



Report of the Strategic Director of Corporate Services to the meeting of the Executive Board to be held on 7th November 2017.

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Subject:

Mid-Year Finance and Performance Statement for 2017-18

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2017-18 and a mid-year performance report.

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

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MID-YEAR FINANCIAL AND PERFORMANCE STATEMENT FOR 2017-18

1.0 INTRODUCTION

This report is the second monitoring report presented to Members on the Council's 2017-18 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2018.

The report covers

- An update and overview of current performance across Departments supporting the delivery of both the District and Council Plans.
- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2017-18 approved budget savings plan, and progress on the Transformation Fund allocated to help deliver savings.
- A statement on the Council's reserves including movements in the 2nd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates Collection.

1.1. MAIN PERFORMANCE MESSAGES

- The Council Plan identifies the Council's contribution to delivering the District Plan and its responsibilities for direct delivery along with a set of performance indicators and targets for each of the priority outcomes listed below;
 - Better health, better lives
 - A great start and good schools for all our children
 - Better Skills, more good jobs and a growing economy including Decent homes that people can afford to live in
 - Safe clean and active communities
 - Well Run Council
- This set of 49 indicators, some of which are included in statutory reporting arrangements, help to report progress towards delivering both the District and Council Plans, and are used to guide decision making and identify areas that require improvement. The indicator set for all of the outcomes forms the basis of all future reporting within the Priority Outcome Boards and the Council Plan Delivery Board (CPDB) and is currently being reviewed to ensure they meet the current and future need.
- Current performance information identifies that performance in many key areas is improving and remains on target although there continues to be areas where the District faces significant challenges and where performance is either deteriorating or not improving quickly enough. Section 2 provides a summary of the current position and particularly those areas of concern.

1.2 MAIN FINANCIAL MESSAGES

- Based on a projection at the 30th September 2017, it is forecast that Council wide expenditure will be £3.8m above the approved budget of £375.2m; a £6.7m improvement from the position at Qtr. 1 resulting from;

- A £4.3m reduction in the Health and Wellbeing overspend to £5.4m linked to an improved savings position of £1.8m; £1.2m of further non-recurrent funding being used; a forecast use of £0.7m of reserves; £0.2m underspend in Environmental Health and additional underspends of £0.5m across the department.
- A £0.5m reduction in the Children's services overspend to £4.4m due mainly to salary underspends in Education Employment and Skills, and reductions in the forecast overspend in Children's Social Care and Performance Commissioning and Partnerships.
- A £1m increase in the Corporate Services forecast underspend to £1.8m due mainly to for underspends in Finance and Procurement, Estates and Property.
- A £0.4m increase in capital financing underspend to £5.4m linked to lower capital expenditure, and lower interest costs.
- A £0.5m increase in the forecast underspend in Non-service areas to £0.5m due mainly to lower External Audit costs and higher investment and interest income.
- Despite the positive direction of travel, the Council is still forecast to overspend overall with significant overspends in Health and Wellbeing (£5.4m) and Children's Services (£4.4m) linked to Social Care services. These forecast overspends result largely from demand pressures and savings not being delivered as planned.
- It should also be noted that the £5.4m forecast overspend in Health and Wellbeing is after using £9.7m of Improved Better Care Fund¹ (ICBF) money and £0.7m of one-off reserves, without which the forecast overspend would have been significantly higher.

The IBCF is being used as outlined in the Integration and Better Care Fund delivery plan that has been agreed by the Health and Wellbeing Board and is in the process of being approved by NHS England.

- The Department of Place is also forecast to overspend by £1.6m linked to Planning Transport and Highways (£1m); Sports and Culture (£0.9m) and Waste services (£0.5m) offset by underspends in Neighbourhood Services (£0.9m).
- The overspends in Health and Wellbeing, Children's Services and Department of Place, are partly offset by underspends in Corporate Services (£1.8m), Non Service (£0.5m) and Corporately held budgets £5.4m (mostly capital financing).
- Regarding the £46m² budgeted savings programme, there are risks to the achievement of a number of plans, and it is forecast that £23.4m of savings will not be delivered as intended. Although this is a £1.4m improvement from Qtr. 1, the forecast underachievement is significantly higher than in prior years.

¹ £10.5m of IBCF has been received in 2017-18. The additional money received will reduce to £6.2m in 2018-19, £3.5m in 2019-20 and £0 by 2020-21.

² £37.5m of 2017-18 budget savings + £8.5m of budget savings not achieved in prior years

- Any underachieved savings from 2017-18 and prior years will compound the difficulty of delivering future year savings, and this is the main issue highlighted by this report.
- The main variances are outlined in section 3.2 – Delivery of budget savings proposals, and Section 4 - Service commentaries. One of the aims of this report is to highlight risks of under delivery so that necessary corrective action can be taken.
- Despite the issues outlined above, it should be noted that the budget issues in Social Care services are not unique to Bradford, and are largely caused by increased demand for Social Care services. Increased demand is recognised as a national issue, and the Council has responded to the Department of Communities and Local Governments consultation outlining the financial challenges in advance of the Chancellors upcoming Autumn 2017 budget.
- Given the level of forecast underachieved savings highlighted at Qtr. 1 and the potential impact on 2018-19, the Leader of the Council determined that a formal group (“Star Chamber”) inclusive of the Leader, Deputy Leader, Chief Executive and Strategic Director of Corporate Services, should meet with the Portfolio Holders and Strategic Directors of Health and Wellbeing and Children’s Services to suggest ways in which the budget proposals could be brought back on track.
- Additionally, the 2018-19 budget setting process is underway and existing savings plans are being reviewed as part of this process.
- Regarding reserves, at 30th September 2017 reserves stand at £130.6m (Council £105.4m and Schools £25.2m). Net movements from reserves have led to a £22.4m reduction in total reserves from £153.0m at 1 April 2017. Section 6 details reserves.
- Unallocated reserves required for contingency purposes, now stand at £14.5m. This is equivalent to just 1.7% of the Council’s gross budget excluding schools.
- Regarding Capital Expenditure, the profiled resource position for 2017-18 for the Capital Investment Plan (CIP) stands at £104.8m with £34.8m incurred at 30th September.
- New schemes for approval include;
 - £0.68m for the purchase of recycling bins linked to the roll out of alternate weekly collection to be funded from general contingency. The scheme will help continue the delivery of the strategy to help households recycle more, both reducing the costs of waste disposal whilst also reducing the environmental impact.
 - £0.082m for new equipment at the Street Sign Shop. This is an invest to save scheme and the additional income generated will fund the capital financing costs over three years.
- Regarding Council Tax and Business Rates, the Council will by statute receive the 2017-18 budgeted shares of Council Tax and Business Rates. Any variance from the budget to the outturn is carried forward into 2018-19, so only impacts on next financial year. It is currently forecast that Council Tax will be approximately £0.5m below budget; this will be carried forward into 2018-19 Council Tax Base.
- By 30st September 2017 the Council had collected £104.1m (50.6%) of the value of Council Tax bills for the year compared with £97.9m (50.3%) at the same stage last

year. The collection of Business Rates at 30st September 2017 was £79.6m (55.25%) compared to £81.7m (53.5%) at the same time last year.

2.0. Corporate Performance update

2.1 Current performance information identifies that performance in many key areas is improving and remains on target, although there continues to be areas where the District faces significant challenges and where performance is either deteriorating or not improving quickly enough. The following sections provide a summary of the current position by Council Plan outcome area, and particularly highlights those areas of concern.

2.2 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.

In Health & Wellbeing Services the focus remains on providing support which allows people to live independent lives by providing preventative services and keeping people living at home for as long as possible. The service reports against the Adult Social Care Outcomes Framework (ASCOF) which is used locally and nationally to set priorities for care and support, measures progress and strengthens accountability.

Recently completed and validated 2016-17 data confirm that of the 22 indicators reported, Bradford's performance is in the top quartile for 7 indicators, with an improved direction of travel in performance in 6 measures with 3 measures showing a deterioration, the rest remaining broadly similar. Improvements have been made in the following indicators;

- The proportion of adults with a Mental health disability in paid employment has improved from 6.1% in 2015-16 to 8% in 2016-17, improving our regional ranking of 11 of 15.
- 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 Council and NHS Better Care Fund
- Long-term support needs for 16-64 year olds met by admission to residential and nursing care homes
- 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 2015-16 to 1.5 in 2016-17 this still continues to be one of the best performers both regionally and nationally.
- The 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.
- The proportion of adults with a Mental Health disability who live independently is now at 73% from 69% which is one of the best performers in the region

The 3 measures which are showing a deterioration all relate to the outcomes from the 2016-17 Survey of Adult Carers Experience which were generally poor. Compared to the last time the survey was carried out in 2013-14 carers' self reported their overall quality of life was worse although still above the latest Regional and England averages. The sample of carers surveyed were less satisfied with their care and support, 37% compared to 40%, less involved in consultation and discussion about the person they care for, 75% compared to 78%. The only improvement on the ASCOF measure was that carers felt that the provision of information and advice had

improved from 67% in 2013-14 to 72% in 2016-17. It has been agreed that strategic integrated commissioning for carer support services will be strengthened between the Clinical Commissioning Groups and the Council, and the Carer Support Strategy will be reviewed to address the results of the survey.

Performance in Adult Services was the subject of a recent detailed report to Health and Social Care Overview and Scrutiny Committee.

The latest performance information in Children's Social Care confirmed that of the 28 social care indicators reported, 11 were delivering against agreed targets, 6 were within acceptable tolerances and 11 were reporting as underperforming. Examples of good performance include:

- The percentage of Child Protection reviews carried out on time being at 99.4%
- Average number of days between receiving court authority to place a child and deciding on a match to an adoptive family (131 days against a target of 182 days)
- Average number of days between a child entering care and moving in with their adoptive family (341 days against the 547 day target)
- Care leavers aged 16-18 in Employment, Education or Training (93% against the 87% target)
- Participation rates of Looked After Children in their reviews. Currently at 97% against the target of 91%
- The percentage of Looked After Children reviews carried out on time in the year which is exceeding the 98% target.

Areas of underperformance include:

- The percentage of Looked after Children who had an annual health assessment (83.62% against a target of 95%)
- Care leavers living in suitable accommodation (70.49% against a target of 87%)
- The percentage of Child Protection visits carried out every 4 weeks in the last month (86.25% against a target of 95%)
- The percentage of Looked After Children visits carried out within agreed timescales (87.26% against a target of 95%)
- The percentage of children looked after with three or more placements during the previous year at 11.7% against the 9% target

However, whilst some of these indicators are being reported as underperforming against the agreed target, a number are showing a month on month improvement since April this year. The Joint Targeted Area Inspection undertaken earlier this year noted that Leadership within children's social care is effective and that the Strategic Director of Children's Services is focused on 'getting the basics right' in social work practice. It also confirmed that frontline managers have good, timely access to performance information, enabling them to identify good performance, as well as areas where improvement is needed.

Performance in Children's Social Care is also the subject of intense scrutiny at monthly meetings with the Leader of Council and the Chief Executive and alongside the performance indicator set, additional information is now being provided at team manager level on assessment times, average caseloads, Child Protection visits, Looked After Children visits, health and dental checks, and Personal Education Plan completion. Reports on case file audits, critical to any OFSED inspection, are also

prepared monthly and considered as part of the performance management arrangements in Social Care.

2.3 Great Start, Good Schools

Good progress is being made on supporting children and families in the early years of life 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 annual average of 2 year old children taking up Early Education in Bradford has increased from 65% to 71% closer to the aspirational target of the England average of 80%, for 3 year old children it has increased from 90% to 93% in line with the England average of 93% but for 4 year old children it has dropped from 97% to 94% which is in line with national and regional trends although there was only a slight decrease in actual numbers from 7970 to 7910 taking up a place. In attempting to increase numbers we are encouraging schools to develop more flexible models to meet their family's needs and 55 schools are currently offering 30 hour extended entitlement for working families and the service is developing local partnership models of flexible delivery between schools and the Private Voluntary Independent sector.

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% and Bradford's performance is currently at 69%.

Other indicators in this outcome area 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 71% and performance has improved from 66% to 68%. Additionally the percentage of Year 1 pupils working at the expected standards in phonics has improved to 80% and closer to the national average of 81%.

Improvements have been made in all the Key Stage 1 performance; in reading (from 70% to 72%), in writing (64% to 66%) and in maths (70% to 73%) although Bradford is still below national averages in all three subjects. This trend is also replicated in both Key Stage 2 indicators, where 56% of pupils achieved the expected standards in these subjects which is an increase of 9% on previous figures, and in Key Stage 4 indicators, where Bradford's progress 8 is 0.01, which is an increase of 0.16 on the 2016 score, meaning that Bradford is joint 4th most improved LA nationally and ranks 56th out of 151 LA's for progress from KS2

At Key Stage 5, Bradford students achieved a C- grade on average per entry for A levels and a distinction+ grade on average for applied general qualifications, which is the same as the 2016 grades. For technical level qualifications in 2017, Bradford students achieved a distinction- grade compared to the 2016 grade of distinction, however, the average grade nationally in 2017 was a distinction- and the points per entry for Bradford remain above the national. Bradford ranks 65th out of 151 LA's.

The numbers of young people not in Education, Employment and Training (NEET) continues to reduce based on month on month comparisons. In July 2015 4.6% of

16-17 year olds were NEET, in July 2016 it was 3.5% and in July 2017 it had reduced further to 3.2%.

2.4 Better Skills, more good jobs and a growing economy including Decent homes that people can afford to live in

In this outcome area, the number of new jobs created as a result of direct support from the Council through the City Centre Growth Scheme funding is on track to meet the target of 155 by March 2018 with a further 38.5 being created alongside the 118 created in 2016-17. The agreed timescales for processing of major planning applications is at 87% in line with the Council Plan target of 87% and 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.

Overall visitor numbers to the three indoor retail market venues, Kirkgate Market, Oastler Centre and Keighley Market to the end of quarter 2 was 2.74m which is similar to the mid point of last year and year end numbers are projected to be in line with the 5.56m for the whole of 2016-17 but below the Council Plan target of maintaining numbers at 5.83m based on 2015-16 numbers. The reduction is due in part to the closure of the adjoining Morrisons supermarket next to the Oastler Centre and the opening of the Broadway Centre, which has seen changes to the central retail shopping core in the city centre. A review of city centre markets is in progress.

The total number of visits to museums is higher than at the same time in the previous year. The opening of Cliffe Castle Park following a major Lottery Fund project 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 Hockney Gallery has seen total visitor numbers rise from 112,746 in April to September 2016 to 128,000 during the same period in 2017.

In terms of Housing, the targets in the Council Plan to deliver 750 additional affordable homes through the Affordable Homes Programme by the end of 2017-18 and to improve 850 private sector homes through Council intervention are projecting to be delivered and the average length of stay in bed and breakfast is currently 9.1 nights which is an improvement on the 9.4 nights reported in March 2017.

2.5 Safe Clean and Active Communities

In the Safe Clean and Active outcome area, the amount of kerbside recycling is projected to increase in line with the Council Plan of 20,200 tonnes in the current year with 13,985 tonnes being collected in the first half of the year compared to 9,884 tonnes in the same period the previous year.

The target to reduce the number of reported fly tipping incidents to below last years outturn of 9,271 is largely on track, with fewer incidents being reported in the first half of the year when compared to the first half of 2017-18 (4,975 in 2017-18, 4,988 in 2016-17).

The overall percentage of missed bin collections for the second quarter is now slightly above the reported 0.15% in March 2017 but is still a very creditable 0.28% bearing in mind the introduction of Alternate Weekly Collections from 2 July 2017 in Bradford. However the latest monthly figures now show performance is at slightly below last years outturn at 0.14%.

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 projected to complete as many again in 2017-18 and deliver the target set in the Council Plan.

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 2015-16, 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.

2.6 Well Run Council

In the Well Run Council theme, at the end of 2016-17 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. As detailed in this report there is currently a projected overspend on the overall Council budget in 2017/18 of £3.8m, with reported underachieved budget savings of £23.5m.

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. That performance has improved and is currently at forecast to be 10.5 days in 2017-18 as a result of sustained action by managers in those services which are above the target.

Performance indicators in this outcome area include targets to reduce the Councils backlog maintenance works which are outstanding on Council buildings from the current £56m, with plans already in place to deliver a reduction of £10m in the next two years, as well as a target to reduce Council CO2 emissions to our target of 67,109 tonnes by 2020, which has already been delivered.

The Council Plan also has specific targets regarding improving the collection rates for both Council Tax and Business Rates for the full year to 96% and 98% respectively. Current performance in Council Tax collection is that 50.6% has been collected at the mid year, compared to 50.3% at the same point last year. Regarding Business Rates collection 55.3% has been collected at the mid year, compared to 53.5% at the same time last year. This is however marginally under our target of 56%. Targeted action is being taken with the out of hours contact team now in place, closer working with Council colleagues in Economic Development and collective action with other Councils being taken, all aimed at improving collection rates.

In IT services, the number of service users continues to gradually decrease from 6,695 in 2014-15 to the current number of 5,670 with the net cost of the service reducing from £3,176 to £2,152 in the same period. Levels of customer satisfaction with the quality of service has improved over the last three years to 5.25 (out of a score of 7) in the most recent survey and recent surveys of the accessibility and quality of the Councils Website have scored 3 out of 4, which is above that of comparable Councils.

3. COUNCIL REVENUE FORECAST

3.1 2017-18 Revenue Budget

The Council's approved net revenue budget of £375.2m is forecast to overspend by £3.8m.

- Table 1a shows the financial position of the Council by department to reflect that budgetary responsibility lies with the individual departmental management teams.

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	215.6	221.3	5.7	-105.3	-105.6	-0.3	110.4	115.8	5.4
Children's Services	480.6	485.3	4.7	-394.8	-395.1	-0.2	85.8	90.3	4.4
Department of Place	121.8	122.6	0.9	-56.6	-56.0	0.7	65.1	66.7	1.6
Corporate Services	267.7	264.1	-3.6	-223.5	-221.7	1.8	44.2	42.4	-1.8
Chief Executive	3.9	3.9	0.0	-0.1	-0.1	-0.0	3.8	3.8	0.0
Non Service Budgets	7.2	6.8	-0.4	-1.3	-1.4	-0.1	5.9	5.5	-0.5
Central Budgets & Net Transfers To Reserves	86.6	76.5	-10.1	-26.6	-21.8	4.8	60.0	54.6	-5.4
Total Council Spend	1,183.5	1,180.6	-2.9	-808.3	-801.6	6.6	375.2	379.0	3.8

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

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Council Plan Outcomes									
Better Health Better Lives	442.2	453.7	11.6	-271.9	-272.9	-1.0	170.3	180.8	10.5
Better Skills, More Good Jobs And A	96.9	95.6	-1.3	-49.8	-48.3	1.5	47.1	47.3	0.2
Safe, Clean And Active Communities	61.5	61.6	0.1	-23.1	-23.0	0.1	38.4	38.6	0.2
A Great Start And Good Schools For All Our Children	421.3	420.3	-1.1	-398.2	-397.9	0.3	23.2	22.4	-0.8
Decent Homes That People Can	5.5	5.5	-0.0	-2.5	-2.5	-	2.9	2.9	-0.0
A Well Run Council	87.3	85.5	-1.8	-32.6	-31.6	1.0	54.7	53.9	-0.9
Non Service, Fixed and Unallocated	68.8	58.5	-10.2	-30.2	-25.4	4.8	38.6	33.1	-5.5
Total Council Spend	1,183.5	1,180.6	-2.9	-808.3	-801.6	6.6	375.2	379.0	3.8

3.2 Delivery of Budgeted Savings proposals

- The combined budget savings of £36.5m in 2017-18³, and a further £1.1m Government cut to the Public Health Grant brings the total budget savings the Council has had to find in the seven years following the 2010 Comprehensive Spending Review (CSR) to £255.8m.

Table 2 Year on Year savings since 2010 CSR

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

- The 2017-18 budget includes £37.5m of new budget reductions, however £8.5m of prior year savings were not delivered as planned in 2016-17, meaning that £46.0m of savings are budgeted to be delivered in 2017-18.
- In tracking progress made against each individual saving proposal, £22.6m (49%) of the £46m is forecast to be delivered, leaving £23.5m that is forecast not to be delivered. This is a £1.4m improvement from the Qtr. 1 position caused mainly by an improvement in Health and Wellbeing linked to reducing Older People Residential Care placements, and the closure of an in-house Residential Home.

Table 3 Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/17	2017-18 New Savings	Total Savings 2017-18	Forecast Variance at Mid-Year
Health & Wellbeing	1.9	21.6	24.2	14.3
Children's Services	1.4	3.9	5.3	3.4
Place	0.4	6.0	6.3	1.1
Corporate	0.0	5.5	5.5	0.0
Corporate (CEO)	0.0	0.5	0.5	0.0
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	8.5⁴	37.5	46.0	23.5

³ £24.3m of 2016-17 budget decisions to be delivered in 2017-18, less £1.1m amendments approved in Feb 2017, plus £13.3m of new budget savings approved in Feb 2017.

⁴ Underachieved savings from prior years include the value of underachieved savings from 2016-17 and 2015-16 that were not achieved by 31/3/2017.

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

2013-14	4.4
2014-15	2.3
2015-16	4.9
2016-17	7.9
2017-18	23.5 (forecast)

- The planned savings that are at risk of not being delivered in full are outlined in the and in greater detail in Section 4 Service Commentaries, and are provided in full in Appendix 1.
- The forecast underachievement of savings is the main cause for concern highlighted by this report, as any savings plans that are not delivered by the year end, will compound the difficulty in delivering the pre-agreed 2018-19 savings of £19.6m, and the remaining savings required to get to a 2018-19 balanced budget.
- Existing savings plans are currently being reviewed as part of the 2018-19 budget setting process.

3 Transformation Fund Progress

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

Outcome Boards	Value Allocated £m
Better Health Better Lives	£1.4m
Better Skills More Jobs, and A Growing Economy	£0.9m
Safe, Clean and Active Communities	£0.1m
A Great Start and Good Schools for All Our Children	£0.4m
Decent Homes That People Can Afford To Live In	£0.1m
A Well Run Council	£1.6m
TOTAL	£4.5m

- The remaining £0.5m is currently being held as a Challenge Fund for innovation projects.
- Future reports will provide updates on the use of funds and the delivery of transformation across the Outcome Boards.

4. SERVICE COMMENTARIES

4.1 Health and Wellbeing

- The Department of Health and Wellbeing is forecast to overspend the £110.4m net expenditure budget by £5.4m, all of which falls within Adult Services. This is a favourable movement of £4.4m from Qtr. 1 and results from an improved savings position of £1.8m; using a further £1.2m of non-recurrent government funding; applying £0.7m of one off reserves; a £0.2m underspend in Environmental Health and additional underspends of £0.5m across the department.

Health & Wellbeing	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Operational Services	158.1	164.4	6.3	-59.5	-59.7	-0.3	98.6	104.6	6.0
Integration & Transition	12.2	11.9	-0.3	-1.9	-1.9	-0.0	10.3	10.0	-0.3
Strategic Director	0.1	0.1	-0.1	-0.1	-0.1	-	0.1	-0.0	-0.1
Public Health	45.2	45.0	-0.2	-43.8	-43.9	-0.0	1.3	1.1	-0.2
Total	215.7	221.3	5.7	-105.3	-105.6	-0.3	110.4	115.8	5.4

- The forecast overspend of £5.4m results from £14.3m of underachieved savings; further demand and cost pressures of £1.7m on the Purchased Care budget and other pressures across the department of £0.6m. These are offset by Improved Better Care Fund money of £9.7m; the utilisation of £0.7m of one off reserves and £0.8m of compensating underspends across the department. The IBCF is being used as outlined in the Integration and Better Care Fund delivery plan this has been agreed by the Health and Wellbeing Board and is in the process of being approved by NHS England.

4.1.1 Operational Services - Purchased Care

- At Qtr. 2 the Purchased Care budget is forecasting an overspend of £6m. The main areas of concern are detailed below:

4.1.2 Older People and Physical Disabilities (£1.7m overspend)

- Older People (OP) and Physical Disabilities (PD) Residential and Nursing care budgets are continuing previous year's trend and forecasting a significant reduction in the number of placements. The £1m saving (3A13), linked to reducing long-term placements of older people into Nursing and Residential Care, is 90% achieved with a forecast shortfall of just £0.1m.

	2014-15	2015-16	2016-17	2017-18
OP Residential	952	885	871	803
OP Nursing	383	346	333	340
PD Residential	87	88	72	67
PD Nursing	56	55	58	49
Total Services users	1,478	1,374	1,334	1,259*
Gross Costs	£41.9m	£40.9m	£39.2m	£38.4m (F)

(F) = Forecast *Service users at the end of Qtr 2.

- However, the reduction in placements has affected the Home Care budget, as more people are cared for in the community in line with the Home First strategy.

- The £12.2m Home Care gross expenditure budget is forecast to overspend by £2.9m. This is due to a combination of growth in people numbers and hours of care (£1.8m), and the impact of an increase in the hourly rate paid to providers (£0.9m).

	2014-15	2015-16	2016-17	2017-18 Qtr. 2
Service users (at year end unless otherwise stated)	1,662	1,629	1,776	1,790
Hours of Care 000s	869	865	887	517 (YTD)
Full Year Gross Costs	£11.4m	£11.2m	£12.0m	£15.1m (F)

(F) = Forecast (YTD = Year to Date)

- Although demographic growth monies of £1.4m have been applied to the OP and PD Home Care budgets in 2017-18, there has been a budget reduction of £1.5m related to 2017-18 pre-agreed savings (3A2).
- This saving is forecast to be unachieved as the departments Home First strategy will result in increased Home Care expenditure as outlined above. The underachievement is also likely to recur in future years and the saving will need to be reviewed during the 2018-19 budget setting process.
- Underspends in Residential and Nursing (£0.3m), Respite Care (£0.1m), Direct Payments (£0.2m) and Day Care (£0.1m) reduce the overspend on OP and PD to £2.2m. £0.5m of non-recurrent government funding has also been used to reduce the overall forecast overspend on Older People and Physical Disability Purchased care to £1.7m.
- Work is on-going to reduce the overall demand pressure by supporting people to live in their own homes or in Extra Care supported housing, and using technology and equipment to increase independence. The department will work closely with health services to plan and deliver services.

It should however be noted that Older Peoples care provision is already relatively low cost compared to other Councils. National ASCOF⁵ benchmarking data indicates that;

- Bradford has relatively low levels of admissions to costly Residential and Nursing Care compared to other Councils, indicating both low cost services, and a relatively limited ability to reduce further.

	Bradford	England Avg	Yorks & Humber
Long term support needs of older adults (65+) met by admission to residential and nursing care per 100,000	506	628	700

⁵ Source NHS Digital - 2015.16 ASCOF returns.

- Reablement Services are relatively effective

	Bradford	England Avg	Yorks & Humber
Proportion of older people 65+ that are still at home 91 days after discharge from hospital into reablement and rehabilitation services	88%	83%	83%

- Delayed transfers of care from hospital are very low

	Bradford	England Avg	Yorks & Humber
Delayed transfers of care per 100,000 population	3.2	12.1	10.2
Delayed transfers of care per 100,000 attributable to Adult Social Care	0.1	3.4	4.7

4.1.3 Learning Disabilities (£4m overspend)

- Learning Disabilities (LD) has a £43m net expenditure budget and continues to be a significant pressure for Adult Services with a forecast overspend of £4m after the utilisation of non-recurrent funding of £0.7m.

Learning Disabilities Savings

- The service has 2017-18 savings totalling £3.5m of which £2.9m is forecast to be unachieved; there is also an additional savings pressure of £0.3m from 2016-17.
- LD Residential and Nursing Care has a saving target (3A10) of £1.3m (£0.3m unachieved from 2016-17 and £1m pre-agreed 2017-18) relating to changes to block contracts arrangements. The service is working with providers to transform the models of care from Residential and Nursing Care to Supported Living in the community. It is however unlikely that the saving will be achieved this financial year, and the underachievement may recur in 2018-19.
- There is also a further £1m unachieved saving (3A6) linked to the Learning Disabilities block contract for day services; the service is working with the provider on the 're-imagining day services' agenda and the introduction of Individual Service Funds, to give more choice and support to clients, which should reduce costs over time. A pilot project has commenced, but it is unlikely that the saving will be delivered in 2017-18, and the underachievement will potentially impact on 2018-19.
- Reviewing work is on-going to reduce packages of care where appropriate and achieve the combined Supported Living saving of £0.8m (3A2 and 4A2). To date, £0.4m has been achieved and the remaining £0.4m could reduce further as more support packages are reviewed and assistive technology is employed to manage risk and reduce costs.
- There is an additional high cost placement saving of £0.8m applied to LD budgets of which £0.5m is forecast to be unachieved. However, reviewing continues to be a

priority and the department is working closely with the NHS to share costs where people have complex needs; this could result in further expenditure reductions.

Learning Disability Further Pressures

- In addition to unachieved savings, there are also further pressures of £0.8m, mainly due to rising costs of care. Although it is positive to note that the number of residential placements continues to decline in line with the plan as outlined below, the associated saving is however being offset by increasing costs of new placements for people with highly complex needs where the average unit cost per week has increased by £129 to £1,327 since 2016-17.

	2014-15	2015-16	2016-17	2017-18
Clients (at year end unless otherwise stated)	247	240	240	231 at Qtr 2
Gross Costs	£8.1m	£8.5m	£8.9m	£9.2m (F)

(F) = Forecast

- The department is in discussion with the Clinical Commissioning Groups to Continuing Health Care (CHC) contributions where appropriate.
- The 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.

4.1.4 Mental Health (£0.4m overspend)

- Mental Health (MH) services are forecast to overspend the £8m net expenditure budget by £0.4m, due to pressures of £0.2m on Residential and Nursing Care fees and a further £0.2m pressure on Home Care.
- Although Residential and Nursing client numbers are generally lower than in prior years, the overspend is caused by an £18 increase in the average Residential and Nursing unit cost to £510 per week, and a recurrent overspend from 2016-17.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	196	198	192	193 at Qtr 2
Gross Costs	£3.8m	£3.9m	£4.0m	£4.0m (F)

(F) = Forecast

- Home Care is also forecast to overspend the £1.6m net expenditure budget by £0.4m as client numbers are increasing.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	141	108	138	153 at Qtr 2
Gross Costs	£1.3m	£1.4m	£1.6m	£2.0m(F)

(F) = Forecast

- The increase is partly due to the strategy of providing more care in the community and also due to the movement of clients from the MH block Supported Living contract to Home Care spot purchase packages of care. The overspend is partly mitigated by a compensating £0.2m underspend on the Supported Living block contract.

4.1.5 Drugs and Alcohol is underspending the £0.2m net expenditure budget by £0.1m as demand continues to reduce.

Demand Management and Other Savings.

- In addition to the issues on Purchased Care outlined above, Health and Wellbeing also have an £8m demand management saving (4A1) which will which is forecast to be entirely unachieved in 2017-18.

In order to help deliver the £8m demand management saving, the department has 4 main work strands:

- First point of contact - savings will be achieved from streamlining and improving the 'Front Door' offer by focusing on self-help and prevention through to initial proportionate assessment and triage, with the aims of helping people remain independent and happy at home.
- Re-imagining day opportunities - savings will be achieved by implementing Direct Payments and Individual Service Funds. These will be in keeping with the Care Act Powers and Duties and Section 11 Care & Support Statutory Guidance. Work is also underway to review learning disability clients whose support plans include day care but are also receiving Direct Payments and living in Supported Living.
- Maximising Independence –The department will use evidenced based best practice on demand management in social care to establish a baseline of current performance and then agree a target to be achieved by implementing the agreed operating model approved earlier in the year by the Council Executive. The joint working with partners as part of the Better Care Fund delivery plan will include this demand management approach.
- Review of care packages: The department will look in detail at the funding status and continuing appropriateness of the 300 packages of care/placements costing in excess of £35K per year, and also review house by house people in supported living.

Robust control measures are in place and a review of spending will seek to identify any further savings.

Further **savings pressures** across the department are as follows:

- The £0.6m saving linked to changes in the Contributions Policy (3A1) is forecast to be unachieved as the implementation of the new policy was initially delayed. The policy has now been agreed and the underachievement will not recur in 2018-19. As this underachievement is one-off in nature, the department will utilise £0.7m of reserves to mitigate this pressure in 2017-18.
- The saving linked to reviewing charging arrangements for people with a Mental Health (MH) need (3A12) of £0.2m is forecast to be unachieved, as well a recurrent pressure of £0.2m from 2016-17 savings. All people with a Mental Health need who

are assessed as eligible to contribute to their care are now being charged; the shortfall relates to people who have Section 117 status who are entitled to free after-care following discharge from hospital. These people will continue to be reviewed to ensure they are receiving appropriate levels of care.

- There is also a shortfall of £0.3m on the changes to Housing Related Support saving of £1m (3A7) and £0.1m on the Review of LD Travel Support (3A8). Work in on-going in both areas to achieve the savings by the end of the financial year.

Other Departmental Pressures

- In addition to the underachieved savings outlines above, Health and Wellbeing also have some other financial pressures;

The No Recourse to Public Funds budget continues to overspend by £0.2m due to the increase in the number of families who are entitled to support. The increase is due to more people being entitled to this support for longer due to the length of time it takes for their status to be clarified. Non-recurrent investment of £0.4m has been applied to this budget in 2017-18; therefore, if demand continues at the current level, this budget will overspend by £0.6m in 2018-19

- The Safeguarding budget is forecast to overspend by £0.4m due to additional staffing costs incurred to address the backlog of Deprivation of Liberties. The department will address this budget shortfall in 2018-19.

4.2 Children's Services

- Children Services are forecast to overspend the £85.8m net expenditure budget (£480.6m Gross budget) by £4.4m.

Children's Services	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.4	0.4	0.0	-	-	-	0.4	0.4	0.0
Learning Services	304.0	304.0	-0.0	-308.2	-308.2	-	-4.2	-4.3	-0.0
Children's Specialist Services	59.2	65.0	5.8	-4.4	-5.1	-0.7	54.8	60.0	5.1
Performance, Commissioning	13.6	13.8	0.1	-0.4	-0.4	-	13.3	13.4	0.1
Deputy Director	103.5	102.2	-1.2	-81.9	-81.4	0.5	21.6	20.9	-0.7
Total	480.6	485.3	4.7	-394.8	-395.1	-0.2	85.8	90.3	4.4

The forecast overspend is inclusive of a £3.4m shortfall in the budgeted savings for 2016-17 and 2017-18. The main variances are outlined below.

- (3C8) - The £0.8m savings plan from 2016-17 to reduce the numbers of Looked After Children by 75 to 800 is forecast to be unachieved as numbers have increased from 875 at the time of the plan, to 972 at the end of Qtr 2.
- (3C7) - The £0.6m savings plan from 2016-17 to bring Children cared for outside the District back into Bradford is forecast to be unachieved as numbers are increasing. Consequently, the further savings of £0.5m for 2017-18 are also forecast to be unachieved. Problems have been encountered with the District being able to provide the specialised accommodation which is often required by some out of area children. The service is continuing to seek to address this situation.
- (4C14) - The £1m saving linked to reducing Agency spend in Children's Social Care Services is forecast to not be delivered. Agency expenditure has reduced but staff have been recruited into vacant Social Work posts. The service has been able to reduce the agency staff by 20 FTEs as at August 2017.
- (3C4) - £0.2m of savings in relation to Children's Social Care management is forecast to be under achieved, and is in the process of being reviewed.
- (3C6 and 4C3) - £0.2m of savings in relation to the Connexions contract. Discussions are currently being held with the service provider,

In addition to savings directly linked to Children's services, the Travel Assistance saving is also forecast to be unachieved.

- The Council allocated £5.9m of budget savings in relation to Travel Assistance of which £1.2m has been delivered leaving £4.8m outstanding. The service will continue to look at options of making further savings in 2017-18. The forecast underachievement is covered by Corporate contingencies in 2017-18.
- The travel assistance service has come under the Assistant Director of Performance, Commissioning and Partnerships from the 1st of April. The School Travel team and the Travel Training team have been moved from the Department of Place into Children's Services. The Travel Assistance Board has commissioned an external review of the current arrangements and will then be commissioning external support to achieve the savings identified which should be in place by April 2018. Delivery of some of the actions from the external review have already commenced.

4.2.1 Children Social Care Service

Children's Social Care are forecast to overspend the £54.8m net expenditure budget by £5.1m inclusive of the underachieved savings and demand pressures outlined below. The main variances include:

- 2016-17 undelivered savings of £1.4m linked to reducing the number of Looked after Children to 800 (3C7), and bringing children cared outside Bradford back into the district (3C8) as outlined above.
- A £1.9m overspend on the £7.6m external purchased placements budget due to higher demand.
- The fees and allowances budgets of £16.9m are also anticipated to overspend as follows:
 - Special Guardians Allowances £0.5m
 - Adoption Allowances £0.1m

The above overspends and underachieved savings result largely from increases in the numbers of Looked After Children and Children receiving support as demonstrated in the table below.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 Avg to Qtr2	% Change from 2012-13
Placed with Parents	90	82	84	86	119	113	26%
Placed for Adoption	39	53	63	38	24	24	-38%
Friends and Families	201	189	218	206	232	226	12%
Foster Parents	386	383	349	365	365	374	-3%
Fostering Agencies	39	37	32	32	38	51	31%
Residential Care	60	70	68	63	58	55	-8%
Residential Care (Ext)	40	41	46	50	47	48	20%
Other *	34	32	37	34	48	59	74%
Sub Total (Number of Looked After Children)	889	886	897	874	931	950	7%
Residence Orders	78	81	65	69	59	52	-33%
Adoption Orders	213	224	270	271	260	244	15%
Special Guardianship Orders	122	157	240	277	304	306	151%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	623	602	46%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,552	19%

In addition to overspends linked to Children receiving support, other Social Care forecast overspends include:

- A pressure in delivering 2017-18 budget savings in relation to Agency spend (£1.0m), Administration (£0.1m) and Children Social Care management (£0.2m).
- Internal residential provision is forecast to overspend the £4.7m net budget by £0.4m due mostly to staffing costs.
- Social Work services are forecasting an overspend of £0.2m on salaries.
- The above pressures are partly offset by forecast underspends on the Legal/Court cost budget of £0.4m and Early Help services (£0.3m).

At a local level, 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.
- Bradford has achieved strong performance for children's social care despite a comparatively low cost base. Comparator information about per capita spending on children demonstrates that Bradford has the lowest cost base within West Yorkshire, a significantly lower cost than the average for both Metropolitan and national authorities.
- 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 cities. Indicatively, if the numbers of Looked After Children in Bradford were the same as average statistical neighbour⁶ benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.
- 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.
- 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 marginally in 2016-17 while delivering a higher number of care nights.

Mitigating Actions

- Children's services plan to mitigate the forecast overspend 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.

⁶ A benchmarking group consisting of Councils most similar to Bradford socio-economically.

- The Journey to Excellence and Innovation (“B” Positive Pathways) programmes have been established to deliver change programmes across Children’s Social Care.
- Robust control measures are in place and a review of spending will seek to identify any further savings. Plans are in place to address the shortfall in the remainder of the year which include;
 - Review of all budget areas with service managers, Finance, and Commissioning to identify any further compensatory savings
 - Budget oversight delegated down to Team Manager level to ensure management grip of spending on the front line
 - Make further use of the Innovation Fund and Rapid Response to reduce the numbers of children in particular teenagers coming into the care system and going to out of area placements.
 - Undertake a review of all young people coming into and leaving the care system to inform forward forecasting and identify areas where alternatives can be explored.
 - Internal change board continues to monitor and challenge spending.
 - Star Chamber process started in July 2017 challenging spending and savings delivery.
 - To increase our supply of in house foster carers through a refreshed recruitment process underway through the fostering review
 - Work with other West Yorkshire authorities to review the White Rose agreement is underway to maximise joint purchasing powers and efficiencies.
 - Seeking more creative ways with Service Managers to put in place local care packages to reduce out of area placements. This has been enabled by very recent Ofsted changes to the requirements for regulated placements.
 - A cross system piece of work has started led by the Children’s Transformation and Integration Group looking at the impact of children originally from outside of the district, and in particular Central and Eastern Europe on services, with the aim of identifying opportunities to deliver services differently and reducing the amount spent on specialist elements. This is being led by Children’s Services senior staff, and will bring together colleagues from all key agencies including health, the Voluntary and Community Sector, education, the police and social care.
- Given the increases in Looked After Children, it is also clear however that the budget plans to reduce numbers of Looked After Children is not going to be delivered and alternatives savings plans will need to be found as part of the 2018-19 budget setting process.

4.2.2 Performance Commissioning and Development

- Performance Commissioning and Development are forecast to overspend the £13.3m net expenditure budget by £0.1m as a result of a £0.2m overspend on salary budgets on Child Protection services offset by a £0.1m underspend on the Commissioning and Workforce Development team.

4.2.3 Education, Employment and Skills

- Education, Employment and Skills is forecast to underspend the £21.6m net expenditure budget by £0.8m.
- The service is on target to deliver £1.7m of Dedicated School grant savings/reductions in 2017-18.
- There are underspends on staffing budgets on Early Childhood Services (£0.4m), Special Education Needs Services (£0.2m), 14-19 Service (£0.1m) and Education Liaison Team (£0.1m).
- The Achievement/School Intervention budget is forecasting an underspend of £0.2m and the £5.6m budget for Pension payments to former teachers and lecturers is set to underspend by £0.1m.
- There is also a current pressure related to income generation in the Curriculum ICT team of £0.1m, and £0.2m on the Connexions contract. The pressure is currently being addressed through additional income in other parts of Education, Employment and Skills.

4.3 Department of Place

The department is forecast to overspend the £65.1m net expenditure budget (£121.8m gross budget) by £1.6m.

Department of Place	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.6	0.6	-	-	-	-	0.6	0.6	-
Fleet & Transport Services	12.8	12.8	-0.0	-13.4	-13.2	0.1	-0.6	-0.5	0.1
Waste Collection & Disposal	27.9	18.4	-9.5	-6.1	-6.2	-0.1	21.8	22.2	0.5
Economy & Development	11.0	10.9	-0.1	-3.7	-3.7	-	7.3	7.3	-0.1
Neighbourhoods & Street Scene	18.2	17.5	-0.6	-6.0	-6.3	-0.3	12.2	11.3	-0.9
Planning, Transportation & Highways	20.2	20.5	0.4	-6.7	-6.0	0.7	13.5	14.5	1.0
Sports & Culture Services	31.1	31.8	0.7	-20.9	-20.6	0.2	10.2	11.2	0.9
Total	121.8	122.6	0.9	-56.6	-56.0	0.7	65.1	66.7	1.6

- The £1.6m forecast overspend position is due to pressures within Planning, Transportation & Highways (£1m) in conjunction with the continuing pressure within Sports Facilities staffing costs (£0.9m) and Waste Services disposal costs (£0.5m), offset by forecast underspends in Neighbourhoods and Streetscene linked to lower expenditure, and higher revenues from parking and fines.

Of the £6.3m planned savings, £1.1m is forecast not to be achieved, although £0.4m in offsetting mitigating savings have been found, reducing the balance to £0.7m. The forecast underachieved savings are as follows;

- (3E4) - The £1m saving linked to alternative weekly collections is forecast to be underachieved by £0.2m. Although still being implemented, recent experience has meant revising the number of round reductions from 10 to 8.
- (3R18) - The £0.1m savings linked to Transferring functions to the West Yorkshire Combined Authority is forecast not to be delivered. The progress with WYCA programmes supporting regional economic growth including opportunities to centralise some functions at no cost to the Council is proving slower than expected.
- (R19) - The £0.2m saving linked to Highways cost reduction from 2016-17 was forecast at Qtr1 to be unachieved but since then progress has been made to reduce the energy load of street lighting thus delivering cashable benefits in full year of approximately £0.1m.
- (3R11) – The £0.1m saving linked to restructuring the Sports and Culture Management Staffing is also forecast to be unachieved.
- Other smaller scale underachieved savings totalling £0.4m in Sports and Culture services which are not expected to recur in 2018-19.

4.3.1 Waste, Fleet & Transport

- Fleet & Transport Services are forecast to underachieve the £0.6m net income budget (£12.8m gross expenditure budget) due to lower income within licensing and land charges.
- Waste Services are forecast to over spend the £21.8m net expenditure budget (£27.9m gross budget) by £0.5m linked to Waste Disposal costs.

- The Waste Disposal overspend results largely from increases in interim contract prices prior to the commencement of the newly signed 12 year Waste Disposal contract on 1st April 2018 (£0.4m), and £0.4m of increased costs at the Materials Recycling Facility (MRF) at Bowling Back Lane resulting from higher recycling tonnages linked to the success of alternate weekly collection.
- Additionally, glass is being disposed of at a cost, so no income is being received.
- Running costs for the Bradford & Keighley transfer loading stations (TLSs) are also forecast to overspend the £0.9m net budget by £0.3m. This results from higher tonnes of waste going through transfer loading stations, as fewer tonnes are direct delivered to our main contractor due to odour management improvements at their site on Canal Road.
- The above overspends are however being partly offset by reductions in waste disposal tonnages linked to the role out of alternate weekly collection. This is resulting in higher recycling tonnes, lower waste tonnes, and fewer tonnes going to costly landfill or alternative treatment than in prior years.

	Qtr. 2 YTD 2015-16	Qtr. 2 YTD 2016-17	Qtr. 2 YTD 2017-18
Tonnes of Recyclates collected	8,685	9,884	13,985
Tonnes of Waste collected	67,479	65,449	56,631
Total Tonnes collected	76,164	75,333	70,606
Approximate comparable cost of collection, sorting and disposal less recyclate sales	£9.1m	£9.2m	£8.6m

(YTD = Year to Date)

- Linked in part to alternate weekly collection collecting more recyclate tonnes, the overall tonnes that the Council is paying to dispose of (including tonnes from Street Cleaning and Household Waste Sites) is also reducing. This indicates both improved value for money and improved environmental performance.

	Qtr. 2 YTD 2015-16	Qtr. 2 YTD 2016-17	Qtr. 2 YTD 2017-18
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	76,000	75,000	73,000

(YTD = Year to Date)

- The additional costs linked to the new Waste disposal contract will be factored into the 2018-19 budget setting process.

4.3.2 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services are forecast to under spend the £12.2m net expenditure budget (£18.2m gross budget) by £0.9m as a result of underspends in Uniformed Services (£0.7m) linked to lower expenditure, and higher revenues from car parking, and fines, and underspend of £0.1m both Neighbourhood Services and Youth Services
- Budget savings of £1.4m are forecast to be delivered as planned.

- Within Uniformed Services, revenues from car parking tickets, parking fines and bus lanes fines are forecast to over achieve the budget by £0.3m. However, based on actual revenues to the mid-year point, it is expected that bus lane fines and fixed penalty notices will be £0.2m lower than prior years, indicating that the cameras and fines regime is changing behaviour as intended.

4.3.3 Sports and Culture

- Sports & Culture are forecast to overspend the £10.1m net expenditure budget (£30.9m gross budget) by £0.9m.
- Planned savings of £0.9m are forecast to be underachieved by £0.4m in year (Sports and Culture staffing, Museums staffing and Tourism). The full year effect of the saving will be delivered in 2018-19.
- Employee costs within Sports Facilities are forecast to overspend the £4.4m budget by £0.7m. This is in the main driven by pressures due to spend incurred on monthly allowances & casual staff as reported previously.
- Sports Facilities have had higher costs, lower income and lower attendances than in prior years, resulting in an increase in the subsidy per attendance at the mid-year point.
Attendances have reduced in part due to the closure of Eccleshill pool for refurbishment, and they are expected to improve now that it has reopened.

Sports Facilities	Qtr. 2 YTD 2015-16	Qtr. 2 YTD 2016-17	Qtr. 2 YTD 2017-18
Gross Costs £000s	3,045	3,329	3,475
Income £000s	(2,014)	(2,264)	(2,047)
Direct Net Costs £000s	1,031	1,065	1,428
Total Attendances 000s	904	892	844
Gross Managed Cost per attendance	£3.37	£3.73	£4.12
Income Per Attendance	-£2.23	-£2.54	-£2.43
Direct Subsidy per attendance	£1.14	£1.19	£1.69

(YTD = Year to Date)

- Employee costs within Depots are forecast to underspend the £3.1m budget by £0.1m. This shows a reduction of £0.1m when compared to the 2016-17 outturn figure, and is in the main due to planned reduction in the use of agency staff.
- Bereavement Services are forecast to receive £0.1m more than the £3.1m net income budget linked to the numbers of burials and cremations administered.
- Culture Services are forecast to balance the £5.7m net expenditure budget (£16.6m gross). The £5.7m budget includes £0.2m transitional funding to assist with the creation of a cultural company. This is now unlikely to go ahead as planned, and will be reviewed in two years' time. The service will be expected to deliver planned savings whether or not an alternative delivery model is selected.
- Transitional funding for Libraries and Tourism ceased at the end of 2016-17. At Qtr.2 the timing of approval of the new destination management plan and tourism strategy has meant full year savings for Tourism will not be achieved resulting in an

overspend of £0.1m. It is not expected that the underachievement will recur in 2018-19.

- Regarding performance, Museum visitor numbers have increased.

Museums	Qtr. 2 YTD 2015-16	Qtr. 2 YTD 2016-17	Qtr. 2 YTD 2017-18
Gross Costs £000s	1,091	1,199	1,315
Income £000s	(195)	(335)	(139)
Direct Net Costs £000s	897	864	1,176
Number of visits	117,181	112,746	128,000
Net direct cost per visit	£7.65	£7.66	£9.19

(YTD = Year to Date)

- The increase is largely due to the opening of the Hockney Gallery at Cartwright Hall where visitor numbers increased from 23,000 visits to 38,000 in comparison to the mid-year point in 2016-17.
- Library visitor number are continuing to decline, linked largely to reducing provision.

Libraries	Qtr. 2 YTD 2015-16	Qtr. 2 YTD 2016-17	Qtr. 2 YTD 2017-18
Gross Costs £000s	1,782	1,956	1,780
Income £000s	(88)	(45)	(92)
Direct Net Costs £000s	1,694	1,911	1,689
Books and Media Loans (Sitelib13)	566,131	559,229	583,847
Number of New Borrowers (Sitelib_08)	7,717	7,570	7,329
Number of Visits (Sitelib01)	752,323	685,646	584,811
Gross direct cost per visit	£2.37	£2.85	£3.04

(YTD = Year to Date)

- Theatre visits are significantly lower than prior years linked to the closure of St Georges for refurbishment, and 'Wicked' being a well attended show at the Alhambra in the first part of 2016-17. Overall ticket sales are expected to be lower in 2017-18 due to fewer big shows and shorter runs. The pantomime and 'Warhorse' are however expected to sell well in the 2nd half of the year.

Theatres	Qtr. 2 YTD 2015-16	Qtr. 2 YTD 2016-17	Qtr. 2 YTD 2017-18
Gross Costs £000s	5,061	6,316	1,670
Income £000s	(4,265)	(6,201)	(1,375)
Direct Net Costs £000s	796	115	295
Alhambra Ticket Sales	123,000	147,000	94,000
St Georges Hall Ticket Sales	18,000	0	0
Total Ticket Sales	141,000	147,000	94,000
Gross Managed Cost per ticket	£35.87	£43.05	£17.77
Income per ticket	-£30.23	-£42.27	-£14.62
Net Managed subsidy per ticket	£5.64	£0.78	£3.14

(YTD = Year to Date)

- The Markets service is also seeing reductions in units occupied, due mainly to reductions at the Oastler Market linked to lower footfall following the closure of the adjoining Morrison's supermarket. The service is reviewing provision.

	Qtr. 2 YTD 2015-	Qtr. 2 YTD 2016-	Qtr. 2 YTD 2017-
Markets	16	17	18
Gross Costs £000s	576	589	712
Income £000s	(1,668)	(1,645)	(1,598)
Direct Net Costs £000s	(1,092)	(1,056)	(886)
Indoor Units Occupied	515	495	456
Wholesale Unit Occupied	21	20	20
Outdoor Units Occupied	95	88	68
Total Units Occupied	631	603	544
Indoor units occupied %	88%	85%	78%
Wholesale units occupied %	88%	83%	83%
Outdoor units occupied %	45%	47%	37%
Visitor Numbers 000s	2,832	2,823	2,741

(YTD = Year to Date)

- Regarding Bingley Music Live, this year's event was a sell-out, and the festival is forecast to have made an operating surplus of £0.2m. A significant improvement on last year's event which was loss making.
- The number of tickets sold and income from ticket sales was significantly improved on prior years reflecting a successful event.

Bingley Music Live	2015-16	2016-17	2017-18
Total Ticket Sales	37,054	26,874	45,000 sell out
Total Ticket Income £000s	654	555	1,050

4.3.4 Economy and Development Services

- Economy & Development Services are forecast to balance the £7.3m net expenditure budget (£9.6m gross budget). At Qtr. 2 there are some small savings (£42k) being reported in the delivery side of Economic Development and some greater than planned spend (£54k) in Economic Development Programmes. However, it is likely that some expenditure on programmes will be deferred to 2018-19. Using previous years as a guide, the level of crossover between years can be upwards of £1m before the year closes.
- Budget savings of £1.4m are forecast to be delivered during the year as planned.

4.3.5 Planning, Transportation and Highways

- The service is forecast to overspend the £13.1m net expenditure budget (£19.7m gross budget) by £1m (an improvement since Qtr.1 of £0.2m). This is mainly due to pressures with Street Lighting Energy; continuing underachievement of Building Control Fees & targeted savings

- The service has responded by formulating a budget action plan to reduce the projected overspends through a range of measures. The plan is being actively monitored through a Highways Services Finance Board set up expressly to deliver an improved financial position. All opportunities for increased income and reduced expenditure will be pursued.
- Signs are encouraging, for example the Highways Delivery Unit is securing additional grant funded work which helps release some pressure off revenue funding activity. Better coordination in highways scheme delivery between operational and strategic functions is also helping to deliver efficiencies.
- There are also some indications of a recovery in planning fees. It is anticipated that the building control fees for this year will cover the costs associated with the fee paying Building Control Service. In terms of increasing overall fee income, the service are currently exploring other sources of income through increased partnership arrangements with the development sector.

4.4 Corporate Services

- The department is forecast to underspend the £44.2m net expenditure budget (£267.7m gross budget) by £1.8m, deliver £5.5m of savings as planned and has made progress towards delivering further planned savings of £1.9m in 2018-19.

Corporate Services	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Services	0.3	0.3	-0.0	-0.0	-	0.0	0.3	0.3	0.0
Finance & Procurement	4.5	4.2	-0.3	-0.4	-0.5	-0.1	4.1	3.7	-0.4
Revenues & Benefits	182.3	182.1	-0.2	-178.5	-178.8	-0.3	3.8	3.3	-0.5
Information & Customer Services	13.8	13.5	-0.3	-1.0	-1.0	0.0	12.7	12.5	-0.3
Estates and Property Services	52.7	50.0	-2.7	-39.4	-37.2	2.2	13.3	12.8	-0.5
Human Resources	5.9	5.9	-0.0	-2.0	-2.1	-0.1	3.9	3.8	-0.1
Legal Services	8.2	8.2	-0.0	-2.1	-2.2	-0.1	6.1	6.0	-0.1
Total	267.7	264.1	-3.6	-223.5	-221.7	1.8	44.2	42.4	-1.8

- Strategic Director of Corporate Services and Finance & Procurement are, between them, forecasting an under spend of £0.4m. Half is on savings on contract spend in Procurement with the remainder being primarily on salaries as posts remain vacant pending service reviews and future budget reductions.
- Revenues & Benefits are forecast to achieve a £0.5m under spend. Pressures on traded areas, such as payroll services, and on fines and summonses income, £0.3m in total, is expected to be offset by comparative reductions in contract costs. Additionally, cash handling & security service have undergone a restructuring which has delivered significant in year savings of £0.1m while additional income from oneoff grants amounts to £0.2m.
- Information Services are forecasting an under spend of £0.3m on contract costs as a result of efficiencies achieved, both to date and expected to be achieved in year, in advance of further planned for budgetary reductions in 2018-19. This also includes a pressure from reduced income from schools where contribution is forecast to be £0.1m below budget. £1.3m of planned for savings in 2017-18 are expected to be achieved in full.
- Estates and Property Services are forecast to underspend the £13.2m net budget by £0.5m. £2.1m of planned for savings in 2017-18 are expected to be achieved in full.
- Within Building & Technical Services, Industrial Services Group (ISG) is expected to improve its bottom line position by £0.1m as a result of higher than expected pre-orders while the planned for restructuring is expected to deliver the budgeted for savings in year. Building Services has seen a £2m fall in income & expenditure levels due to a reduction in capital works with the reduced bottom line contribution being offset by Technical services who are expected to be £0.2m under budget due to higher levels of fee income for schools works. The Energy Team is forecast to be £0.1m under budget based on projected consumption levels. Architectural Services is however forecast to be £0.1m below its targeted contribution due to a reduction in workload over recent years.
- Catering & Office Services is seeing pressure on its traded services increase, notably in School Catering where 6 school contacts were lost in September. However, they are still anticipating a net underspend of £0.1m as a result of further improvements in productivity levels and savings from adopting on line payments via ParentPay. Improvements in profit margins within School Cleaning and an under spend on Residential Catering linked to reducing numbers have served to offset both the trading pressure on Other Catering and a small overspend on Building Cleaning.

- Estates Operational & the Property Programme are forecasting a £0.1m under spend and expect to achieve both planned for savings and increased rental income linked to the acquisition of investment properties and a review of rents. New income expected to boost the account by £0.4m is offset by additional costs required relating both to taking on such new leases and in undertaking other property related work associated with transitioning to a smaller estate.
- Human Resources (HR) are forecasting a £0.1m under spend and although seeing pressures on its traded services has been able to both maintain income levels and make savings against its salary budget as it restructures further to achieve both £0.9m of planned savings in 2017-18 and a further £0.2m in 2018-19. HR projections assume work on Council priority programmes such as Organisational Change & the Learner Management System is being funded in 2017-18 via previously established reserves of £0.6m respectively.
- The City Solicitor is forecasting a £0.1m under spend and to achieve budgeted for savings of £0.3m in 2017-18. The service has experienced significant demand pressures on its Legal teams partially offset by increasing income from charging for external services. However, a residual pressure exists which has been offset in year by under spends on members support and civic budgets. It should be noted that as 2017-18 is a fallow year the district elections budget of £0.2m has been transferred to the central reserve to be made available over the remaining years of the cycle.

4.5 Chief Executive

- The Chief Executive's Office is forecast to balance the £3.8m net expenditure budget (£3.9m gross). For 2017/18 the required saving against base budget is expected to be covered from the revised structure being in place, including projected activity being carried out on transformation/Implementation projects and funded from the reserve. Implementation of the new structure in the 3rd quarter is expected to deliver savings of £0.3m in 2017/18 while £0.2m of work is expected to be undertaken on transformation fund projects. Full year savings of £1m for 2018/19 are based on the restructuring of the service which has been agreed and is due now to be in place by November 2017.

Chief Executive	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Chief Executive Core Office	-0.1	-0.1	-0.0	-0.0	-0.0	-	-0.1	-0.1	-0.0
Political Offices	0.2	0.2	-0.0	-	-	-	0.2	0.2	-0.0
Public Affairs	1.4	1.4	0.0	-	-	-	1.3	1.3	0.0
Policy Programme	2.3	2.3	-0.0	-0.1	-0.1	-	2.3	2.3	-0.0
Total	3.9	3.9	0.0	-0.1	-0.1	-	3.8	3.8	0.0

4.6 Non Service Budgets

- Non service budgets of £5.9m are forecast to underspend by £0.5m as a result of lower than budgeted spend on West Yorkshire Joint Committees, External Audit and higher than budgeted income from interest and investments.
- This underspend is likely to recur and will be built in to future budget savings proposals.

4.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies.
- There is a forecast £5.4m underspend which includes the Capital Financing budget which is forecast to underspend as a result of lower than planned capital expenditure and lower borrowing costs.
- The £4.8m of savings associated with Travel Assistance that are forecast to be undelivered, and will be mitigated by £4.8m of centrally held contingencies.

5. BALANCE SHEET

5.1 Cash Reserves

- Net movements from reserves have led to a £22.4m reduction in total reserves from £153.0m at 1 April 2017 to £130.6m at 30th Sept (£105.4m Council and £25.2m schools). Unallocated reserves stand at £14.5m.

	Opening Balance 2015-16 £m	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Net Movement	Reserve Balance at 30 st Sept 2017 £m
Council reserves	145.8	133.9	127.8	-22.4	105.4
Schools Delegated budget	38.4	33.8	25.2	-0.0	25.2
Total	184.2	167.8	153.0	-22.4	130.6

- The £22m net releases from reserves include the £16.7m of reserve movements outlined at in the Qtr. 1 Finance report in July, and the following further movements

Releases from

- £2.8m Better use of Budget reserve to complete priority projects from 2016-17.
- £1.6m Leeds City Region Investment Fund

Appendices 2&3 outline Council and school's reserves.

- Since the last report 3 reserves; Advanced Skills, Routes to Work, and the Employment opportunity fund have been merged in to create the European Structural Investment Fund STEP reserve as they were all linked to the Get Bradford Working programme.

5.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2018. The forecast is based on information submitted by schools at the end of quarter one, schools do not report their quarter two financial position for 2017-18 until the end of October 2017.

	Balance 1 st April 2017		Balance 31 st March 2018		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	659	7	612	0	47
Primary	106	8,580	102	5,901	4	2,679
Secondary	7	(635)	7	(2,975)	0	2,340
Special	6	354	4	104	2	250
Pupil Referral Units (PRU)	7	666	7	505	0	161
Subtotal	133	9,624	127	4,147	6	5,477
School Contingency		14,650		3,650	0	11,000
Other Activities		943		943	0	0
Total	133	25,217	127	8,740	6	16,477

- The school balances reserve is currently forecasted to reduce by £16.5m in 2017-18. There has been five schools (High Park Special School, Phoenix Special School, Priesthorpe Primary, East Morton Primary and St John CoE Primary) that converted to academy status in 2017-18. Two primary Schools (Aire View Infants and Hothfield Junior) have merged to form the new Silsden Primary School.
- Ten schools (6 Primary (£0.2m), 3 Secondary (£3.5m) and 1 Special (£0.2m)) hold a combined deficit school balance of £3.9m.
- The recently opened Oasler school has had a deficit of £164k that has arisen as a result of lower than planned occupancy due to a Council decision to pause the transfer of pupils from Ellar Carr. As a result of this, the Council has been asked by the Schools Forum to fund the £164k deficit, with the money to derive from the High Needs Block of the Dedicated Schools Grant.

6 CAPITAL

- The profiled resource position for 2017-18 for the Capital Investment Plan (CIP) stands at £104.8m. This is a reduction of £9.6m from the previous report. To the end of September there has been total spend of £34.8m. A summary by service is shown below with a detailed monitor in Appendix 3.

Scheme Description	Budget Exec July 2017		Re profile Budget 2017- 18	Spend 30 Sept 17	Budget 18-19	Budget 19-20	Budget 20-21 & Onwards
	£m	Changes £m					
Health and Wellbeing	11.7	-3.3	8.4	1.6	6.5	10.4	0.9
Children's Services	15.7	0.3	16.0	7.4	12.9	21.8	1.1
Department of Place - Economy & Development	26.6	-2.4	24.2	9.5	19.6	9.4	10.4
Department of Place - Planning, Transportation & Highways	14.4	5.9	20.3	6.1	28.6	37.0	62.8
Department of Place - Other	17.4	-1.8	15.6	4.9	14.0	20.6	10.5
Corp Services – Estates & Property Services	8.4	-0.4	8.0	5.3	3.4	0.9	0.1
Reserve Schemes & Contingencies	20.2	-7.9	12.3	0	38.4	34.5	38.0
TOTAL - All Services	114.4	-9.6	104.8	34.8	123.4	134.6	123.8

The main reasons for the reduction in the profiled spend are:

- The re-profiling of £3.5m Keighley Extra Care and Residential Care schemes into future years.
- Within Economy and Development Services there has been slippage of £1m on CS0291 Tyrls due to on-going discussions with West Yorkshire Combined Authority (WYCA) and £1.2m moved in to 2018-19 on CS0285 Strategic Development Fund.
- Within Planning, Transportation and Highways there has been a net increase of £5.9m reflecting additional grants to various schemes.
- Department of Place Other, £4.5m of spend for sports facilities have been moved into future years, offset by additional funding for St Georges Hall and King George V Playing Fields.
- £3m in Reserves and Contingencies has been moved into future years.

In future years additional funding has been allocated to the West Yorkshire and York Transport Fund Schemes within Planning, Transportation and Highways.

New Capital Schemes

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

- £0.68m for the purchase of recycling bins linked to the roll out of Alternate Weekly Collection to be funded from General Contingency. The scheme will help continue the delivery of the strategy to help households recycle more, both increasing income, and reducing the costs of Waste disposal whilst also reducing the environmental impact.
- £0.082m for the purchase of new equipment at the Street Sign Shop. With modern printing equipment the productivity of the Unit will increase, providing opportunity to sell services to other organisations. This is an invest to save scheme funded by additional income generated over three years.

Capital Resources

- Capital receipts from the sale of fixed assets exceed £2.6m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £13.2m in capital grants and contributions so far this year.

7. COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- By statute in 2017-18 the Council will receive its budgeted Council Tax of £171.386m and its budgeted prior year surplus of £2m. Any in year variance against the budgeted Council Tax and surplus does not impact in 2017-18 but will be carried forward into 2018-19.

- A small in year pressure of £0.4m is forecast, which will be carried forward into 2018-19 Council Tax Base. This is because the cost of Council Tax Reduction is higher than expected due to the continuing identification of residents that qualify for full protection under the current scheme. Further, the provision for past years debt is likely to increase, reflecting the on-going challenge of collecting small amounts of Council Tax from low income households. These pressures are partially offset by a higher number of overall households than forecast. Also the 2016-17 prior year surplus was £0.2m lower than budgeted which is carried forward into 2018-19.

Business Rates

- By statute the Council in 2017-18 will receive its budgeted £63.5m share of Business Rates and pay back its budgeted prior year deficit of £5.9m. As with Council Tax, any in year variance between budgeted Business Rates and the deficit is carried forward into the 2018-19 financial year. However, the deficit that outturned in 2016-17 was as expected.
- To date, current year Business Rate income is approximately in line with the amount forecast. A challenge on forecasting Business Rates continues to be monitoring the impact on collection of backdated appeals. However, so far this year refunds for past years are in line with the provisions set aside to pay them. While a new appeal process started 1 April 2017, there is insufficient data to assess whether the current year's estimated provision is sufficient.

Collection Rates

- By 30 September 2017 the Council had collected £104.1m (50.61%) of the value of Council Tax bills for the year compared with £97.8m (50.36%) at the same stage last year.

Council Tax Collection	At 30 Sep 15/16	At 30 Sep 16/17	At 30 Sep 17/18
Council Tax - Dwellings administered	213,312	214,483	215,957
BV9 Council Tax collected in year	93,233	97,865	104,116
BV9 % of Council Tax Collected	50.28%	50.36%	50.61%
Council Tax Collection Target	50.5%	50%	50%

- The collection figure for Business Rates at 30 Sep 2017 is 55.25% (compared to 53.5% at the same time last year). A direct comparison cannot be made due to the changes as a result of the revaluation of all businesses and the application of the new revaluation relief.

Business Rates Collection	At 30 Sep 15/16	At 30 Sep 16/17	At 30 Sep 17/18
Number of Business Rates bills issued plus the number of summonses	18,314	18,800	23,287
CIS_034 (BV10) - Business Rates collected in year to £000s	81,938	81,687	79,600
BV10 % Business Rates collected in year	56.1%	53.5%	55.25%
Business Rates Collection Target	56%	56%	56%

8.0 RISK MANAGEMENT

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

9.0 LEGAL APPRAISAL

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

10.0 NOT FOR PUBLICATION DOCUMENTS

None

11.0 RECOMMENDATIONS

That the Executive

- 11.1 Note the contents of this report and the actions taken to manage the forecast overspend.
- 11.2 Approve the following capital expenditure schemes.
- £0.68m for the purchase of recycling bins linked to the roll out of Alternate Weekly Collection to be funded from General Contingency.
 - £0.082m for new equipment at the Street Sign Shop. This is an invest to save scheme and the additional income generated will fund the capital financing costs.
- 11.3 That due to financial impact of the lower than planned occupancy at Oastler School resulting from the Councils decision to pause the transfer of pupils from Ellar Carr, the Council fund the £164k deficit caused from the High Needs Block of the Dedicated Schools Grant.

12.0 APPENDICES

Appendix 1	Savings Tracker
Appendix 2	Reserves Statement as at 30 th September 2017
Appendix 3	Service Earmarked Reserves as at 30 th September 2017
Appendix 4	Capital Investment Plan

13.0 BACKGROUND DOCUMENTS

- Qtr 1 Finance Position Statement 2017-18 Executive Report 11th July 2017
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017
- Medium Term Financial Strategy 2018-19 to 2020/21 and Beyond incorporating the Efficiency Plan - Executive Report 11th July 2017

- Annual Finance and Performance Outturn Report 2015-16 Executive Report 19 July 2016
- The Council's Revenue Estimates for 2016-17 & 2017-18 – Council Report R 25 February 2017
- The Council's Capital Investment Plan for 2016-17 to 2019/20 – Executive Report BB 23 February 2016
- Section 151 Officer's Assessment – Council document S 25 February 2016

Savings Tracker

Appendix 1

Ref	Saving Narrative	Budgeted Saving £000s	Forecast Saving £000s	Variance £000s
Health & Wellbeing				
3A1	Changes to the Contributions Policy	611	0	611
3A2	Changes to Older People and PD Home Care Service	1,500	0	1,500
3A3	Changes to Supported Living for Learning Disabilities	500	165	335
3A6	Changes LD Day Care and Procurement	1,000	0	1,000
3A7	Changes to Housing Related Support	1,000	710	290
3A8	3A8 - Continue to Review Learning Disabilities Travel Support	360	252	108
3A10	Changes to Contracts for LD Residential and Nursing	1,000	0	1,000
3A12	Review Charging Arrangements for People with MH	250	0	250
3A13	Reduce long term placements of Older People into Nursing and Residential Care	1,000	910	90
4A1	Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).	8,000	0	8,000
4A2	Demand management – further reductions in high cost packages, further reductions in Supported Living contracts/packages, various reductions in travel and fees.	2,000	1,200	550
Total 2017-18 new budget savings				13,734
3A1	Changes to the Contributions Policy	466	377	89
3A10	Changes to Contracts for LD Residential and Nursing	278	0	278
3A12	Review Charging Arrangements for People with MH	215	30	185
Unachieved savings from prior years				552
Health and Wellbeing Total				14,286
Children's Services				
3C6	Reviewing Work with Young People Who are Not in Employment Education or Training – Connexions	132	80	52
3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	500	85	415
4C4	Child Protection management restructure - reduction in teams by four to ten with potential reduction in team managers plus review other overall budgets	240	60	180
4C7	Looked After Team – Review of staffing and non-staffing budgets	19	0	19
4C9	Disabled Children Team - to build on review already underway with CAMHS, review overall staffing and no staffing budget	250	175	75
4C3	Children's Services - staffing, restructure, reduction in the Connexions contract with longer term service brought back in to Council, investigate regional data centre, cessation of Employment Opportunities Fund (EOF).	150	0	150
4C14	Reducing agency spend in Children's Social Care Services	1,025	0	1,025
4C16	Administrative Support restructure – rationalisation of the supervision and management structure	100	35	65
Total 2017-18 new budget savings				1,981

3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	624	0	624
3C8	Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years.	815	0	815
Unachieved savings from prior years				1,439
Children's Services Total				3,420
Department of Place				
3E4	Alternative Week Waste Collection	1,000	775	225
3E9	Sports Facilities – new online booking system	50	25	25
3E11	Restructure Sports & Culture Management Staffing	100	0	100
3E13	Transfer Ownership of Playing Pitches & Facilities to Sports Clubs, Parish Councils & Community Organisations	80	0	80
3E14	Parking Charges at Some Parks and Woodlands	40	10	30
3E19	Museums – restructure of the Service	80	0	80
3E22	Review of Tourism Budget	50	0	50
4R4	Centralisation of urban traffic control	119	0	119
3R13	CCTV – commercial income generation	100	50	50
3R14	Street Lighting - Partial Night Switch Off	100	50	50
3R18	Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125	0	125
Total 2017-18 new budget savings				934
R19	Reform services following on from highways delivery review. Reduce lighting costs and energy consumption through reduced and/or varied street lighting levels across the district's modern lighting stock. Securing a reduced highways insurance premium due to application of new legislation. Reduce the operational budgets for Urban Traffic Control, Street lighting and Highway Maintenance which represent a 10% reduction in operational budgets with a resultant pressure on maintaining assets across those areas. This would adversely affect: the efficiency of first time permanent repair of potholes; overall network condition; potential increase in insurance claims; risk of traffic disruption due to signal failure; increase in repair times for street lighting	170	0	170
Unachieved savings from prior years				170
Department of Place Total				1,104
Travel Assistance		4,774	0	4,774
Total Forecast underachievement				23,524

Reserves Statement as at 30 September 2017

Appendix 2

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,198	358	1,556	Funding to support young and disadvantaged people into employment
Managed severance	4,093	-4,093	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	3,063	-2,285	778	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs
Trade Waste VAT refund	343	-120	223	£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	104	0	104	To cover feasibility costs associated with the Sports Strategy.
Single Status	24	0	24	To cover any residual implementation of Single Status costs.
Transformation Programme	124	-124	0	To fund transformational activity
Better Use of Budgets	2,788	-2,787	1	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	192	-34	158	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	5,188	-270	4,917	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	-1,657	2,299	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	6,663	-235	6,628	To help fund Transitional work, and cover risks.

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
Dilapidation & Demolition	2,000	0	2,000	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly	756	0	756	
Implementation Reserve	0	2,500	2,500	To fund Projects associated with delivering 2017-18 savings plans.
Sub Total	38,043	-8,747	29,296	
C. Reserves to support capital investment				
Renewal and replacement	13,283	-7,979	5,304	Funding used to support the capital investment programme.
Markets	1,148	-38	1,110	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	14,431	-8,017	6,414	
D. Service Earmarked Reserves	41,685	-5,157	36,528	See Appendix 2
E. Revenue Grant Reserves	8,366	-481	7,885	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	25,217	0	25,217	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub total General Fund Reserve & School balances	36,020	0	36,020	
Grand total	153,042	-22,402	130,640	

Departmental Earmarked Reserves Statement as at 30 September 2017

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	1,416	0	1,416	Funding to support invest to save projects
Integrated Care	4,491	0	4,491	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	436	-147	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Care Act Reserve	4,543	-3,000	1,543	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	10,975	-3,147	7,828	
Children Services				
BSF Unitary Charge	6,929	0	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	4,465	0	4,465	See above
Children's Service Program Support	52	0	52	
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.
Recruitment & Retention	105	0	105	
Routes to Work	348	-348	0	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	10	-10	0	
Retail Academy (Skills for Employment)	227	0	227	
Child Sexual Exploitation Prevention	300	0	300	To support the continuation of CSE work in 2017-18.

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Training Work Programme (Skills for Work)	927	0	927	
Total Children	13,453	-358	13,095	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	83	0	83	Set aside to meet Departmental costs associated with delivering a Waste Management solution
City centre regeneration	51	0	51	
Customer Service Strategy	835	-750	85	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	491	-20	471	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	446	0	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	-12	0	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	173	-100	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	91	-15	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	279	0	279	To help fund the Tour De Yorkshire
Lidget Moor YC	18	-9	9	To support Youth Services in Lidget Green Area
Empty Homes	125	-125	0	To support the on-going programme to bring empty homes back into use

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Council Housing Reserve	455	0	455	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
City Park Sinking Fund	784	0	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
Stock Condition	95	-53	42	Funding to procure Stock Condition Surveys.
Social Lettings	664	0	664	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	956	0	956	To fund initiatives to prevent Homelessness.
Department of Place	7,912	-1,084	6,828	

Corporate Services

Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	72	-72	0	To support organisational development
Workforce Development	549	0	549	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc in support of workforce development.
District Elections	192	19	211	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,212	0	6,212	To fund future ICT

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
UC Admin Reserve	545	0	545	projects To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	-515	0	To support investment in service improvements and cover against uncertainty in the client base
Total Corporate Services	9,345	-568	8,777	
Total Service Earmarked Reserves	41,685	-5,157	36,528	

Appendix 4

Capital Expenditure

Scheme No	Scheme Description	Exec Report July 2017	Changes	Re profile Budget 2017-18	Spend 30 Sept 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing									
CS0237	Great Places to Grow Old	0	0	0	0	0	9,138	0	0
CS0237	Keighley Rd Extra Care	7,499	-2,549	4,950	949	3,300	108	0	0
CS0237	Keighley Rd Residential Care	3,372	-947	2,425	407	1,350	60	0	0
CS0239	Community Capacity Grant	512	-461	51	51	1,452	683	0	0
CS0348	Whiteoaks Respite Centre	83	3	86	86	0	0	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	0	0	0	0	0
CS0312	Integrated IT system	131	0	131	47	0	0	0	0
CS0352	Electric vehicle charging infrastructure	70	-40	30	29	0	0	0	0
CS0373	BACES DFG	0	667	667	3	443	443	443	443
Total - Health and Wellbeing		11,686	-3,327	8,359	1,572	6,545	10,432	443	443
Children's Services									
CS0025	Children's Home Residential Prov	6	-6	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	95	-40	55	37	0	0	0	0
CS0278	Targeted Basic Needs	51	23	74	39	0	0	0	0
CS0286	Outdoor Learning Centres	33	0	33	1	0	0	0	0
CS0297	Universal Free Sch Meals - Kitchen	18	-18	0	0	0	0	0	0
CS0022	Devolved Formula Capital	1,300	451	1,751	1,751	0	0	0	0
CS0030	Capital Improvement Work	133	67	200	145	0	0	0	0
CS0042	Primary Capital Programme	1	-1	0	0	0	0	0	0
CS0240	Capital Maintenance Grant	6,457	-157	6,300	2,235	2,600	0	0	0
CS0244	Primary Schools Expansion Progr	4,093	1	4,094	1,823	1,409	6,919	0	0
CS0244	Silsden School	1,538	-770	768	521	2,979	4,088	130	0
CS0244	SEN School Expansions	948	1,052	2,000	626	0	0	0	0
CS0360	Early Yrs 30 hrs childcare	487	0	487	169	0	0	0	0
CS0313	School Capital Loans	0	0	0	0	0	0	0	0
CS0314	Foster Homes Adaptation	8	8	16	16	0	0	0	0
CS0316	Tracks Educational provision	19	-10	9	0	0	0	0	0
CS0322	Horton Park Prim Open Spaces	21	0	21	15	0	0	0	0
CS0362	Secondary School Expansion	438	-288	150	8	5,876	10,801	956	0
CS0343	Children's Home Build Works	46	0	46	1	0	0	0	0
Total - Children's Services		15,692	312	16,004	7,387	12,864	21,808	1,086	0

Scheme No	Scheme Description	Exec Report July 2017	Changes	Re profile Budget 2017-18	Spend 30 Sept 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Department of Place - Economy & Development Services									
	Computerisation of Records	10	-10	0	0	10	0	0	0
CS0136	Disabled Housing Facilities Grant	3,858	0	3,858	1,764	2,028	2,028	5,753	2,028
CS0137	Development of Equity Loans	495	105	600	334	1,966	1,300	1,200	1,195
CS0144	Empty Private Sector Homes Strat	998	-248	750	193	512	0	0	0
CS0158	Regional HALS	2	-2	0	0	0	0	0	0
CS0225	Afford Housing Programme 11-15	126	-34	92	68	34	0	0	0
CS0308	Afford Housing Programme 15 - 18	13,459	341	13,800	5,526	6,600	1,583	0	0
CS0250	Goitside	182	-177	5	4	0	0	177	0
CS0280	Temp Housing Clergy House	263	0	263	2	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	167	-4	163	153	4	0	0	0
CS0186	Enterprise Hubs	5	-5	0	0	0	0	0	0
CS0213	Park Dam	2	-2	0	0	0	0	0	0
CS0269	Burley In Wharfedale Culvert repair	97	-97	0	0	0	0	0	0
CS0331	Demolition of Edwards Rainbow Centre	14	-14	0	0	0	0	0	0
CS0084	City Park	100	-50	50	0	155	0	0	0
CS0085	City Centre Growth Zone	429	-229	200	-196	1,499	4,451	0	0
CS0086	LEGI	51	-51	0	0	0	0	0	0
CS0189	Buck Lane	116	-75	41	6	75	0	0	0
CS0228	Canal Road	100	-100	0	0	100	0	0	0
CS0241	Re-use of Fmr College Builds Kghly	267	393	660	138	58	0	0	0
CS0266	Superconnected Cities	300	0	300	0	607	0	0	0
CS0291	Tyrils	1,042	-1,042	0	11	4,800	0	0	0
CS0265	LCR Revolving Econ Invest Fund	2,300	-1	2,299	1,148	0	0	0	0
CS0285	Strategic Development Fund	1,167	-1,167	0	0	1,167	0	0	0
CS0345	Develop Land at Crag Rd, Shply	1,076	0	1,076	328	0	0	0	0
Total – Department of Place - Economy & Development Services		26,626	-2,469	24,157	9,479	19,615	9,362	7,130	3,223

Department of Place - Planning, Transportation & Highways

CS0131	Kghly Town Cntr Heritage Initi	397	0	397	80	0	0	0	0
CS0178	Ilkley Moor	18	0	18	0	0	0	0	0
CS0179	Landscape Environ Imp	23	0	23	0	0	0	0	0
CS0281	Saltaire - Public Realm imp	0	0	0	2	0	0	0	0
CS1000	Countances Way - Bridge grant	30	0	30	0	0	0	0	0
CS0071	Highways S106 Projects	72	0	72	9	100	356	0	0
CS0091	Capital Highway Maint	5	4,963	4,968	3,268	0	0	0	0
CS0095	Bridges	0	806	806	288	0	0	0	0
CS0096	Street Lighting	70	133	203	64	0	0	0	0
CS0099	Integrated Transport	431	0	431	429	0	0	0	0
CS0103	WY Casualty Reduction Ptner	36	0	36	22	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	307	353	660	473	0	0	0	0

Scheme No	Scheme Description	Exec Report	Changes	Re profile	Spend	Budget	Budget	Budget	Budget
		July 2017		Budget 2017-18					
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0168	Connecting the City (Westfield)	57	0	57	1	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	320	0	320	2	0	0	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0
CS0264	Highway to Health	234	0	234	84	0	0	0	0
CS0282	Highways Strategic Acquisi	206	0	206	16	0	0	0	0
CS0289	Local Pinch Point Fund	502	0	502	6	0	0	0	0
CS0293	West Yorks & York Transport Fund	1,065	779	1,844	105	19,383	26,145	34,062	27,014
CS0296	Pothole Fund	0	428	428	176	0	0	0	0
CS0306	Strategic Transp Infrastr Priorit	1,000	0	1,000	0	1,360	2,600	0	0
CS0306	Connectivity Project	0	2	2	3	1,198	400	0	0
CS0302	Highways Prop Liab Redn Strat	110	0	110	8	0	0	0	0
CS0307	Bus Hot Spots	0	0	0	1	0	0	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0
CS0317	VMS Signage	39	0	39	0	0	0	0	0
CS0319	Challenge Fund	2,225	240	2,465	57	0	0	0	0
CS0323	Flood Risk Mgmt	5	280	285	8	0	0	0	0
CS0325	Street Lighting Invest to Save	72	0	72	59	0	0	0	0
CS0329	Damens County Park	108	-60	48	0	60	0	0	0
CS0332	Flood Funding	849	70	919	314	0	0	0	0
CS0334	Air Quality Monitoring Equip	9	0	9	0	0	0	0	0
CS0350	Street Lighting Invest to Save	825	0	825	0	825	0	0	0
CS0353	Strategic land purch Hard Ings Kghly	950	-516	434	148	4,415	3,176	0	0
CS0355	Strat land purc Harrogate Rd/New Line Jct	3,500	-3,008	492	166	154	3,557	1,733	0
CS0358	SE Bradford Link Road	82	1	83	7	0	0	0	0
CS0365	National Productivity Investment Fund	834	1	835	234	0	0	0	0
CS0370	LTP IP3 One System Public Transport	0	779	779	50	779	779	0	0
CS0371	LTP IP3 Places to Live and Work	0	629	629	17	300	0	0	0
Total –Department of Place - Planning, Transportation & Highways		14,429	5,880	20,309	6,097	28,574	37,013	35,795	27,014

Department of Place - Other

CS0060	Replacement of Vehicles	3,000	0	3,000	1,699	3,000	3,000	3,000	3,000
CS0066	Ward Investment Fund	35	-35	0	0	35	0	0	0
CS0151	Building Safer Commun	47	-47	0	0	47	0	0	0
CS0063	Waste Infrastructure & Recycling	881	-204	677	392	204	0	0	0
CS0132	Community Hubs	25	0	25	0	0	0	0	0
CS0283	Above Ground Fuel Storage	60	0	60	0	0	0	0	0
CS0324	Waste Minimisation Strategy	150	-150	0	0	0	0	0	0
CS0328	Cliffe Castle Chimney Project	59	-24	35	0	0	0	0	0
CS0374	Cartwright Hall CCTV	0	45	45	0	0	0	0	0
CS0340	St George's Hall	3,472	1,750	5,222	529	2,917	0	0	0
CS0121	Roberts Park	53	12	65	3	0	0	0	0
CS0129	Scholemoor Project	83	-83	0	0	0	0	83	0
CS0162	Capital Projects - Recreation	0	80	80	65	0	0	0	0

Scheme No	Scheme Description	Exec Report July 2017	Changes	Re profile Budget 2017-18	Spend 30 Sept 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0187	Comm Sports Field & Facili	53	0	53	0	0	0	0	0
CS0229	Cliffe Castle Restoration	1,904	479	2,383	2,039	0	0	0	0
CS0347	Park Ave Cricket Ground	97	28	125	125	25	0	0	0
CS0367	King George V Playing Fields	200	900	1,100	3	0	0	0	0
CS0245	Doe Park	182	0	182	6	0	0	0	0
CS0277	Wyke Manor Sports Dev - demolitn	0	150	150	0	0	0	0	0
CS0356	Sedburgh SFIP	6,329	-3,964	2,365	34	7,500	7,035	49	0
CS0354	Squire Lane Sports Facility	500	-500	0	1	0	5,000	4,400	0
CS0359	Community Resilience Grant	32	0	32	10	0	0	0	0
CS0107	Markets	39	11	50	7	25	0	0	0
CS0342	Westgate Car park	0	0	0	3	0	0	0	0
CS0327	Oastler Market Redevelop	5	-5	0	0	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	225	-225	0	0	219	5,606	0	0
CS0247	Replace Box Office Equip	5	0	5	1	0	0	0	0
CS0349	Chellow Dene	0	0	0	9	0	0	0	0
Total – Department of Place - Other		17,436	-1,782	15,654	4,926	13,972	20,641	7,532	3,000
Corp Services - Estates & Property Services									
CS0094	Property Programme (bworks)	631	-631	0	0	631	0	0	0
CS0294	Property Prog – 2017-18	0	1,000	1,000	82	750	0	0	0
CS0309	Birklands Mail Finishing Equipment	7	-7	0	0	0	0	0	0
CS0309	Property Programme 2015-16	23	7	30	25	0	0	0	0
CS0333	Argos Chambers / Britannia Hse	1,171	0	1,171	20	0	0	0	0
CS0344	Property Programme 2016-17	544	0	544	666	0	0	0	0
CS0230	Beechgrove Allotments	274	-274	0	0	274	0	0	0
CS0269	Burley In Wharfedale Culvert repair	0	97	97	2	0	0	0	0
CS0050	Carbon Management	513	-7	506	161	1,000	820	0	0
CS0305	Healthy Heating Scheme	167	-77	90	0	77	0	0	0
CS0361	Strategic Acquisitions	5,076	-576	4,500	4,348	576	0	0	0
CS0368	Dishwasher	0	31	31	0	0	0	0	0
CS2000	DDA	0	50	50	0	50	50	50	62
Total - Corp Services – Estates & Property Services		8,406	-387	8,019	5,304	3,358	870	50	62

Scheme No	Scheme Description	Exec Report	Re profile	Spend 30 Sept 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	
		July 2017	Budget 2017-18						
		£,000	£'000	£'000	£'000	£'000	£'000	£'000	
Reserve Schemes & Contingencies									
	General Contingency	1,339	-762	577	0	2,000	2,000	2,000	2,000
	Former Keighley College	430	-430	0	0	0	0	0	0
	BACES DFG	667	-667	0	0	0	0	0	0
	King George V Football Pitches	200	-200	0	0	0	0	0	0
	St Georges Hall	1,500	-1,500	0	0	0	0	0	0
	Dishwasher	31	-31	0	0	0	0	0	0
	Recycling Bins	0	680	680	0	0	0	0	0
CS0375	Sign Shop	0	82	82	0	0	0	0	0
CS0277	Wyke Manor Ph2 Sports Dev	0	0	0	0	493	0	0	0
	Essential Maintenance Prov	2,000	-2,000	0	0	2,000	2,000	2,000	2,000
	Bfd City Ctre Townscape Herit	750	0	750	0	2,000	0	0	0
	Strategic acquisition	10,000	0	10,000	0	10,000	10,000	10,000	10,000
	Keighley One Public Sector Est	3,000	-3,000	0	0	10,000	5,000	3,000	0
	Depots	0	0	0	0	3,000	0	0	0
	District Heating Scheme	0	0	0	0	0	7,000	7,000	0
	Customer Service Strategy	250	0	250	0	0	0	0	0
	Canal Road Land Assembly	0	0	0	0	450	0	0	0
	Bereavement Strategy	0	0	0	0	8,500	8,500	0	0
Total - Reserve Schemes & Contingencies		20,167	-7,828	12,339	0	38,443	34,500	24,000	14,000
TOTAL - All Services		114,442	-9,601	104,841	34,765	123,371	134,626	76,036	47,742