

Report of the Strategic Director Corporate Services to the meeting of Executive to be held on 5th December 2017

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Subject:

Proposed Financial Plan updated 2018/19 to 2020/21

Summary statement:

This report sets out

- update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2018/19 and 2019/20
- revised indicative budget plans to 2020/21, to allow the further development of spending proposals to keep the Council effective and financially sustainable

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Overview & Scrutiny Area:
Corporate

1. SUMMARY

This report sets out

- update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2018/19 and 2019/20
- revised indicative budget plans to 2020/21, to allow the further development of spending proposals to keep the Council effective and financially sustainable

2. BACKGROUND

During 2016, the Council embarked on an exercise to develop a financial plan to show how the forecast revenue budget deficit over four years would be closed. The plan was borne out of an extensive process of outcome-led planning, which focussed on the level of investment the Council intends to make in the activities and services which are most effective in delivering the Council's priorities.

As stated in the Medium Term Financial Strategy (MTFS) local government continues to face various challenges amidst a backdrop of uncertainty. As such, the four year plan needs to be monitored and action taken to reflect changes to the forecast position. The MTFS forecast a financial gap of £12.4m in 2018/19 rising to £20.1m in 2019/20 and a potential gap of £45.8m by 2023/24.

This report makes detailed proposals for refreshing the 2018/19 position and sets out the detailed plans for 2019/20.

For 2020/21 it indicates the level of affordable spending on Council priorities, and signals the need for continuing engagement with stakeholders in developing plans and proposals for those years.

3. MAIN MESSAGES

Since 2010, the Council has approved £255.8m of budget savings, and has invested £48.0m into priority areas largely to help cover the impact of demographic growth.

This report is the refresh of the financial component of the Council Plan 2016 to 2020 and aligns resources with priorities.

Social care in both adults and children's experience continuing pressure which has necessitated adjustments to the financial plan set in February 2017. These changes are detailed in Appendix G, but the key message is spend on social care must be contained within the financial envelopes set otherwise there will need to be a severe curtailment of other services. The Chancellor's Autumn Budget 2017 was silent on the pressures facing social care.

In addition, there are savings for 2019/20 that are a continuation of 2018/19 proposals approved by Budget Council in February 2017 totalling £14.8m as set out in Appendix F.

Due to new emerging pressures and changes to funding assumptions necessitating targeted investment outlined in Appendix C and D, an emerging gap has required further new savings proposals totalling £2.8m over the two years (2018/19 £1.6m, 2019/20 £1.2m). These are set out in Appendix E(i).

The report also incorporates the recent proposals around Prevention and Early Help which are contained in the report to the Executive Document AC – 7th November 2017 and these are subject to a separate consultation that concludes on 12th February 2018.

The report also shows the forecast position for 2020/21 where there are indicative savings required of £37.5m. The Council signed up to a four year settlement that guaranteed the level of Revenue Support Grant up to and including 2019/20 but the Council desperately needs some certainty on the future of local government funding in order to make considered decisions on the allocation of future resources to the Council Plan priority outcomes.

The budget savings requirement outlined are after an assumed increase in Council Tax of 4.99%¹ in 2018/19 (equivalent to £62.76 on a Band D property) with 1.99% of further increases for 2019/20 and 2020/21, and after the assumed implementation of a Council Tax Reduction scheme raising a net £3.4m on a recurring basis. (see section 5.11 for further details)

In total this financial plan incorporates savings of £30.7m over the two years 2018/19 (£7.1m) and 2019/20 (£23.6m).

4. NATIONAL CONTEXT AND IMPACT ON BRADFORD

4.1 Autumn Budget

The Council submitted a response to HM Treasury on the Autumn Budget. The Chancellor's Autumn Budget published on 22nd November has set out the fiscal policy direction of central government which aims to continue lowering public debt against a lowering of the forecast productivity growth and GDP growth. There was very little in respect of local government finance in the budget and no indication of the future of local government finance once the current four year funding agreements end in March 2020.

The reductions in future GDP growth impacts on future public sector debt levels and the level of public sector expenditure. The current Spending Review runs up to and includes 2019/20.

The key message is that there were no further cuts announced to local government funding but neither were there any new funds to tackle the growing demands and pressures.

4.2 Business Rate Reform

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

¹ The 4.99% increase in Council Tax in 2018/19 is inclusive of a 3% Adult Social Care precept. It is currently unclear if local authorities with Adult Social Care responsibilities will be able to raise income through a Social Care precept from 2019/20 onwards.

- Fundamental Review of Relative Need
- Reset of the Business Rates Baseline
- 100% rates retention

The Local Government Finance Bill fell on the dissolution of Parliament before the general election and did not feature in the June 2017 Queen's Speech. There are now strong indications that the Fundamental Review of Relative Need (or Fair Funding Formula) is being worked on with a possible implementation date from April 2021.

Similarly, there are suggestions that whilst the move to 100% business rate retention is unlikely during this parliament there could be a move to say 75% rates retention without the need for primary legislation.

Given the inherent uncertainty about the final outcome and timing of these reforms this financial plan has made no assumptions on the impact of any business rates reforms on the Council.

4.3 National Living Wage and Apprenticeship Levy

The impact of the National Living Wage is still being felt both on the Council pay bill and from the supply chain, especially in social care. Also the Apprenticeship levy has added a further £1m to the costs for the Council.

4.4 Adult and Children Social Care Pressures

As widely reported, Adult Social Care costs are causing significant financial pressures to Local Authorities across the country, particularly linked to learning disability services for working age adults.

Children's Social Care costs are also increasing nationally, linked largely to increasing numbers of looked after children and children requiring support. This is being mirrored in Bradford and as set out in section 5.3 and Appendix G (ii).

4.5 Public Sector Pay Cap

There has been widespread talk about a potential lifting of the public sector pay cap for police and NHS. There has also been a discretionary 1% pay award for Teachers on the main pay scales in the 2017 pay settlement for Teachers, where the decision will be taken locally and funded from within existing school budgets. Lifting the public sector pay cap for local government is still uncertain but each 1% increase in the Council pay bill will add £2.2m to the costs of the Council. This financial plan only assumes a 1% pay rise p.a.

The Full Council on Tuesday 17th October 2017 passed a motion supporting local government workers in Bradford calling on the government to fund fairer pay. In particular written representations were made to the Prime Minister and Chancellor supporting the NJC pay claim and seeking the additional resources needed to fund a decent pay rise and spine review. No responses to those written representations have been received.

The HM Treasury Autumn Budget 2017 briefing on public sector pay states "Local authority pay is determined by Local Government". It is safe to assume in this financial

plan that there will be no additional funding towards a local government pay award.

4.6 Four year settlement

The Council agreed with DCLG a four year settlement that covers the years 2018/19 and 2019/20 in relation to the amount of Revenue Support Grant (RSG) the Council will receive. This agreement was always subject to change if exceptional circumstances arose and also there is no certainty yet on local government funding beyond April 2020.

4.7 Local Government Settlement

Notwithstanding the four year settlement, RSG only covers a portion of the income from central government and the local government settlement that follows the Autumn Budget may necessitate a revision to this financial plan.

4.8 New Homes Bonus

The actual baseline for 2018-19 will not be announced until the provisional settlement, and there is no indication of the level at which it will be set. The government consulted on further changes to the New Homes Bonus scheme (NHB) that may result in councils being penalised for successful planning appeals or not having an adequate Local Development Plan in place. The New Homes Bonus contained in this financial plan is based on a dead-weight of 0.4% and forecast growth in Band D equivalent properties.

5. LOCAL CONTEXT

5.1 Local Context: Aligning Resources to Priorities & Performance

As the Council has repeatedly signalled over preceding years, the financial pressures arising from reducing budgets, increasing demand and rising costs mean that some areas of activity will no longer be viable in their current form. Some will have to be scaled back or cease entirely. Even priority activities will see budget reductions and will have to be run differently.

Under these circumstances, resources must be targeted increasingly on the activities, areas and people where investment will make the biggest difference to the District's future well being and prosperity. The Financial Plan is therefore aligned to the priority outcomes and activities identified in the Bradford District and Council Plans which are summarised in Fig. 1. This approach is consistent with previous years and progress across priority outcomes is summarised below.

Figure 1: Bradford Council Plan on a Page 2016 -2020



Extract from Council Plan on a Page 2016 - 2020

In relation to the performance on these outcomes the broad direction of travel is outlined below.

5.2 A Great Start and Good Schools for All Our Children.

In the UK’s youngest city nothing is more important than ensuring that all our children and young people have the chance to achieve their potential.

Recent years have seen progress being made with educational attainment improving at each stage from early years through Key Stages (KS) 1 to 5.

New figures show that Bradford’s schools are among the most improved in the country. Bradford’s Progress 8 score, which measures the progress children make

between the end of primary school and the end of secondary school, is significantly better in 2017 than last year. The district is the fourth most improved area in the country for progress made by secondary pupils.

Nevertheless, attainment remains below national averages as does the percentage of children in good or outstanding schools.

In response, the Council has been working with schools to drive improvements and investing to attract and retain teachers. Over the last two years more than 200 primary teachers have been recruited as part of a Council funded campaign. The programme is set to expand to the Secondary sector.

The Council is also promoting Bradford's Education Covenant which spells out what everyone from schools, pupils and families to businesses, public services and communities can do to help young people to succeed in life and keep education a top priority.

Designation as a national Opportunity Area will improve further the prospects of young people and the quality of education and opportunities that they can access.

While the proportion of young people (16-18) who are not in employment education or training is below average, claimant unemployment rates among 16-24 year olds are improving but remain relatively high. Council and partner investment in the nationally recognised Get Bradford Working programme which targets young and disadvantaged people has supported 3,000 people into work; external funding has been secured to continue the programme.

The Council has ambitions to reach a target of around 5.0% of its workforce to be apprentices with associated plans to utilise the £1m Apprenticeships Levy to fund their training costs.

5.3 Better Health, Better Lives

General trends in health and life expectancy in the District are improving however, on key measures such as life expectancy Bradford is significantly below the national average and has wide disparities within the District itself. In this context managing on-going reductions in public health grants, while continuing to improve outcomes is challenging. It reduces our ability to invest in prevention and early intervention and requires highly targeted interventions and changes in the type of services commissioned, their scale and who they are commissioned from.

Bradford is experiencing population growth at either end of the age spectrum, among both young and old. This is leading to increasing pressure on services, in particular on social care. Caring for and safeguarding vulnerable children and adults accounts for around 45% of net Council spending; meeting these costs inevitably limits the resources available for investment in other services and activities that promote health and well being.

Social Care. Demand pressures on adult social care have long been recognised as a critical national issue and pressures on children's social care are now emerging as an issue of similar scale.

Children's Social Care. Bradford performs well in terms of the proportion of children in care with a rate of 67 Looked After Children per 10,000 compared to 78 in comparable authorities. However we are seeing numbers increase rapidly with more complex and expensive cases which, along with above average rates of children and young people with disabilities, is placing significant pressure on budgets.

Over £2m additional funding has been allocated to this area in the Council's last two budgets and a further £625,000 a year over the next three years is proposed in order to respond to demographic trends.

An additional investment of £300,000 a year is proposed in order to continue work to tackle Child Sexual Exploitation.

Adult Social Care. Bradford performs well on some key indicators of social care with low numbers of delayed transfers of care from hospital placing it among the best nationally; long term support needs for older people met by residential and social nursing care homes is the best in the region and high proportions of adults with learning disabilities live independently.

However rising demand and costs are placing services and performance under increasing pressure. One of the key pressures is in learning disabilities for working age adults where costs are rising in line with national trends.

Locally the central objective of Adult Social Care demand management for older people centres around the Home First strategy which aims to keep people living in their own homes and in the community as long as possible to promote independence and wellbeing rather than a default position of residential or nursing care. Clearly the needs of the individual come first and placements will be made in residential or nursing settings when required. However, this strategy does mean that the cost of homecare services will increase so the previous budget proposal (3A2) to reduce the cost of homecare services by £1.5m is being withdrawn. (Appendix G (ii).

Since 2010 the Council has allocated over £40m in additional support for Adult Social Care. This budget proposes a further £3m a year over the next three years to meet demographic growth. The proposed Adult Social Care Precept on Council tax will also raise a further £5.3m.

The scale and pace of increasing demand for both children's and adults social care is such that costs are likely to exceed the provisions made in the budget. The Council, in its submission to the Government's Autumn Budget, made the case for additional resources to meet the social care funding gap and to support prevention and early interventions that help reduce longer term costs. No additional money has been forthcoming from the Autumn Budget 2017.

5.4 Better Skills, More Good Jobs and a Growing Economy

A growing and inclusive economy offering opportunities to all is the key to the District's future prosperity and well being and to sustaining our ability to pay for good public services.

Our local economy is big and growing, worth £9.5 billion, with over 17,000 businesses and an expanding visitor economy worth £615m. The numbers of highly qualified people are increasing and employment rates are rising. However we need more jobs, higher productivity, higher levels of skills and improved infrastructure.

The Council is playing its part in supporting the delivery of new jobs and is on track to meet its current targets. Connecting more people to opportunity and employment is central to our approach. For example, our five year programme to build capacity in anchor organisations in our most deprived communities is delivering innovative projects that further engage women in the labour market.

The Council has made significant investments in recent years in improved public realm, city centre regeneration, support for advanced manufacturing and with partners in delivering state of the art digital industries. Working with regional partners, we have secured new rail stations at Apperley Bridge and Low Moor and resources for vital road improvements in Keighley.

Our ability to compete with other cities and regions not just nationally but across the world, will be critical to our success. We are working hard to attract new jobs and investment by positioning and marketing Bradford District as a place to live, work, visit and invest in and by collaborating with partners across the region and with Government to secure the resources needed to improve economic infrastructure and an investment pipeline of projects for example, a high speed rail stop in Bradford.

This financial plan proposes the allocation of resources to help to realise our ambitions for economic growth, secure inward investment and sustain the Council's revenue base. Key components of the plan for growth are support for housing delivery, site development and business rates growth, promotion of the District's offer to investors and a fund to invest in income-generating assets.

These investments will support the expansion of the Council's revenue base enabling it to sustain valued services and improve outcomes in a way that is aligned with the economic strategy and that delivers social value.

A vibrant and attractive cultural offer is critical to our plans for growth and the proposed plan creates capacity for additional capital financing to support cultural and economic infrastructure.

5.5 Decent Homes That People Can Afford to Live In

The District requires significant numbers of new homes in order to meet demand. While overall housing stock has been increasing and Bradford is a high performer in terms of bringing empty homes back into use – although rates remain above average – a rapid acceleration in supply is needed. With the Local Plan now agreed, priority areas for investment and growth include the canal road corridor and the city centre.

Increasing the delivery of new homes not only helps to meet housing need and stimulate economic growth but can also increase Council revenue by increasing the numbers of households paying Council tax. Support for housing delivery is therefore

a key component in the targeted plan to deliver growth as outlined in section 5.4.

Alongside building new homes to meet the needs of a growing population we need to ensure existing stock (mainly private sector stock) is safe and of good standard and the Council teams within Housing Standards, Private Sector Lettings and Empty Homes work closely with landlords to try and drive up standards. Bradford's legacy of a high proportion pre-1919 stock makes the task challenging.

Council resources are used to best effect to prevent and tackle homelessness. This continues to pose serious challenges to the Council but new ways of addressing this are being explored.

5.6 Safe Clean and Active Communities.

Bradford District is home to around 1,500 community groups and 100,000 active citizens who collectively represent one of our most significant assets. The Council has long worked closely in partnership with our communities to deliver good outcomes across the District and this continues to be the case for example, through the People Can initiative. Working collaboratively with communities is becoming an increasingly important part of the approach to dealing with diminishing financial resources. We are for example, seeing more and more people helping out to deliver services in their neighbourhoods and to take control of local assets through our Community Asset Transfer programme.

Waste and recycling are among the most highly valued universal services that the Council provides. Kerb side recycling rates have been improving and look set to increase further following the successful introduction of alternate weekly collections. In order to maintain the quality and coverage of services the Financial Plan proposes investment of £3m to deal with increasing disposal costs and pay for improvements to the waste collection fleet of vehicles.

5.7 A Well Run Council

The financial environment continues to demand that savings are identified and delivered and the Council seeks to ensure that all its resources are used effectively and that it identifies opportunities for innovation and creative collaboration with partners, business and communities so that together we can maximise the impact of all of the District's assets on priority outcomes.

Those assets are significant: a young, creative and entrepreneurial population; innovative businesses; a collaborative and pioneering local state; a significant cultural offer and active, vibrant communities. Working together we can achieve far more than we can working alone and building strong and mature partnerships is central to future delivery.

The Council's leadership and influence across and beyond the District will assume increasing importance in delivering improvements in quality of life, holding others to account while supporting them to succeed and attracting investment to generate inclusive economic growth.

We will work to promote the District to external partners, investors and the talented people that we want to live and work here as an attractive place where ambition,

fairness and opportunity are valued, culture celebrated and effort and enterprise rewarded.

5.8 Planned Spend by Outcome

The table below illustrates the rolling two year budget by Outcome for 2018/19 and 2019/20 and the indicative final year of the four year plan.

Table 1a - Planned Gross Spending by Outcome

	Current Gross 2017/18 £m	Proposed for Consultation 2018/19 £m	2019/20 £m	Indicative for Further Development 2020/21† £m
Better health better lives	442.0	458.9	459.0	439.5
A great start and good schools for all our children	421.2	421.1	418.0	417.1
Better skills, more jobs and a growing economy	96.4	93.8	92.2	87.6
Decent homes that people can afford to live in	5.5	5.5	5.5	5.4
Safe clean and active communities	61.5	62.6	61.8	59.6
A well-run council	87.3	85.1	83.3	79.7
Non service, fixed and unallocated	68.6	56.0	58.4	58.6
Total	1,182.5	1,183.0	1,178.2	1,147.5

Table 1b - Planned Net Spending by Outcome

	Current Net 2017/18 £m	Proposed for Consultation 2018/19 £m	2019/20 £m	Indicative for Further Development 2020/21† £m
Better health better lives	169.6	171.9	168.3	152.0
A great start and good schools for all our children	24.2	24.1	20.8	19.9
Better skills, more jobs and a growing economy	45.1	42.5	40.8	36.2
Decent homes that people can afford to live in	2.9	2.9	3.0	2.9
Safe clean and active communities	38.2	39.1	38.3	36.0
A well-run council	54.4	52.1	50.1	46.4
Non service, fixed and unallocated	40.8	32.7	37.6	39.6
Total	375.2	365.3	358.9	333.0

† includes £14.5m of unidentified savings that have been allocated pro-rata across the outcomes based on net budget

5.9 Movements from Medium Term Financial Strategy

Table 2 below shows the key changes reflected in this financial plan since the MTFS was published.

Table 2 – Movements from Medium Term Financial Strategy

	2018/19	2019/20	2020/21
	£m	£m	£m
Gap per MTFS	12.4	20.1	36.9
Net changes to assumptions	(0.1)	(0.4)	(0.4)
Funding changes	(15.8)	(10.4)	(6.7)
Revision to agreed and indicative savings	7.3	1.3	(23.9)
New savings (Appendix E)	(1.6)	(5.8)	(8.4)
Changes to investments	1.6	3.0	3.4
Changes to Resources	(3.8)	(7.8)	(0.9)
Net change	(12.4)	(20.1)	(36.9)
Revised position per Appendix B	0.0	0.0	0.0

The main change has been the incorporation of the Improved Better Care Fund announced in the Chancellor's March 2017 budget.

5.10 New Investments

Detail of recurring and non-recurring investment/cost pressures are set out in Appendices C and D respectively.

Key on-going investments include £300k investment into Children's social care, to tackle child sexual exploitation.

In addition a further £3m is being invested into the universal service of waste collection and disposal to deal with increasing costs in this area.

A further £2m is being set aside to bolster the capital financing budget to ensure that the Council can maximise on its opportunities to deliver the strategic vision of the Council and District Plan.

Over the next three years money is being invested to set up a team to deliver a targeted plan to grow the Council's income, aligned with the economic strategy and to deliver social value.

5.11 Council Tax

When setting the budget in February 2017 the Council indicated that it would raise Council Tax for 2018/19 by 1.99% together with the Adult Social Care precept of 3.0%. This would result in an annual Band D council tax rate increase of £62.76.

The Adult Social Care precept would generate an extra £5.3m which would be used to fund the additional demographic growth and cost pressures within Adult Social Care. Without this additional money further cuts would have to be made to services.

There has been no confirmation on whether local authorities with adult social care responsibility will be allowed to continue to raise income through a social care precept for 2019/20 and beyond and so it has been assumed that the Council Tax will rise by 1.99%

in 2019/20 and 2020/21 for planning purposes. Clearly if there are changes to the council tax referendum limit this assumption will be revisited.

The Council is also currently consulting on a Council Tax Reduction scheme which was set out in Document V to Executive 10th October 2017. If the scheme is subsequently approved it will generate an additional £4m in council tax receipts offset by a proposed £0.5m hardship fund and £0.1m of administration costs for dealing with the scheme. For planning purposes the net additional income from this scheme has been included in the figures. If, following the results of the consultation a decision is taken not to proceed with the scheme this will lead to a further £3.4m cost pressure for the Council.

There is a forecast deficit of £400k on the council tax collection fund for 2017/18 which has been factored in as a one off cost for 2018/19.

A modest increase in the council tax base has been assumed for 2018/19 with an increase of 750 Band D equivalent properties in subsequent years.

One further point to note is that Council Tax will now account for in excess of 50% of the Council's net budget due to the reductions in central government grants.

5.12 Business Rates

Notwithstanding potential future changes to the business rates legislation and operation the main challenge remains the cost of appeals. The Council has made provision for the cost of appeals and backdated appeals when setting the estimated business rate income contained in these proposals. Based on current performance during 2017/18 the refunds for backdated appeals are in line with forecast. Whilst a new appeal process commenced from 1 April 2017 there is insufficient data to assess the impact on current provision levels. This financial plan therefore assumes that there will be no surplus or deficit on the business rate collection fund for 2017/18.

The announcement in the Autumn budget to bring forward the change to the multiplier based on CPI rather than RPI should be cost neutral to the Council as compensation will be provided through a s31 grant.

The Council is part of a joint application to take part in a pooled 100% business rate pilot and is awaiting a decision from government on the whether this application has been successful.

6. SUMMARY OF NEW SAVINGS BY OUTCOME

The proposed budget proposals by outcome subject to consultation are summarised in Table 3 below.

Table 3 – Budget proposals by outcome subject to consultation

	2018/19	2019/20	2020/21
	£000	£000	£000
Better health better lives	0.0	14,128.1	2,561.0
A great start and good schools for all our children	0.0	0.0	
Better skills, more jobs and a growing economy	499.8	2,516.5	
Decent homes that people can afford to live in	0.0	0.0	
Safe clean and active communities	0.0	1,384.5	

A well-run council	2,401.7	2,670.0	
Non service, fixed and unallocated	0.0	0.0	
Total proposals subject to consultation	2,901.5	20,699.1	2,561.0

Detail contained in following appendices:			
Appendix E(i)	1,594.0	1,216.1	
Appendix E(ii)		3,000.0	2,561.0
Appendix F		14,813.0	
Appendix G(i)	1,307.5	1,670.0	
Total proposals subject to consultation	2,901.5	20,699.1	2,561.0

The detailed proposed changes are contained in the following Appendices to the report:

Appendix E (i) – new proposals open for consultation until Sunday 28th January 2018;
Appendix E (ii) – new proposal under separate consultation process until 12th February 2018 as per Executive Document AC 7th November 2017;
Appendix F – schedule of 2019/20 proposals subject to consultation up to 28th January 2018 (2018/19 for reference schedule amendments to previous budget decisions open for consultation up to 28th January 2018; and
Appendix G (i) – schedule of amendments to previous budget decisions open for consultation up to 28th January 2018.

7. RESERVES

The Council has adopted a strategy over the last several years of augmenting and deploying reserves in order to smooth the transition of the Council to a much smaller cost base. In the 2017/18 budget setting process earmarked reserves were re-designated in order to fund the termination provision, transformation fund and close the budgetary gap for 2017/18. It was anticipated that some of these reserves would be replenished in 2019/20 by £5.3m. Given the on-going pressure on social care both in Adults and children's Services these earmarked reserves will not be replenished through this proposed financial plan to the same extent.

Unallocated reserves as at 30th September 2017 stand at £14.5m and this financial plan anticipates the £1m will be used to replenish those unallocated reserves taking those reserves to £15.5m.

Table 4 – Planned use of reserves

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Financial Services VAT reserve	(120)	(103)	0	(223)
Transition & Risk Reserve	(500)	(500)	(500)	(1,500)
Unallocated reserves	167	842	0	1,009
Total use of reserves	(453)	239	(500)	(714)

8. CAPITAL EXPENDITURE

8.1 The Council's existing Capital Investment Plan (CIP) totals £486.5m over five years, including items brought forward in the existing plan and investment requirements which have emerged during 2017/18. The plan is revised on a quarterly basis, to reflect rescheduling of expenditure and new expenditure funded by the receipt of capital grants.

The existing CIP is summarised by outcome in Table 5 below:

Table 5 - Summary Capital Investment Plan 2017-2022

Outcome	Re-profiled Budget 2017/18 £m	Budget 2018/19 £m	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m	Total £m
Better health better lives	12.3	8.6	12.4	6.2	2.5	42.0
A great start and good schools for all our children	15.9	12.9	21.8	1.1	0.0	51.7
Better skills, more jobs and a growing economy	29.1	49.8	59.1	40.2	27.0	205.2
Decent homes that people can afford to live in	15.6	9.1	2.9	1.4	1.2	30.2
Safe clean and active communities	13.8	17.0	19.4	10.1	3.0	63.3
A well-run council	18.1	26.0	19.0	17.0	14.0	94.1
Total	104.8	123.4	134.6	76.0	47.7	486.5

Between now and the February budget report Executive will review and refine the capital investment plan but this should not impact on the revenue costs of the capital financing.

The CIP includes a specific line for strategic acquisitions of £10m p.a. in each of the five years. In order to allow the Council to undertake targeted acquisitions in the most effective manner the flexibility to deploy the £10m between financial years is required.

9. ON-GOING BUDGET ENGAGEMENT AND CONSULTATION

The Council has duties to consult on the new and amended budget proposals for 2018/19 and 2019/20. The consultation is to understand people's views, which can be conscientiously taken into account in finalising the budget in February 2018. It is also an opportunity to increase public understanding of the scale of the financial challenge and why difficult decisions need to be made.

The consultation commences on publication of this report. Pro-active consultation activity will commence following this Executive meeting on 5th December 2017. This activity will then continue until 28th January 2018, to enable the feedback to be reflected in the papers that are published for the Executive meeting on 20th February 2018.

Further detail of the consultation approach is provided at Appendix H.

10. RISK MANAGEMENT AND GOVERNANCE ISSUES

The main risks to the financial plan are:

2017/18 financial performance is already indicating that some savings proposals are no longer achievable or behind plan. For savings that are deemed no longer practicable to achieve due to a change in external circumstances then this refreshed plan deals with those areas with new proposals that are being consulted on. The net effect of savings identified as being no longer achievable or which have been re-phased are listed in Appendix G(ii).

The net effect of these adjustments is a reduction in proposals of £6.0m.

The financial plan assumes that remaining savings that are currently behind plan will be fully back on track by 2019/20.

The Autumn Budget was published on 22nd November 2017 and will be followed by the Local Government Provisional Financial settlement (expected late December) this could have an effect on the current assumptions underpinning this financial plan. There could be changes to the actual forecast flow of specific grants or a revision to the assumptions. The Council has an agreed four year deal with DCLG on the level of RSG and 2018/19 and 2019/20 are the final two years

Economic forecasts suggest that inflation may rise further and/or interest rates may rise.

There has also been speculation about lifting the public sector pay cap but based on the Autumn Budget 2017 this financial plan assumes that this does not extend to local government. If the pay cap were to be lifted each 1% increase in the pay bill would add an additional £2.2m costs to the Council's pay bill (excluding schools).

Consultation outcomes may mean that specific proposals cannot be delivered or need adjusting.

11. LEGAL APPRAISAL

11.1 The Council must comply with all the legal requirements and local agreements to consult on proposals to change or withdraw services before the Council is asked to make any final decisions.

11.2 The legal requirements for a proper consultation exercise are as follows:

- consultation must be at a time when proposals are at a formative stage;
- sufficient reasons for the proposals must be given to allow intelligent consideration and response;
- adequate time must be given for a response; and
- the product of the consultation must be conscientiously taken into account before the decision is made.

11.3 Section 149 of the Equality Act 2010 (the public sector equality duty) provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are—

age;

disability;

gender reassignment;

pregnancy and maternity;

race;

religion or belief;

sex;

sexual orientation.

Officers have prepared equality impact assessments on the proposals to assist elected members in having regard to this duty.

These are accessible via this link: <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/equality-impact-assessments/>

- 11.4 Section 3(1) Local Government Act 1999 imposes a duty on local authorities to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Section 3(2) requires local authorities to consult representatives of
- persons liable to pay any tax in respect of the authority
 - persons liable to pay non-domestic rates
 - persons who use or who are likely to use services provided by the authority,
 - persons appearing to the authority to have an interest in any area within which the authority carries out functions

for the purpose of deciding how to fulfil the duty imposed by Section 3(1).

11.5 Pursuant to Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA 1992) the Council as employer is required to consult the recognised Trade Unions where there is a proposal to dismiss by reason of redundancy (which includes voluntary redundancy) 20 or more employees at an establishment within a period of 90 days or less. If 100 or more employees are at risk of dismissal by reason of redundancy at any one establishment within a period of 90 days or less the consultation must begin at least 45 days before the first of the dismissals takes effect.

11.6 Where a proposal gives rise to a transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006, trade union consultation will be carried out in accordance with those Regulations.

12. OTHER IMPLICATIONS

12.1 EQUALITY & DIVERSITY

Each proposal is subject to an Equality Impact Assessment, which will be developed through the consultation period. These are accessible via this link <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/equality-impact-assessments/> Elected Members should consider the Equality Impact Assessments in full.

The consultation period provides the opportunity for the Council to better understand:

- the consequences for individuals with protected characteristics affected by changes, particularly related to proposals relating to social care;
- any cumulative impact on groups with protected characteristics.

12.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications resulting from this report.

12.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct greenhouse gas emission implications resulting from this report.

12.4 COMMUNITY SAFETY IMPLICATIONS

Where there are any community safety implications arising from individual budget proposals these will be covered in the consultation exercise. Any implications arising from the consultation will be presented to subsequent meetings of the Executive.

12.5 HUMAN RIGHTS ACT

There are no direct human rights implications arising from this report.

12.6 TRADE UNION

In accordance with the requirements of Section 188 Trade Union and Labour Relations

(Consolidation Act) 1992, consultation with the Trade Unions will commence on 27th November 2017.

The **new** proposals provided to the Trade Unions highlight the areas where staff could be at risk of redundancy and show that the proposed likely full time equivalent (FTE) reductions in a number of areas is calculated to be 85 FTEs reductions for 2018/19 and 68 in 2019/20. This is in addition to the proposed 107 FTEs reductions for 2018/19 about which the Council commenced consultations with the Trade Unions on 28th November 2016. These numbers also exclude the 240 FTEs in relation to the proposal on Prevention and Early Help announced on 30th October 2017. Where a proposal gives rise to a transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006, trade union consultations will be carried out in accordance with those regulations.

Senior Management will be explaining the proposals in more detail to the Trade Unions at the Trade Union meetings scheduled to take place from 7th December 2017.

Equality Impact Assessments (EQIA) are being prepared on all proposals that have a staffing implication, these will be available as part of the consultation process. All information from individual EQIAs will feed into an overall Corporate EQIA.

Staff will also be briefed on the proposals.

12.7 WARD IMPLICATIONS

In general terms, where the proposed cuts affect services to the public, the impact will typically be felt across all wards. Some proposals could potentially have more impact direct local impact on individual organisations and/or communities. It is expected that the consultation process will allow an analysis of local impacts to inform final decisions.

13. NOT FOR PUBLICATION DOCUMENTS

None.

14. RECOMMENDATIONS

14.1 It is recommended that Executive, having considered the Council's public sector equality duty as set out above:

- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2018/19 and 2019/20 set out at Appendix E(i) and any revisions to previous decisions as set out in Appendix G(i);
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2019/20 as set out in Appendix F;
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed non-recurrent spending included in the financial estimates as set out in Appendix D

- Note the proposed use of reserves;
- Approve the consultation mechanisms and processes set out in Appendix H
- Approve the proposed indicative spending totals for each outcome set out in tables 1(a) and 1(b) for 2020/21 to inform future planning and engagement with stakeholders, the budget for 2020/21 to be subject to detailed formal consultation in future budget rounds;
- Approve that the £10m p.a. included in the existing Capital Investment Plan for strategic acquisitions can be deployed flexibly between the years of the Capital Investment Plan, so that acquisitions exceeding that figure could be considered;
- Authorise the Strategic Director Corporate Services, in consultation with the Leader of the Council, to proceed with a pooled 100% business rate pilot if the application is approved by DCLG; and
- Authorise Strategic Directors to engage with stakeholders to develop draft plans and options for the reforms and changes required to deliver a balanced budget in 2020/21.

15. APPENDICES

Appendix A: How Council Services Relate to Outcomes

Appendix B: Council Cumulative Budget 2018/19, 2019/20 and outlook to 2020/21

Appendix C: Recurring pressures and investment proposals

Appendix D: Non recurring investment proposals

Appendix E (i): New Proposals Open for Consultation until 28th January 2018

Appendix E (ii): New Proposal under separate consultation process until 12th February 2018 as per Executive document AC 7th November 2017

Appendix F: Schedule of 2019/20 proposals open for consultation until 28th January 2018 (2018/19 for reference only)

Appendix G (i): Schedule of amendments to previous budget decisions open for consultation up to 28th January 2018

Appendix G (ii): Schedule of amendments to previous budget decisions not subject to consultation

Appendix H: Consultation Approach

16. BACKGROUND DOCUMENTS

Document W – The Council’s Revenue Estimates for 2017/18 and 2018/19 – Council 23 February 2017

Document X - S151 Officer’s assessment of the robustness of the proposed budget estimates for 2017/18, and of the adequacy of forecast financial reserves – Council 23 February 2017

Document I – Medium Term Financial Strategy 2018/19 to 2020/21 and beyond – Executive 11th July 2017

Document V – A Council Tax Reduction scheme for 2018/19 – Executive 10th October 2017

Document AB - Mid-Year Finance and Performance Statement for 2017/18 – Executive 7th November 2017

Document AC – Prevention and Early Help – Executive 7th November 2017

Appendix A: How Council Services Relate to Outcomes

Council services have been categorised into the outcomes as follows.

Better health, better lives

- Sports Facilities
- Adult social care
- Children's specialist services
- Benefits payments
- Public Health

A great start and good schools for all our children

- Educational Achievement services
- Early Childhood services

Better skills, more jobs and a growing economy

- Skills for work
- Planning
- Transport
- Highways
- Economic Development
- Culture

Decent homes that people can afford to live in

- Housing development
- Housing strategy and operations

Safe, clean and active communities

- Waste collection and disposal
- Neighbourhood services
- Parks and woodlands
- Youth service
- Customer services

A well-run Council

- Democratic functions
- Support services: Finance, human resources, information and communication technology, property costs, legal services, commercial and procurement, tax collection, debt management

Non service, fixed and other costs not allocated to individual outcomes

- Capital financing
- Specific grant funding not attributable to a service
- Other costs not attributable to a specific outcome.

Appendix B- COUNCIL CUMULATIVE BUDGET 2018/19, 2019/20 and outlook to 2020/21

	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000
NET EXPENDITURE			
2017/18 Base Budget	375,197	375,197	375,197
Reversal of non recurring investment	(1,575)	(2,025)	(2,025)
Recurring pressures (Appendix C)	3,712	5,233	6,773
Sub total	377,334	378,405	379,945
FUNDING CHANGES	(6,532)	(4,874)	458
INFLATION	10,776	21,522	32,982
Base Net Expenditure Requirement	381,578	395,053	413,385
Demographic pressures in Adults	2,993	6,045	9,160
Children's demographic pressure	625	1,250	1,875
One off investment (Appendix D)	199	636	25
Transitional funding	(235)	(235)	(235)
Termination costs	(4,342)	(4,342)	(4,342)
Transformation fund	0	(2,500)	(2,500)
Capital financing and central budget adjustments	(8,440)	(6,381)	(5,831)
Public Health reduction in expenditure due to grant cut	(1,116)	(2,203)	(2,203)
2017/18 Budget decisions (Appendix F)	(18,699)	(33,512)	(33,512)
Amended prior Budget decisions (Appendix G)	14,303	10,857	3,067
New Budget proposals for consultation 2018/19 and 2019/20 (Appendix E)	(1,594)	(5,810)	(8,371)
Indicative savings required for 2020/21 per four year plan	0	0	(37,464)
Net Expenditure Requirement	365,272	358,858	333,054
RESOURCES			
Localised Business Rates	(64,747)	(66,042)	(67,363)
Council Tax Deficit 2017/18	400	0	0
Top Up Business Rate Grant	(66,587)	(68,956)	(70,335)
Revenue Support Grant	(48,539)	(34,054)	0
Use of Reserves (Table 4)	(453)	239	(500)
Council Tax	(185,346)	(190,045)	(194,856)
Total Resources	(365,272)	(358,858)	(333,054)
Budget shortfall	0	0	0
Memorandum			
Council Tax base	140,348	141,098	141,848
Council Tax Band D	£1,321	£1,347	£1,374

Appendix C

Recurring pressures and investment proposals

(impact is shown on an incremental basis)

Ref.	Description of proposal	2018-19 Impact £'000	2019-20 Impact £'000	2020-21 Impact £'000
	Better Health Better Lives			
CRP5.1	Continuing investment to prevent Child Sexual Exploitation	300	0	0
	Total Better Health Better Lives	300	0	0
	Better Skills More Jobs & a Growing Economy			
	Funding for Growth Initiative	750	0	0
	Total Better Skills More Jobs & a Growing Economy	750	0	0
	Safe Clean and Active Communities			
ERP5.1	Increased costs associated with waste disposal	1,717	521	540
ERP5.2	Prudential borrowing budget for waste vehicles	288	0	0
	Total Safe Clean and Active Communities	2,005	521	540
	Well Run Council			
NRP5.1	Additional capital financing costs	0	1,000	1,000
FRP5.1	Council Tax Reduction Scheme – hardship fund	500	0	0
FRP5.2	Council Tax Reduction Scheme – administration costs	100	0	0
LRP5.1	Investment into school admission appeals service	57	0	0
	Total Well Run Council	657	1,000	1,000
	TOTAL	3,712	1,521	1,540

Appendix D

Non-recurring investment proposals

(impact is shown on an incremental basis)

Ref.	Description of Option	2018-19 Impact £'000	2019-20 impact £'000	2020-21 impact £'000
	Safe Clean and Active Communities			
PNR5.1	One off foreign exchange loss on new waste disposal contract	133	(133)	0
	Total Safe Clean and Active Communities	133	(133)	0
	Better Skills More Jobs			
PNR5.2	Temporary funding for markets	0	636	(611)
	Total Better Skills More Jobs	0	636	(611)
	A Well Run Council			
LNR5.1	Temporary funding for mortuary services	66	(66)	0
	Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities	66	(66)	0
	Total Non-recurring investment	199	437	(611)

Appendix E (i)

New proposals open for Consultation until 28th January 2018

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
Better Health Better Lives						
5PH1	A Home From Hospital Service – BRICCS Integrated Care & Support – review and redesign of the service.	0.0	170.1	This service is designed to support people who are homeless or in unsuitable accommodation, and who are at risk of staying longer than necessary in hospital. Homeless populations are more likely to have ill health and long term disabling conditions; some from age specific groups such as 16-25 year olds and 35 to 55 year olds. They are also more likely to be male.	Mitigation may be possible should the provider be able to secure alternative funding. This review and redesign will help identify other funding streams over the next two years as part of the bigger programme of out of hospital redesign.	5PH1
5C1	Review Respite Provision after the introduction of personalised budgets	0.0	400.0	At this stage of the proposal development it is unclear what the impacts on protected characteristic groups would be. However as the proposal is developed the people it impacts upon will be considered as a means of helping to shape the proposal. However at this stage it is anticipated that the impacts could be high on age and disability.	Considerations to date include further developments of personalised budgets and to develop a process to buy services with personalised budgets from the Council and the Voluntary Sector.	5C1
	Total Better Health Better Lives	0.0	570.1			

Appendix E (i)

New proposals open for Consultation until 28th January 2018

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
Better Skills, More Jobs and a Growing Economy						
5E1	Museums and Galleries – Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery	0.0	260.0	No impacts identified	N/A	5E1
5R1	Reducing de-trunked (previously Highway Agency controlled) road maintenance budget	224.8	0.0	A reduction in the overall allocation of revenue maintenance would lead to a reduction in the numbers of maintenance cycles undertaken for each aspect of maintenance in any given year. (e.g. reducing litter picking activities from 4 times per year to 2 times). Any reduction in highway maintenance will impact most people the same, but will possibly have slightly greater impact on people who are more elderly, disabled or pregnant.	Priority would be given to any maintenance activities which have a 'life or death' consequence on users of the highways network. However as the scope, nature and therefore impact of specific maintenance requirements is not known, it is not possible to propose measures to fully mitigate or eliminate the possible disproportionate impacts.	5R1
5R2	Increased charges for activities on the highway – review of charging	25.0	0.0	This will only have a very low impact on those people on low incomes or low wages due to the	There are limited opportunities for putting in place mitigations, but these will continue to be	5R2

Appendix E (i)

New proposals open for Consultation until 28th January 2018

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	schedule.			increases in charges (skips, scaffolding etc).	considered.	
5R3	Increasing percentage level of staff capital recharges to external projects/ customers	250.0	0.0	No impacts identified	N/A	
	Total Better Skills, More Jobs and a Growing Economy	499.8	260.0			

Safe Clean Active

5E2	Youth Service – All commissioned grants will be reviewed during 2018, with grants to VCS groups providing youth work ceasing from April 2019.	0.0	311.0	There will be a disproportionate impact on young people in the district. Some of the grants made support a particular protected characteristic group. Whilst the grants are relatively small, and will not address the needs of the entire protected characteristic group, they do benefit a smaller number of people within it.	Last year the Youth Work Grant Scheme was reconfigured to give 2 streams to the grants, one was for sessional / week in week out youth work activity, the other was for developmental grants for groups to develop self sustaining youth work initiatives. As these will have been funded for the year, build sustainability into their	5E2
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Appendix E (i)

New proposals open for Consultation until 28th January 2018

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				<p>There will be an impact on other protected characteristics but this would be proportionate to the overall youth population.</p> <p>It is not possible to predict how the loss of grants to the voluntary, community and faith sector would impact on youth work jobs within organisations currently funded under the grant scheme.</p>	<p>plans for the work, these should now be at a stage of being able to operate without the renewal of the grant.</p> <p>Further consideration to mitigating the impact will be made in terms of sessional youth work by working with the local authority Youth Services to ensure they support local voluntary, community and faith sector groups in shared initiatives that develop and enhance skills, volunteering opportunities and People Can initiatives to respond to locally identified needs.</p> <p>The work of the Youth Offer Working Group will continue to identify priorities and needs in relation to the districts youth offer and explore ways of building capacity within the Voluntary, Community and Faith youth sector.</p> <p>As there is a 12 month lead in time to implementation, further work (and the grant funding) can be applied to building sustainable</p>	

Appendix E (i)

New proposals open for Consultation until 28th January 2018

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
					solutions and mitigating impacts.	

	Total Safe Clean Active	0.0	311.0			
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Well Run Council

5FM1	Residential catering – budget reduced in line with current requirement and cost, no change in service levels	80.0	0.0	No impacts identified	N/A	
5FM2	School Catering and Cleaning – increased sales, price review and administrative efficiencies.	200.0	0.0	No impacts identified	N/A	
5F1	Revenues and Benefits – Review and release of budget relating to external contractor system,	200.0	0.0	No impacts identified	N/A	
5F2	Revenues and Benefits – General efficiency savings – combination of cost and staffing reductions	100.0	0.0	No impacts identified	N/A	
5F3	Procurement Supplies and Services Budget – overall net savings subsequent to a review of the Procurement function as a whole	100.0	0.0	No impacts identified	N/A	
5H1	Workforce Development	250.0	0.0	No impacts identified	N/A	

Appendix E (i)

New proposals open for Consultation until 28th January 2018

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	reprioritised to focus on use of more specialist ad-hoc external delivery. Review of Occupational safety.					
5L1	Register Office – Net additional contribution from increased fees.	15.0	0.0	No impacts identified	N/A	
5L2	Reduction of Member support budget following pension changes – specific budget contribution no longer required	149.2	0.0	No impacts identified	N/A	
5X1	Reduce total cost of top management - the scope is the senior management (Strategic and Assistant Directors) and their PA structure	0.0	75.0	No impacts identified	N/A	
	Total Well Run Council	1,094.2	75.0			
	New draft proposals open for consultation	1,594.0	1,216.1			

Appendix E (ii)**New proposal under separate consultation process until 12th February 2018 as per Executive Document AC 7th November 2017**

Ref	Great Start Good Schools	2018/19 £'000 Impact	2019/20 £'000 Impact	2020/21 £'000 Impact			
4C2	Prevention and Early Help – detailed proposals form part of the Executive report Doc AC -7 th November 2017	0.0	3,000.0	2,561.0	See EIA as referenced in in Executive Document AC.		
	Total Great Start Good Schools	0.0	3,000.0	2,561.0			
	Total proposals open for consultation	1,594.0	4,216.1	2,561.0			

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
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Better Health Better Lives

4PH1	<p>School Nursing and Health Visiting - service based efficiencies – primarily management, back office and vacancy control</p> <p><i>Please note this proposals affects both Better Health, Better Lives and Great Start, Good Schools but for clarity is shown here</i></p>	1,390.0	1,959.0	The services will be re-commissioned as part of the proposed Prevention and Early Help which was outlined in the Executive paper in November 2017. There is potential to impact on children and families across some protected characteristics but these will be mitigated wherever possible by focusing on identifying children at risk and targeting services on more vulnerable families and their children. The consultation for this model completes in Feb 2018.	Using a phased approach will help to plan and prepare any emerging risks which can then be managed through the proposed Prevention and Early Help approach for a more integrated model for children and young people and the service will continue to provide statutory services.	4PH1 A-D
4PH2	<p>Substance Misuse Service – combination of redesign, re-commissioning and ceasing recovery service, dual diagnosis service, supervised medication programme, inpatient detoxification services.</p>	1,634.0	625.0	Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics.	Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in non-substance misuse specific services making it easier for all sections of society to access them.	4PH2 A-D

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	25.0	0.0	Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this.	The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer. Bradford residents would still be able to access SHRS (oral contraceptives and STI screening) within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all.	4PH3
4PH4	Tobacco – combination of redesign, review and ceasing services	59.2	2.0	At this stage the evidence is not available to confirm whether there will be disproportionate impacts. Further analysis will be needed to build on the equality assessment.	Smoking is strongly related to health inequality and poverty. Services are designed to ensure that disadvantaged smokers make full use of Stop Smoking Services, and medications may increase the quit rates amongst less affluent smokers. However there may be a negative impact as the service becomes targeted and it may potentially stigmatise smokers, for example, based on social class or health condition.	4PH4
4PH5	Homestart, Worksafe, Injury Minimisation Programme - phase out of these services	93.0	0.0	Potential to Impact on children and families across the range of protected characteristics particularly age, disability, race and low income families.	Some of the key activities will be mainstreamed into the wider proposed Prevention and Early Help approach for children and young people and families in	4PH5 A-C

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	providing support for vulnerable parents and children age 0-5 years.				the District. This is currently under separate consultation until February 2018. In order to manage any negative affects a phased approach will be adopted in the first year.	
4PH6	Physical Activity, Food and Nutrition - cessation of grants to VCS organisations delivering range of activities including 'cook and eat', physical activity, food growing and breastfeeding support.	250.0	0.0	Services are currently commissioned from a variety of BME organisations and groups based in low income areas to ensure positive outcomes for all parts of the community. The race equality impact is judged to be high, because of the high BME take up of VCS services.	The Health Improvement Team will support providers/organisations and service users proactively with advice and sign-posting as opportunities are identified	4PH6
4PH8	Warm Homes Healthy People – reduction in the short term winter activity based programme	40.0	20.0	Service supports a range of vulnerable householders, many of whom share particular protected characteristics. Removing the programme's main funding reduces the breadth of service offered and may disadvantage some people.	In 2016/17 support to develop a new approach to funding was granted to partners, which allowed the creation of a crowd funding website which plans to raise £25k this year. This will be built upon to enable core services such as fuel poverty and food poverty work streams to be maintained. Other independent fund raising by existing partners such as Ground Works/ Family Action will join in the programme each winter.	4PH8
4PH9	CCG Rebasing – to redesign services as	499.0	0.0	No impacts identified	N/A	

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	part of an accountable care system, involving health, social care and other providers					
4PH10	Public Health – reduction in staffing in line with redirecting investment profile towards reducing demand and maintaining health and wellbeing	350.0	310.0	No impacts identified	N/A	
4PH11	Environmental Health – management restructure	40.0	0.0	No impacts identified	N/A	
4E11	Sport and Physical Activity – investigate all methods of future operational service delivery	150.0	50.0	No impacts identified	N/A	
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,	8,000.0	8,000.0	Older people and people with Mental Health & Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level. As part of the Strategy to reduce residential and nursing places it is intended that more extra care schemes are developed, which will help to improve	Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a	4A1

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	reviewing financial needs, continued personalisation).			<p>people's lives and reduce expenditure across all groups.</p> <p>As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.</p>	<p>protective characteristic.</p> <p>By offering other options for people in terms of housing and care support, people will have the opportunity to access appropriate services that meet their assessed needs and be in a position to maintain their independence and to continue to have a positive contribution and be inclusive in their local community. This will ensure where possible people with particular characteristics are not disproportionately affected. We will further review the potential impact on protected characteristics as part of the development of the delivery programme.</p>	
3C7	Looked After Children - Reducing the cost of high cost placements	250.0	0.0	No impacts identified	N/A	
4C4	Child Protection management restructure – reduction in teams by four to ten with potential reduction in team managers plus review other overall budgets	240.0	0.0	No impacts identified	N/A	
4C5	Children's Social Care management restructure – review of management structure	85.0	0.0	No impacts identified	N/A	

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	leading to proposed reduction of two service manager posts and one team manager					
4C6	Early Help –review structures in early help for children and families commissioned from VCS, youth offending team, crime prevention, family centres, families first	120.0	660.0	This proposal is about staffing impacts. Any impacts on service users will however continue to be considered as the proposal is progressed.	N/A	
4C7	Looked After Team – review of staffing and non staffing budgets	19.0	19.0	No impacts identified	N/A	
4C8	Fostering and Adoption – review team manager structure with potential reduction of one team manager post	50.0	0.0	No impacts identified	N/A	
4C9	Disabled Children Team – to build on review already underway with CAMHS, review overall staffing and non staffing budget	34.0	0.0	This proposal is about staffing impacts. Any impacts on service users will however continue to be considered as the proposal is progressed.	N/A	
4C10	Child Protection Review Team – vacancy management, use of software to reduce administrative	24.0	0.0	No impacts identified	N/A	

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	requirements					
4C11	Leaving Care – to review staffing and non staffing budgets to achieve a saving of 2% in yr 1 and a further 1% in yr 2	34.0	0.0	No impacts identified	N/A	
4C13	Drugs and Alcohol Team – review of the work of the team and all other services that support young people with alcohol and drug issues	50.0	0.0	No impacts identified	N/A	
4C14	Child Protection - Reducing agency spend in Children’s Social Care Services	36.0	0.0	No impacts identified	N/A	
4C15	Child Protection - Review of front door customer contact to Children’s Social Care Services	46.0	0.0	No impacts identified	N/A	
	Reduction to Public Health Grant Cut met from proposals above	(1,116.0)	(1,087.0)			
	Total - Better Health Better Lives	12,402.2	10,558.0			

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
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A Great Start and Good Schools for All Our Children

4C1	Education Services – From 2017 part of the Dedicated Schools Grant will be passed directly to schools. There will therefore be a reduction in Council spending but no reduction in base budget. The proposal is included here as there could be staffing implications.	0.0	0.0	No impacts identified	N/A	
4C2	Early Years - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be	0.0	0.0	See appendix E(ii)	See EIA as referenced in Executive Document AC.	

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	staffing implications.					
	Total – A Great Start and Good Schools for All Our Children	0.0	0.0			

Better Skills More Jobs and a Growing Economy

4E7	Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision.	50.0	50.0	The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology.	Alternative options including visitor information points, taking information to the visitor and support from local voluntary groups and businesses.	4E7
4E8	Events and Festivals – review to develop a more sustainable and balanced events programme	150.0	150.0	Potential for greater impact on people of low income / low wage. The events are primarily free to attend and any reduction in their delivery could reduce the opportunity for people to attend cultural activities.	Review of Events and Festivals framework is on going and will take into account the protected characteristics to mitigate any disproportionate impacts.	4E8
4E9	Libraries – reduction in the number of libraries directly provided by	100.0	950.0	Potential reduction in the number of libraries directly managed by the Council may impact on those groups, young and	Consultation with and support for communities to help develop proposals and implementation of models of community	4E9

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	CBMDC. Further investigation of potential for alternative delivery models			old or low income/low wage that have no alternative access to information or educational/reading materials though other sources (eg on-line, purchased) or use libraries as social gathering points.	management outside Council control.	
4E10	Theatres and Community Halls – Halls to be transferred through Community Asset Transfer. Theatres to generate greater income	130.0	130.0	The theatres are run for all people within the district and further afield, this would be the case regardless of reduction in budget. Reduction in budget could potentially lead to the need for increased ticket costs; additional booking fees or levies and therefore could mean low level of negative impact to the low income / low wage protected characteristic.	Income generation will be sought, in the first place, by increasing optional commercial opportunities and increasing ticket sales volumes.	4E10
4E12	Ministry of Food – cessation of the service teaching people how to cook, eat and improve their long term health	96.0	0.0	Whilst the Ministry of Food is a discretionary service provided by the Council, its closure will by definition have a disproportionate effect upon those people who share a protected characteristic. Those attracted to the services provided by the Ministry of Food tend to be those from disadvantaged communities where behaviour change is required to reduce obesity through education and teaching cooking skills.	The Health Improvement Team will support providers/organisations proactively with advice and sign-posting as opportunities are identified.	4E12

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
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	50.0	This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults	To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working with other front line staff working with young people will also be explored. It is not feasible to fully mitigate the impact of the proposals given proposed funding levels	4C3
4R1	Industrial Services Group (ISG) – reduce the staffing structure to suit the present workloads	43.3	0.0	No impacts identified	N/A	
4R2	West Yorkshire Combined Authority (WYCA) Transport Levy – proposed reduction in the levy	1,234.1	750.0	This proposal could have an adversely disproportionate impact on both the young (under 18's) and elderly sectors of the community as the funding which is being reduced is specifically used to fund schemes/programmes which are delivered for these groups.	The negative impacts would need to be considered within the wider West Yorkshire context in consultation with WYCA with whom the ultimate decisions on which aspects of their budgets to reduce would rest. Some aspects of expenditure of the Transport Levy are protected by national regulation and hence are likely to remain largely unaffected by any reductions as a consequence of this proposal. It is therefore	4R2

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
					anticipated that those elements of expenditure which are discretionary are likely to bear the majority of any agreed levy reduction.	
4R3	Commercialise Highway Delivery Unit (HDU) – to increase the range of services provided by the HDU through increasing involvement in existing capital works programmes and delivery of services which are externally funded	223.0	0.0	No impacts identified	N/A	
4R4	Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset	246.0	0.0	No impacts identified	N/A	
4R5	Planning, Transportation and Highways – increase in discretionary charges	44.1	0.0	Increasing fees and charges in relation to dealing with high hedge complaints where, for instance, the height of a boundary hedge between two properties is disputed may lead to disproportionate impacts on the low paid sectors of the community and senior citizens. Currently, receipt and investigation of complaints in relation to high hedges are processed by	Discounts for various types of organisations in relation to charges for events on the highway could be introduced to help minimise the impact of this aspect of the proposal. It should be noted that this proposal will not affect the holding of a street party which will remain free of charge as per national guidance.	4R5

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				<p>the Council on a free of charge basis.</p> <p>A minimum charge for co-ordination and marshalling of events on the highway could adversely affect those community interest groups/areas of protected characteristics who wish to arrange an event on the highway. The impact of this proposal may lead to a number of events no longer taking place along traditional routes given the costs associated with the administration and approval of traffic management</p>	The mechanism for charging for dealing with high hedge complaints may similarly introduce a discount for members of the community over a certain age making a complaint.	
4R6	Planning, Transportation and Highways - options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs and footpath and snicket maintenance	(6.4)	0.0	Whilst the cost of the works delivered through the local area maintenance budgets may be relatively small, the impact of non-action could have a disproportionate impact on the lives of the districts citizens. Some footpaths and snickets are currently impassable due to lack of maintenance which is a consequence of the current reduced budget allocation	<p>As the scope of the impact arising from this Proposal could be wide ranging and dependent upon the nature of any specific maintenance requirements, it is not possible to propose measures to fully mitigate or eliminate the impacts.</p> <p>However, the nature of the prioritisation framework (which is still to be developed), which would be used to assess the priority for action of any requests, could incorporate appropriate consideration of the characteristic of the person needing action (e.g. include age and/or disability criteria).</p>	4R6
4R7	Planning, Transportation and Highways - reduction	2.5	0.0	Reduced maintenance of gateways and subways will lead to these assets deteriorating and over time potentially	Replacement of any subway facility which is removed as a consequence of this proposal with a surface level controlled crossing	4R7

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	in Highways Services operational budgets associated with operational transport gateway and subway maintenance			<p>becoming impassable. This could therefore impact on some of the protected characteristics.</p> <p>This could therefore impact on some of the protected characteristics.</p>	could be considered to ensure that the negative impacts on severance are mitigated. However such works would lead to an increased maintenance liability on the Council's traffic signal infrastructure and such crossings are inherently more dangerous than segregated crossings on major arterial routes like Wakefield Road.	
4R8	Planning, Transportation and Highways - Robust administration of the Yorkshire Common Permit Scheme on the Highways	70.0	0.0	No impacts identified	N/A	
4R9	Planning, Transportation and Highways - reduce area committee support and stop processing/charge for all requests for service delivery for non casualty led projects	124.0	0.0	<p>Any replacement decision making body would need to appropriately consider the views and opinions of the protected characteristics listed below and demonstrate appropriate consideration/due regard to the Equality Act duties. The exact form of this decision making body is yet to be determined and hence the impact of this proposal cannot fully be explored at this time.</p> <p>Charging for the provision of some of the other proposed highway services (e.g. vehicular dropped crossings and keep clear markings) may similarly have a</p>	<p>Decisions taken through the new body would need to ensure that appropriate consideration is given to the Equalities Act on all matters progressed. Therefore any decision recording process must ensure that an appropriate record of the regard given to Equalities matters on the decision matter is retained.</p> <p>Mitigation for charges could be introduced to reflect the applicant's ability to pay the charge. However, any such scheme would need to be carefully developed in order to not generate further disproportionate negative impacts.</p>	4R9

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				disproportionate impact on those sectors of the community where the ability to pay for services will be an issue (e.g. elderly residents or those residents on low income).		
4R10	Education Capital Team – combination of vacancy control, reduction in facilities management and other charges	50.0	0.0	No impacts identified	N/A	
4R11	Planning, Transportation and Highways - introduction of limited lighting hours / switch off of street lighting on non-principal road network	60.0	60.0	<p>Introduction of this proposal in additional areas of the district will have a disproportionately negative impact on some protected characteristics.</p> <p>Fear of crime amongst the elderly will increase where back streets and residential roads are unlit during the early hours of the morning and it is from this characteristic group that the greatest impact is anticipated.</p> <p>Similarly fear of crime on unlit streets could adversely impact the protected characteristic groups of disability, race, religion/belief and sex who may all experience increased levels of concern about the proposal.</p>	<p>The Council has developed a set of criteria which are used to select streets where limited lighting hours are introduced. These criteria assess road safety statistics, criminal activity records, infrastructure condition and involve consultation with the local community on any proposals being prepared.</p> <p>Any streets which are considered appropriate to be included in the programme of limited lighting operation will be fully appraised using this model before a decision is taken on whether or not to implement the limited lighting hours infrastructure is taken. Those streets with high criminal activity and/or poor road safety records will not be included in the project beyond their initial assessment.</p>	4R11

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					To avoid any undue distress to local residents only those streets which “pass” the desktop assessment will be consulted upon with the local community.	
4R12	School Catering and Cleaning – increased sales and price reviews	35.0	0.0	No impacts identified	N/A	
4R13	Economic Development Service – reduction in City Park sinking fund (fund set aside to fund future expense), matched funding for European Strategic Investment Fund programmes. Remove support for B-funded community funding information website	0.0	26.0	The savings may have a low impact on low wage/low income people where job opportunities are impacted.	Targeting areas of economic under performance, and by prioritising target groups in service promotion and skills development.	4R13
4R20	Regeneration – no longer accept new schools onto the Active School Travel programme with existing provision being phased out over the following years of this budget process	28.0	28.0	The nature of the Active School Travel programme is such that its cessation would effectively adversely affect the young children and adolescents which the programme targets through removal of the opportunities afforded under the programme to embed health lifestyle choices.	Working with schools it may be possible to introduce aspects of the programme into the school curriculum, however given the demands on pupil contact time created by the national curriculum this may not be a significant mitigation proposition.	4R20

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				Similarly, as children with a sedentary lifestyle are predominantly found in areas of deprivation and low incomes, the cessation of this programme would likewise have an impact on this protected characteristic.		
4R21	Regeneration – reduction in the funding for the Road Safety Team	62.5	62.5	This proposal will adversely affect the younger sections of society, or those from wards with a particular road safety problem (which tend to be predominantly low income inner city wards) who will not be able to access the same level of training and awareness activities as are currently provided by the Road Safety Team.	<p>Nominal charges for provision of training programmes could be introduced, however these have historically been seen as barriers to ensuring take up of the training provided and therefore may have a counter effect to that anticipated.</p> <p>Programmes of training interventions may need to be targeted to Key Wards in each year due to reduced resources. This would ensure that those wards with an identified road safety issue receive some training but may mean that some areas of the district similarly are not offered any training in future.</p> <p>Alternative funding sources for the provision of this service could be explored within West Yorkshire to offset the reduction in funding.</p>	4R21
	Total - Better Skills More Jobs and a Growing Economy	2,892.1	2,256.5			

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Decent Homes That People Can Afford to Live In

4R19	Housing Operations – increase income generation from agency fees	44.0	0.0	No impacts identified	N/A	
	Total – Decent homes that people can afford to live in	44.0	0.0			

Safe Clean and Active Communities

4E1	Parks and Bereavement management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	160.0	60.0	<p>Impact on clubs with lower level of membership / players and/or financial resources at their disposal which could ultimately result in some clubs to merge or disband</p> <p>With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary.</p> <p>Given that cremation charges are</p>	<p>There is a growing interest from local communities, residents, Parish/Town Councils and sports clubs to become more involved in the operation of public assets, particularly where the opportunity exists to develop community use. Such as having direct access to a range of grant funding bodies whilst 'ownership' allows increased sponsorship and fund raising opportunities.</p> <p>The Service would seek to support individuals/groups of clubs both directly and through the National Governing Bodies to take overall responsibility and would consider an incremental approach over a</p>	4E1 A&B
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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				<p>currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious/faith communities that due to their beliefs have no choice between funeral types. The Muslim and East European communities fall in this latter group.</p> <p>The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of the burial charge in terms of comparator values of neighbouring Councils.</p>	<p>defined period. Prior investment in the assets to transfer together with elements of seed funding and appropriate rent will allow financially sustainable organisations to develop.</p> <p>The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services.</p> <p>The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services.</p> <p>It is intended to introduce a reduced rate for the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement</p>	
4E2	Waste Collection and Disposal Services – Full year effect of introduction of alternate weekly collection and associated round reduction, improved recycling, reduction in residual waste and improved efficiencies.	807.0	(84.0)	<p>Alternate weekly collections fully implemented with the exception of rural rounds (in hand) with no adverse impacts identified.</p> <p>The proposal is likely to have no or a low impact on everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection</p>	<p>The Council already provides assisted bin lifts for residents where mobility or accessibility issues arise. In this circumstance the resident can call the Contact Centre and a home visit will be arranged to assess how the Council can help.</p>	4E2

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				could result in the residual waste bin being heavier to move around.		
4E3	Trade Waste – process and service improvements including back office, round efficiencies and business development opportunities.	0.0	43.0	No impacts identified	N/A	
4E4	Customer Services – redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services	50.0	50.0	<p>The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology. Those with a preference or requirement to deal with a person may feel anxious and vulnerable.</p> <p>The majority of current face-to-face customer service and an increasing proportion of telephony work is with low wage/low income groups, including people with disabilities, and older people although there has been a significant</p>	<p>To mitigate the potentially disproportionate impact the Council remains committed to the Five Principles of Producing Better Information for Disabled People, and will also continue to make sure the Council website is accessible.</p> <p>Greater self service access will provide the majority of citizens with a more efficient service; thereby freeing up the limited resources to focus on those who need the additional support. By minimising avoidable face-to-face and telephone contact with the council, officer time can be better directed to those customers who require it.</p> <p>Potentially disproportionate impacts may be mitigated by providing access to and assistance with computers from CS Centres and providing access to language services.</p>	4E4

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				<p>increase in enquiries from customers from Eastern Europe who have language barriers.</p> <p>Customer Service teams carry out some home visits to customers who are unable to access Council services in other ways.</p> <p>However, in the context of the number of enquiries handled by the Council each year, the relative numbers of people adversely impacted by the proposed change is small.</p>		
4E5	Street Cleansing and Public Conveniences – reduction to street cleansing resources for 2019/20	336.3	1,004.5	<p>The street cleansing proposal has the potential to have a low impact on predominantly inner city highly densely populated areas. The people who live in these areas are in the main white people on low incomes and communities from BME backgrounds.</p> <p>In terms of closure of the toilets there is likely to be a disproportionate impact on older people, pregnant women, parents requiring access to baby changing facilities, young children, transgender community, and disabled people, particularly those with complex needs, and people who, because of their physical condition, may need to visit the toilet more</p>	<p>Increased waste awareness and anti litter/education campaigns in affected areas and the new robust enforcement model for targeting those people that drop litter, will mitigate the impact.</p> <p>The department have approached relevant Parish Councils, Friends of Groups and other interested community groups whether they would be interested in taking over the running of toilets. The discussions surrounding takeover and Community Asset Transfers are progressing well</p>	4E5 A&B

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				regularly.		
4E6	Pest Control – cessation of the pest control service	36.2	0.0	This proposal could have an adverse impact on people on low incomes as it removes the facility to pay for treatments in instalments although the equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone.	The most common request for treatment is to deal with rats and mice and there is at least one company in Bradford which is able to provide the service cheaper than the Council	4E6
4E13	Car Parking - Remove Christmas parking concessions, amend tariffs in Little Germany and other car park changes.	108.0	0.0	Could disproportionately impact those on low incomes/wages as the cost increase will be more significant for this group.	People from low income characteristic group could consider purchasing annual parking permit for designated car park in an area rather paying daily parking charges. These can also be set up as a monthly direct debit to make it more affordable for people.	4E13
	Total - Safe Clean Active Communities	1,497.5	1,073.5			

A Well Run Council, Using All Our Resources to Deliver Our Priorities

4F1	Financial Services – reduction in function reflecting reduced emphasis on retrospective reporting, more self service by budget managers and targeting staffing resources at highest	130.0	0.0	No impacts identified	N/A	
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	risk, and most complex issues.					
4F2	Insurance – reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining and internal insurance fund for self-insured risks and the cost of meeting claims	300.0	300.0	No impacts identified	N/A	
4F3	Revenues and Benefits – reduce significantly the amount of cash used by and within the organisation and reduce the cost of cash management functions through the increased digitalisation of customer payment options. Also consider if transactional functions across the Department will be more efficient and sustainable by bringing them together	160.0	0.0	No impacts identified	N/A	
4F4	West Yorkshire Joint Committees – cap contribution to Joint	35.0	35.0	No impacts identified	N/A	

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	Committees at £1.1m which will require concerted action with other Councils					
4H1	Human Resources – reduce HR transactional support, to reduce volume of service specific training	204.0	0.0	No impacts identified	N/A	
4H2	Terms and Conditions – removal of non contractual overtime payments and removal of essential car allowance lump sum payments	400.0	300.0	No impacts identified	N/A	
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	55.0	90.0	No impacts identified	N/A	
4X1	Office of the Chief Executive – restructure of the Office of the Chief Executive to improve coherence and integration of core	479.0	0.0	Until the detailed restructure proposals are implemented it is not possible to be specific about impacts on equalities characteristics within our communities. However it is expected that would be some low level impacts across a number	To mitigate the potential disproportionate impacts of this proposal – as the Council moves rapidly towards a more focused community leadership of place and strategic commissioning role, enabling and facilitating partners and communities to	4X1

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REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	corporate functions			of groups.	support the delivery of District Plan outcomes – effective, prioritised communication, marketing, policy and performance services will be essential.	
4R15	Facilities Management – operational cost reductions reflecting the continued contraction of the organisation	100.0	200.0	No impacts identified	N/A	
	Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities	1,863.0	925.0			
	Total – Schedule of Decisions for 2018/19 of Budget Council 2017 for information and 2019/20 proposals subject to consultation	18,698.8	14,813.0			

Appendix G (i) – SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS OPEN FOR CONSULTATION UP TO 28 JANUARY 2018 (incremental basis)

Ref	Description	2018-19 £'000	2019-20 £'000
Well Run Council			
4S1	Information Technology Services – reduction in costs associated with device support, licences and infrastructure. Switching technology solutions where better value can be achieved and rationalising the number of existing IT applications to simplify the technology in use	700.0	690.0
4R14	Asset Management – make the best use of the Council's and public sector partners' estate working with the Voluntary and Community Sector Also seek to invest in non-operational property to generate surplus income	360.0	200.0
4R16	Facilities Management – reduction in the maintenance budget as the size of the operational estate shrinks	100.0	780.0
4R17	Facilities Management – reduction in the size of the estate together with energy efficiency measures	147.5	0.0
Total Well Run Council		1,307.5	1,670.0
Net amendments to previous budget decisions subject to consultation		1,307.5	1,670.0

Appendix G (ii) - SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS NOT SUBJECT TO CONSULTATION (incremental basis)

Ref	Description	Prior Year Savings £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Better Health Better Lives					
3A2	Changes to Home Care Services	(1,500.0)	0.0	0.0	0.0
3A6	Changes to Learning Disability day care and procurement	(1,000.0)	0.0	1,000.0	0.0
3A10	Changes to contracts for Learning Disability residential and nursing	(1,000.0)	0.0	1,000.0	0.0
4A1	Adults Demand management	(8,000.0)	0.0	0.0	8,000.0
3C7	Reducing the cost of high cost placements – Children's Social Care	(1,039.0)	(250.0)	0.0	0.0
3C8	Reducing the number of looked after children by 75	(815.0)	0.0	0.0	0.0
4C4	Child Protection Management restructure	(60.0)	(240.0)	0.0	0.0
4C9	Disabled Children – reduce staffing on CAMHS and reduce budget by 1%	0.0	(34.0)	0.0	0.0
4C10	Review Team – review budget and reduce by 2% in 2018/19	0.0	(24.0)	0.0	0.0
4C14	Reducing agency spend	(1,025.0)	(36.0)	0.0	0.0
4C15	Review of front door customer contact	0.0	(46.0)	0.0	0.0
Total Better Health Better Lives		(14,439.0)	(630.0)	2,000.0	8,000.0

Better Skills, More Jobs and a Growing Economy

4R4	UTC Centralisation	0.0	(246.0)	0	0.0
Total Better Skills, More Jobs and a Growing Economy		0.0	(246.0)	0.0	0.0

Well Run Council

4H2	Revised terms and conditions	0.0	(280.0)	(210.0)	(210.0)
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	0.0	(15.0)	(15.0)	0.0
Total Well Run Council		0.0	(295.0)	(225.0)	(210.0)
Net amendments to previous budget decisions not subject to consultation		(14,439.0)	(1,171.0)	1,775.0	7,790.0
Total Net effect of Appendix G(i) and Appendix G(ii) – see Appendix B		(14,439.0)	136.5	3,445.0	7,790.0

Appendix H: Consultation Approach

The intention of the consultation is to provide the people of Bradford with opportunities to provide their views on the budget proposals, to help shape and inform final decisions. The budget consultation will seek comments on proposals for 2018/19 and 2019/20. The consultation will be open for a period of nine weeks from 28 November 2017 to 28 January 2018.

As well as the proposals themselves information on the context of the budget will be provided to help consultees understand the reason for the financial reductions. This information will be provided on the Council's web site, and in hardcopy format at the district's public contact points. Social media (Twitter and Facebook) and the Council's app will also be used to promote the consultation.

The consultation will comprise of a survey enabling individuals and organisations to comment on the proposals of their choosing. Responses can be provided online or by writing to the Council using the freepost address provided. The survey will be circulated as widely as possible, targeting specific groups of people and organisations, the following in particular.

1. Voluntary and Community Sector
2. Parish and Town Councils
3. Public sector partners
4. Communities of interest groups
5. Members of Parliament
6. Business networks and partnerships
7. Bradford District Partnership
8. Citizens Panel

As appropriate individual services will also undertake further consultation as their proposals are developed, and also as the proposals are implemented in the next two years. This will include specific consultation with commissioned organisations and grant-holders, and statutory consultation with service users and other interested parties.

Consultees will be encouraged to comment on the changes proposed and also any impacts they feel might be felt by particular groups of people (in line with the Public Sector Equality Duty). For transparency, the Council's consideration of these impacts will be shared through accompanying equality impact assessments.

The outcome of the consultation will be presented to the Council's Executive on 6 February 2018. The Executive will then give consideration to the feedback and any equality impacts as they finalise their budget proposals for their meeting on 20 February 2018.