused higher than expected refunds and reductions in rateable values in some city centre areas. A report detailing the calculation of the Business Rates base including an explanation of the lower than forecast Business Rates was presented to Executive on 10/01/2017.
- At 31st March 2017, the Council had collected £142.4m (97.1%) of the value of Business Rates bills for the year compared with £131.9m (96.94%) in 2015-16.

### **3.9 Conclusion**

- Overall performance against the 43 indicators that have targets shows 22 are on target, 6 are within acceptable variance and 15 are below target. In addition to service specific issues, the change could reflect the challenges of improving performance or maintaining high performance at a time of reducing financial resources and increasing demand which require shifts in investment and focus to deliver transformational change.
- The financial result of an overall £0.3m underspend in a continuing adverse fiscal environment, showed once again a significant reduction in the net cost of operations, in line with the Council's Medium Term Financial Strategy.
- However the value of Council savings not delivered as planned was significantly higher in 2016/17 than prior years, and the underachievement will add further pressure to delivering the 2017-18 budget which includes the planned delivery of an additional £37.5m of savings.

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<sup>1</sup> The Council keeps 49% of all Business Rates collected. 1% goes to the West Yorkshire Fire and Rescue Authority, and the remaining 50% goes to central government where it is pooled with business rates from other Local Authorities, and then given back to Local Authorities using a redistributive allocation system.

#### **4.0 RISK MANAGEMENT**

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

#### **5.0 LEGAL APPRAISAL**

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

#### **6.0 EQUALITY & DIVERSITY**

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

#### **7.0 NOT FOR PUBLICATION DOCUMENTS**

None

#### **8.0 RECOMMENDATIONS**

That the Executive is recommended to:

- 8.1 Note the financial position of the Council reported for the year ended 31 March 2017.
- 8.2 Approve additional £0.314m better use of budget requests as outlined in Section 2.1 of Appendix 1.
- 8.3 Note the performance position and endorse the actions to address the identified areas of underperformance in Section 1 of Appendix 1.

#### **9.0 APPENDICES**

**Appendix 1** - Annual Finance and Performance Outturn Report 2016-17

#### **10.0 BACKGROUND DOCUMENTS**

- Qtr4 Finance Report 2016-17 Executive Report 4<sup>th</sup> April 2017 Document BR
- Medium Term Financial Strategy 2017/18 to 2019/20 and Beyond incorporating the Efficiency Plan - Executive Report 19 July 2016 Document H
- The Council's Revenue Estimates for 2016/17 & 2017/18 – Council Report W 23 February 2017

**City of Bradford Metropolitan  
District Council**

**Annual Finance and Performance  
Outturn Report**

**2016-17**

The Annual Finance and Performance Outturn Report details the specific financial results by department for 2016-17 as well as key performance achievements of each department and service. The commentaries link the opportunity costs and impacts on service delivery with budget variations departments experienced in 2016-17.

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#### **Annex 2 Capital Investment Plan by scheme.**

## 1. PERFORMANCE SUMMARY

As mentioned previously, the Council Plan helps provide the framework for performance monitoring and reporting within the organisation and identifies 49 headline indicators to measure the Council's performance and productivity. This section provides additional detail on performance against those indicators for the year up to March 2017 with additional performance and activity data included in the Departmental commentaries in Section 3 of this report.

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

Of the 43 indicators that have targets, 25 are on target, 8 are within acceptable variance and 10 are below target.

### **Better Health, Better Lives**

The Better Health Better Lives Outcome includes all services provided by Department of Health and Well Being, Children's Social Care and Sports and Leisure Services. Health and Well Being predominantly use the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF) to help set priorities for care and support, measure progress and strengthen transparency and accountability.

Locally, these frameworks provide us with robust information, enabling us to monitor the success of local interventions in improving outcomes, and to identify our priorities for making improvements. They are a useful resource for our Health and Wellbeing Board which can use the information to inform strategic planning and a leadership role for local commissioning and is currently being used a crucial evidence for our new Home First Vision for Health and Well Being

Between 2015/16 and 2016/17 Bradford's Adult Social Care performance has shown an improved direction of travel in a number of areas including;

- proportion of adults with a mental health disability in paid employment has improved from 6.1% in 15/16 to 8% in 16/17, improving our regional ranking of 11 of 15.
- 73% of people receiving Adult Social Care Services say that they feel safe which is top 5 in the Region and 25<sup>th</sup> best from 152 councils with social services responsibilities.
- Our Social Care related Quality of Life score encompasses multiple ASCOF domains from questions in our Annual Adult Social Care Survey, and at 19.5 is one of the highest in the Region and 28<sup>th</sup> highest from 152 councils.
- Long-term support needs for older people met by admission to residential and nursing care homes - The best performance in Y&H and integral to the joint LA/NHS Better Care Fund
- Overall delayed transfers of care from hospital (3.4 in 15/16 down further to 3.0 in 16/17) and although those delayed discharges directly related to social care were up from 0.2 in 15/16 to 0.6 in 16/17 this still continues to be one of the best performers both regionally and nationally.
- Proportion of people who use services who feel safe has stabilised at 73% for the two year period which is currently 5<sup>th</sup> best in region and 24<sup>th</sup> out of 125 councils in national rankings
- Proportion of adults with a Learning Disability who live independently is now at 89% from 86.3% which is one of the best performers in the region

However, there are also a number of areas of under performance and where performance on the previous year is down. These include;

- Proportion of people who use the service who have control over their daily life (reduce from 79.2%, 6<sup>th</sup> in Y&H rankings to 75.1% in 16/17)
- proportion of people using services who have as much social contact as they would like was 51% in 15/16 which was the 2<sup>nd</sup> best at a Regional level and 17<sup>th</sup> best nationally, but reduced slightly to 50.3% in 16/17
- Overall delayed transfers of care from hospital (3.4 in 15/16 down to 3.0 in 16/17) 2<sup>nd</sup> best in region and 7<sup>th</sup> nationally, as well as those directly related to social care down to 0.2 in 15/16 which is best performance in the region and 4<sup>th</sup> nationally.
- Proportion of adults using social care receiving Direct Payments, has reduced from 17.5% to 16.7% and remains comparatively poor to regional and national comparators
- The effectiveness of re-ablement services has dropped down from 88.2% to 87.8%
- Proportion of service users who can access information and advice services a shown a very slight reduction and is down from 70.8% in 15/16 to 70% in 16/17 which is still low in comparable rankings.

In Children's Specialist Services performance in Child Protection provision all indicators are showing green or amber in RAG ratings. The percentage of Child Protection reviews carried out on time is consistently achieving the 99% target and is above both regional and national comparators of 92% and 94% respectively, as are indicators relating to Child Protection Conferences being held within targeted timescales (94% in Bradford compared to regional 75% and national 79%) and the percentage of Child Protection Plans lasting two years or more at the end of the year which are both at green.

A significant area of improvement has been the percentage of Child Protection cases which were visited every four weeks which has increased from 89% against a target of 95% in 15/16 to 95.11% and is now above the 95% target.

Other areas of social care services where performance is good include participation of Looked After Children (LAC) in their reviews (96% achieved against the 91% target) and the percentage of care leavers in Employment, Education and Training (currently 83.3% against a target of 81% for 19-21 year olds and 92% against target of 90% for 16-18 year olds).

Despite showing improvement on previous years performance an area of concern in Specialist Services continues to be the health indicators for LAC. Only 87.5% against the target of 95% had an annual health assessment compared to regional 92% and national 90% comparators and only 90% of LAC against an internal target of 95% had their teeth checked by a dentist although this is still above regional and national comparators.

Additionally LAC visits carried out within agreed timescales (86% against 95% target) and the percentage of Personal Education Plans completed for LAC, which has varied in the year against the challenging 98% target, continue to be raised as concerns at monthly performance meetings and in some cases are showing month on month improvements although still not achieving target.

Targets in the Council Plan in Public Health relate to successful completions of programmes for both drug and alcohol misuse with the aim of bringing them in line with National averages. Of the three performance indicators for these programmes, two are currently red and one is green.

- The proportion of people in drug treatment programmes for opiate substances who successfully completed treatment and did not re-present for support within 6 months, was 4.5% which is below the national average of 6.7%.
- The proportion of all people in alcohol treatment programmes who successfully completed treatment and did not re-present within 6 months was 36.6% which is slightly below the national average of 38%.

- the proportion of people in drug treatment programmes for non-opiate substances who successfully completed treatment and did not re-present for support within 6 months was 39.8% which is above the national average of 37.2%

### **Great Start, Good Schools**

The Council Plan indicators in the priority Great Start Good Schools are primarily annual indicators related to the take up of Early Education across ages 2-4 year old and Early Years development.

Data related to these indicators for the last year is currently being validated by the Department for Education but will be available in mid July and will include updated 2017 Regional and National comparators against these indicators.

The Council Plan targets are to increase the annual average of 2 year old children taking up Early Education in Bradford from 65% to the England aspirational target of 80%, 3 year old children from 90% to the England average of 93% and 4 year old children from 97% to the England average of 99%. The most recent information show that both 2 year old (71%) and 3 year old take up (93%) have increased but take up for 4 year olds has dropped to 94% which is in line with national and regional trends.

In order to be assured of the quality of provision in the Early Years sector, another key target in this outcome relates to the percentage of Children's Centres inspections which are rated good or outstanding. The target in the Council Plan is to ensure the percentage is higher than the Yorkshire and Humberside average of 70%. Bradford's performance is currently at 69% which is unlikely to change in the immediate future, with no inspections currently taking place as Ofsted are revising the inspection framework.

Other indicators in this Outcome aim to ensure that the percentage of children achieving a good level of development in Early Years Foundation Stage is in line with the national average of 69% and performance improved from 62% in 2015 to 66% last year. Additionally the percentage of Year1 pupils working at the expected standards in phonics improved by 5% to 79% in 2016, which is up from 74% in 2015 bringing Bradford closer to the national average of 81%.

### **Better skills, more good jobs and a growing economy**

In this outcome the number of new jobs created as a result of direct support from the Council is on track to meet the target of 155 by March 2018 with 118 being created by March 2017, the agreed timescales for processing of major planning applications is at 86% compared to the Council Plan target of 87% but is still above regional comparators, and the latest information has confirmed that the Gross Value Added is on target with that identified in the Council Plan of £9.5bn.

In total overall visitor numbers to Bradford Markets has dropped from 5.8m visitors in 2015/16 to 5.6m in 2016/17, below the Council Plan target of maintaining numbers at 5.8m. Since the beginning of the year both the Kirkgate and Keighley Markets have maintained footfall but Oastler Centre has seen a reduction in customers which can be attributed to the closure of the Morrisons supermarket at Westgate.

The total number of visits to museums is below that expected. This indicator is anticipated to be back on target when the launch/opening of Cliffe Castle Park following a major Lottery Fund project takes place in June with the consequent knock on effect on visitor numbers to Cliffe Castle museum, and the launch of two major exhibitions at Cartwright Hall along with the opening of the David Hockney exhibition in July 2017, take effect.

In terms of Housing, 184 homes have been delivered this year which is above the 2016/17 target and is therefore on track to deliver the overall target of having 750 additional affordable homes

available by the end of 2017/18, as the Affordable Homes Programme will see delivery weighted to the end of the period. The number of private sector homes improved through Council intervention was 947 and therefore exceeded the 850 target in the Council Plan and the average length of stay in bed and breakfast is currently 9.4 nights which is an improvement on the 2015/16 figure of 10.2 nights and is therefore on track to deliver the 2020 target.

### **Safe clean and active communities**

In the Safe Clean and Active outcome the amount of kerbside recycling has increased in line with the Council Plan from 17,900 tonnes in 2015/16 to 20,200 tonnes in the current year, but the target to reduce the number of reported fly tipping incidents to below last years outturn of 8,574 has not been achieved with 9,030 incidents being reported in 2016/17. The overall percentage of missed bin collections is 0.15% which is above target of 0.13% but the trend is improving with the last quarter being reported as 0.12% and if continued will meet the Council Plan target.

The Council Plan includes targets related to people who agree that their local area is a place where people from different backgrounds can live harmoniously. When last reported in 15/16, the figure was 62.6% which is 1.4% below the previous year and below the 65% target in the Council Plan which is the regional average. This will be re-measured in 2017/18 by the Police and Crime Commissioner survey and will be reported quarterly in the future.

A new indicator included in the Council Plan was to increase the number of people participating in community life/volunteering. This is being measured using the Citizens Panel and the recent Place Survey. 59% of respondents said they took part in volunteering activities but this figure needs treating with some caution as there was some evidence that the question was not fully understood and the Citizens Panel may represent a cohort that may be more engaged in community activities. Further work is being undertaken to ensure a more accurate representation of the indicator going forward.

As part of the drive to move services to be delivered in and by communities, and to transfer Council Assets to be managed by community organisations, a target was set to complete 30 Community Asset Transfers (CAT) by March 2018. At 31 March 2017, 29 had already been completed with the service likely to complete as many again in 2017/18.

### **Well Run Council**

In the well run Council theme, the overall financial plan was delivered, with the net budget being underspent by £0.3m but the target to implement the agreed specific financial savings fully in year has been underachieved, with £37.8m (83%) of the targeted savings of £45.6m being delivered..

Despite significant targeted management action being taken, sickness is still above the 9.76 days target in the Council Plan, with the average number of days lost per employee due to sickness absence in 2016/17 at 11.33 days which is also slightly above last years outturn of 11.29 days. Further sustained focus on those services with increases will be required to get back on track.

The Council Plan also includes a new indicator re increasing resident's satisfaction with the Councils delivery of services by 10% by 2020. Recent measurement using the Citizens Panel and the Place Survey reported 39% of residents satisfied. This statistic will now be used as a base line for future improvement.

The Council Plan also has specific targets regarding improving the collection rates for both Council Tax and Business Rates, 96% and 98% respectively. In 2016-17 Council Tax collection was 94% (0.2% down on 2015/16), but Business Rates collection increased in the current year to 97.1% compared to 96.9% in the previous year.



## 2.0 COUNCIL REVENUE OUTTURN

### 2016-17 Revenue Budget

The Council underspent the approved net budget of £378m (£1.407bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there are however a number of significant departmental budget variances as shown in table 1.

In the Table 1 below, we show the planned and budgeted results from two perspectives.

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

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

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Services to the public &amp; businesses</b>									
Health and Wellbeing	225.8	220.9	4.9	-98.3	-96.3	-2.0	127.4	124.6	2.9
Children's Services	552.2	544.0	8.2	-458.0	-453.3	-4.7	94.2	90.7	3.5
Department of Place	171.1	164.7	6.3	-65.4	-57.7	-7.7	105.6	107.0	-1.3
Revenues & Benefits	182.6	179.2	3.4	-179.0	-175.0	-4.0	3.6	4.2	-0.6
<b>Total services to the public &amp; businesses</b>	<b>1,131.6</b>	<b>1,108.8</b>	<b>22.8</b>	<b>-800.8</b>	<b>-782.4</b>	<b>-18.4</b>	<b>330.8</b>	<b>326.4</b>	<b>4.4</b>
<b>Support services and non service</b>									
Chief Executive	4.7	4.9	-0.2	-0.1	-0.1	0.0	4.6	4.8	-0.2
Corporate Services (Excluding Revenues & Benefits)	82.6	85.7	-3.1	-45.1	-44.2	-0.9	37.6	41.5	-4.0
Non Service Budgets	127.6	128.8	-1.2	-45.3	-45.2	-0.1	82.3	83.6	-1.3
<b>Total support services and non service</b>	<b>214.9</b>	<b>219.4</b>	<b>-4.5</b>	<b>-90.5</b>	<b>-89.5</b>	<b>-1.0</b>	<b>124.4</b>	<b>129.9</b>	<b>-5.4</b>
Central Budgets & Net Transfers To Reserves*	74.8	79.0	-4.2	-152.3	-157.2	4.9	-77.5	-78.2	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

\*Includes £2.8m of deferred expenditure

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

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

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Council Plan Outcomes</b>									
Better Health Better Lives	462.8	447.8	15.0	-267.4	-260.3	-7.0	195.4	187.4	8.0
Better Skills, More Good Jobs And A Growing Economy	126.7	121.0	5.7	-57.0	-49.6	-7.4	69.7	71.4	-1.7
Safe, Clean And Active Communities	73.9	74.6	-0.7	-22.7	-22.4	-0.3	51.2	52.3	-1.0
A Great Start And Good Schools For All Our Children	489.9	488.2	1.7	-461.3	-458.5	-2.9	28.6	29.8	-1.2
Decent Homes That People Can Afford To Live In	11.2	11.0	0.3	-5.5	-5.1	-0.4	5.8	5.9	-0.1
A Well Run Council	205.8	209.4	-3.6	-77.1	-75.7	-1.4	128.7	133.7	-5.0
Non Service, Fixed and Unallocated	50.9	55.1	-4.2	-152.6	-157.5	4.9	-101.7	-102.4	0.7
<b>Total Council Spend</b>	<b>1,421.3</b>	<b>1,407.2</b>	<b>14.1</b>	<b>-1,043.6</b>	<b>-1,029.1</b>	<b>-14.5</b>	<b>377.7</b>	<b>378.0</b>	<b>-0.3</b>

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.

## **2.1 Better use of budgets requests – Re-profiled spend**

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

**Table 2.1 - Expenditure to take place in 2017-18**

<b>Deferred Activity</b>	<b>£000s</b>	<b>£000s</b>
<b>Department of Place</b>		
Economic Development		
Ad:Venture - Match funding for Digital Enterprise fund	415	
Ad:Venture - Match funding for Digital Enterprise fund	181	
Local City Growth Outcomes (income from LCR)	160	
Economic Growth Strategy Intelligence	50	
City Centre Animations	40	
<b>Economic Development Total</b>	<b>846</b>	
Planning - Local Plan	460	
Waste and Fleet - Purchase of new system to log emergency incidents	15	
Bereavement Services	150	
<b>Total Department of Place</b>		<b>1,471</b>
<b>Corporate Services</b>		
Estates - To fund acquisition costs and transition for subsidy reductions	225	
School Catering - Menus and School Facilities improvement	225	
ISG – to support continuing business recovery plan	76	
Revenues and Benefits - delayed implementation of revised benefits cap	220	
Legal – schools admission administration	57	
Human Resources - CPD activity for Social Workers	150	
<b>Total Corporate Services</b>		<b>953</b>
<b>Chief Executives</b>		
Commissioning of Partnership Place Marketing work	50	
<b>Total Chief Executives</b>		<b>50</b>
<b>Total expenditure to take place in 2017-18 (Approved at Quarter 4)</b>		<b>2,474</b>
<b>Children Services</b>		
School Improvement Services		100
<b>Department of Place</b>		
Bradford Children's Safeguarding Board		8
ISG additional underspend from estimate at qtr 4		13
Travel Training		193
<b>Total expenditure to take place in 2017-18 (To be Approved)</b>		<b>314</b>
<b>Total expenditure to take place in 2017-18</b>		<b>2,788</b>

## 2.2 Delivery of Budgeted Savings proposals

The £378m budget was after combined budget savings of £45.6m in 2016-17 (£44.6m approved by Council in February 2016<sup>2</sup>, and a further £1.0m Government cut to the Public Health Grant) were deducted. The £45.6m savings brings the total savings the Council has had to find in the six years following the 2010 Comprehensive Spending Review (CSR) to £218.3m.

**Table 2- Year on Year savings since 2010 CSR**

	£m
2011-12	48.7
2012-13	28.5
2013-14	26.1
2014-15	31.8
2015-16	37.7
2016-17	45.6
<b>Total savings</b>	<b>218.3</b>

In tracking progress made against each individual saving proposal, £37.8m (83%) of the £45.6m was delivered as planned, leaving £7.9m undelivered. The undelivered savings will continue to cause a financial pressure in 2017-18, adding to the task of delivering further savings of £37.5m in 2017-18.

### Saving Tracker

	Revised Savings £m <sup>3</sup>	Achievement £m	Forecast Variance £m
Health and Wellbeing	14.0	11.6	2.4
Children's Services	3.7	1.9	1.8
Department of Place	5.9	5.3	0.7
Corporate Services	10.0	10.0	0.0
Chief Executives	0.2	0.2	0.0
Travel Assistance	3.0	0.0	3.0
Non Service	8.8	8.8	0.0
<b>Total</b>	<b>45.6</b>	<b>37.8</b>	<b>7.9</b>

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

	Budgeted Savings £ms	Underachieved Savings £ms
2013/14	26.1	4.4
2014/15	31.8	2.3
2015/16	37.7	4.9
2016/17	45.6	7.9

<sup>2</sup> £27.4m of savings agreed in Feb 2015 that impact on 2016-17 budget, and £17.3m of additional savings agreed in Feb 2016.

<sup>3</sup> Revised savings include £1.5m of savings linked to Transactional support being allocated to departments from cross cutting, and £0.1m of savings linked to Connexions being implemented by Environment and Sport.

As reported in prior quarters the main planned savings that were not delivered in full include:

### **2.2.1 Travel Assistance £3.0m saving, £3.0m underachievement.**

- Informed by extensive public consultation, the Executive in June 2015 approved a revised Travel Assistance Policy based on principles and guidance contained in a joint framework between Children's and Adults. £1.8m of the £3m savings reduction in 2015-16 Transport Assistance remained unachieved in 2016/17, and a further saving of £3.0m in 2016-17 has been underachieved. The £4.8m underachievement will cause a financial pressure in 2017/18.
- A robust action plan for Travel Assistance has been developed to address the requirement to make savings from this budget. A proposal is currently under consultation for the establishment of a new Travel Assistance Service sited within Children's Services reporting to the Assistant Director for Performance, Partnership and Commissioning. Contact with parents and carers who have expressed interest in personal travel budgets is about to commence, undertaken by staff from Revenues and Benefits team who have expertise in this area. The plan will promote independence and realise savings.
- Additionally, the Council also agreed to allocate £0.6m of investment over 2 years from 2016-17 to support the provision of Travel Training.
- The forecast underachievement of savings is covered by Corporate contingencies in 2016-17.

### **2.2.2 Health and Wellbeing £14.0m saving, £2.4m underachievement**

- The combined saving of £2.0m planned to be delivered by reducing the number of external Older People Residential Care placements by promoting independent living and increasing the number of long stay service users in in-house homes was underachieved by £0.7m. Numbers are reducing but not as quickly as planned.
- £0.4m of savings linked to the closure of an in-house residential home were not delivered as the home remains open. To mitigate the underachievement £0.4m of reserves have been drawn down whilst the Great Places to Grow Old strategy is implemented. The unachieved saving will carry forward to 2017-18.
- None of the £0.7m of savings linked to increased contributions from Adults Service users was achieved in 2016-17. £0.5m of the underachievement was due to an extended consultation period on the recently approved new charging policy, with the remaining £0.2m due to the time taken to review and financially assess Mental Health clients.
- £1.5m savings planned to be delivered by Learning Disability commissioning savings are forecast to be underachieved by £0.6m. The savings shortfall in 2016-17 is due to both provider changes and contractual arrangements leading to a delay in implementation. The underachievement is not expected to recur in 2017-18.
- £0.1m saving from increased contributions from the Police and Clinical Commissioning Groups is unachieved as further funding is not available at this point.

### **2.2.3 Children's Services £3.7m saving, £1.8m underachievement.**

- £0.8m of savings planned to be delivered by reducing the number of Looked After Children by 75 to 800 over two years have not been achieved as numbers of Looked after Children are increasing (now 931). The underachieved saving will be a financial pressure in 2017-18.
- £0.6m of savings planned to be delivered by bringing Looked After Children cared for outside of Bradford back into the district have not been delivered as the cost of purchased placements are increasing. A further planned saving of £0.5m linked to bringing Children back into the district in 2017-18 is likely to compound the issue.
- £0.4m of savings planned to be delivered by reducing payments to Foster Carers due to a reduction in the number of Looked After Children, and reducing retainer and allowance payments to Foster Carers has underachieved by £0.2m due to a delay in the second phase of plans to review care packages. The Council has approved the new rates and the saving will be implemented in 2017-18.
- Children's services plan to mitigate the overspend on Purchased Placements and Allowances by reviewing the sufficiency and commissioning strategy; Re-commissioning block contracts for residential and fostering provision; reviewing the care plans of all young people in Purchased Placements who can return internally or to an Independent Foster Agency placement, and increasing the capacity of the In-House Fostering Service through training and recruitment.
- £0.6m of savings linked to streamlining the service and staffing efficiencies has underachieved by £0.2m. A restructure of Admin services has been completed and that will generate the saving in 2017-18.

### **2.2.4 Department of Place £5.9m, £0.7m underachievement**

- £0.4m of savings planned to be delivered by reducing the number of posts in Development Management and increasing income were underachieved by £0.3m as reported previously. The full year effect of the saving will be achieved in 2017-18 however timing in the restructuring process means fewer posts will have been deleted by the end of 2016-17 than had been initially planned. Consultation has proceeded as planned with staff and Trade Unions this will allow further progress in delivery of the saving.
- £0.2m of savings planned to be delivered by transferring some functions to the West Yorkshire Combined Authority are not being achieved and progress is dependent on the WYCA 'One Organisation' strategy. Offsetting underspends in planned maintenance and overall cost control help instead to balance the account. The underachieved saving will cause a financial pressure in 2017-18.
- Of the £0.7m of Highways Asset Management savings, £0.2m was not achieved. Originally, the service had expected to be able to reduce the Corporate Insurance Premium through expected favourable changes in capping associated legal costs. It also planned to invest to save in Street Lighting. However, the Insurance Premium hasn't reduced as planned, and the invest to save projects will likely result in a phased achievement in the savings overall. Instead, Highways applied a range of mitigating savings in highway maintenance, footway maintenance, traffic signals, depots, vehicles. Most of the savings are on track for a full year saving but the timing means £0.2m will cross over into early 2017-18.

### 3. SERVICE COMMENTARIES

#### 3.1 Department of Health and Well Being

- The Department of Health and Wellbeing (formerly Adult Services and Public Health) overspent the £124.6 net expenditure budget by £2.9m (£3.2m at Qtr 4).

	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Health &amp; Wellbeing</b>									
Operational Services	166.2	160.1	6.0	-51.0	-48.9	-2.1	115.2	111.3	3.9
Integration & Transition	14.7	15.7	-0.9	-2.1	-2.2	0.1	12.6	13.4	-0.8
Strategic Director	-1.3	-1.3	0.0	-0.0	-	-0.0	-1.3	-1.3	0.0
Public Health	46.2	46.4	-0.2	-45.3	-45.2	-0.0	0.9	1.2	-0.3
<b>Total</b>	<b>225.8</b>	<b>220.9</b>	<b>4.9</b>	<b>-98.3</b>	<b>-96.3</b>	<b>-2.0</b>	<b>127.4</b>	<b>124.6</b>	<b>2.9</b>

- The overspend is caused mainly by a £3.7m overspend within Adult Services comprising £3.9m on Purchased Care; a £1.2m underachievement of service user income, a £0.3m recurrent overspend on the BACES equipment service, £0.4m overspend on No Recourse to Public Funds, £0.3m on Deprivation of Liberty Safeguards (DOLS), offset by underspends of across the department as outlined below.
- The overspend on Adult Services was partly offset by a £0.3m underspend in Public Health.
- The £124.6m Health and Wellbeing net budget above includes £14.0m of 2016-17 budget savings; 76% of these were achieved as planned, giving a shortfall of £2.4m as outlined in Appendix 1 section 2.2.

#### 3.1.1 Health and Well Being – Adult Services

Adult Services overspent the £123.4m net expenditure budget by £3.1m.

	Gross Expenditure			Income			Net Expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
<b>Adult Services</b>									
Purchased Care	119.4	113.1	6.3	29.9	27.3	-2.6	89.5	85.8	3.7
Community Care Services	10.9	10.8	0.1	8.6	8.2	-0.4	2.3	2.6	-0.3
In-house Residential & Day Care	14.6	14.7	-0.1	4.2	3.9	-0.3	10.4	10.8	-0.4
Access, Assessment & Support	14.2	14.7	-0.5	3.0	3.0	0.0	11.2	11.7	-0.5
No Recourse to Public Funds	1.2	0.8	0.4	0.0	0.0	0.0	1.2	0.8	0.4
Other Operational Services	1.2	1.2	0.0	0.0	0.0	0.0	1.2	1.2	0.0
Non-Residential Charges	0.0	0.0	0.0	5.3	6.5	1.2	-5.3	-6.5	1.2
Commissioned Services	4.7	4.9	-0.2	0.0	0.0	0.0	4.7	4.9	-0.2
<b>Operational Services</b>	<b>166.2</b>	<b>160.2</b>	<b>6.0</b>	<b>51.0</b>	<b>48.9</b>	<b>-2.1</b>	<b>115.2</b>	<b>111.3</b>	<b>3.9</b>
<b>Integration &amp; Transition</b>	<b>14.7</b>	<b>15.6</b>	<b>-0.9</b>	<b>2.1</b>	<b>2.2</b>	<b>0.1</b>	<b>12.6</b>	<b>13.4</b>	<b>-0.8</b>
<b>Strategic Director Health &amp; Wellbeing</b>	<b>-1.3</b>	<b>-1.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-1.3</b>	<b>-1.3</b>	<b>0.0</b>
<b>Total</b>	<b>179.6</b>	<b>174.5</b>	<b>5.1</b>	<b>53.1</b>	<b>51.1</b>	<b>-2.0</b>	<b>126.5</b>	<b>123.4</b>	<b>3.1</b>

- Despite the overspend there are a number of positive indicators showing that services are moving 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.
- Regarding outcomes, the national ASCOF (Adult Social Care Outcomes framework) is however showing a mixed picture with regards to user satisfaction.

	2015-16 Regional Avg	2015-16 Bradford	2016-17 Bradford
Social Care quality of life	19.1	19.5	19.4
Control over daily life	76.2%	79.2%	75.1%
Feeling Safe	69.9%	73.2%	73.1%
Feeling Safe as a result of services	85.9%	84.8%	86.0%
Overall satisfaction of users with care and support	63.8%	63.1%	65.5%

## Purchased Care

- Purchased Care overspent the £85.9m net expenditure budget by £3.7m (4%); included in this overspend is £1.2m of unachieved savings from an overall Purchased Care savings target of £5.5m.

## Older People (OP) Purchased Care

- The table below shows that Older People services are providing higher levels of Community Care (Homecare, Direct Payments), and less Residential and Nursing Care in line with the departments strategy.

Average Population	2013-14	2014-15	2015-16	2016-17
Total Residential and Nursing	1,403	1,368	1,289	1,234
Total Community Care	1,466	1,521	1,530	1,609
Total	2,869	2,889	2,819	2,843

- Benchmarking data in the ASCOF framework also indicates that relative to other Councils, Bradford Council Adult Services have high levels of effectiveness in very low permanent admissions to care for older people (65 years +); very low levels of bed blocking/delayed transfers of care, and high levels of effectiveness for re-ablement services that promote independence and help keep people out of costly permanent care.

	Regional Avg 2015-16	Bradford 2015- 16	Bradford 2016- 17
Perm admissions to care 65+ per 100,000	700	513	580
Delayed transfers of care (social care)	3.4	0.19	0.64
Re-ablement (effectiveness)	82.90%	88.20%	87.80%

- The benchmarking data indicates both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils.
- Despite the good performance and positive direction of travel, the OP Purchased Care budget overspent the £25.4m net expenditure budget by £0.9m. The breakdown of expenditure is as follows:
- Older People Residential Fees** overspent the £9.1m net expenditure budget (£23.8m gross expenditure budget) by £0.7m due to a shortfall in the £2m residential savings (A10 and 3A11) linked to reducing the overall number of purchased residential placements.



- Activity data shows a reduction of 2,662 bed weeks purchased to 46,384, compared to 2015-16 due to increasing use of in-house long stay beds (+ 26 clients to 78) and an overall reduction in residential placements due to promoting independent living. The number of residential weeks would have needed to reduce by a further 2,295 (approx. 44 clients full year) in order to fully achieve the saving.

	2013-14	2014-15	2015-16	2016-17
Average Older People Residential Population	1,000	980	943	892
Gross Expenditure Residential Fees	£26.5m	£26.7m	£25.9m	£25.0m
Average Gross Cost per Client per Week <sup>4</sup>	£508	£525	£528	£538
Average Net Cost per Client per Week	£282	£289	£302	£305

- The underachievement of the residential saving is partially off-set by **Older People Nursing Fees** which underspent the £5.6m net expenditure budget (£10.4m gross budget) by £0.5m. 1,830 less nursing weeks purchased compared to a budgeted 19,625.

<b>Older People Nursing</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Average Older People Nursing Population	403	388	346	342
Gross Expenditure Nursing Fees	£10.4m	£10.7m	£10.5m	£10.2m
Average Gross cost per Client per week	£496	£530	£583	£573
Average Net Cost per Client per Week	£302	£319	£343	£348

- Older People Home Support** overspent the £9.4m net expenditure budget by £0.3m. The department's strategy is to increase homecare provision in the community as reflected in the increased number of clients. Gross costs have increased by £1m since 2015/16, with £0.6m linked to increased activity/ hours of care provided, and £0.4m linked to a £1.10 increase in the hourly rate for framework providers, to £14.43.

<b>Older People Home Support</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Average Older People in receipt of Homecare population	1,378	1,425	1,426	1,479
Gross Expenditure Home Support	£8.4m	£8.8m	£8.7m	£9.7m
Average Gross Cost per Client per Week	£117	£118	£117	£126

- Older People Respite** overspent the £0.3m net expenditure budget by £0.1m due to an increase in the number of respite nights purchased in the independent sector as a result of the service been unable to place clients in in house respite beds as they are being utilised for long stay clients (+3,334 nights to 11,167 in 2016-17).
- Older People Direct Payments** overspent the £0.9m net expenditure budget by £0.3m primarily due to an increase of 26 in the average population to 130 in 2016-17. Although overspent, this is a positive direction of travel in line with the strategy of increasing the use of direct payments to give more choice to service user and keep people at home where possible.

<sup>4</sup> The Gross cost per client per week is a calculation based on what the Council pays providers + service user contributions collected by independent care homes related to the Council placement. The cost does not reflect the average gross cost of independent residential homes which is unknown.

	2013-14	2014-15	2015-16	2016-17
Average Older People in receipt of Direct Payments	88	96	104	130
Gross Expenditure Direct Payments	£0.89m	£1.09m	£1.20m	£1.48m
Average Cost per Client per Week	£194	£218	£222	£219

### **Physical Disabilities (PD) Purchased Care**

- Physical Disabilities Purchased Care underspent the £7.1m net expenditure budget by £0.8m.
- The table below shows a small increase of 10 clients in the overall PD average population from 475 in 2015-16. Significant savings (£0.6m) in homecare hours delivered have been achieved as a result of the work Occupational Therapists have done to reduce the number of double-ups (homecare sessions requiring two homecare staff) provided by advising on equipment use to promote independence.

<b>Physical Disabilities</b>	2013-14	2014-15	2015-16	2016-17
Average PD Residential Population	88	83	85	76
Gross Expenditure Residential Fees	£2.7m	£2.7m	£2.8m	£2.4m
Average Net Cost per Client per Week	£485	£526	£528	£504
Average PD Nursing Population	59	56	55	56
Gross Expenditure Nursing Fees	£1.7m	£1.6m	£1.6m	£1.4m
Average Net Cost per Client per week	£434	£406	£414	£371
Average PD Population in receipt of Homecare	242	237	203	216
Gross Expenditure Home Care	£2.5m	£2.6m	£2.4m	£1.7m
Average Net Cost per Client per week??	£198	£210	£225	£149
Average PD Population in receipt of Direct Payments	133	133	132	137
Gross Expenditure Direct Payments	£1.4m	£1.5m	£1.6m	£1.7m
Average Net Cost per Client per week	£201	£214	£226	£244
Total PD Clients	522	509	475	485

### **Learning Disabilities (LD) Purchased Care**

- The table below shows that there have been large increases in the numbers of Learning Disability clients that are being supported as a result of demographic growth.
- The service is however managing demand by caring for clients 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.

<b>Learning Disabilities</b>	2013-14	2014-15	2015-16	2016-17
Residential and Nursing Care	267	257	251	251
Community Care Services	1,167	1,237	1,426	1,425
Total	1,434	1,494	1,677	1,676

\*Includes Individual Living Fund Clients from 2015-16

- Despite the positive direction of travel the service overspent the £45.8m net expenditure budget by £3.1m.
- **Learning Disabilities Residential Fees** overspent the £8.8m net expenditure budget by £1.3m; of which £1.1m is due to an overspend on purchased residential fees and £0.2m is due to an underachievement of savings on the residential block contract.
- The £1.1m LD Residential Fees overspend is mainly due to a recurrent overspend from 2015-16 of £0.6m and a further £0.5m due to rising unit costs (+£45 to £1,195 per week). Although the average population only increased by 1 to 134 in 2016-17, there have been 34 contracts ended and 31 new contracts to the 31<sup>st</sup> March 2017; it is the rising cost of new placements for clients with complex needs which is increasing the cost base and costs per week.

<b>Learning Disabilities Residential</b>	2013-14	2014-15	2015-16	2016-17
Average LD People Residential Population	134	136	133	134
Gross Expenditure Residential Population	£7.5m	£8.1m	£8.5m	£8.9m
Average Net Cost per Client per Week	£980	£1,059	£1,150	£1,195
Average LD Residential Population – block contract	56	56	56	53
Gross Expenditure Residential – block	£2.6m	£3.1m	£3.1m	£3.1m
Average Net Cost per Client per Week	£772	£898	£898	£943

- **Learning Disabilities Nursing Fees** overspent the £4.6m net budget by £0.5m due to an increase in costs associated with the transfer of a LD nursing block contract to a new provider. This is not a recurrent overspend; plans are being developed to transform the model of care which will reduce costs over a period of time.
- **Learning Disabilities Home Care** overspent the £7.9m net expenditure budget by £0.4m due to an increased number of homecare hours delivered (+1,352 per week to 10,669 in 2016-17). As the average population has decreased by 42 compared to 501 clients in 2015-16, the additional hours delivered are due to an increase in the average hours each client is receiving; indicating an increase in clients care needs on average. This is to be expected given the realignment away from Residential and Nursing Care.

	2013-14	2014-15	2015-16	2016-17
Average LD People in receipt of Homecare	416	445	501	459
Gross Expenditure	£6.1m	£6.5m	£7.7m	£8.2m
Average Net Cost per Client per Week	£283	£278	£294	£341

- **Learning Disabilities Day Care** overspent the £8.4m net expenditure budget by £0.5m. Unachieved savings on LD day care procurement amount to £0.3m; this is not a recurrent pressure and will be achieved in 2017-18. There is a further overspend of £0.2m on the LD Day Care ‘spot contracts’ (£1.8m gross budget). This is due to an increase in the average population (+44 to 352 in 2016-17), which has increased the expenditure by £0.2m.

	2013-14	2014-15	2015-16	2016-17
Average LD Day Care Population – spot contracts	209	241	308	352
Gross Expenditure	£1.2m	£1.8m	£1.8m	£2.0m
Average Gross Cost per Client per Week	£110	£143	£112	£109

- **Learning Disabilities Direct Payments** overspent the £3m net expenditure budget by £0.6m due to an increase in the average population of 43 to 400 in 2016-17 in line with the strategy; this has increased the cost base by £0.4m. A further £0.2m is attributable to an increase in the unit cost per person (+£12 to £174 in 2016-17).

	2013-14	2014-15	2015-16	2016-17
Average LD people in receipt of Direct Payments	266	280	356	400
Gross Expenditure	£3.1m	£3.3m	£4.9m	£6.1m
Average Net Cost per Client per Week	£224	£206	£162	£174

- **Learning Disability Supported Living Services** underspent the £10.4m net expenditure budget by £0.2m due to reduced hours delivered on contracts and TUPE reductions. There are further savings of £0.8m attributable to this budget in 2017-18.

	2013-14	2014-15	2015-16	2016-17
Average LD Supported Living Population	220	220	217	214
Gross Expenditure	£11.2m	£10.7m	£11.1m	£10.7m
Average Gross Cost per Client per Week	£973	£931	£978	£961

- To mitigate the recurrent overspend in 2017-18 the departments dedicated LD reviewing team will continue to review client's packages of care and negotiate costs with providers. The department also works closely with the NHS to share the cost of high cost placements where a client has both health and social care needs.

### **Mental Health (MH) Purchased Care**

- The table below shows that the Mental Health Purchased Care is relatively static except for increases in homecare and direct payments in line with the strategy.

<b>Mental Health</b>	2013-14	2014-15	2015-16	2016-17
Average MH People Residential Population	131	135	143	143
Gross Expenditure Residential Fees	£4.1m	£3.8m	£3.9m	£4.0m
Average gross Cost per Person per Week	£602	£546	£517	£535
Average MH People Nursing Population	63	58	50	51
Gross Expenditure Nursing Fees	£1.2m	£1.5m	£1.4m	£1.4m
Average gross Cost per Person per Week	£359	£494	£526	£518
Average MH People in receipt of Homecare	-	141	108	119
Gross Expenditure Homecare	£0.6m	£0.9m	£1.4m	£1.6m
Average Hourly Rate		£123	£251	£253
Average MH people in receipt of Direct Payments	25	22	21	44
Gross Expenditure Direct Payments	£0.1m	£0.1m	£0.1m	£0.6m
Average Cost per person per Week	£89	£107	£110	£245
Total Average MH Population	219	356	322	357
Total Gross Expenditure	£6.0m	£6.3m	£6.8m	£7.6m

- The service overspent the £6.3m net expenditure budget by £0.7m as follows.
- **Mental Health Residential Fees** overspent the £2.9m net expenditure budget by £0.5m due to a recurrent pressure from 2015-16, with the average population remaining static from 2015-16 at 143.
- The service had a budget reduction of £0.3m from the 2016-17 High Cost Placement savings target of £1m which has been fully achieved as a result of reviews carried out by the MH Reviewing team helping to move clients to independent living with less support required. Without the impact of the reviewing team both the weeks of care and the unit cost figure would be higher.
- The MH Reviewing Team will continue to review all residential placements, to reduce the cost of care and to move clients onto independent living where appropriate.
- **Mental Health Nursing Fees** underspent the £1.3m net expenditure budget by £0.2m due to 7 less clients than budgeted for.
- **Mental Health Home Support** overspent the £1.1m net expenditure budget by £0.5m due in part to a recurrent pressure from 2015-16 (£0.3m) and increases in the average number of clients (+11 to 119) and the average unit cost per person per hour (+£1.84 to £15.34).
- **Mental Health Direct Payments** overspent the £0.4m net expenditure budget by £0.1m due to an increase in the average population. Despite the overspend this is a positive direction of travel in line with the strategy.
- **Mental Health Supported Living Services** underspent the £1.6m net expenditure budget by £0.2m, due to reduced hours delivered on the contract.

### Drugs and Alcohol Purchased Care

- Drugs and Alcohol underspent the £0.4m net expenditure budget by £0.2m due to 5 fewer clients receiving services than is budgeted for (average population 8, 4 less than 2015-16). There is a £0.2m saving on this budget to be achieved in 2017-18.

### In House Community Care Services

#### Enablement Services

<b>Enablement Services</b>	2014-15	2015-16	2016-17
Gross Costs	4,458	5,045	5,181
Income	-3,441	-4,903	-4,931
Net Costs	1,017	142	250
Total number of clients receiving BEST/BEST Plus	2,390	2,503	2,505

- The service underspent the £0.6m net expenditure budget (£5.6m gross budget) by £0.5m mainly due to vacancy control.
- Performance data for 2016-17 shows that the number of clients who no longer require a service or require a reduced service as a result of BEST/Best Plus has increased to 57% (55% in 2015-16).
- The ASCOF (3A) measure for the BEST & BEST Plus service also indicates that 77% of clients are satisfied with experience of care and support (80% in 2015-16), and that re-ablement services are effective.

### **BACES Equipment Service**

- **The Bradford and Airedale Community Equipment Service (BACES)** overspent the £0.6m net expenditure budget (£3m gross budget, pooled with health) by £0.3m.
- The overspend is mainly as a result of demographic growth; as more clients are supported at home the number of service users requiring support is increasing.

	2015-16	2016-17
Total Number of Items Lent	36,267	37,212
Total Number of Clients Receiving Equipment	10,392	10,618

- Clients are also presenting with more complex needs which is reflected in the increase in 'special orders' requested for new equipment not previously funded.

	2012-13	2013-14	2014-15	2015-16	2016-17
Expenditure on 'Special Orders' £m's	0.3	0.5	0.7	0.8	0.8

- The service is working closely with health through the BACES Board to put in place plans to reduce expenditure where possible. In 2016-17 this has included reviewing the equipment provided and introducing a panel to review both Council and NHS special order requests; this has seen a reduction in monthly expenditure since it became operational in October 2016.
- The service is also looking into the possibility of appropriate items being funded from the Disabled Facilities Grant (DFG) capital budget to reduce pressure on the revenue budget in 2017-18.
- There have been further savings of £0.1m on the Safe and Sound equipment budgets due to the service utilising stock levels.

### **In-house Residential and Day Care**

- In-house Residential and Day Care underspent the £10.4m net expenditure budget by £0.4m, mainly as a result of vacancy control across in-house Day Care and Extra Care services.

<b>In-house Residential Services</b>	2015-16	2016-167
Gross Costs £000s	8,209	8,294
Income £000s	-2,582	-3,073
Net Costs £000s	5,627	5,221
Number of weeks of care provided	8,791	8,887
Average % Occupancy	86%	87%
Gross Weekly Unit Cost (excluding Corporate Recharges)	£933	£933

- In-house Residential Homes balanced the £5.2m net expenditure budget, however the service has delivered an increased number of bed weeks compared to 2016-17 (+96 weeks, to 8,887). Long stay client weeks have increased by 1,711 weeks to a total of 4,083 weeks in 2016-17; this is in-line with the strategy linked to saving 3A13 to increase long stay provision in in-house homes and is also reflected in increased client income to the service.
- A report will be presented to the Executive in the near future which will outline the strategy for Residential Homes and the Great Places to Grow Old Strategy.

### **Access, Assessment and Support**

- Access, Assessment and Support underspent the £11.7m net expenditure budget by £0.5m due to vacancies across the service. This is a non-recurrent underspend as the service are recruiting to vacant posts in 2017-18 in order to further strengthen the social work teams; increase the number of clients reviewed and deliver on 2017-18 savings. The regular reviewing of clients ensures they are receiving the appropriate levels of care and is paramount to the transformation of Adult Services and the delivery of future savings.

### **No Recourse to Public Funds**

- The service overspent the £0.8m net expenditure budget by £0.4m due to increased numbers of families seeking support as reflected in the activity data below.

	2014-15	2015-16	2016-17
Number of Cases	77	104	122
Number of Families	58	78	92
Number of Dependants	146	224	222
Number of Adults	19	26	30

### **Non-Residential Income**

- The service underachieved the £6.5m net income budget by £1.2m, as a result of £0.7m of unachieved savings and a £0.5m pressure due to reductions in the numbers of clients charged.
- The new charging policy, which has a £0.5m saving target, has been approved however the policy has not yet been implemented resulting in a £0.5m unachieved saving. There is a further £0.4m, full year effect of the saving to be achieved in 2017-18.

- There is also a £0.2m saving relating to reviewing charging arrangements for Mental Health clients which is unachieved in 2016-17. All Mental Health clients who are eligible to contribute to their care are now being charged; the shortfall relates to Section 117 clients who are entitled to free social after-care following discharge from hospital. These clients will continue to be reviewed to ensure they are receiving appropriate levels of care. There is a further saving of £0.2m in 2017-18.

### **Commissioned Services**

- The service underspent the £4.9m net expenditure budget by £0.2m mainly due to savings on Learning Disability Housing Related Support (HRS) contracts. This is a re-current underspend which will help deliver the further £0.6m saving in 2017-18.

### **Integration and Transition**

- Integration and Transition underspent the £13.4m net expenditure budget by £0.8m. Underspends include reduced staffing expenditure of £0.5m due to vacancy control, £0.4m accelerated saving on Welfare Advice contracts, £0.2m reduced contract payments, £0.1m saving on supplies and services and £0.1m accelerated HRS saving. These underspends have been partly off-set by income pressures of £0.2m due to an unachieved savings target and £0.3m overspend on the Deprivation of Liberty Safeguards budget, as detailed below.

### **Deprivation of Liberty Safeguards**

- The service overspent the £0.2m net expenditure budget by £0.3m. This overspend is due to the costs of the service carrying out increased Best Interest Assessments (BIA's) and also the subsequent costs associated with the medical assessments carried out by doctors. Activity data to 31<sup>st</sup> March 2017 shows an increase in Best Interest Assessments compared to 2015-16 (+186 to 795 BIA's).
- Due to increased demand in this area, a budget increase of £0.3m has been applied for 2017-18 through additional growth received in the budget setting process.

### **Mitigating Actions**

In order to mitigate the financial pressures the following actions are being taken:

- The Adult and Community Services Management Team when reviewing monthly expenditure will actively review the numbers and outcomes of individual care packages to ensure that people are getting the most appropriate care to which they are entitled.
- The current way of working will be strengthened in line with good practice, including assessment, that will proactively build on individuals strengths and assets and transferring activity to local community groups where it makes sense to do so. The Management Team will also be working with front line staff to support further change in the culture in the community social work practices; this will include workforce development.
- Work will continue to be undertaken, in partnership with health colleagues, to integrate health and social care services in line with the Sustainability and Transformation plan so that the



demand for social care and health services is controlled and resources are used to support people to go home first, promotes independence for people and support their carers.

- Individual contracts with providers are being renegotiated on the basis of this strategy to promote choice and independence in a bid to reduce the cost of the packages of care and the costs of contracts.
- The service will be undergoing a full transformation which will see the implementation of the Home First Strategy which will lead to more care in the home and less in more expensive residential and nursing homes.

### **2017-18 and beyond**

In 2017-18, Adult Services has significant challenges to address, including;

- Delivering both the unachieved 2016-17 savings of £1.5m that will continue to impact on 2017-18, and a further £18.3m of 2017-18 savings,
- Dealing with the recurrent budget pressures £1.6m as outlined above,
- Continuing to manage the impact of demographic growth,
- Working collaboratively with the NHS to integrate Health and Social Care.

### 3.1.2 Health and Wellbeing – Public Health

- Public Health underspent the £1.3m net expenditure budget (£46.4m gross expenditure budget) by £0.3m due to reduced expenditure within the Environmental Health Service.

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Public Health	45.4	45.4	0.0	-44.9	-44.9	0.0	0.4	0.4	0.0
Environmental health	0.9	1.1	-0.2	-0.3	-0.2	-0.1	0.6	0.9	-0.3
<b>Total</b>	<b>46.2</b>	<b>46.4</b>	<b>-0.2</b>	<b>-45.2</b>	<b>-45.1</b>	<b>-0.1</b>	<b>1.0</b>	<b>1.3</b>	<b>-0.3</b>

- The department has fully achieved savings of £1.4m which were due to a £1m reduction in funding from the Department of Health (DoH) and Council approved savings of £0.4m.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health Reserve. As reported previously, £0.4m has been transferred to the Public Health Reserve to continue the Self Care project and Health Improvement work.
- The total annual funding from DoH is expected to reduce from £44m to £40.7m in 2020-21 and Public Health continue to plan for the reductions.

The main areas of expenditure are:

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Public Health Leadership	1.2	0.9	0.3	0.0	0.0	0.0	1.2	0.9	0.3
Information & Intelligence	0.2	0.2	0.0	0.0	0.0	0.0	0.2	0.2	0.0
Nutrition, Obesity & Physical Activity	2.4	2.4	0.0	0.0	0.0	0.0	2.4	2.4	0.0
Drugs Misuse	11.9	12.1	-0.2	-0.9	-0.9	0.0	11.1	11.1	-0.1
Alcohol Misuse	0.6	0.6	0.0	0.0	0.0	0.0	0.6	0.6	-0.1
Tobacco	0.7	1.1	-0.4	0.0	0.0	0.0	0.7	1.1	-0.4
Dental Public Health	0.7	0.7	0.0	0.0	0.0	0.0	0.7	0.7	0.0
Children 5-19	3.5	3.5	0.0	0.0	0.0	0.0	3.5	3.5	0.0
Health Checks	0.2	0.2	0.0	0.0	0.0	0.0	0.2	0.2	0.0
Sexual Health	4.4	4.7	-0.3	0.0	0.0	0.0	4.4	4.7	-0.3
Premises becthe respons	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Running Costs	1.1	1.3	-0.2	0.0	0.0	0.0	1.1	1.3	-0.2
Health Protection	1.8	1.8	0.0	0.0	0.0	0.0	1.7	1.8	0.0
Wider Determination	5.8	5.1	0.7	0.0	0.0	0.0	5.8	5.1	0.7
Children's Service (0-5 Year Olds)	10.7	10.7	0.0	0.0	0.0	0.0	10.7	10.7	0.0
Public Health Grant Funding	0.0	0.0	0.0	-44.0	-44.0	0.0	-44.0	-44.0	0.0
<b>Total</b>	<b>45.4</b>	<b>45.4</b>	<b>0.0</b>	<b>-44.9</b>	<b>-44.9</b>	<b>0.0</b>	<b>0.4</b>	<b>0.4</b>	<b>0.0</b>

#### Drugs & Alcohol Misuse - Adults

The service underspent the £11.1m net expenditure budget by £0.1m

- The underspend relates to a reduction in activity through prescribing and dispensing and reflects the national trend of a reducing population of opiate users.

- The main performance measure for substance misuse treatment is 'the successful completion without re-presentation to treatment within 6 months of discharge. Approximately 4.7% of Opiate users successfully completed treatment in Bradford compared to 6.4% in 2016-17 and 6.6% nationally and this continues to be a concern. Positively, successful completion of treatment for non-opiate users has improved compared to 2015-16 (38.5% to 40.4%) and is higher than national figure of 37.1%
- Bradford has a higher than average number of ageing opiate users who have been in treatment for over 6 years and this was a contributing factor identified through the Substance Misuse System review which has led to a tender of a new system with an aim to improve outcomes. The new service will commence on 1<sup>st</sup> October 2017.
- Referrals from Criminal Justice Services to structured drug treatment (69.6%) are considerably higher than national figures of 54%. The improved level of referrals is due to the service working in a coordinated way with other agencies such as the Police and NHS.

### **Drugs & Alcohol Misuse - Young People**

- Services provided to Young people (0-17 years) continue to perform slightly above national average. This is despite services working with young people who are more likely to report multiple vulnerabilities in addition to their substance use.
- In Bradford Young People are more likely to exit services in a planned way (82.6% locally compared with 82% nationally) and are less likely to re-present to services following exit compared to 15-16 (5%) from 16-17 (4.3%).

<b>DRUGS &amp; ALCOHOL MISUSE - Adults</b>	Outturn 14/15	Outturn 15/16	Outturn 16/17
Number of individuals in substance misuse treatment (YTD) - ALL	4,522	4,475	4,197
Number of new presentations (YTD) - ALL	2,017	1,991	1,799
<b>Public Health Outcome 2.15 ( Drug &amp; Alcohol treatment Completion)</b>			
% of clients completing and not re-presenting w ithin 6 months (opiate)	6.1%	5.4%	4.7%
National (opiate)	7.6%	6.9%	6.6%
% of clients completing and not re-presenting w ithin 6 months (non opiate)	40.1%	38.5%	40.4%
National (non opiate)	39.0%	37.3%	37.1%
% of clients completing and not re-presenting w ithin 6 months (Alcohol)	37.5%	37.1%	35.5%
National (Alcohol)	39.1%	38.2%	38.3%
Referrals from Criminal Justice Services to structured drug treatment (YTD)	154	122	112
Starting Treatment w ithin 6 w eeks of referral (YTD)	115	93	78
% of new referrals assessed and commence treatment w ithin 6 w eeks of referral (criminal justice)	75.0%	76.2%	69.6%
Police Force Area	59.0%	57.8%	54.0%
National (criminal Justice)	63.0%	58.5%	54.0%

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

## Sexual Health

The service underspent the £4.7m net expenditure budget by £0.3m

- Sexual health inequalities and HIV/Aids support budgets are to be combined and a new service is expected to be commissioned in October 2017.
- The main contract with Locala commenced on 31<sup>st</sup> July 2015, therefore the activity and performance is not directly comparable between years.
- The majority of performance targets are being met and where issues have been identified, commissioning leads are working with the provider.

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

## Wider Determinants

- The service fully spent the £5.1m net expenditure budget. The service encompasses a range of distinct service areas: welfare advice, health and wellbeing; air quality; school readiness; health improvement; food poverty and housing / homelessness. The programme/services are supported via Inter departmental agreements with other Council services.
- **Wider determinants** encompasses a range of distinct service areas: welfare advice; health and wellbeing; air quality; school readiness; selected areas of health improvement (e.g. those relating to Bradford Talking Media, Horton Housing Association and Hale), food poverty and housing/homelessness.
- The following Programme/services are supported via Inter Departmental Agreements and grant agreements:

<b>Project / Service</b>	<b>Funding allocated 16-17</b>
Welfare advice	2,017,400
Stroke Care Adults	28,900
Dementia Adults	246,000
Older People H&W VCS Grants	131,000
Mental Health Adults	83,000
Other PH Serv - Housing	379,000
Other PH Serv - Employment & Skills	65,000
Warm Homes	115,000
Health & Well Being Public Health	138,400
Self Care	185,000
Dementia Project	202,200
School Readiness	260,000
Health Improvements	468,800
Domestic Violence - HRS	700,000

## Health Improvement Children

- The service fully spent the £14.2m net expenditure budget. The expenditure is mainly in annual contracts with the Care Trust and Voluntary community Sector.
- The main service areas within Health Improvement Children are 0-5 year Children's Health Visiting which provides a Universal and targeted service to all mothers and children up to the age of 5 across the district.

## Environmental Health

- The service has underspent the £0.9m net expenditure budget by £0.3m

<b>Service Name</b>	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Environmental Health Mgment	0.4	0.5	-0.1	0.0	0.0	0.0	0.4	0.5	-0.1
Air Quality	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Env. Health & Transport	0.4	0.5	-0.1	-0.3	-0.2	0.0	0.1	0.3	-0.2
<b>Total</b>	<b>0.9</b>	<b>1.1</b>	<b>-0.2</b>	<b>-0.3</b>	<b>-0.2</b>	<b>0.0</b>	<b>0.6</b>	<b>0.9</b>	<b>-0.3</b>

- The under spend is primarily due to vacancy management and reduced expenditure across the service on supplies and services
- The service includes air quality, animal health, food safety, Gypsy and traveller sites and Health and Safety. The service has unpredictable demand and income received from can fluctuate.
- There has been a significant savings in the cost of utilities associated with the two Gypsy and Traveller sites run by the service due to the recent provision of individual water and electric meters provided by utility providers.



## 3.2 Children's Services

- Children Services overspent the £90.7m net expenditure budget (£544.0m Gross budget) by £3.5m. In arriving at this position the service delivered £1.9m of the £3.7m approved service budget savings within the financial year. £1.4m of the underachievement will cause a financial pressure in 2017-18.
- There is £373.8m of gross expenditure in relation to schools included within the service expenditure which is primarily funded from the Dedicated Schools Grant.

Children's Services	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.3	0.3	0.0	-0.0	-	-0.0	0.3	0.3	0.0
Schools	375.3	371.5	3.8	-366.1	-363.8	-2.4	9.2	7.7	1.5
Children's Social Care	67.0	61.3	5.7	-7.2	-5.7	-1.5	59.7	55.6	4.2
Performance, Commissioning	3.1	2.9	0.2	-0.2	-0.2	-0.0	2.9	2.7	0.2
Education, Employment and Skills	106.5	108.1	-1.6	-84.5	-83.7	-0.8	22.0	24.4	-2.4
<b>Total</b>	<b>552.2</b>	<b>544.0</b>	<b>8.2</b>	<b>-458.0</b>	<b>-453.3</b>	<b>-4.7</b>	<b>94.2</b>	<b>90.7</b>	<b>3.5</b>

### 3.2.1 Children Social Care Service

Children's Social Care overspent the £55.6m net expenditure budget by £4.2m. The overspend is largely attributable to:

- Increases in the overall numbers of Looked after Children (LAC) and Children requiring support, impacting on the cost of Purchased Placements (£1.9m overspend) and Fees and Allowances (£1.3m overspend).
- The increases in LAC numbers results from an unexpected demand for care placements with over half of the demand coming from children and young people who are originally from outside of the Bradford district. There has also been an increase in the number of teenagers requiring placements.
- Additionally, there have been increased costs in the private residential sector. Since 2013-14 the average cost of a Purchased Placements has increased by 20%.
- Increases in costs have resulted partly from risks which attract a higher cost package of care (e.g. Child Sexual Exploitation, Children going missing, violent aggressive behaviour and self harm amongst others)
- The increases in the numbers and costs of Looked After Children has consequently resulted in;
  - The non achievement of a budget saving plan to reduce the number of Looked after Children to 800 (£0.8m overspend).
  - The non achievement of a £0.6m budget savings plan to reduce the remaining Looked after Children in typically more expensive external purchased placements to in house care, as numbers are increasing.

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

- Successful early management of risk - Bradford has 38.2 children per 10,000 on a Child Protection Plan, which compares well to a national rate of 43.1 per 10,000 and a regional average of 41.7 per 10,000.
- Success in managing the proportion of children needing care. Bradford has 61 Looked after Children per 10,000 Children, compared with a statistical neighbour average of 74 per 10,000 Children. This figure is also significantly lower than the majority of core cites. Indicatively, if the numbers of Looked After Children in Bradford were the same as average



statistical neighbour<sup>5</sup> benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.

- Increasing Social Worker workloads: Caseloads per Social Worker in Bradford (16.1) are now above the national (15) and regional averages (12).
- Improving value for money in respect of placements. Actual costs reduced very marginally in 2016-17 while delivering a higher number of care nights.
- Our internal homes running at close to full capacity
- A 9% reduction since October 2016 in children who are on care orders as the child is now placed with parents. This saves the cost of providing support for the child through e.g. fostering or residential care.

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

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17
Placed with Parents	90	82	84	86	119
Placed for Adoption	39	53	63	38	24
Friends and Families	201	189	218	206	232
Foster Parents	386	383	349	365	365
Fostering Agencies (Ext)	39	37	32	32	38
Residential Care	60	70	68	63	58
Residential Care (Ext)	40	41	46	50	47
Other *	34	32	37	34	48
<b>Total Looked After Children</b>	<b>889</b>	<b>886</b>	<b>897</b>	<b>874</b>	<b>931</b>
Residence Orders	78	81	65	69	59
Adoption Orders	213	224	270	271	260
Special Guardianship Orders	122	157	240	277	304
<b>Total Chd in Permanent Arrangement</b>	<b>413</b>	<b>462</b>	<b>575</b>	<b>617</b>	<b>623</b>
<b>Total Children Receiving Support</b>	<b>1,302</b>	<b>1,348</b>	<b>1,472</b>	<b>1,491</b>	<b>1,554</b>

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

### Looked After Children – Purchased Placements

Purchased Placements overspent the £6.8m net expenditure budget by £1.9m.

- 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:

<sup>5</sup> A benchmarking group consisting of Councils most similar to Bradford socio-economically.

- A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
- An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
- Some risks attract a higher cost package of care (e.g. Child Sexual Exploitation (CSE), Children going missing, violent aggressive behaviour and self harm amongst others).
- The table below outlines that costs reduced very marginally in 2016-17 and delivered higher numbers of care nights. The reduction was however not sufficient to balance the budget as planned. It should be noted that since 2013-14 the gross cost of Purchased Placements has increased by 37%.

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

- The number of purchased fostercare nights increased by 10.6% in 2016-17 compared to a 3.8% increase in the more expensive purchased residential nights. There was also a 12% reduction in secure residential care nights.

## Fees and Allowances

- The in-house Fees and Allowances budget of £16.7m for Looked After Children and Children in Permanent Arrangements overspent by £1.3m as follows due to increasing demand.
  - Special Guardians Allowances £0.4m
  - Adoption Allowances £0.6m
  - Fostering £0.1m
  - Friends & Family £0.2m
- The table below provides a breakdown of the cost of the different placements. The weekly placement costs for Fostering is reducing mainly due changes agreed in September 2015. The Adoption service will be provided regionally from 2017-18 but Bradford will be still responsible for the payment of the Adoption Allowances relating to Bradford Children.

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

- The service is seeking to expand the use of in-house Fostering placements and reduce the number of purchased Foster care placements through a promotion campaign in 2017-18.

### Care Management

- The service overspent the £12m budget by £0.2m mainly due to pressure on the staffing budgets for the Children Assessment Team (£0.4m) and Children and Young People social work team (£0.2m), offset by a £0.4m underspend on the legal/court cost budgets of £1.0m. Court fees are reviewed annually so it is currently unclear if the saving will recur.
- There are 186 Social Workers (175 full time equivalents) in Children's Social Care directly employed by the Council as at December 2016. The service has been dealing with greater workloads in 2016-17.

	2015-16	2016-17
Total Referrals per month	420	520
Total assessments per month		820
Caseloads per Social Worker	12.7	16.1
Children subject to a Child protection plan	484	535

- Department for Education Benchmarking information indicates that
  - Caseloads per Social Worker are now above the national (15) and regional averages (12).
  - There are still fewer children subject to a Child Protection plan in Bradford than nationally, the current rate of children subject to a child protection plan is 38.2 per 10,000 child population (at 31st December 2016) whereas the most recent published national rate is 43.1 per 10,000 and the regional average is 41.7 per 10,000 (at 31st March 2016).
- As at 31st December 2016 there were 338 children and young people identified as being at risk of child sexual exploitation (CSE). The Council had allocated £0.3m in 2015-16 for 2 years in support of CSE. This money had been planned to be removed from 2017-18 budget however given the continued need, reserves will be used to fund the service in 2017-18 in advance of the 2018-19 budget process.

## **Children In-House Residential Homes**

- The In-house Children Residential units overspent the £5.1m budget by £0.3m mainly due to staff turnover, the use of agency staff and overtime costs.
- There has been an average of 40 Looked after Children placed in in-house residential units during the financial year. 13,850 nights of care were provided at an average weekly cost of approximately £2,478 per week which is broadly comparable with purchased Residential care. Occupancy rates were slightly affected due to recent renovation works at the units.

## **Children with Disabilities**

- The £4.7m budget overspent by £0.4m in 2016-17.
- Children respite homes overspent the £2.8m budget by £0.2m mainly due to staffing and premises related costs.
- The Children with Complex Health Disabilities Team (CCHDT) overspent on their staffing budget by £0.2m. The service has been allocated with a total of £0.1m of staffing budget savings since 2015-16.

## **Children Shared Care, Through Care and After Care Services**

- The Shared Care service underspent the £0.8m net budget by £0.1m on fees and allowances due to the reduction in the numbers of carers.
- Through and After Care services underspent the £5.7m net budget by £0.1m across the service. 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.

## **Early Help**

- The Early Help service underspent the £7.0m net budget by £0.9m. The service is required to make £0.9m of savings from 2017-18.
- Early Help management service underspent by £0.1m mainly due to the part year staff appointments.
- The Youth Offending Team has a break-even position for the year on a budget of £1.1m. The service also received £1.2m of grant income from the Youth Justice Board.
- Family Support Services underspent their £2.6m budget by £0.5m due to staffing (£0.2m) and the commissioning service budget (£0.3m).
- Family Centres underspent the net £3.1m budget by £0.2m due to staffing.
- There is currently £1m held in reserves for the Family First initiative. In 2015-16 the service received £1.9m in attachment fee's to work with 1,917 families (£1,000 per family) and in 2016-17, an additional £1.3m to work with another 1,266 families, giving at target total of 3,183 families. To the end of March 1,908 families were worked with which leaves 1,275 to be profiled into 2017-18.

## **Innovation Fund**

- Children's Services have been allocated £3.2m over two years from the Department for Education to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care. The grant has been made by The Department for Education as part of The Innovation Programme and focuses on the policy priorities set out in Children's social care reform: A vision for change, which was published in January 2016. The funding will help to accelerate the delivery of the Council's Journey to Excellence initiative. At its heart this programme aims to provide safety and stability for children and work with families to build on their strengths. The initial payment of £1.6m was made in 2016-17 and has been transferred into an earmarked grant reserve.

### **3.2.2 Performance Commissioning and Development**

- Performance Commissioning and Development overspent the net budget of £2.7m by £0.2m. Included within the overspend;
- Bradford Children's Safeguarding Board (BCSB) overspent the £0.3m net budget by £0.1m. This is after the utilisation of a BSCB reserve of £0.1m. There is an on-going pressure on the service of £0.2m from 2017-18. The service is looking at addressing the pressure in 2017-18 including the levels of contribution from partners.
- Child Protection Services overspent the budget of £1.3m by £0.2m on their staffing budget. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 535 plans at 31<sup>st</sup> December 2016 compared to 484 in December 2015.
- The numbers of children who became the subject of a plan has seen a similar rise over the same period, with 609 plans starting in the year to December 2016 compared to 498 in the year to December 2015.
- The Commissioning Team underspent by £0.1m due to staff vacancies and delay in recruitment.

### **3.3.3 Education, Employment and Skills**

- Education, Employment and Skills underspent the £24.4m net expenditure budget by £0.9m.

## **Children Centres**

- The Children Centre net budget of £7.6m was underspent by £0.1m mainly due to staffing vacancies. The final three clusters were set up in August 2016. The Council had allocated a "one off" budget in 2016-17 of £0.5m to support the delay in implementation of the final three clusters.

## **Early Years**

- The Children Play Services and Family Information Service have a £0.4m favourable variance mainly due to income generation and reducing overall expenditure. These services are facing Dedicated Schools Grant (DSG) budget reductions in 2017-18. There is a further £0.2m underspend across Early Childhood Service from vacancy management. The service has requested a Better use of Budget carry forward of £0.1m to support school improvement work in 2017-18.

## **SEND and Behaviour**

- SEND and Behaviour services have underspent the £2.7m budget by £0.2m due to vacancies within the Education Psychology and the Education Health Care Plan (EHCP) teams.

## **Services for 5-25 Year olds**

- The service underspent its 2016-17 budget by £0.2m. The School Governor Service has generated surplus income of £0.1m and a further £0.3m was generated from vacancies across the Service. The service had a pressure on the Courses Desk's income generation of £0.1m and £0.1m on salary budgets on the Data Analysis Team.

## **Curriculum ICT**

- Curriculum ICT reported an adverse position of £0.1m due to shortfall in income generation.

### 3.3 Department of Place

- The department underspent the £107m net expenditure budget, (£164.7 gross budget) by £1.3m, and delivered £5.2m of the £5.9m budget savings as planned.

Department of Place	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m
Directors Office	0.6	0.6	0.1	-	-	-	0.6	0.6	0.1
Waste Collection & Disposal	34.0	33.6	0.4	-5.9	-6.1	0.1	28.0	27.5	0.5
Fleet & Transport Services	12.6	13.2	-0.6	-13.5	-13.1	-0.4	-0.9	0.1	-1.0
Sports & Culture Services	48.9	42.2	6.7	-26.5	-20.6	-5.9	22.4	21.6	0.8
Neighbourhoods & Street Scene	21.0	21.1	-0.1	-6.7	-6.0	-0.7	14.3	15.1	-0.8
Economy & Development	19.0	19.9	-1.0	-6.1	-5.4	-0.7	12.9	14.5	-1.6
Planning, Transportation & Highways	35.0	34.1	0.8	-6.6	-6.5	-0.1	28.3	27.6	0.7
<b>Total</b>	<b>171.1</b>	<b>164.7</b>	<b>6.3</b>	<b>-65.4</b>	<b>-57.7</b>	<b>-7.7</b>	<b>105.6</b>	<b>107.0</b>	<b>-1.3</b>

#### 3.3.1 Fleet, Waste and Transport Services - Waste Services

- Waste Services as a whole over spent the £27.5m net budget (£33.6m gross) by £0.5m. This is comprised of a £1.1m over spend on Waste Disposal and a £0.6m under spend on Waste Collection. The £1.3m planned savings have been achieved which includes the delivery of the Waste Minimisation project, the introduction of charges for Garden Waste and increased revenues from Trade Waste.

##### Waste Disposal

- Waste Disposal over spent the £17.1m net budget (£19m gross) by £1.1m, mainly due to an under achievement in income from sales of recyclable materials (£0.6m), an over spend on Materials Recovery Facility (MRF) costs (£0.1m) and an over spend on disposal costs (£0.1m).
- The under achievement in income was predominantly due to paper sales being at less than the budgeted rate per tonne, and glass being disposed of at a cost rather than attracting income as previously. This will have implications for next year's budget and, although income targets have been reduced by £0.5m in recognition of market factors, there is a likely recurrence of under achievement. The Service is taking steps to clean up the glass to attract income for this recycle.
- There was a £0.1m overspend on MRF costs due to essential health & safety works and higher recycling tonnage throughput resulting in additional staff costs.
- There were additional, smaller over spends in Waste Disposal on employees, fleet and premises costs, totalling £0.3m.
- Disposal costs for residual waste, which had previously been forecast to overspend, saw a reduction in the latter half of the year and ended up close to budget. The reduction in tonnages to landfill or alternative treatment/ increases in recycling tonnages, and consequent reductions in expenditure in the 2<sup>nd</sup> half of the year is testament to the work carried out on waste minimisation strategies and bodes well for the future with the onset of alternate weekly collections.

<b>Waste Disposal</b>	2014-15	2015-16	2016-17
Gross Costs £000s	17,326	17,429	18,292
Income £000s	(1,652)	(1,469)	(1,441)
Direct Net Costs £000s	15,674	15,960	16,851
Direct Non Controllable costs	2,315	1,079	1,359
Corporate and Dept Recharges	806	805	779
<b>Net Costs</b>	<b>18,795</b>	<b>17,844</b>	<b>18,988</b>
Waste Collected as Recycling (Tonnes)	61,173	64,928	68,400
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	145,406	148,380	143,642
Total before Trade Waste	206,579	213,308	212,042
Trade Waste Tonnes (Funded by Trade Waste)	19,589	20,106	20,093
Total Municipal Waste Disposed of (Tonnes)	226,168	233,414	232,136
Gross cost per tonne	£83.87	£81.71	£86.26
Net cost per tonne	£75.88	£74.82	£79.47

- To reduce disposal tonnages and associated costs further, the service is continuing with the Waste Minimisation Programme, including the delivery of recycling bins, enforcement of the bin policy (closed lid, no side waste) and moving to alternate weekly collections for domestic refuse and recycling in 2017-18.

## Waste Collection

- Waste Collection, comprising of Refuse Collection, Recycling and Trade Waste, underspent the £10.5m net budget (£14.6m gross) by £0.6m.
- The Recycling Service (including Garden Waste) under spent by £0.5m due to lower than budgeted fleet costs and an over achievement of income from Garden Waste collections where take-up for the service exceeded expectations.

<b>Recycling Collection</b>	2014-15	2015-16	2016-17
Gross Costs £000s	3,116	2,320	2,313
Income £000s	(485)	3	13
Direct Net Costs £000s	2,631	2,322	2,326
Direct Non Controllable costs	481	646	514
Corporate and Dept Recharges	148	145	186
<b>Net Costs</b>	<b>3,260</b>	<b>3,113</b>	<b>3,026</b>
Tonnes collected	17,291	17,977	20,345
Gross Cost per Tonne incl DCLG £s	180	129	114

<b>Garden Waste Collection</b>	2014-15	2015-16	2016-17
Gross Costs £000s	641	676	630
Income £000s	(13)	(6)	(1,025)
Direct Net Costs £000s	628	669	(395)
Direct Non Controllable costs	32	43	34
Corporate and Dept Recharges	41	37	49
<b>Net Costs</b>	<b>700</b>	<b>749</b>	<b>(312)</b>
Tonnes collected	9,480	10,899	8,085
Gross Cost per Tonne collected	66	61	-49



- The Domestic Refuse Collection service balanced against the £6.1m net budget. The Domestic Refuse and Recycling Collection services will be consolidated into one service in 2017-18 as a result of the move to alternate weekly collection.

<b>Waste Collection</b>	2014-15	2015-16	2016-17
Gross Costs £000s	4,576	4,964	5,453
Income £000s	(277)	(281)	(264)
Direct Net Costs £000s	4,299	4,682	5,189
Direct Non Controllable costs	425	790	775
Corporate and Dept Recharges	611	620	651
<b>Net Costs</b>	<b>5,335</b>	<b>6,092</b>	<b>6,616</b>
Kerbside Tonnes collected	130,072	132,413	126,491
Gross Cost per Tonne collected	£35.18	£37.49	£43.11

- Income from Trade Waste exceeded budget by £0.1m, and the service made a surplus in 2016-17.

<b>Trade Waste</b>	2014-15	2015-16	2016-17
Gross Costs £000s	2,827	2,630	2,747
Income £000s	(2,872)	(3,158)	(3,210)
Direct Net Costs £000s	(46)	(528)	(463)
Direct Non Controllable costs	179	171	198
Corporate and Dept Recharges	164	189	139
<b>Net Costs</b>	<b>297</b>	<b>(168)</b>	<b>(126)</b>
Tonnes collected	19,589	20,106	20,093
Net income per tonne	-2	-26	-23

## Fleet, Waste and Transport services - Fleet & Transport Services

- Fleet & Transport Services over achieved the £0.1m net budget (£13.2m gross) by £1.0m, an increase of £0.5m from the figure reported at Qtr 4.
- This in the main is due to an under spend of £0.3m in Fleet and £0.2m underspend in Travel Training.
- The funding for 2016-17 of £0.3m given to the Travel Training Unit, as part of the invest to save initiative has underspent by £0.2m with the balance of the funding being put forward as a Better use of budget request (Appendix 1, Section 2.1).

	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
AD Waste, Fleet & Transport Services	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Licences & Land Charges	0.3	0.3	0.0	0.9	1.0	-0.1	-0.6	-0.7	-0.1
Emergency Planning	0.0	0.0	-0.1	0.0	0.0	0.0	0.0	0.0	-0.1
Fleet Services	7.3	6.9	-0.4	7.7	7.7	0.1	-0.4	-0.7	-0.3
Hackney Carriages	0.8	1.0	0.2	1.0	1.3	-0.2	-0.2	-0.3	-0.1
Adult Social Care	1.1	1.1	0.0	0.8	0.8	-0.1	0.3	0.3	0.0
SEN Childrens & Adults	2.2	2.0	-0.2	1.8	1.7	0.0	0.4	0.3	-0.1
Childrens Taxi Transport	0.8	0.8	0.0	0.9	0.9	0.0	0.0	0.0	0.0
Training	0.1	0.1	0.0	0.1	0.1	-0.1	0.0	-0.1	-0.1
Travel Training	0.4	0.3	-0.2	0.0	0.0	0.0	0.4	0.3	-0.2
<b>Fleet &amp; Transport Services</b>	<b>13.2</b>	<b>12.6</b>	<b>-0.6</b>	<b>13.1</b>	<b>13.5</b>	<b>-0.4</b>	<b>0.1</b>	<b>-0.9</b>	<b>-1.0</b>

## Licencing

- Licencing has balanced the £0.3m net income budget
- The number of licence applications (licencing act, gambling act and other) has increased slightly from the 2015/16 with the average income per licence remaining similar to prior years.

<b>Licencing</b>	2014/15	2015/16	2016/17
Gross Costs £000s	231	213	217
Income £000s	(405)	(431)	(437)
Direct Net Costs £000s	(220)	(263)	(269)
Direct Non Controllable costs	9	14	12
Corporate and Dept Recharges	37	31	37
<b>Net Costs</b>	<b>(174)</b>	<b>(219)</b>	<b>(220)</b>
Number of licence applications	1,927	2,102	2,118
Average income per licence application £	210	205	206

## Land Charges

- Land Charges over achieved the net income budget of £0.3m by £0.2m as a result of fee income.

<b>Land Charges</b>	2014/15	2015/16	2016/17
Gross Costs £000s	22	576	81
Income £000s	(974)	(923)	(544)
Direct Net Costs £000s	(952)	(347)	(475)
Direct Non Controllable costs	2	3	3
Corporate and Dept Recharges	10	25	9
Net Costs	(940)	(319)	(463)
Number of search requests	3,060	3,371	3,398
Net income per search request*	187	103	136

\*excludes reversal of accounting provisions.

## Emergency Planning

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

## Fleet Services

- Fleet Services over achieved the net income budget of £0.3m by £0.4m (gross budget (gross budget £7.3m).
- This has been achieved through the vehicle workshop where reduced costs have been achieved through managed staff efficiency savings & reduced maintenance costs.
- The number of jobs completed within 24hrs has reduced from 11,899 to 11,396 due to an increase in the number of more complex equipment repairs/ refurbishments linked in part to an ageing fleet, leading to vehicles being off the road for prolonged periods.

<b>Fleet Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	7,526	6,671	6,815
Income £000s	(8,454)	(7,498)	(7,662)
Direct Net Costs £000s	(928)	(827)	(847)
Direct Non Controllable costs	92	136	120
Corporate and Dept Recharges	765	(1,620)	541
Net Costs	(72)	2,311	(186)
Number of jobs completed within 24 hours	12,972	11,899	11,396
% of jobs completed within 24 hours	87%	88%	86%
Total number of vehicles sent for testing	155	160	109
Number of vehicles passed	147	154	108
% MOT passed	95%	96%	99%
Benchmark comparator pass rate	89%	91%	100%
Cost of Fuel Issued £000s	2,359	1,950	2,010

## Hackney Carriages

- Hackney Carriages achieved the net income budget of £0.2m (gross budget spend £0.8m).
- The budget is ring fenced with the surplus achieved during the year being transferred into reserve.
- The 604 increase in service checks since 2014-15 is due to an increase in the number of new drivers / vehicles being licenced.

<b>Hackney Carriages &amp; Private Hire</b>	2014/15	2015/16	2016/17
Gross Costs £000s	786	877	975
Income £000s	(1,040)	(1,035)	(1,285)
Direct Net Costs £000s	(254)	(158)	(309)
Direct Non Controllable costs	29	47	45
Corporate and Dept Recharges	138	309	112
Net Costs	(87)	198	(151)
Number of Hackney carriage/ Private Hire safety inspections	3,021	3,466	3,625
Total Number of vehicles passed	2,238	2,275	2,337
% of vehicle inspections passed	74%	66%	64%

## Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport has balanced the net budget of £0.3m (gross budget £1.1m).
- The number of journeys continues to reduce as a result of reductions in demand following a review of the service and re-routing.
- The average cost per journey has however increased over the last 2 years as gross costs have continued to rise despite the decrease in the number of client journeys.

<b>Adult Social Care Transport - Contracted</b>	2014/15	2015/16	2016/17
Gross Costs £000s	984	1,011	1,040
Income £000s	(822)	(814)	(836)
Direct Net Costs £000s	162	197	204
Adult - Number of client journeys YTD	107,944	89,609	78,507
Average Gross Cost Per Journey	9.12	11.28	13.25

## SEN Children's & Adults In House minibus transport

- The SEN Children & Adults Core In house Transport service underspent the £0.4m net budget (£2.2m gross) by £0.1m
- The total number of client journeys has reduced by 66,000 (-16%) from 2014/15 to 351,000 in 2016/17
- Passenger Transport Services is supporting the School Travel Team to make alternative travel arrangements. For example, more clients on less vehicles and offer of personal budgets.

<b>SEN Ch &amp; Adults Core Transport - In House</b>	2014/15	2015/16	2016/17
Gross Costs £000s	4,169	3,611	3,369
Income £000s	(2,219)	(1,918)	(1,730)
Direct Net Costs £000s	1,950	1,693	1,640
Children - client journeys per qtr	194,834	153,874	141,468
Children - Client numbers	474	397	371
Cost per Child Journey	10.70	11.73	11.91
Adult - client journeys per qtr	221,640	215,576	209,498
Adult - Client numbers	440	421	404
Cost per Adult Journey	9.41	8.37	8.04
Total Client journeys	416,474	369,450	350,966
Total Client numbers	914	818	775

## SEN Children's Taxi Transport

- SEN Children's Transport Contracted has balanced the net budget of £0.0m (gross budget £0.8m).
- The gross cost of the Service has increased by £539k (10%) since 2014-15, and the number of journeys has reduced. This has caused the average cost per client journey to increase by

£1.49 (9%) from a figure of £16.54 in 2014/15 to £18.03 in 2016/17.

<b>SEN Children Transport - Contracted</b>	2014/15	2015/16	2016/17
Gross Costs £000s	5,614	5,859	6,153
Income £000s	(790)	(881)	(856)
Direct Net Costs £000s	4,824	4,978	5,297
SEN Children Transported (Qtr 4 snapshot)	928	920	882
Child - Number of client journeys Year to Date	343,906	340,552	341,252
Average cost per client journey Year to Date	16.54	17.20	18.03

### Training Division & Travel Training Unit

- The Training Division underspent its net nil budget by £0.1m (gross budget £0.1m) due to an increase in taxi training.
- One off investment of £0.3m was given to the Travel training Unit (TTU) in 2016/17 as part of an invest to save initiative. 12.5 full time equivalent trainers have been recruited. TTU performance shows: 293 client referrals, 262 clients assessed, 71 supported to independent travel resulting in c£24k actual saving to date and potential full year saving of £195k.
- The one off investment (2 year funding) of £0.3m per year given to the Travel Training Unit, underspent by £0.2m in 2016/17, with the balance of the funding being put forward as a Better use of budget request (section 2.1).

<b>Training Division and Travel Training Unit</b>	2014/15	2015/16	2016/17
Gross Costs £000s	123	163	303
Income £000s	(123)	(106)	(121)
Net Costs £000s	()	57	182

### 3.3.2 Sports and Culture

#### Sports and Culture

- Sports & Culture overspent the £21.6m net budget (£42.2m gross) by £0.8m, largely due to overspends in Sports Facilities. Of the £0.8m planned savings £0.6m were achieved with compensating savings being identified for the majority of areas.

#### Sports & Leisure

- Employee costs within Sports Facilities over spent the £4.4m budget by £0.9m, mainly as a result of higher than budgeted employee costs (£0.7m)
- Despite the closure of Nab Wood and the flooding at Baildon Recreation Centre attendances were at a similar level to that of 2015-16

<b>Sports Facilities</b>	2014/15	2015/16	2016/17
Gross Costs £000s	7,767	8,088	8,304
Income £000s	(4,435)	(4,555)	(4,741)
Direct Net Costs £000s	3,332	3,533	3,563
Direct Non Controllable costs	3,208	4,393	1,747
Corporate and Dept Recharges	1,250	1,366	1,215
Net Costs	7,790	9,292	6,525
Total Attendances 000s	1,893	1,822	1,822
Gross Managed Cost per attendance	£4.10	£4.44	£4.56
Income Per Attendance	-£2.34	-£2.50	-£2.60
Subsidy per attendance	£1.76	£1.94	£1.96
Bottom line subsidy per attendance	£4.12	£5.10	£3.58

- Bingley Music Live did not achieve anticipated levels of income and have reported a £0.2m under achievement of income. This is based on reduced levels of ticket & bar sales due to a decrease in attendance of 27% from 37,000 in 2015-16 to 27,000 in 2016-17. Advance ticket sales were down by £0.1m, and walk up ticket sales were also affected by the weather.
- Parks and Depots overspent the £4.6m budget by £0.2m due to higher than anticipated level of casual staff and an under achievement of income.
- Bereavement Services over achieved the net income budget by £0.3m due to increases in levels for cremation and burials administered.

<b>Bereavement Service</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,832	1,808	1,861
Income £000s	(2,961)	(3,008)	(3,303)
Direct Net Costs £000s	(1,129)	(1,201)	(1,442)
Direct Non Controllable costs	(24)	95	101
Corporate and Dept Recharges	227	144	152
Net Costs	(926)	(962)	(1,189)
Burials and Cremations administered	4,054	4,197	4,361

- In 2016/17 approval was given for setting aside £17m of capital funding for the Bereavement Strategy subject to project appraisal.

## **Culture Services**

- Culture Services (which now includes Events) overspent the £10m net expenditure budget (£21.1 gross) by £0.2m, with overspends in Markets & Libraries being offset by efficiencies in non staff costs in Tourism and underspends in Events. The £10m budget included £0.5m transitional funding to facilitate the delivery of savings during 2016-17.
- Once completed, towards the end of 2017, the strategic review of Tourism Services will be expected to shape the delivery of the future service. The Service is also planning for the reduction in transitional funding of £0.2m which will take place in 2017-18.
- Central to Culture Service planning for this year and beyond is the development of a Culture Company; £0.2m is set aside for funding the development although this also includes

planning for Sport and Leisure assets. Part of the Culture reserve will further support the transitional planning for Tourism Services.

- **Theatres & Community Halls** balanced the £1.4m net expenditure budget. This was despite a now longer than expected closure of St George's Hall while the part Heritage Lottery Funded restoration takes place. Ticket sales at the Alhambra were higher than at the same time last year due to the success of shows such as Wicked in this year's programme at the Alhambra.

<b>THEATRES</b>	2014/15	2015/16	2016/17
Gross Costs £000s	11,407	10,805	13,229
Income £000s	(10,555)	(9,741)	(12,679)
Direct Net Costs £000s	852	1,064	550
Direct Non Controllable costs	355	(1,558)	422
Corporate and Dept Recharges	1,045	1,128	1,128
Net Costs	2,253	634	2,100
Alhambra Ticket Sales	293,000	274,000	343,000
St Georges Hall Ticket Sales	85,000	77,000	0
Total Ticket Sales	378,000	350,000	343,000
Gross Managed Cost per ticket	£30.15	£30.86	£38.55
Income per ticket	-£27.90	-£27.82	-£36.94
Net Managed subsidy per ticket	£2.25	£3.04	£1.60
Bottom Line subsidy per ticket	£5.96	£1.81	£6.12

<b>COMMUNITY HALLS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	625	556	650
Income £000s	(349)	(310)	(396)
Direct Net Costs £000s	275	246	255
Direct Non Controllable costs	61	580	215
Corporate and Dept Recharges	106	112	105
Net Costs	443	938	574
Total Sessions	4,606	4,238	4,393
Direct Net subsidy per session*	£59.78	£58.01	£57.99
Bottom Line subsidy per session	£96.11	£221.32	£130.72

- **Libraries and Museums** are paying very close attention to workforce planning in order to manage costs down and prepare for further savings in 2017-18.
- The combined net budget of £7.1m (£7.8m gross) for the services over spent by £0.1m as a result of Libraries rental expenditure exceeding budget and under achievements on income and higher than anticipated spend on works at the Hockney Gallery, Cartwright Hall.
- Due to the changing nature of the Libraries' service, income profiles are changing, as more people renew on-line, and fewer people rent videos & DVDs.



<b>LIBRARIES</b>	2014/15	2015/16	2016/17
Gross Costs £000s	4,298	3,804	4,050
Income £000s	(251)	(144)	(107)
Direct Net Costs £000s	4,047	3,660	3,942
Direct Non Controllable costs	(80)	(95)	330
Corporate and Dept Recharges	1,330	849	686
Net Costs	5,297	4,413	4,958
Books and Media Loans (Sitelib13)	1,171,480	1,077,728	1,072,853
Number of New Borrowers (Sitelib_08)	15,864	13,255	14,190
Number of Visits (Sitelib01)	1,485,099	1,394,170	1,362,386
Gross direct cost per visit	£2.89	£2.73	£2.97
Bottom line subsidy per visit	£3.57	£3.17	£3.64

- 2016-17 budgets were supported by £0.15m transitional funding, which will be removed in 2017-18.
- Despite the financial limitations Museums and Galleries have been able to present a programme of art works including Hockney and the Royal Collection, and visitor numbers are similar to last year.

<b>MUSEUMS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,664	2,507	2,795
Income £000s	(383)	(320)	(572)
Direct Net Costs £000s	2,280	2,187	2,223
Direct Non Controllable costs	211	814	731
Corporate and Dept Recharges	546	501	475
Net Costs	3,038	3,502	3,430
Number of visits	257,208	212,937	212,012
Net direct cost per visit	£8.87	£10.27	£10.49
Bottom Line subsidy per visit	£11.81	£16.44	£16.18

- Both Libraries & Museums are showing a downward trend in the number of visitors over recent years, however with Libraries this is partially due the changing nature of the Service where more people are renewing on line rather than visiting the Library.
- **Tourism** balanced the £0.7m net budget (£0.8m gross), with an under-achievement in income from shop sales being compensated by under spends in staffing & supplies costs.

<b>TOURISM</b>	2014/15	2015/16	2016/17
Gross Costs £000s	659	612	741
Income £000s	(149)	(118)	(96)
Direct Net Costs £000s	510	494	645
Direct Non Controllable costs	26	-	30
Corporate and Dept Recharges	224	195	118
Net Costs	760	689	792

- The **Markets Service** under achieved the £0.9m net income budget by £0.1m 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.
- At the Oastler Centre, there has been a gradual decline in occupancy numbers over the past few years, which has been compounded by the recent closure of Morrison's Westgate store, in April 2016.
- The service plans to vacate the Oastler site in favour of a new food focussed market in the former Marks and Spencer building on Darley Street.

<b>MARKETS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,788	1,799	1,820
Income £000s	(2,806)	(2,838)	(2,721)
Direct Net Costs £000s	(1,018)	(1,039)	(901)
Direct Non Controllable costs	189	845	102
Corporate and Dept Recharges	417	421	413
<b>Net Costs</b>	<b>(411)</b>	<b>228</b>	<b>(386)</b>
Total Units Occupied	638	614	582
Visitor Numbers 000s	5,788	5,829	5,562
Gross Service Managed Cost per unit occupied	2,803	2,930	3,127
Income per occupied unit	(4,541)	(4,786)	(4,850)
Net Cost per occupied unit	(1,647)	(1,752)	(1,606)
Bottom Line Net Cost per occupied unit	(645)	371	(664)

- **Strategic Support & Events** under spent the £1.7m net budget (£1.9m gross) by £0.2m, which was centred on the City Centre Events.

<b>STRATEGIC SUPPORT &amp; PROJECTS</b>	2014/15	2015/16	2016/17
Gross Costs £000s	552	775	1,584
Income £000s	(17)	(56)	(84)
Direct Net Costs £000s	536	719	1,500
Direct Non Controllable costs	9	14	14
Corporate and Dept Recharges	(130)	31	101
<b>Net Costs</b>	<b>415</b>	<b>763</b>	<b>1,615</b>

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

### 3.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services under spent the £15.1m net expenditure budget (£21.1m gross budget) by £0.8m. Of the £1.1m planned savings, £1.0m was achieved with compensating savings being identified for the other £0.1m.
- The under spend of £0.8m was achieved as a result of higher than expected revenues and staff vacancies within Uniformed Services and Customer Services.

#### Street Cleansing

- Street Cleansing balanced the £5.6m net budget (£5.8m gross), with an over spend linked to bin purchases, being off-set by under spends in employees and fleet costs.
- The under spend in employee costs was due to some posts remaining vacant and other vacancies being filled by new recruits on 30 hour contracts; in some cases, the previous post holder was on a 37 / 39.5 hour contract, hence the budget saving.
- The under spend in fleet was as a result of prudential borrowing budget returns, which were not required for vehicle replacements in 2016/17.

<b>Street Cleansing</b>	2014/15	2015/16	2016/17
Gross Costs £000s	5,050	4,489	4,926
Income £000s	(240)	(162)	(175)
Direct Net Costs £000s	4,810	4,327	4,752
Non Service Managed costs	761	1,068	861
Corp & Dept Recharges	689	802	732
Net Costs	6,259	6,197	6,345
Spend per population per year	£9.58	£8.50	£9.27

#### Environmental Services

- Environmental Services, comprised of Pest Control & Environmental Enforcement, balanced the net £0.6m budget (£0.7m gross).

#### Neighbourhood Services

- The combined £3.4m budget (£4.6m gross) for Safer & Stronger Communities and Neighbourhood Support Services under spent by £0.1m.
- Safer & Stronger balanced the net £2m net budget. The service received £0.8m grant funding in 2016/17 and funds have been secured for 2017/18.

<b>Safer &amp; Stronger</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,743	2,888	2,751
Income £000s	(442)	(1,102)	(833)
Direct Net Costs £000s	2,301	1,786	1,918
Direct Non Controllable costs	21	35	36
Corp & Dept Recharges £000's	124	108	114
Net Costs £000's	2,446	1,928	2,067
Spend per head of population per year	£5.20	£5.47	£5.18

- Neighbourhood Support Services under spent the £1.5m net budget by £0.1m as a result of lower than budgeted employee costs.

<b>Neighbourhood Service</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,424	1,387	1,318
Income £000s	(4)	(4)	(1)
Direct Net Costs £000s	1,419	1,383	1,318
Direct Non Controllable costs	73	102	86
Corp & Dept Recharges	341	315	203
Net Costs	1,833	1,800	1,606
Spend per head of population per year	2.70	2.63	2.48

### **Uniformed Services**

- Uniformed Services under spent the £1.2m net income budget (£3.8m gross) by £0.5m. Revenues received in Uniformed Services from parking tickets and parking and bus lane fines exceeded the £5m budget by £0.4m, however, levels are down compared to 2015-16. Most of the reduction is attributable to fines, with a significant drop in bus lane contraventions due to an increase in bus lane camera awareness, with drivers unlikely to re-offend.
- Income from parking tickets has remained at a similar level for the past two years, with some areas suffering as a result of the closure of Westgate Morrison's and the opening of the Broadway Centre but others (such as streets near the Broadway) benefitting.
- The service is currently in the process of introducing a cashless parking system, which could have a favourable impact on parking income. However, this will be partly off-set by expenditure incurred on the new technology and equipment associated with it. Nevertheless, such technology is a vital component of the progress required if the service is to improve efficiency and customer service.

<b>Uniformed Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	3,720	3,487	3,483
Income £000s	(5,058)	(5,861)	(5,420)
Direct Net Costs £000s	(1,338)	(2,374)	(1,937)
Direct Non Controllable costs	192	576	201
Corp & Dept Recharges	686	655	552
Net Costs	(460)	(1,144)	(1,184)
9301 Tickets	(1,848)	(1,948)	(1,930)
9303 Contract Parking	(117)	(142)	(149)
9343 Fix Penalty Fines	(1,866)	(2,429)	(1,932)
9345 Parking Fines	(1,182)	(1,271)	(1,313)
Other	(45)	(71)	(96)
TOTAL Revenues	(5,058)	(5,861)	(5,420)

## Customer Services

- Customer Services under spent the £3.4m budget by £0.1m, largely due to savings on staffing costs within Face to Face Customer Service Centres.

<b>Customer Services - Face to Face</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,805	1,258	1,286
Income £000s	( )	( )	( )
Direct Net Costs £000s	1,805	1,258	1,286
Direct Non Controllable costs	84	92	77
Corp & Dept Recharges	(1,889)	(1,350)	(1,362)
Net Costs	-	-	-
Total Face to Face contacts	175,000	128,000	128,000
Gross cost per contact	£10.32	£9.83	£10.05

- The Customer contact centre has been dealing with increased call volumes with improved answer rates, improving efficiency.

<b>Customer Services - Telephony</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,330	1,717	1,776
Income £000s	(40)	7	-
Direct Net Costs £000s	1,290	1,724	1,776
Direct Non Controllable costs	52	89	81
Corp & Dept Recharges	(1,342)	(1,813)	(1,857)
Net Costs	-	-	-
Calls Answered 000s	555	601	753
Calls Offered 000s	726	799	947
% Answered	76%	75%	80%
Gross Cost per Call answered	£2.39	£2.86	£2.36
Number of Self Service Enquiries 000s	27	74	-

## Youth Services

- The £3.2m Youth Services net budget (£3.3m gross) outturned with a £0.1m under spend, which was predominantly on employee costs.

<b>Youth Services</b>	2014/15	2015/16	2016/17
Gross Costs £000s	3,522	3,137	2,773
Income £000s	(244)	(237)	(176)
Direct Net Costs £000s	3,278	2,900	2,597
Direct Non Controllable costs	1,030	256	484
Corp & Dept Recharges	732	673	588
Net Costs	5,039	3,829	3,669
Attendendees	5,706	4,644	3,811
Attendances	58,087	56,595	48,694
Gross Cost per attendance	£60.63	£55.43	£56.95

### 3.3.4 Economy and Development Services

- Economy and Development Services underspend increased by £156k between Q4 and Outturn. The service underspent the £8.7m net budget by £1.6m. Of this total £0.8m relates to deferred plans outlined in section 2.1. The reason for the increase in underspend relates to spending constraints on a range of budgets including within the Education Client Services Team and Housing Access Services.

Service Name	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
AD Economy & Development Services	0.1	0.1	0.0	-	(0.0)	(0.0)	0.1	0.1	0.0
Housing Operations	1.3	1.1	(0.1)	(0.4)	(0.4)	0.0	0.8	0.7	(0.1)
Housing Development	0.2	0.2	0.0	(1.0)	(1.0)	(0.0)	(0.7)	(0.7)	(0.0)
Housing Access Services	2.1	2.5	0.4	(0.0)	(0.4)	(0.4)	2.1	2.1	0.0
Capital Team	1.9	1.7	(0.1)	-	(0.0)	(0.0)	1.9	1.7	(0.1)
Economic Development - Delivery	2.0	1.6	(0.5)	(0.3)	(0.5)	(0.2)	1.8	1.1	(0.7)
Economic Development - Programmes	2.8	2.2	(0.6)	(0.1)	(0.1)	(0.1)	2.8	2.1	(0.7)
<b>Total</b>	<b>10.4</b>	<b>9.5</b>	<b>(1.0)</b>	<b>(1.8)</b>	<b>(2.5)</b>	<b>(0.7)</b>	<b>8.7</b>	<b>7.0</b>	<b>(1.6)</b>

- Economy and Development Services achieved in full £0.6m of targeted savings.
- There were £11m of Economy and Development Services Reserves at the start for 2016-17, transfers were made during the year for the Regional Growth Fund, the City Park capital maintenance reserve and for Housing development income reserves. E&DS' reserves closing balance was £9.8m.
- Better use of budget requests included EU funded enterprise support scheme (£0.6m) plus £0.2m relating to a number of other smaller economic development measures. All were approved for carry forward at the meeting of the Executive held on April 4<sup>th</sup> 2017.

#### Housing Operations

- The service underspent the £0.8m net expenditure budget by £0.1m due to increased demand for the Council's agency service mainly for the delivery of adaptations for disabled people.

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

- 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 16% increase in requests received in the last year. This increase in demand is likely to reflect the increasing size of the PRS and the high incidence of poor standards, but is also reflective of the increasing use of the private rented sector through the Council's Private Sector Lettings Service (PSLS) as all properties used are inspected by the Housing Standards team prior to use. The introduction of new statutory responsibilities under the Housing and Planning Act 2016 will further increase pressure on the service with the introduction of civil penalty notices and banning orders expected without any additional resources during 2017/18.
- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, has continued with an average of 46 new referrals/month being received by the Housing service during 2016/17. The number of DFG completions (where the planned adaptation has actually been installed) has increased by 32% in the last year which represents a significant increase in the volume of the work carried out by the team. The indications are that demand is likely to continue at a similar level during 2017/18 in line with the strategy of keeping people independent for longer.
- The empty homes team have sustained performance in relation to the number of long term empty properties that have been brought back in to use through their intervention. This work not only brings properties back into use, but also contributes to the New Homes Bonus that the Council receives. The previous success of the Empty Homes Programme means that the empty properties that the team are now working on are the more difficult and protracted cases, which means that sustained performance is a positive. The social value in terms of removing potential blights on neighbourhoods also increases with these properties.
- The Housing service has taken responsibility for delivering financial assistance with flood resilience measures to residents affected by the recent floods. 780 homes were affected and the team are working closely with those affected; other Council departments and other agencies to provide assistance through grants of up to £5,000 per property. To date the service has delivered 305 completed grants with a value of £1.4m with a further 175 approved but not yet paid grants with a further value of £0.8m.

### **Housing Development**

- The service balanced the £0.7m 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 £11m in for 2016-17.

<b>Housing Development</b>	2014/15	2015/16	2016/17
Gross Costs £000s	293	308	233
Income £000s	(758)	(828)	(975)
Direct Net Costs £000s	(465)	(519)	(741)
Direct Non Controllable costs	4,111	4,176	2,078
Corporate and Dept Recharges	79	49	38
Bottom line Net Revenue Costs/(Income)	3,726	3,705	1,375
NI155 No of affordable homes delivered	306	31	155
CIS_05 NI154 No of additional homes (net)	1,320	1,338	1,334

- Five of the six new Council affordable housing schemes are on site and due for completion in 2017/18. These will result in a further 139 affordable homes to rent in addition to the existing 176 homes.
- The Clergy House/Jermyn Court schemes to deliver additional temporary accommodation for homeless people were completed one month behind schedule in January 2017. This scheme provides 18 self contained flats, activity and office space and is now fully operational.
- The Housing service was successful in attracting in excess of £2.7m Homes and Communities Agency through the Care and Support programmes in order to develop a new 69 unit extra care scheme at Keighley. This scheme started on site in May 2017 with a completion date of October 2018.
- Unaudited figures for the total number of net additional homes, indicates that there has been very little change in the numbers since last year, although over the longer term there is an increasing trend. The number of new affordable homes is showing a more marked increase of 68% on 2015/16 although this is probably more reflective of the low numbers in 2015/16, which effectively fell between two affordable homes programmes. The 2015/18 programme should result in more affordable homes being completed over the next two years. There are, however, factors affecting developer confidence nationally which may mean this growth will not be sustainable.

### **Housing Strategy and Access**

- The service ended the year balancing the £2.1m net budget.

<b>Housing Strategy Access to Housing</b>	2014/15	2015/16	2016/17
Gross Costs £000s	1,376	2,051	2,492
Income £000s	(213)	(314)	(434)
Direct Net Costs £000s	1,163	1,738	2,058
Direct Non Controllable costs	54	97	129
Corporate and Dept Recharges	501	565	687
Bottom line Net Costs/(Income)	1,718	2,400	2,874

- Housing Options Casework (including homelessness prevention) – 8,639 homelessness prevention cases were started during 2016/17, which represents an increase of 10.7% from



2015/16. This represents a continuation of the trend increase over several years, reflecting both a service focus on early intervention and prevention, and on going intensifying pressures on homelessness from factors such as welfare benefit reductions, sanctions and budget reductions in related services.

- Private Rented Sector Lettings Scheme - In 2016/17, 135 new private tenancies were created for customers in housing need. This is the first full financial year of this service and it is now established in the District having undertaken various marketing launch activities to publicise the scheme with landlords. Initial targets for the service were to create 100-120 tenancies per year, which have been comfortably surpassed in 2016/17.
- Bed & Breakfast placements - Long-term work is underway to hold down the usage of Bed and Breakfast accommodation for homeless clients. During 2016-17 there were 5,395 nights of Bed & Breakfast used, a slight increase on 2015/16 (5,101 nights). However this represents a significant 53% reduction from 2012/13 (11,362 nights) as a result of actively managing down the use of B&B. B&B expenditure for 2016/17 is therefore substantially reduced from the 2012/13 peak of £437k, to £296k.
- Refugee Resettlement – The Council resettled 101 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2016/17. The scheme is delivered in partnership with Horton Housing Association.
- New Temporary Accommodation at Clergy House and Jermyn Court – The conversion and new build temporary accommodation project at Clergy House / Jermyn Court, completed successfully. Managed through a supported housing commissioned service, this provides an extra 5 units for families and 13 for single people who are homeless. The additional capacity has helped to bring down the reliance on Bed and Breakfast accommodation.
- Housing Related Support – From April 2016 the Housing Options service has delivered the application, referral and placement system to the District's Housing Related Support provision. 602 assessments and placements were made to Council commissioned Housing Related Support provision during 2016/17.
- No Second Night Out – This council commissioned service helps individuals who are rough sleeping or at risk of rough sleeping. In 2016/17 they provided assistance to 583 people and placed 411 people into emergency accommodation, successfully moving 271 people into accommodation. NSNO also provided emergency accommodation for over 100 people over the winter period when the temperature dropped below zero degrees as part of the Districts Cold Weather provision.

### **Education Client Services**

- In delivering the Council strategic education investment priorities, the team ended the year with an underspend of £0.2m against their net budget of £1.9m.

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

- ECS has a team of professional specialists in Project, Programme and Contract Management.
- The team manages the contractual arrangements between the Council and Local Education Partnership. This relates to the terms of the Private Finance Initiative encompassing 7 secondary schools and 3 Special Educational Needs schools.
- Other activities the team are engaged with include support for academy conversions, school expansion projects, pupil place planning, school transport and crossing patrols.
- Each Year ECS manages 2 multi-million pound grants from the DfE:
  1. Basic Need which is used to expand schools to meet demand from increasing pupil numbers. The team commissions Architect Services to design, procure and deliver the expansions or new school build schemes.
  2. Capital Maintenance Grant which is used to pay for major school repairs. These are identified based on school condition surveys and ECS commissions Building & Technical Services to design, procure and deliver the schemes.
- The table below outlines the activity the team has supported in 2016-17

	2010-2015 delivered	2016-17	Future Years
Number of Schools Expanded	48	7	
School Expansion Projects Delivered (in phases)	118	15	15 being planned
Number of New School Places Created	8,315	1,155	Places being planned TBC
School Expansion Capital Spent	£124m	£5.9m	£7.1m
Number of Major Schools Repair Projects	119	67	47
Major School Repair Capital Spent	£14m	£5.1m	£5.4m
Academy Conversions Completed	34	37	12
School Crossing Patrols Maintained		91	93
Young People in Receipt of Travel Assistance		3,462	service transferred on 1.4.17
Swimming Pool Schemes Commenced	2	0	2 Pools/Hall/Gyms £27m
PFI Contract Deductions Administered	£3.6m to date	£318,000	
Additional Schemes Delivered:	102 schemes (£7.7m)		30-Hour Offer Nursery Places
New SEN School			1 scheme – £10-15m
New schemes for Place Department			St Georges Hall, Markets, Squire Lane
External Consultancy Contracts Delivered	1 contract	2 contracts	2 contracts
Grant Income Secured (TBN & PSBP)	£76m	£10-15m	

## Economic Development

### Economic Development Services – Delivery

The Service ended with a £0.7m underspend against the net budget of £1.8m.

<b>ECONOMIC DEVELOPMENT - DELIVERY</b>	2014/15	2015/16	2016/17
Gross Costs £000s	2,334	1,871	1,557
Income £000s	(263)	(383)	(482)
Direct Net Costs £000s	2,071	1,488	1,075
Direct Non Controllable costs	127	2,733	1,705
Corporate and Dept Recharges	276	237	390
Net Costs	2,474	4,458	3,169

- The Broadway shopping centre which opened in November 2015 has become a focal point for a growing city centre restaurant and leisure offer. Further investment includes the development of adjoining Xchange building and a multi-screen cinema and restaurant complex due for completion by Christmas 2017.
- Other developments led by Economic Development include the setting up of a private sector-led development group, to put together proposals for a Bradford City Centre Business Improvement District. The development of the proposed improvements to public realm links between the developing new retail centre and the older Top of Town.
- Work has continued on One City Park to develop the delivery model in line with the funding agreement with the Combined Authority.
- Elsewhere in the District Baildon Business Park has continued to expand and another three businesses have moved in over the last year. GSM Aluminium, Laxtons, (a bespoke spinning company are moving back into the district from Guiseley) and Frizinghall Models are now sharing space with John Ayrey Diecasts Ltd. One further completed unit is under offer subject to planning permission being secured.
- In Keighley the Department recently sold the site of the former Keighley College Harold Town building to a local developer. They will develop the site under the Dalton Lane Properties name.
- EDS Delivery team is to prepare projects for inclusion in bids for the Regional Local Growth Fund investments. Projects expected to form part of this bid are developments on the recently allocated M62 Enterprise Zone sites. The three Bradford sites – Gain Lane, Parry Lane and Staithgate Lane all require enabling works to secure development.
- In addition to the businesses supported through the City Growth Zone outlined above, the Service generated and handled 991 business enquiries in the period. This led to the creation of 304 jobs with a capital investment in the District of £20.3m

## Economic Development Services – Programmes

The Service ended with a £0.7m underspend against its net budget of £2.8m.

<b>ECONOMIC DEVELOPMENT - PROGRAMMES</b>	2014/15	2015/16	2016/17
Gross Costs £000s	3,166	2,151	2,214
Income £000s	(1,658)	(751)	(125)
Direct Net Costs £000s	1,508	1,400	2,089
Direct Non Controllable costs	32	323	319
Corporate and Dept Recharges	224	155	118
Net Costs	1,764	1,878	2,526

- EDS are responsible for large scale initiatives supporting the local economy. Among these are the City Centre Growth Zone and participation in business growth schemes supported by European Structural Investment Funds. £17.6m of Regional Growth Fund money was secured to deliver the City Centre Growth Zone matched with £17.5million of Council resource. Investment over the last four years has brought about significant physical improvements to the City Centre and has incentivised private sector investment.
- To date outputs include 654 new jobs created (554 FTEs), 217 businesses supported, and over 78 vacant City Centre properties brought back in to use.
- Deferred spend for European Structural Investment Funding (ESIF) has been approved to cover local projects which are following Central Government and Leeds City Region calls for projects. Schemes proposed for Economic Development within Bradford will concentrate on Enterprise Support for high Growth Businesses.

### **3.3.5 Planning Transportation and Highways**

Planning Transport and Highways overspent the £27.6m net expenditure budget by £0.7m due to shortfalls in income for Building Control fees and overspends on Street Lighting maintenance and energy.

PTH outturn results represent deterioration since Qtr 3 as there was a higher than expected additional provision for bad debts from permit invoicing and the street lighting stock valuations.

- **Policy/Local Development Framework;** Policy/LDF leads on the delivery of the Local Plan for the District and underspent by £0.4m in 2016-17 due to the Secretary of State holding direction on the Core Strategy, the unspent balance will be carried forward to 2017-18.
- **Building Control Services** under achieved the £1.2m Building Control Fees budget by £0.3m which represented a slight improvement to 2015-16. Additional income streams have not progressed though due to the joint service with Kirklees not being established.
- **Development Services** overspent the net £0.1m budget by £0.2m. The Service adjusted its cost base through the implementation of the restructure however due to timings the Department underachieved its target in 2016-17. The Service collected £1.8m of Planning Fees in 2016-17 compared to £1.9m in 2015-16.

- **Planning Activity**

<b>Development Management</b>	2014/15	2015/16	2016/17
Major Planning applications processed	112	80	83
Minor Planning applications processed	1,056	913	948
Other Planning application processed	1,974	2,165	2,593
<b>Total</b>	<b>3,198</b>	<b>3,158</b>	<b>3,624</b>

- **Highways Asset Management** including Street Lighting overspent the £19.6m budget by £0.4m, this included £0.4m higher than planned for costs of street lighting utilities costs. Phase 1 of the invest to save project was completed which resulted in an annual reduction of 755,000KwH, however costs over the same period increased by £90K due to energy prices.
- **Highways Delivery Unit** overspent the £4.4m budget by £0.3m although there were one off savings of £43K from Winter Maintenance due to a mild winter. Savings in Trunk Road maintenance also helped to alleviate the pressure overall. In terms of routine work, fewer potholes were repaired however capital expenditure on surfacing work was increased providing for a more durable network.
- **Highways Delivery and Highways Asset Management Activity**

	2015-16	2016-17
Capital Spend	£4.6m	£4.9m
Potholes repaired	11,633	9,188
Cat 1 Repair Jobs	305	185

- Highways services continued to work on the Challenge Fund schemes in conjunction with Kirklees MDC. This is a three year Capital Funded Grant for the maintenance of Highway Structures of which Bradford's share is £3.63m.
- **Transport Development** underspent the £0.2m net budget by £0.3m. The street work permit scheme and associated income achieved £1.1m. Despite a challenging climate for front line highways services, Transportation Development officers are leading on the delivery of major highways projects that form part of a regional vision to improve local infrastructure. A number of projects (Hard Ings Road, Harrogate New Line and the Station Gateways), all in partnership with the Combined Authority, are reaching key staging posts in their delivery.

### 3.4 Corporate Services

- From 1st January 2017 the new Corporate Services department has been formed seeing the consolidation of the Department of Finance (inclusive of Financial Services, Commissioning and Procurement, ICT and Revenues and Benefits), Estates & Property, Legal & Democratic and Human Resources.

	Gross expenditure			Income			Net expenditure		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
<b>Corporate Services</b>	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Services	0.3	0.3	-0.0	-0.0	-0.0	0.0	0.3	0.3	0.0
Financial Services	2.7	2.8	-0.1	-0.3	-0.2	-0.1	2.5	2.6	-0.2
Revenues & Benefits	182.6	179.2	3.4	-179.0	-175.0	-4.0	3.6	4.2	-0.6
Information & Customer Services	14.2	15.3	-1.0	-1.0	-1.4	0.5	13.3	13.9	-0.6
Commissioning & Procurement	1.8	2.0	-0.2	-0.4	-0.3	-0.1	1.5	1.8	-0.3
Estates and Property Services	47.1	48.7	-1.6	-39.0	-38.3	-0.8	8.1	10.4	-2.3
Human Resources	7.7	7.9	-0.2	-2.2	-1.9	-0.3	5.5	6.0	-0.5
Legal Services	8.8	8.7	0.0	-2.3	-2.2	-0.1	6.5	6.6	-0.1
<b>Total</b>	<b>265.2</b>	<b>264.9</b>	<b>0.3</b>	<b>-224.1</b>	<b>-219.2</b>	<b>-4.9</b>	<b>41.1</b>	<b>45.7</b>	<b>-4.6</b>

- Overall the department underspent the £45.7m net expenditure budget (£264.9m gross budget) by £4.6m and delivered £10m of savings as planned.
- The Department underspend is £0.65m higher than that forecast at Qtr 4, largely resulting from an improved position within the ECCU & Estates as year-end utility liabilities and rental values were finalised.
- £0.97m of budget will be carried forward to 2017/18 in line with approvals at Qtr 4.
- Financial Services** underspent the £2.6m net expenditure budget by £0.2m, and delivered savings as planned. Recently received CIPFA benchmarking information shows that the Council spends the lowest on Financial Services relative to other Councils.

	2015/16
Bradford cost of Fin Services per £000 Gross Revenue Turnover	1.81
Cipfa Group Average Cost per £000 Gross Revenue Turnover	4.17

- Indicatively if Financial Services in Bradford operated at the same average cost of benchmark Councils, the total cost of service in 2015-16 would have been £5.8m rather than £2.5m.
- External Auditors also gave a high rating for sound governance; understanding and using reliable financial and performance information; and reliable financial planning and reporting that supports the Council's priorities and the maintenance of its statutory functions.
- Revenues & Benefits** underspent the £4.2m net expenditure budget (£179.2m gross budget) by £0.6m due largely to employee underspends of £0.3m via vacancy control in Benefits. As previously noted Better use of budget requests have been approved to carry forward £0.2m of this underspend relating to New Burdens funding provided to carry out on-going URB system migration and MyServices ICT work.
- Budget savings of £0.4m planned for 2016/17 were achieved and the outturn also allows for the need to increase the contingent payroll liability by £0.3m. Payroll Services saw a reduction in school income of £0.1m with a broadly equivalent increase in the net cost.
- Benchmarking information indicates that the service is efficient when compared to other Councils.

<b>Summary processing cost data– 2015/16</b>	Bradford	Cipfa Benchmark
Business Rates - Cost per hereditament per year	£31.11	£50.40
Council Tax – Cost per Dwelling per year	£13.30	£11.24
Corporate Debt – Cost per invoice	£7.73	£8.05
Payroll – Bradford Cost per Employee per year	£31.51	

- Higher Council tax collection cost per dwelling reflects the continuing and increasing challenges of collecting from low income families impacting on the net income level and consequent cost per dwelling.
- **Information Technology Services (ITS)** underspent the £13.9m net expenditure budget by £0.6m as forecast. This underspend results from a combination of a review of contracts after the service returned in-house in 2015-16, and savings on employee costs linked to a transition to a new structure. The year end position allows for the provision of £1.3m funding for the cost of medium to long term transformational projects via the previously identified reserve.
- Spend on ICT has significantly reduced since the end of the IBM contract in September 2015. The service has delivered 2016/17 savings as planned; enabled funding to be set aside for longer term projects and achieved the required baseline to meet further 2017/18 savings targets. Spend per user has reduced closer to the NABIT (Northern Authorities Benchmarking IT) cost per user.

	2014/15	2015/16	2016/17
Bradford Gross Cost per user £s	3,404	2,656	2,196
Bradford Net Cost per user £s	3,176	2,442	2,034
NABIT Benchmark cost per user	1,700		

- **Commissioning & Procurement** underspent by £0.3m in line with forecasts. Of this £0.1m is on employee costs due to the decision not to fill vacant posts pending a service review, £0.1m through the renegotiation of contracts and a further £0.1m of one off savings from a payments review.

## Estates and Property Services

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

- **Estates and Property Services** underspent the £10.4m budget by £2.3m, £0.7m up from that reported at Qtr 4. The recent changes have come from the Energy Unit, Estates and the Property Programme as the year end liabilities, rental values and arrears have been finalised. The improved position across the year as a whole have come from these services, School Catering who have achieved an improved trading position and underspends by both the Admin Buildings & Residential Home Catering. Additionally the Industrial Services Group has made operational efficiencies.
- The **Energy Unit** underspent the £5m budget<sup>6</sup> by £1m while delivering £0.7m in allocated savings. This position was achieved partly due to a one off rebate payment of £0.55m being received for backdated utility bills and reductions in volumes resulting from a mild winter. The unit's efficiency work plus reductions in the estate through the Property Programme have also helped reduce energy consumption and mitigate the financial impacts of price rises in 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.

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

- **School Catering** has seen a significant improvement, with its contribution to overheads being above budget by £0.7m due primarily to improved productivity. Overall school meals volumes rose despite the loss of contracts. Operational efficiencies were achieved through the increased use of ICT, including electronic payment for which is now available in approximately 50% of schools, and the achievement of procurement savings via new contracts. However the service is under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints. A better use of budget application for £225k was approved at Qtr 4 to fund pre-planned dining room & menu development work in 2017-18.

<b>FM - School Catering</b>	2014/15	2015/16	2016/17
Number of Meals 000s	6,093	6,476	6,654
Other activity - e.g. Breakfast clubs meals 000s	161	179	176
Number of Primary Schools Catered For	149	149	147
Number of Secondary Schools Catered For	4	5	5
Take up of school lunches	67%	69%	69%
Primary school children's satisfaction with school meals	74%	72%	72%

- **Estates Operational** exceeded the £2.9m net income budget by £0.5m, due to a significant increase in rental income. This included one off income secured through temporary occupiers of Shipley Town Hall and Future House. Staff cost savings from vacancies, held pending the conclusion of a restructure, also helped improve the bottom line.

<sup>6</sup> The £5m budget is managed by the Energy unit during the year, but charged out to user services at year end in line with accounting practice.



- Going forward the service aims to improve its net position via a targeted investment programme to raise rental income in line with the recently approved Investment Strategy. In the short term however the service faces the challenge of improving rent account control while undertaking a wide ranging review of commercial and non-commercial leases in 2017-18. Additionally pressure on the voluntary sector may have a negative impact on the ability of the Council to recover monies owed from tenants. A better use of budget request was approved at Qtr 4 to provide £225k of funding in 2017/18 to both offset this pressure and to cover initial costs associated with acquisitions.
- The **Estates Property Programme** underspent by £0.2m through more efficient use of resources. In 2016/17 the service has continued to reduce the size of the Councils operational estate while improving the quality of the buildings retained. Since 2008/9;
  - 70 operational buildings have now been vacated saving £7.3m per year.
  - £37m of capital receipts have been generated from the disposal of surplus property
  - Backlog maintenance on the Councils estate has reduced by £45m as a result of building vacations, and targeted investment.
- **Building, Technical & Architectural Services** overspent the £3.6m net budget by £0.3m, of which £0.2m was a reduced contribution to central overheads from Architects (£0.1m compared to a £0.3m budget). Half of this gap was due to under recovery on a number of fixed fee projects which it is expecting will not repeat in 2017/18. The remainder is due to the historic decline in workloads which although matched by reductions in staffing levels have resulted in significant increase in the targeted contribution to overheads, up from 20% to 30%. Building & Technical Services as a whole had a limited overspend of £0.1m on its net revenue budget of £3.9m. However this was on a reduced budget, down £0.5m from 15/16, and against a background of reducing capital works which saw income levels drop from £14m in 2015/16 to £12.3m in 2016/17.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

Backlog Maintenance £m	Base line	2012-13	2014-15	2016-17
Operational	85	55	50	49
Non Operational	16	11	5	8
<b>Approx. Total Backlog Maintenance</b>	<b>101</b>	<b>66</b>	<b>55</b>	<b>57</b>
Of which Priority 1	70	43	28	25
<u>Size of Estate</u>				
Operational GIAm2 000s	319	260	256	237
Non-Operational GIAm2 000s	27	26	23	37
<b>Total</b>	<b>346</b>	<b>286</b>	<b>279</b>	<b>274</b>

- Within **Admin Buildings**, HMRC's occupancy of Future House provided one off income/savings in addition to the anticipated reduction in accommodation costs for 2016-17 onwards resulting in an underspend of £0.1m. Additionally the vacation of Future House & Jacobs Well offices in year, along with the increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in the cost base.

<b>Admin Buildings</b>	2014/15	205/16	2016/17
Occupants	3,468	3,221	3,396
Workstations	3,419	3,892	2,784
% OCCUPANCY (1:1)	101%	83%	122%
Gross internal area (m2)	67,557	73,711	54,494
Backlog Maintenance £000s	8,992	8,281	6,595
Cost per occupant per year (*Excl Future House Dilaps)	£1,261	£1,348	£944

- **Industrial Services Group's (ISG)** workload levels have been subject to considerable pressure since ISG is no longer a guaranteed supplier to In-communities. Accordingly ISG, in recognition of the difficult trading conditions, received a one off subsidy of £0.4m in 2016/17. Since then the service (which includes 30 employees with declared disabilities) has been working on a revised structure with the aim of bringing the service back to base budget in 2017-18.
- Operational efficiencies and improved sales levels, to £1.4m, have resulted in an under spend against budget of £0.09m. Festival light operation was £0.1m under budget while an improvement in manufacturing sales meant the service got close to breakeven subject to the subsidy provided. A Better use of budget request (section 2.1) has been made to carry forward the unused element of the subsidy fund into 2017-18. Although trading conditions remain difficult, recent new order leads mean that 2017-18 sales levels are expected to rise with a consequent improvement in the bottom line position. Vacancies in key roles, e.g. sales, remain a risk to the organisations stability.

## Human Resources

<b>Service Name</b>	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
HR Functions	4.5	4.8	-0.1	0.3	0.5	-0.4	4.2	4.3	-0.5
Corporate Projects	0.1	0.2	0.0	0.0	0.0	0.0	0.1	0.2	0.0
Miscellaneous Income	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0
Traded HR Functions	1.2	1.1	-0.1	1.4	1.4	0.1	-0.2	-0.3	0.0
Administration	2.0	1.7	-0.1	0.1	0.1	0.1	1.9	1.6	-0.1
<b>Total</b>	<b>7.9</b>	<b>7.8</b>	<b>-0.2</b>	<b>1.9</b>	<b>2.1</b>	<b>-0.3</b>	<b>6.0</b>	<b>5.7</b>	<b>-0.5</b>

- Human Resources (HR) underspent the £6m net expenditure by £0.5m. Savings in excess of the £1m originally targeted have been achieved in 2016-17 as a result of service restructures being completed earlier than projected. This also ensures that planned savings for 2017-18 are in place for the start of the new financial year. Additional savings have also been generated through a reduction in 3<sup>rd</sup> party spend on training. Additional income above budget was also raised through providing training to students via the college and from recharges to schools for medicals.
- Outturn figures allows for work on Council priority programmes such as Organisational Change & Learner Management System being funded in 2016-17 & 2017/18 via underspends to the value of £0.3m. A better use of budget request was approved at Qtr 4 for £150k of funding to cover Continued Professional Development Social Work costs.

## City Solicitor

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
City Solicitor's Office	0.3	0.2	0.0	0.1	0.2	-0.1	0.2	0.1	-0.1
Democratic	5.7	5.2	0.1	1.9	1.7	0.0	3.8	3.5	0.0
Legal	2.8	2.5	0.0	0.2	0.2	0.0	2.6	2.3	0.0
<b>Total</b>	<b>8.7</b>	<b>7.9</b>	<b>0.0</b>	<b>2.2</b>	<b>2.1</b>	<b>-0.1</b>	<b>6.6</b>	<b>5.9</b>	<b>-0.1</b>

- The City Solicitor underspent the £6.6m net budget by £0.1m. Savings within the service were mainly made as a result of operational efficiencies resulting from the Registrars move into City Hall and increased income across service areas which contributed a further £0.1m in advance of future years savings. These savings were partly offset by both the historic overspend on the forensic service resulting from regional use being below that originally planned and a more recent increase in Undertaker charges, up £0.05m.

### 3.5 Chief Executive

Service Name	Gross expenditure			Income			Net expenditure		
	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m	Actual £m	Budget £m	Var £m
Chief Executive Core Office	0.6	0.6	-0.0	-0.0	-0.0	-0.0	0.6	0.6	-0.0
Political Offices	0.2	0.3	-0.1	-	-	-	0.2	0.3	-0.1
Public Affairs	1.3	1.4	-0.1	-0.1	-0.1	0.0	1.2	1.3	-0.1
Policy Programme	2.6	2.6	0.0	-0.0	-	-0.0	2.6	2.6	0.0
<b>Total</b>	<b>4.7</b>	<b>4.9</b>	<b>-0.2</b>	<b>-0.1</b>	<b>-0.1</b>	<b>0.0</b>	<b>4.6</b>	<b>4.8</b>	<b>-0.2</b>

- The Chief Executive's Office including Policy, Programmes & Change (PPC) underspent the £4.8m net expenditure budget by £0.2m as forecast. £0.2m of targeted savings were achieved mainly on costs of staffing within Political Offices & Policy Programmes and Change. Additionally savings of £0.1m were made in the print procurement budget. Further restructuring is planned to achieve both pre-agreed 2017-18 savings and newly agreed 2018-19 savings.

### 3.6 Non Service Budgets

- The £82.3m of Non service budgets that include payments to Joint Committees with other West Yorkshire Local Authorities, External Audit, bank interest and Yorkshire Purchasing Organisation dividends amongst others underspent by £1.3m. This was due to lower than budgeted External Audit fees (£0.4m), a saving on Joint Committee contributions and levies (£0.4m) as well as miscellaneous income (£0.3m). Further an additional £0.3m was received from the Government to reimburse the authority for reductions in Council Tax and Business Rates as a result of the 2015 winter floods.

### 3.7 Central Budgets & Contingencies

- Overall the net income budget of £78.2m was underachieved by £0.7m. There were £4.9m of undelivered savings relating to Transport Assistance, however, this has been mitigated by the use of contingencies in 2016-17.



## 4.0 BALANCE SHEET

### 4.1 Cash Reserves

- Net movements from reserves have led to a £14.7m reduction in total reserves from £167.7m at 1 April 2016 to £153.0m at 31<sup>st</sup> March 2017 (£127.8m Council and £25.2m School's). The £14.7m net releases from reserves as outlined in Appendix 1. Than main movements include

#### Transfers From

-£5.1m unallocated reserves use as part of the 2016-17 budget

-£1.0m from the Waste Collection and disposal options reserve to help fund expenditure linked to the Waste minimisation project including move to Alternate Weekly Collection.

-£1.2m from the Regional Growth Fund reserve for the Councils match funding of RGF.

-£2.2m of Health and Wellbeing reserves to helped fund Heath and Social Care projects

-£8.6m from the Schools Delegated Budget linked to schools transferring to academies.

#### Transfers to

+£2m to the Dilapidations and Demolition reserve to provide fund costs associated with vacation of leased buildings, and planned demolitions.

+£1.4m to the Renewal and replacement reserve which manage capital financing cashflow.

+£2.8m was also transferred to the Better us of budget reserve at 2016/17 year end, offsetting £2.7m that was drawn down at the start of 2016./17 for budget carried forward from 2015/16.

### 4.2 School Balances

The table below shows that School Reserves (including Schools Contingencies) position as at 31<sup>st</sup> of March 2017.

	Balance 1 <sup>st</sup> April 2016		Balance 31 <sup>st</sup> March 2017		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	634	7	659	0	(25)
Primary	137	13,193	106	8,580	31	4,613
Secondary	13	3,307	7	(635)	6	3,942
Special	6	693	6	354	0	339
Pupil Referral Units (PRU)	7	1,041	7	666	0	375
<b>Total</b>	<b>170</b>	<b>18,868</b>	<b>133</b>	<b>9,624</b>	<b>37</b>	<b>9,244</b>
School Contingency		14,091		14,650	0	(559)
City Learning Centres/Other		844		943	0	(99)
<b>Total</b>	<b>170</b>	<b>33,803</b>	<b>133</b>	<b>25,217</b>	<b>37</b>	<b>8,586</b>

- There have been thirty seven schools who have converted to Academy Status in 2016-17.

- The £9.624m net closing school balance includes eight schools that have a combined deficit balance of £2.359m.
- The final 2016-17 school contingency balance of £14.65m includes £5.1m for schools that have converted to academies where the authority is in the process of transferring the final balances to the new academies and £5.9m which has been allocated by the Schools Forum to support the 2017-18 schools budget.

### 4.3 Provisions

- At the 31<sup>st</sup> March 2017, the Council set aside £20.4m, of which £9.8m is expected to be used in 2016-17 with the remainder in subsequent years. Provisions are £2.4m lower than at the 2015-16 year end.

The main provisions include:

- £6.0m Termination Provision to fund the cost of future redundancies
- £5.8m Business Rates appeal provision
- £4.2m Outstanding legal claims
- £3.2m Damage Compensation

### 4.4 Long Term Assets

At 31 March 2017, the Council had long term assets of £1.023bn consisting almost entirely of land and buildings

### 4.5 Other Significant Balances

- At 31 March 2017, the Council's net worth (the total value of its financial assets less the value of its outstanding liabilities) decreased by £250m, resulting in a negative net worth of £293m.

	2015-16 £ms	2016-17£ms
Revenue and Capital	-202.3	-190.6
Unusable (non cash)	244.4	483.4
Total Reserves (net worth)	42.1	292.8

## 5.0 CAPITAL

### Capital Spend

- During the year the Council made a total capital investment of £61.5m in the district. This was £14.9m less than the forecast budget of £76.4m. The capital investment included the completion of Clergy House/Jermyn Court to provide temporary accommodation for homeless families and work on Britannia House and Argos Chamber. In addition there was continued spend on primary school expansion, highways maintenance and seven new affordable housing schemes have begun construction.
- A summary position by service is shown in the Table below and the detailed Capital Monitor in Appendix 3.

Service	Forecast Budget	Outturn	Variance
	£'m	£'m	£'m
Health and Wellbeing	1.7	1.3	-0.4
Children's Services	19.6	18.2	-1.4
Place – Economy and Development Services	16.5	16.3	-0.2
Place – Planning, Transportation and Highways	20.3	14.6	-5.7
Place – Other	9.0	7.1	-1.9
Corp Services – Estates and Property Services	9.3	4.0	-5.3
<b>All Services</b>	<b>76.4</b>	<b>61.5</b>	<b>-14.9</b>

### Analysis of Spend by Type of Expenditure

- The Table below shows an analysis of the capital expenditure by the type of expenditure. This shows the main variance relates to expenditure on the maintenance of the Council's own assets in the main relating to Property Programme works for the year now completing in 2017-18.

	Budget	Actual Spend	Variance
	£m	£m	£m
Maintenance of Council Fixed Assets	44.6	35.3	-9.3
Invest to Save	3.3	3.4	0.1
New Build or Acquisition	13.5	8.1	-5.4
Schools Capacity	6.5	6.3	-0.2
Regeneration	1.0	1.4	0.4
Grants to Third Parties	7.5	7.0	-0.5
Total	76.4	61.5	-14.9

### Funding of Capital Investment Plan

- In year the total net capital expenditure of £61.5m was funded from a variety of sources, shown in the table below:

Sources of funding	£m
Capital Grants and Contributions	38.8
Direct Revenue Funding	4.3
Capital Receipts	6.4
Prudential Borrowing	11.9
PFI and Other Finance Lease	0.1
<b>Total resources used to fund capital spend</b>	<b>61.5</b>

### Capital Grants and Contributions

- The Council had a balance of £29.7m in unused capital grants and contributions at the beginning of the year. A further £39.6m was received in year. Of this £26.0m was used to fund capital expenditure on the Council's own assets and a further £8.7m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £34.6m.

## Capital grants and contributions

	£m
Balance B/fwd at 1.4.2016	29.7
Capital grants received in year	39.6
Repayment of Grant	-
Applied to fund spend on Property Plant & Equipment	-26.0
Applied to fund REFCUS <sup>7</sup>	-8.7
<b>Balance C/fwd 31.3.2017</b>	<b>34.6</b>

### Capital Receipts

- The Council received £5.2m of receipts from the disposal of assets and repayment of loans. £6.4m was applied to fund capital expenditure on the Council's own assets. The remaining £3.7m relates to the repayment of loans and grants under schemes that require the reuse of those repayments for similar schemes as the original loan or grant and to schemes that have generated capital receipts that will be used to fund that scheme in the following year.

### Capital receipts

	£m
Balance B/fwd at 1.4.2016	4.9
Capital receipts received in year	5.2
Applied to fund spend on Property Plant & Equipment	-6.4
<b>Balance C/fwd 31.3.2017</b>	<b>3.7</b>

### Direct Revenue Funding

- The Council used £4.3m of its revenue budget to directly fund capital expenditure. The most significant contribution was the £2.3m from school own funds to fund capital improvements.

### Prudential Borrowing and Prudential indicators

- The £12.0m of capital spend funded from additional borrowing (including finance lease) has been offset by a Minimum Revenue Provision (MRP) of £24.2m to pay off debt. There is therefore a net decrease in the notional debt owed of £12m reducing the Capital Financing Requirement from £665.7 to £653.4m.
- In accordance with 'The Prudential Code for Capital Finance' the Council monitors performance against a range of prudential indicators set as part of the budget process. There are no concerns currently in relation to prudential indicators. In particular:
  - Borrowing was within the authorised limit and operational boundary throughout 2016-17.
  - Net external borrowing is below the capital financing requirement.

<sup>7</sup> 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.



## 6.0 Council Tax and Business Rates collection.

### Council Tax and business rates

- In 2016-17, the Council received its budgeted £159.9m share of Council Tax. The Council receives its budgeted share by statute, paid for from a separate account called the Collection Fund, with any surplus or deficit compared to the actual amount collected carried forward into the following year. Overall there was a surplus of £1.8m in 2016-17, which is already included in next year's budget.
- At 31 March 2017, the Council had collected £182.1m (94%) of the value of Council Tax bills due.

<b>Council Tax Collection</b>	2014/15	2015/16	2016/17
Council Tax - Dwellings administered	212,133	213,645	214,856
BV9 Council Tax collected in year to 31 Mar £000s	166,909	173,5744	182,085
BV9 % of Council Tax Collected to 31 Mar	94.2%	94.2%	94.0%
Council Tax Collection Target at 31 Mar	95%	94.5%	94.5%

### Business Rates

- Also by statute the Council received its £74.1m budgeted share of Business Rates from the Collection Fund in 2016-17 with any difference in the actual amount collected carried forward into 2017-18. There was a deficit of £5.8m in 2016-17, already anticipated and included in the 2017-18 budget.
- The Business Rates deficit in 2016-17 (Included in the 2017-18 budget) is partially compensated by the projected Council Tax surplus outlined previously.
- For Business Rates the collection figure at 31st March 2017 is 97.01 (compared to 96.94% at the same time last year) and is under target. This is in part due to changes in rateable value for several large value properties resulting in payments not being collected in the month and the payment plan being recalculated over the remainder of the year.

<b>Business Rates Collection</b>	2014/15	2015/16	2016/17
Number of Business Rates bills issued plus the number of summonses	41,222	34,383	37,766
CIS_034 (BV10) - Business Rates collected in year to 31 March £000s	135.6	131.9	142.4
BV10 % Business Rates collected in year to the March	97.95%	96.94%	97.01%
Business Rates Collection Target at the 31 March	97.9%	97.9%	97.7%

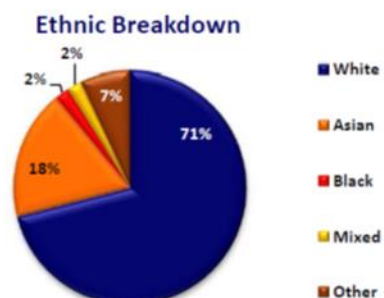
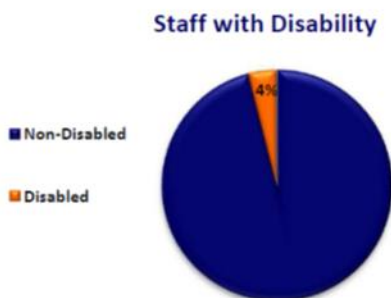
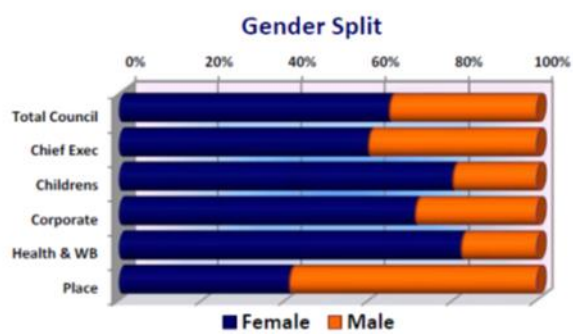
## 7. Workforce Data

# City of Bradford Metropolitan District Council

www.bradford.gov.uk



83% of the total workforce live within the Bradford District, this reduces to 63% for Managers



## Reserves Statement as at 31<sup>st</sup> March 2017

## Annex 1.1

	Opening Balance £000	Movement in 2016-17 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	19,919	-5,422	14,497	
<b>Total available Unallocated Corporate Reserves</b>	<b>19,919</b>	<b>-5,422</b>	<b>14,497</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
Employment Opportunities fund	1,025	173	1,198	Funding to support young and disadvantaged people into employment
Managed severance	4,093	0	4,093	Money to meet termination costs in the years beyond 2017-18.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	4,029	-966	3,063	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs.
Trade Waste VAT refund	463	-120	343	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	805	0	805	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Sports Strategy	165	-61	104	To cover feasibility costs associated with the Sports Strategy.
Single Status	24	0	24	To cover any residual implementation of Single Status costs.
Capital Feasibility Studies	70	-70	0	
Transformation Programme	124	0	124	To fund transformational activity
Better use of Budgets	2,757	31	2,788	See section 2.2.
Producer City Initiative	743	-551	192	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	6,345	-1,157	5,188	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	0	3,956	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,848	0	1,848	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	7,748	-885	6,863	To help fund Transitional work, and cover risks. .

	Opening Balance £000	Movement in 2016-17 £000	Closing Balance £000	Comments
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 and Development	0	756	756	
Dilapidation & Demolition	1,000	1,000	2,000	At the end of a lease on a building, the Council will be liable for any dilapidations of the building.
<b>Sub Total</b>	<b>39,893</b>	<b>-1,850</b>	<b>38,043</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	11,917	1,366	13,283	Funding used to support the capital investment programme.
Markets	1,231	-83	1,148	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>13,148</b>	<b>1,283</b>	<b>14,431</b>	
<b>D. Service Earmarked Reserves</b>	<b>41,829</b>	<b>-144</b>	<b>41,685</b>	See Appendix 2
<b>E. Revenue Grant Reserves</b>	<b>8,389</b>	<b>-23</b>	<b>8,366</b>	
<b>F General Reserves</b>				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	33,802	-8,585	25,217	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
<b>Sub total General Fund Reserve &amp; School balances</b>	<b>44,605</b>	<b>-8,585</b>	<b>36,020</b>	
<b>Grand total</b>	<b>167,783</b>	<b>-14,741</b>	<b>153,042</b>	

Departmental Earmarked Reserves Statement as at 31<sup>st</sup> March 2017

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
<b>Health and Wellbeing</b>				
Supporting People	2,065	-649	1,416	Funding to support invest to save projects
Integrated Care	5,347	-856	4,491	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	604	-168	436	Funding to cover management and staffing costs linked to the transformation of services for older people.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Stock Condition	95	0	95	Funding to procure Stock Condition Surveys.
Social Lettings	664	0	664	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	1,045	-89	956	To fund initiatives to prevent Homelessness.
Care Act Reserve	4,863	-320	4,543	To support the implementation of the Care Act
Public Health	182	-123	59	
<b>Total Health and Wellbeing</b>	<b>14,895</b>	<b>-2,205</b>	<b>12,690</b>	
<b>Children's Services</b>				
BSF Unitary Charge	6,568	361	6,929	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,093	372	4,465	See above
Better Start Programme	90	0	90	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Safeguarding Board	85	-85	0	Support for the Council in its role as the accountable body for the Bradford Children's Safeguarding Board
Routes to Work	361	-13	348	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	386	-376	10	
Retail Academy (Skills for Employment)	337	-110	227	
Children's Service Program Support	0	52	52	
Recruitment & Retention	0	105	105	

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Child Sexual Exploitation	0	300	300	
Training Work Programme (Skills for Work)	1,031	-104	927	
<b>Total Children</b>	<b>12,951</b>	<b>502</b>	<b>13,453</b>	
<b>Department of Place</b>				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	278	-195	83	Set aside to meet Departmental costs associated with delivering a Waste Management solution
Customer Service Strategy	849	-14	835	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	320	171	491	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	96	350	446	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
Art Fund	12	0	12	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	200	-27	173	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	133	-42	91	
Tour De Britain	8	0	8	
Tour De Yorkshire	139	140	279	
Lidget Moor YC	18	0	18	To support Youth Services in Lidget Green Area
Empty Homes	125	0	125	To support the on-going programme to bring empty homes back into use

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
Council Housing Reserve	375	80	455	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	212	-137	75	Fee income generated to be used to subsidise the delivery of projects in future years.
City Park Sinking Fund	630	154	784	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	867	0	867	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
City Centre Regeneration W	150	-99	51	
<b>Department of Place</b>	<b>5,816</b>	<b>381</b>	<b>6,197</b>	
<b>Corporate Services</b>				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	145	-73	72	To support organisational development
Workforce Development	530	19	549	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, Leadership & succession planning.
Learner Management System	85	-4	81	Software/system implementation etc in support of workforce development.
District Elections	216	-24	192	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	404	-52	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	4,900	1,312	6,212	To fund future ICT projects
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	0	515	To support investment in service improvements and cover against uncertainty in the client base
<b>Total Corporate Services</b>	<b>8,167</b>	<b>1,178</b>	<b>9,345</b>	

	Opening Balance £000	Movement in 2016-17 £000	Latest Balance £000	Comments
<b>Total Service Earmarked Reserves</b>	41,829	-144	41,685	



## Capital Outturn 2016-17

Scheme No	Scheme Description	Budget £'000	Outturn £'000	Variance £'000
<b>Health and Wellbeing</b>				
CS0008	HIV Capital Grant	7	7	0
CS0237	Great Places to Grow Old	0	0	0
CS0237	Keighley Rd Extra Care	368	301	-67
CS0237	Keighley Rd Residential Care	150	128	-22
CS0239	Community Capacity Grant	50	38	-12
CS0239	Whiteoaks Respite Centre	667	584	-83
CS0311	Autism Innovation Capital Grant	19	0	-19
CS0312	Integrated IT system	410	279	-131
CS0352	Electric vehicle charging infrastructure	30	0	-30
<b>Total - Health and Wellbeing</b>		<b>1,701</b>	<b>1,337</b>	<b>-364</b>
<b>Children's Services</b>				
CS0205	I.C.S Grant	162	162	0
CS0231	C&I School (Convers Thorn Park)	1	0	-1
CS0025	Children's Home Residential Provision	6	0	-6
CS0227	Designated Specialist Provision	1	0	-1
CS0249	Schools DRF	3,000	2,277	-723
CS0256	2yr old Nursery Education Expansion	397	312	-85
CS0278	Targeted Basic Needs	185	181	-4
CS0286	Outdoor Learning Centres	308	305	-3
CS0297	Universal Free School Meals - Kitchen	3	5	2
CS0022	Devolved Formula Capital	3,145	2,816	-329
CS0030	Capital Improvement Work	53	54	1
CS0042	Primary Capital Programme	112	111	-1
CS0240	Capital Maintenance Grant	5,000	5,121	121
CS0244	Primary Schools Expansion Programme	5,400	5,358	-42
CS0244	Silsden School	600	562	-38
CS0313	School Capital Loans	400	0	-400
CS0314	Foster Homes Adaptation	187	179	-8
CS0316	Tracks Educational provision	185	166	-19
CS0322	Horton Park Prim Open Spaces	169	162	-7
CS0072	Finance Leases	0	122	122
CS0364	Capital Items Children's Services	0	32	32
CS0343	Children's Home Build Works	227	181	-46
<b>Total - Children's Services</b>		<b>19,541</b>	<b>18,106</b>	<b>-1,435</b>

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
<b>Place - Economy &amp; Development Services</b>				
CS0136	Disabled Housing Facilities Grant	3,800	3,681	-119
CS0137	Development of Equity Loans	500	505	5
CS0144	Empty Private Sector Homes Strategy	800	802	2
CS0158	Regional HALS	11	9	-2
CS0223	Affordable Housing - Beech Grove	0	-8	-8
CS0225	Affordable Housing Programme 11-15	340	313	-27
CS0308	Affordable Housing Programme 15 -18	5,850	5,859	9
CS0250	Goitside	350	373	23
CS0280	Temp Housing Clergy House	1,700	1,487	-213
CS0145	S106 monies Affordable Housing	13	13	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	120	112	-8
CS0186	Enterprise Hubs	0	-5	-5
CS0213	Park Dam	6	4	-2
CS0269	Burley In Wharfedale Culvert repair	100	3	-97
CS0331	Demolition of Edwards Rainbow Centre	36	22	-14
CS0084	City Park	0	0	0
CS0085	City Centre Growth Zone	-50	21	71
CS0086	LEGI	0	0	0
CS0189	Buck Lane	50	55	5
CS0228	Canal Road	0	0	0
CS0241	Re-use of Frmr College Builds Kghly	250	576	326
CS0266	Superconnected Cities	0	0	0
CS0290	Odeon	0	0	0
CS0291	Tyrils	60	43	-17
CS0265	LCR Revolving Econ Invest Fund	2,000	1,657	-343
CS0285	Strategic Development Fund	0	0	0
CS0345	Develop Land at Crag Rd, Shipley	600	750	150
<b>Total - Place - Economy &amp; Development Serv</b>		<b>16,536</b>	<b>16,272</b>	<b>-264</b>

**Place - Planning, Transport & Highways**

CS0131	Kghly Town Cntr Heritage Initiative	669	272	-397
CS0178	Ilkley Moor	12	12	0
CS0179	Landscape Environ Imp	23	0	-23
CS0281	Saltaire - Public Realm imp	193	117	-76
CS1000	Countances Way - Bridge grant	0	0	0
CS0071	Highways S106 Projects	103	131	28
CS0091	Capital Highway Maintenance	4,892	4,887	-5
CS0095	Bridges	895	911	16
CS0096	Street Lighting	388	318	-70
CS0099	Integrated Transport	1,312	881	-431
CS0103	WY Casualty Reduction Ptner	42	6	-36
CS0164	Local Intgrtd Transp Area Com	1,122	815	-307

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
CS0168	Connecting the City (Westfield)	89	32	-57
CS0172	Saltaire R/bout Cong& Safety Works	386	66	-320
CS0232	Local Sustainable Transport Fund	0	0	0
CS0252	Measures to Support Hubs	0	0	0
CS0264	Highway to Health	672	438	-234
CS0282	Highways Strategic Acquisitions	208	2	-206
CS0289	Local Pinch Point Fund	542	40	-502
CS0293	West Yorks & York Transport Fund	1,760	961	-799
CS0296	Pothole Fund	299	299	0
CS0302	Highways Prop Liab Redn Strat	121	11	-110
CS0307	Bus Hot Spots	59	59	0
CS0310	Clean Vehicle Technology Fund	3	0	-3
CS0317	VMS Signage	43	4	-39
CS0319	Challenge Fund	2,630	1,155	-1,475
CS0323	Flood Risk Management	55	50	-5
CS0325	Street Lighting Invest to Save	384	312	-72
CS0329	Damens County Park	200	262	62
CS0332	Flood Funding	2,500	1,650	-850
CS0334	Air Quality Monitoring Equip	33	24	-9
CS0346	WYTF Forster Sq Station Gtwy Imp	700	872	172
CS0350	Street Lighting Invest to Save	0	0	0
CS0337	Capitalised Items	0	18	18
CS0358	SE Bradford Link Road	0	1	1
<b>Total - Place - Planning, Transport &amp; Highways</b>		<b>20,335</b>	<b>14,606</b>	<b>-5,729</b>

#### **Dept of Place - Other**

CS0060	Replacement of Vehicles	2,300	2,003	-297
CS0066	Ward Investment Fund	35	0	-35
CS0151	Building Safer Commun	47	0	-47
CS0063	Waste Infrastructure & Recycling	219	219	0
CS0090	Landfill Restoration Sugden End	40	41	1
CS0132	Community Hubs	25	0	-25
CS0283	Above Ground Fuel Storage	60	0	-60
CS0324	Waste Minimisation Strategy	522	601	79
CS0328	Cliffe Castle Chimney Project	63	39	-24
CS0356	Cartwright Hall	15	51	36
CS0340	St George's Hall	260	316	56
CS0121	Roberts Park	53	12	-41
CS0128	Queensbury Sport & Soc Club	4	4	0

<b>Scheme No</b>	<b>Scheme Description</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
		£'000	£'000	£'000
CS0162	Capital Projects - Recreation	230	251	21
CS0187	Community Sports Field & Facilities	53	0	-53
CS0229	Cliffe Castle Restoration	3,069	1,770	-1,299
CS0242	War Memorial	5	6	1
CS0288	Thornton Grammar	1	1	0
CS0347	Park Ave Cricket Ground	720	790	70
CS0004	S106 Recreation	0	0	0
CS0245	Doe Park	194	12	-182
CS0349	Chellow Dene Upper Reservoir	300	305	5
CS0284	Sport Facilities Invest Prog (SFIP)	201	64	-137
CS0356	Sedburgh SFIP	443	551	108
CS0107	Markets	35	44	9
CS0327	Oastler Market Redevelop	35	30	-5
CS0342	Westgate Carpark	20	22	2
CS0247	Replace Box Office Equip	5	5	0
<b>Total - Dept of Place - Other</b>		<b>8,954</b>	<b>7,137</b>	<b>-1,817</b>
<b>Corp Serv - Estates &amp; Property Services</b>				
CS0094	Property Programme (bworks)	198	67	-131
CS0262	Prop Programme - Office Ration/ Fmr Library	247	247	0
CS0294	Property Programme - Essential Maintenance	514	675	161
CS0295	Property Programme - Invest to Save	5	5	0
CS0309	Birklands-Mail Finishing Equip	7	0	-7
CS0309	Property Programme 15/16	233	210	-23
CS0333	Argos Chambers / Britannia Hse	1,120	1,172	52
CS0344	Property Programme 16/17	1,000	1,056	56
CS0230	Beechgrove Allotments	274	0	-274
CS0050	Carbon Management	615	602	-13
CS0305	Healthy Heating Scheme	15	5	-10
CS0361	Strategic Acquisitions	5,076	0	-5,076
<b>Total - Corp Serv – Estates &amp; Property Services</b>		<b>9,304</b>	<b>4,039</b>	<b>-5,265</b>
<b>TOTAL - All Services</b>		<b>76,371</b>	<b>61,497</b>	<b>-14,874</b>