



Report of the Assistant Director of Finance and Procurement to the meeting of the Executive Board to be held on 6th February 2018.

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Subject:

Quarter 3 Finance Position Statement for 2017-18

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2017-18.

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

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

Qtr 3 FINANCIAL STATEMENT FOR 2017-18

1.0 INTRODUCTION

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

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2017-18 approved budget savings plan, and progress on the Transformation Fund allocated to projects that help deliver savings and transform services.
- A statement on the Council's reserves including movements in the 3rd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates Collection.

1.1. MAIN FINANCIAL MESSAGES

- Based on a projection at 31st December 2017, it is forecast that Council wide expenditure will be £0.6m above the approved budget of £375.2m by year end. This is a £3.2m improvement from the position at Qtr. 2 resulting from;
 - A £3m increase in the Centrally Held budgets underspend to £8.4m due mainly to lower redundancy costs. There will be fewer redundancies than previously expected as services have managed to reduce posts by other means¹. Additionally, the average redundancy payment was also lower than estimated.
 - A £0.5m reduction in the Children's Services overspend to £3.9m due mainly to increases in the underspend in the Employment and Skills part of the department. However, an additional requirement of £0.5m for project work in 2018-19 also been identified to help deliver the £6m of Early Help savings, and further Dedicated Schools Grant (DSG) savings.
 - A £0.5m increase in the Corporate Services underspend to £2.2m due mainly to small scale improvements in services within Revenues and Benefits and Estates and Property.
 - The above improvements to the financial position are however partly offset by a £1m increase in the Health and Wellbeing overspend to £6.4m primarily due to increased activity and costs across Purchased Care budgets than previously forecast.
 - Additionally, although the Department of Place forecast overspend has remained the same at £1.6m, Waste Services have seen a £0.6m increase in their forecast overspend to £1.1m. These have been offset by changes in other parts of the Department.

¹ Since 2010, the Council has reduced the number of full time equivalent staff by over 2,200. Reductions have included 1,250 redundancies, of which 143 were compulsory, with the remainder accounted for by leavers whose posts that have not been subsequently recruited to. Total redundancies are also forecast to be 100 lower than budgeted this financial year due to staff turnover and the deletion of vacant posts.

- Despite the positive direction of travel, the Council is still forecast to overspend by £0.6m overall with significant overspends in Health and Wellbeing (£6.4m) and Children's Services (£3.9m) linked to Social Care services.
- It should also be noted that the £6.4m forecast overspend in Health and Wellbeing is after using £10.1m of time limited 'Improved Better Care Fund'² (ICBF) money and £0.7m of one-off reserves, without which the forecast would have been significantly higher. The IBCF is being used as outlined in the Integration and Better Care Fund delivery plan that has been agreed by the Health and Wellbeing Board and NHS England.
- The Department of Place is also forecast to overspend by £1.6m linked to Planning Transport and Highways (£0.8m); Sports and Culture (£0.8m) and Waste Services (£1.1m) offset by underspends in Neighbourhood Services (£1.1m).
- The overspends outlined above, are partly offset by underspends in Corporate Services (£2.2m), Non Service (£0.7m) and Central budgets and net transfers to reserves (£8.4m). The underspend in Centrally held budgets is mostly due to lower capital financing and redundancy costs than budgeted.
- Regarding the £46m³ budgeted savings programme, there are risks to the achievement of a number of plans, and it is forecast that £23.5m of savings will not be delivered as intended. The forecast underachievement is significantly higher than prior years reflecting the increased difficulty in delivering savings as the Council reduces in size, and lower priority areas have already been cut.
- One of the aims of this report is to highlight risks of under delivery, as any underachieved savings from 2017-18 and prior years will compound the difficulty of delivering future year savings and this is the main issue highlighted by this report.
- Given the level of forecast underachieved savings highlighted in prior reports, and the potential impact on 2018-19, the Leader of the Council determined that a formal group ("Star Chamber") inclusive of the Leader, Deputy Leader, Chief Executive and Strategic Director of Corporate Services, should meet with the Portfolio Holders and Strategic Directors of Health and Wellbeing, Children's Services and Place to suggest ways in which the budget proposals could be bought back on track or mitigated.
- The 2018-19 budget process has sought to address a number of underachieved savings. Of the £23.5m of savings that are forecast not to be delivered in year, £14.4m has been addressed through the 2018-19 budget setting process. Of this, £4.4m has been identified as not deliverable, with the remainder re-profiled to reflect a longer implementation period. Additionally, the £4.8m of travel assistance savings, will continue to be mitigated by Corporate contingencies until delivery plans are finalised.
- Regarding reserves, at 31st December 2017 reserves stand at £126.4m (Council £101.2m and Schools £25.2m). Net movements from reserves have led to a £26.6m reduction in total reserves from £153.0m at 1 April 2017. Section 6 details reserves.

² £10.5m of IBCF has been received in 2017-18. The additional money received will reduce to £6.2m in 2018-19, £3.5m in 2019-20 and £0 by 2020-21.

³ £37.5m of 2017-18 budget savings + £8.5m of budget savings not achieved in prior years

- Unallocated reserves required for contingency purposes, now stand at £14.5m. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- Regarding Capital Expenditure, the profiled resource position for 2017-18 for the Capital Investment Plan (CIP) stands at £90.4m with £51.7m incurred at 31th December.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.25m for Customer Services to invest in new IT technology to improve self-serve, and reduce the number of face to face contacts and telephone calls requiring officer time.
 - £0.55m for the advanced acquisition and demolition of a property that is required for the Bradford to Shipley Corridor improvement project. The scheme is to be funded by short term borrowing prior to reimbursement from the West Yorkshire Transport Fund.
 - £0.55m for Thornton Road / Toller Lane Junction Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
 - £0.11m to replace the Council's underground fuel tanks. The scheme will provide a flexible fuelling facility and minimise the risk to the Council of fuel loss.
 - £0.056m additional funding to complete essential repair works to Chellow Dene reservoir.
- Regarding Council Tax and Business Rates, the Council will receive the 2017-18 budgeted shares of Council Tax and Business Rates. Any variance from the budget to the outturn is carried forward into 2018-19, so only impacts on next financial year. It is currently forecast that Council Tax will be approximately £0.4m below budget; this will be carried forward into 2018-19 Council Tax Base.
- By 31 December 2017 the Council had collected £155.3m (75.5%) of the value of Council Tax bills for the year compared with £146.3m (75.2%) at the same stage last year. The collection of Business Rates also by 31 December was 78.93% compared to 78.35% at the same time last year.

2. COUNCIL REVENUE FORECAST

2.1 2017-18 Revenue Budget

The Council's approved net revenue budget of £375.2m is forecast to overspend by £0.6m.

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

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	219.5	226.3	6.7	-106.0	-106.3	-0.4	113.6	119.9	6.4
Children's Services	477.1	481.7	4.5	-391.1	-391.7	-0.7	86.1	90.0	3.9
Department of Place	122.7	123.9	1.2	-56.6	-56.2	0.4	66.1	67.6	1.6
Corporate Services	267.9	263.7	-4.2	-223.5	-221.6	1.9	44.4	42.1	-2.2
Chief Executive	3.9	4.0	0.1	-0.1	-0.1	-0.0	3.8	3.8	0.1
Non Service Budgets	7.2	6.7	-0.6	-1.3	-1.4	-0.1	5.9	5.3	-0.7
Central Budgets & Net Transfers To Reserves	82.0	68.9	-13.1	-26.6	-21.8	4.8	55.4	47.1	-8.4
Total Council Spend	1,180.4	1,175.1	-5.3	-805.2	-799.2	6.0	375.2	375.8	0.6

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

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Better Health Better Lives	445.8	458.0	12.2	-272.2	-272.9	-0.7	173.6	185.0	11.4
Better Skills, More Good Jobs And A Growing Economy	96.7	96.2	-0.5	-49.1	-48.5	0.5	47.6	47.6	0.0
Safe, Clean And Active Communities	61.8	61.7	-0.2	-23.1	-22.5	0.7	38.7	39.2	0.5
A Great Start And Good Schools For All Our Children	418.8	417.9	-0.9	-395.5	-395.8	-0.2	23.3	22.1	-1.2
Decent Homes That People Can Afford To Live In	5.5	5.5	0.0	-2.5	-2.5	0.0	2.9	2.9	0.0
A Well Run Council	87.6	84.9	-2.7	-32.6	-31.6	1.0	55.0	53.3	-1.7
Non Service, Fixed and Unallocated	64.2	51.0	-13.2	-30.2	-25.4	4.8	34.0	25.5	-8.5
Total Council Spend	1180.4	1175.1	-5.3	-805.2	-799.2	6.0	375.2	375.8	0.6

3.1 Delivery of Budgeted Savings proposals

- The combined budget savings of £36.5m in 2017-18⁴, and a further £1.1m Government cut to the Public Health Grant brings the total budget savings the Council has had to find in the seven years following the 2010 Comprehensive Spending Review (CSR) to £255.8m.

Table 2 Year on Year savings since 2010 CSR

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

- The 2017-18 budget includes £37.5m of new budget reductions, however £8.5m of prior year savings were not delivered as planned in 2016-17, meaning that £46.0m of savings are budgeted to be delivered in 2017-18.
- In tracking progress made against each individual saving proposal, £22.6m (49%) of the £46m is forecast to be delivered, leaving £23.5m that is forecast not to be delivered. This is largely the same as reported at Qtr 2.

Table 3 Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/17	2017-18 New Savings	Total Savings 2017-18	Qtr 3 Variance-Year
Health & Wellbeing	1.9	21.6	24.2	14.2
Children's Services	1.4	3.9	5.3	3.1
Place	0.4	6.0	6.3	1.4
Corporate	0.0	5.5	5.5	0.0
Corporate (CEO)	0.0	0.5	0.5	0.0
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	8.5⁵	37.5	46.0	23.5

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

Table 4 Underachieved Savings £ms

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

⁴ £24.3m of 2016-17 budget decisions to be delivered in 2017-18, less £1.1m amendments approved in Feb 2017, plus £13.3m of new budget savings approved in Feb 2017.

⁵ Underachieved savings from prior years include the value of underachieved savings from 2016-17 and 2015-16 that were not achieved by 31/3/2017.

- The planned savings that are at risk of not being delivered in full are outlined in greater detail in Section 4 - Service Commentaries, and are provided in full in Appendix 1.
- One of the aims of this report is to highlight risks of under delivery, as any underachieved savings from 2017-18 and prior years will compound the difficulty of delivering future year savings and this is the main issue highlighted by this report.
- The 2018-19 budget process has sought to address a number of underachieved savings. Of the £23.5m of savings that are forecast not to be delivered in year, £14.4m has been factored into the 2018-19 budget setting process. Of this, £4.4m has been identified as not deliverable, with the remainder re-profiled to reflect a longer implementation period. Additionally, the £4.8m of travel assistance savings, will continue to be mitigated by Corporate contingencies until delivery plans are finalised.
- The savings that are proposed to either be reprofiled or have been assessed to be undeliverable are outlined below. Alternate budget savings have been identified and these are outlined in the December 5th 2017 Executive Board report - 'Proposed Financial Plan updated 2018-19 to 2020-21'.

Ref	Description	Prior Year Savings	2018-19	2019-20	2020-21
		£'000	£'000	£'000	£'000
3A2	Changes to Home Care Services	-1,500	0	0	0
3A6	Changes to Learning Disability day care and procurement	-1,000	0	1,000	0
3A10	Changes to contracts for Learning Disability residential and nursing	-1,000	0	1,000	0
4A1	Adults Demand management	-8,000	0	0	8,000
3C7	Reducing the cost of high cost placements – Children's Social Care	-1,039	-250	0	0
3C8	Reducing the number of looked after children by 75	-815	0	0	0
4C4	Child Protection Management restructure	-60	-240	0	0
4C9	Disabled Children – reduce staffing on CAMHS and reduce budget by 1%	0	-34	0	0
4C10	Review Team – review budget and reduce by 2% in 2018/19	0	-24	0	0
4C14	Reducing agency spend in Childrens Social Care	-1,025	-36	0	0
4C15	Review of front door customer contact	0	-46	0	0
4R4	UTC Centralisation	0	-246	0	0
4H2	Revised terms and conditions	0	-280	-210	-210
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	-15	-15	0
Total		-14,439	-1,171	1,775	7,790

- = saving added back, + = saving reprofiled to future year.

3.2 Transformation Fund Progress

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

Outcome	Number of Projects	2017-18 £000	2018-19 £000	2019-20 £000	Total Allocation £000	Total 2017-18 Spend Forecast £000
Better Health Better Lives	6	1,392	50	0	1,442	656
Better Skills, More Jobs	5	374	314	50	738	90
Safe , Clean and Active	2	40	20	0	60	10
A Great Start and Good Schools	3	245	120	20	385	87
Decent Homes	1	100	0	0	100	100
A Well Run Council	4	895	440	440	1,775	255
Total	21	3,046	944	510	4,500	1,198

- The remaining £0.5m is currently being held as a Challenge Fund for innovation projects.
- Lead in times of setting up projects and recruitment delays has resulted in the 2017-18 forecast spend of £1.198m being below the £3.046m allocated for the year. The unspent allocations from 2017-18 will be rolled forward into 2018-19.

4. SERVICE COMMENTARIES

4.1 Health and Wellbeing

Health & Wellbeing	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Operational Services	161.0	169.0	8.0	-59.4	-59.8	-0.3	101.6	109.2	7.7
Integration & Transition	12.1	12.1	-0.1	-1.9	-1.9	-0.0	10.2	10.2	-0.1
Strategic Director	0.8	-0.2	-1.0	-0.4	-0.4	-	0.4	-0.6	-1.0
Public Health	45.6	45.4	-0.2	-44.2	-44.3	-0.0	1.3	1.1	-0.2
Total	219.5	226.3	6.7	-106.0	-106.3	-0.4	113.6	119.9	6.4

- The Department of Health and Wellbeing is forecast to overspend the £113.6m net expenditure budget by £6.4m, all of which falls within Adult Services⁶. This is an increase of £1m from Qtr. 2 and is primarily due to higher activity and costs across Purchased Care budgets than previously forecast.
- The forecast overspend of £6.4m results from £14.2m of underachieved savings; further demand and cost pressures of £5m on the Purchased Care budget and other pressures across the department of £0.8m.
- These are partly offset by time limited Improved Better Care Fund (IBCF) money of £10.1m; the utilisation of £0.7m of one off reserves and £2.7m of compensating underspends across the department. The IBCF is being used as outlined in the Integration and Better Care Fund delivery plan this has been agreed by the Health and Wellbeing Board and NHS England.

4.1.1 Operational Services - Purchased Care

- At Qtr. 3 the Purchased Care budget within Operational Services is forecasting an overspend of £8.1m; this is after the allocation the £8m demand management saving (4A1) and the utilisation of £9.7m of the IBCF. The main areas of concern are detailed below:

4.1.2 Older People and Physical Disabilities (£1.4m overspend)

- Older People (OP) and Physical Disabilities (PD) Residential and Nursing care are forecast to overspend the £15m net expenditure budget by £1.5m, due to the unachievement of £2.5m of demand management savings, partly offset by £1m of time limited funding from the IBCF that has been allocated to this budget to enable the service to meet additional activity over the winter period.
- Despite this, the service is continuing previous year's trend and forecasting a significant reduction in the number of placements in line with the strategy.

	2014-15	2015-16	2016-17	2017-18
OP Residential	952	885	871	797
OP Nursing	383	346	333	328
PD Residential	87	88	72	68
PD Nursing	56	55	58	49
Total Services users	1,478	1,374	1,334	1,242*
Gross Costs	£41.9m	£40.9m	£39.2m	£38.4m (F)

⁶ Health and Wellbeing services areas excluding Public Health

(F) = Forecast *Service users at the end of Qtr 3.

- The service also has a £1m saving (3A13), linked to reducing long-term placements of Nursing and Residential Care which is forecast to be fully achieved at quarter 3.
- The reduction in residential and nursing placements has affected the Home Care budget, as more people are cared for in the community in line with the Home First strategy.
- The table below shows the increase in service users and hours of care delivered and increases in the overall costs of Home Care.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	1,662	1,629	1,675	1,779*
Hours of Care 000s	869	865	887	1,047 (F)
Full Year Gross Costs	£11.4m	£11.2m	£12.0m	£15.1m (F)

(F) = Forecast (* at Qtr. 3)

- The increased costs have also been coupled with a budget reduction of £1.5m related to 2017-18 pre-agreed savings (3A2). This saving is forecast to be unachieved as the departments Home First strategy will result in increased Home Care expenditure as outlined above. The underachievement is also likely to recur in future years and it is proposed that this saving is reversed for the 2018-19 budget.
- However, funding of £5m has been applied to this budget from the iBCF to enable the service to increase homecare capacity which has resulted in the £15.2m Home Care gross expenditure budget to underspend by £0.2m. This funding, agreed in the Winter Plan, is to enable the service to increase homecare capacity, to increase fees paid to providers in order to stabilise the market and to pay a hospital retainers to providers to ensure people are transferred home quickly with support following discharge from hospital. Additional rapid response home support has also been commissioned from the market to support people in crisis to remain at home.
- The £1.5m pressure on Residential and Nursing, combined with increased expenditure on Direct Payments (£0.2m) is offset by underspends in Respite Care (£0.1m) and Home Care (£0.2m) which reduces the overspend on OP and PD to £1.4m.
- To help mitigate the overpend, work is on-going to reduce the overall demand pressure by supporting people to live in their own homes or in Extra Care supported housing, and using technology and equipment to increase independence. The department will work closely with health services to plan and deliver services.
- It should however be noted that Older Peoples care provision is already relatively low cost compared to other Councils. National ASCOF⁷ benchmarking data indicates that;
- Bradford has relatively low levels of admissions to costly Residential and Nursing Care compared to other Councils, indicating both low cost services, and a relatively limited ability to reduce further.

⁷ Source NHS Digital - 2015.16 ASCOF returns.

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

- Reablement Services which help keep people out of long term care are relatively effective.

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

- Delayed transfers of care from hospital are very low.

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

4.1.3 Learning Disabilities (£6.3m overspend)

- Learning Disabilities (LD) has a £41m net expenditure budget and continues to be a significant pressure for Adult Services with a forecast overspend of £6.3m after the utilisation of time limited IBCF funding of £3.2m.

Learning Disabilities Savings

- The service has 2017-18 savings totalling £6.9m of which £6m is forecast to be unachieved; there is also an additional savings pressure of £0.3m from 2016-17.
- LD Residential and Nursing Care has a saving target (3A10) of £1.3m relating to changes to block contracts arrangements. The service is working with providers to transform the models of care from Residential and Nursing Care to Supported Living in the community. It is however unlikely that the saving will be achieved this financial year, and the underachievement may recur in 2018-19. The 2018-19 budget proposals include deferring these savings to 2019-20.
- There is also a further £1m unachieved saving (3A6) linked to the Learning Disabilities block contract for day services; the service is working with the provider on the 're-imagining day services' agenda and the introduction of Individual Service Funds, to give more choice and support to clients, which should reduce costs over time. A pilot project has commenced, but it is unlikely that the saving will be delivered in 2017-18 and the underachievement may recur in 2018-19. The 2018-19 budget proposals include deferring these savings to 2019-20.

- Reviewing work is on-going to reduce packages of care where appropriate and achieve the combined Supported Living saving of £0.8m (3A2 and 4A2). To date, £0.4m has been achieved and the remaining £0.4m could reduce further as more support packages are reviewed and assistive technology is employed to manage risk and reduce costs.
- There is an additional high cost placement saving of £0.8m applied to LD budgets of which £0.5m is forecast to be unachieved. However, reviewing continues to be a priority and the department is working closely with the NHS to share costs where people have complex needs; this could result in further expenditure reductions.
- The service has been allocated £3m of the demand management saving (4A1), all of which is forecast to be unachieved in 2017-18

Learning Disability Further Pressures

- In addition to the unachieved savings above, the service has a further pressure of £3m which is mainly due to the rising costs of care (including care fee uplifts paid in 2017-18) and an increase in the number of clients supported to live in the community as indicated in the table below:

	2014-15	2015-16	2016-17	2017-18
Homecare/Supp. Living Clients (at year end unless otherwise stated)	445	501	459	502
Gross Costs	£6.3m	£7.7m	£8.7m	£10.8m

- The number of residential placements continues to decline in line with the plan as outlined below, the associated saving is however being offset by increasing costs of new placements for people with highly complex needs where the average unit cost per week has increased by £146 to £1,344 compared to 2016-17.

	2014-15	2015-16	2016-17	2017-18
Clients (at year end unless otherwise stated)	247	240	240	231 at Qtr 3
Gross Costs	£8.1m	£8.5m	£8.9m	£9.2m (F)

(F) = Forecast

- The department is in discussion with the Clinical Commissioning Groups to secure Continuing Health Care (CHC) contributions where appropriate.
- The allocation of £3.2m of IBCF to LD budgets has helped reduce the overspend on Learning Disability services in 2017-18 to £6.3m.

4.1.4 Mental Health (£0.5m overspend)

- Mental Health (MH) services are forecast to overspend the £8m net expenditure budget by £0.5m, due to pressures of £0.4m on Residential and Nursing Care fees and a further £0.1m pressure on Direct Payments.

- Although Residential and Nursing client numbers are generally lower than in prior years, the overspend is caused by a £36 increase in the average Residential and Nursing unit cost to £510 per week, and a recurrent overspend from 2016-17.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	196	198	192	189 at Qtr 3
Gross Costs	£3.8m	£3.9m	£4.0m	£4.2m (F)

(F) = Forecast

- Home Care is also forecast to overspend the £1.6m net expenditure budget by £0.3m as client numbers are increasing.

	2014-15	2015-16	2016-17	2017-18
Service users (at year end unless otherwise stated)	141	108	138	150 at Qtr 3
Gross Costs	£1.3m	£1.4m	£1.6m	£1.9m(F)

(F) = Forecast

- The increase is partly due to the strategy of providing more care in the community and also due to the movement of clients from the MH block Supported Living contract to Home Care spot purchase packages of care. The overspend is mitigated by a compensating £0.3m underspend on the Supported Living block contract.

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

Demand Management and Other Savings.

In order to help deliver the £8m demand management saving (4A1) that has been allocated to Older People, Learning Disability and Physical Disability Purchased care as outlined previously, the department has 4 main work strands:

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

- Review of care packages: The department will look in detail at the funding status and continuing appropriateness of the 300 packages of care/placements costing in excess of £35k per year, and also review house by house people in supported living.
- A review of spending will seek to identify any further savings.

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

- The £0.6m saving linked to changes in the Contributions Policy (3A1) is forecast to be unachieved as the implementation of the new policy was initially delayed. The policy has now been agreed and the underachievement will not recur in 2018-19. As this underachievement is one-off in nature, the department will utilise £0.7m of reserves to mitigate this pressure in 2017-18.
- The saving linked to reviewing charging arrangements for people with a Mental Health (MH) need (3A12) of £0.2m is forecast to be unachieved, as well a recurrent pressure of £0.2m from 2016-17 savings. All people with a Mental Health need who are assessed as eligible to contribute to their care are now being charged; the shortfall relates to people who have Section 117 status who are entitled to free after-care following discharge from hospital. These people will continue to be reviewed to ensure they are receiving appropriate levels of care.
- There is also a shortfall of £0.3m on the changes to Housing Related Support saving of £1m (3A7) and £0.1m on the Review of LD Travel Support (3A8). Work is on-going in both areas to achieve the savings by the end of the financial year.

Other Departmental Pressures

In addition to the underachieved savings and pressures on Purchased Care budgets outlined above, Health and Wellbeing also have some other financial pressures;

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

4.2 Children's Services

- Children Services are forecast to overspend the £86.1m net expenditure budget (£477.2m Gross budget) by £3.9m.

Children's Services	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.4	0.4	0.0	-	-	-	0.4	0.4	0.0
Learning Services	301.2	301.3	0.1	-305.5	-305.6	-0.1	-4.2	-4.3	-0.0
Children's Specialist Services	58.9	64.5	5.5	-3.9	-4.2	-0.3	55.0	60.2	5.2
Performance, Commissioning	14.0	14.1	0.1	-0.8	-0.8	-0.0	13.2	13.3	0.1
Deputy Director	102.6	101.4	-1.2	-80.9	-81.1	-0.2	21.7	20.3	-1.4
Total	477.1	481.7	4.5	-391.1	-391.7	-0.7	86.1	90.0	3.9

The forecast overspend is inclusive of a £3.1m shortfall in the budgeted savings for 2016-17 and 2017-18. The main variances are outlined below.

- (3C8) - The £0.8m savings plan from 2016-17 to reduce the numbers of Looked After Children by 75 to 800 is forecast to be unachieved as numbers have increased from 875 at the time of the plan, to 978 at the end of Qtr. 3.
- (3C7) - The £0.6m savings plan from 2016-17 to bring Children cared for outside the District back into Bradford is forecast to be unachieved as numbers are increasing. Consequently, the further savings of £0.5m for 2017-18 are also forecast to be unachieved. Problems have been encountered with the District being able to provide the specialised accommodation which is often required by some out of area children. The service is continuing to seek to address this situation.
- (4C14) - The £1m saving linked to reducing Agency spend in Children's Social Care Services is forecast to not be delivered. Agency expenditure has reduced but staff have been recruited into vacant Social Work posts. The service has been able to reduce the agency staff by 20 full time equivalents.
- (3C4) - £0.2m of savings in relation to Children's Social Care management is forecast to be under achieved, and is in the process of being reviewed.
- £2.9m of the current £3.1m shortfall in savings have been identified as unlikely to be delivered, and these are proposed to be addressed as part of the 2018-19 budget setting process. A further £0.6m of 2018-19 savings in relation to Children's Social Care agreed as part of the 2017-18 budget setting process have also been identified as unlikely to be delivered, and these are also proposed to be addressed through the 2018-19 budget setting process also.

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

- The Council allocated £5.9m of budget savings in relation to Travel Assistance of which £1.2m has been delivered leaving £4.8m outstanding. The service will continue to look at options of making further savings in 2017-18. The forecast underachievement is covered by Corporate contingencies in 2017-18.
- The Travel Assistance service has come under the Assistant Director of Performance, Commissioning and Partnerships from the 1st of April. The School

Travel team and the Travel Training team have been moved from the Department of Place into Children's Services. The Travel Assistance Board has commissioned an external review of the current arrangements and will then be commissioning external support to achieve the savings identified which should be in place by April 2018. Delivery of some of the actions from the external review have already commenced.

4.2.1 Children Social Care Service

Children's Social Care are forecast to overspend the £55.0m net expenditure budget by £5.2m inclusive of the underachieved savings and demand pressures outlined below. The main variances include:

- 2016-17 undelivered savings of £1.4m linked to reducing the number of Looked after Children to 800 (3C7), and bringing children cared outside Bradford back into the district (3C8) as outlined above.
- A £1.8m overspend on the £7.6m external purchased placements budget due to higher demand.
- The fees and allowances budgets of £17.6m are also anticipated to overspend as follows:
 - Special Guardians Allowances £0.3m
 - Adoption Allowances £0.2m

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

Type of Placement (Avg numbers)	2014-15	2015-16	2016-17	2017-18 Qtr3
Placed with Parents	84	86	119	116
Placed for Adoption	63	38	24	24
Friends and Families	218	206	232	230
Foster Parents	349	365	365	372
Fostering Agencies	32	32	38	54
Residential Care	68	63	58	52
Residential Care (Ext)	46	50	47	43
Other	37	34	48	63
Sub Total (Number of Looked After Children)	897	874	931	954
Residence Orders	65	69	59	51
Adoption Orders	270	271	260	244
Special Guardianship Orders	240	277	304	319
Sub Total (Chd in Permanent Arrangements)	575	617	623	614
Total Children Receiving Support	1,472	1,491	1,554	1,568

Since 2012-13 the numbers of Children receiving support has increased by 266 from 1,302 (a 20% increase). This is inclusive of a 65 increase in Looked After Children numbers (+7%),

whilst the number of children in permanent arrangements; which are both less disruptive for the child, and less costly, have increase by 201 (49%), indicating that the increase in demand is being efficiently managed.

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

- A pressure in delivering 2017-18 budget savings in relation to Agency spend (£1.0m), Administration (£0.1m) and Children Social Care management (£0.2m).
- Internal residential provision is forecast to overspend the £4.7m net budget by £0.3m due mostly to staffing costs.
- Social Work services are forecasting an overspend of £0.4m on a £9.9m net budget.
- Through and After Care service is forecasting to overspend the net budget of £5.4m by £0.2m on salary and placement cost.
- The above pressures are partly offset by forecast underspends on the Legal/Court cost budget of £0.4m and Early Help services (£0.3m).

At a local level, the above budget overspends were experienced despite a local context of:

- Success in managing the proportion of children needing care. Bradford has 61 Looked after Children per 10,000 Children, compared with a statistical neighbour average of 74 per 10,000 Children. This figure is also significantly lower than the majority of core cites. Indicatively, if the numbers of Looked After Children in Bradford were the same as average statistical neighbour⁸ benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.
- Early management of risk - Bradford has 38.2 children per 10,000 on a Child Protection Plan, which compares well to a national rate of 43.1 per 10,000 and a regional average of 41.7 per 10,000.
- Bradford has achieved strong performance for Children's Social Care despite a comparatively low cost base. Comparator information about per capita spending on children demonstrates that Bradford has the lowest cost base within West Yorkshire, a significantly lower cost than the average for both Metropolitan and national authorities.
- A 9% reduction since October 2016 in children who are on care orders as the child is now placed with parents. This saves the cost of providing support for the child through e.g. fostering or residential care.
- Increasing Social Worker workloads: Caseloads per Social Worker in Bradford (16.1) are now above the national (15) and regional averages (12).
- Improving value for money in respect of placements. Actual costs reduced marginally in 2016-17 while delivering a higher number of care nights.

⁸ A benchmarking group consisting of Councils most similar to Bradford socio-economically.

Mitigating Actions

- Children's services plan to mitigate the forecast overspend by reviewing the sufficiency and commissioning strategy; Re-commissioning block contracts for residential and fostering provision; reviewing the care plans of all young people in purchased placements who can return internally or to an Independent Foster Agency placement, and increasing the capacity of the In-House Fostering Service through training and recruitment.
- The Journey to Excellence and Innovation ("B" Positive Pathways) programmes have been established to deliver change programmes across Children's Social Care.
- Robust control measures are in place and a review of spending will seek to identify any further savings. Plans are in place to address the shortfall in the remainder of the year which include;
 - Review of all budget areas with service managers, Finance, and Commissioning to identify any further compensatory savings.
 - Budget oversight delegated down to Team Manager level to ensure management grip of spending on the front line.
 - Make further use of the Innovation Fund and Rapid Response to reduce the numbers of children in particular teenagers coming into the care system and going to out of area placements.
 - Undertake a review of all young people coming into and leaving the care system to inform forward forecasting and identify areas where alternatives can be explored.
 - Internal change board continues to monitor and challenge spending.
 - Star Chamber process started in July 2017 challenging spending and savings delivery.
 - To increase our supply of in house foster carers through a refreshed recruitment process underway through the fostering review.
 - Work with other West Yorkshire authorities to review the White Rose agreement is underway to maximise joint purchasing powers and efficiencies.
 - Seeking more creative ways with Service Managers to put in place local care packages to reduce out of area placements. This has been enabled by very recent Ofsted changes to the requirements for regulated placements.
 - A cross system piece of work has started led by the Children's Transformation and Integration Group looking at the impact of children originally from outside of the district, and in particular Central and Eastern Europe on services, with the aim of identifying opportunities to deliver services differently and reducing the amount spent on specialist elements. This is being led by Children's Services senior staff, and will bring together colleagues from all key agencies including health, the Voluntary and Community Sector, education, the police and social care.

- Given the increases in Looked After Children numbers and other pressures on Childrens Social Care services it is also clear however that a number of budget plans will not be delivered and alternative savings plans have needed to be found as part of the 2018-19 budget setting process.

4.2.2 Performance Commissioning and Development

- Performance, Commissioning and Development are forecast to overspend the £13.2m net expenditure budget by £0.1m as a result of a salary overspend on Child Protection services.

4.2.3 Education, Employment and Skills

- Education, Employment and Skills is forecast to underspend the £21.7m net expenditure budget by £1.4m.
- The service is on target to deliver £1.7m of DSG savings/reductions in 2017-18.
- There are underspends on staffing budgets on Early Childhood Services £0.3m, Special Education Needs Services £0.2m, 14-19 Service £0.2m, Primary Achievement Service £0.1m and Education Liaison Team £0.1m.
- The Achievement/School Intervention budget is forecasting an underspend of £0.3m and the £5.6m budget for Pension payments to former teachers and lecturers is set to underspend by £0.1m.
- Play Service is set to generate surplus income of £0.1m and there is a £0.1m underspend on non staffing budgets across Early Childhood Services.
- There is also a current pressure related to income generation in the Curriculum ICT team of £0.1m, and £0.2m on the Connexions contract. The pressure is currently being addressed through additional income in other parts of Education, Employment and Skills.
- In 2018-19 Education, Employment and Skills are tasked with delivering major transformation in relation to the Special Education Needs and Disabilities(SEND) services and Early Help services that will generate Dedicated School Grant (DSG) and Council Base budget savings. Although £0.2m has been allocated as part of the Transformation Fund, the service has identified a budget shortfall of £0.5m to support the delivery of these transformation changes from 2018-19. The additional funding need is to help ensure that support services have the capacity to support the transformation programme plus resources are required for staff support and training.

4.3 Department of Place

The department is forecast to overspend the £66.1m net expenditure budget (£122.7m gross budget) by £1.6m.

	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.6	0.6	0.0	0.0	0.0	0.0	0.6	0.6	0.0
Fleet & Transport Services	12.8	12.5	-0.3	13.4	13.1	0.3	-0.6	-0.6	0.0
Waste Collection & Disposal	28.1	29.3	1.2	6.1	6.2	0.0	22.0	23.1	1.1
Neighbourhoods & Street Scene	18.4	17.5	-0.8	6.0	6.2	-0.3	12.4	11.3	-1.1
Sports & Culture Services	31.5	32.6	1.1	20.9	21.0	-0.1	10.6	11.6	0.9
Economy & Development Services	11.2	11.0	-0.2	3.7	3.7	0.0	7.6	7.3	-0.2
Planning, Transportation & Highways	20.2	20.4	0.2	6.7	6.1	0.6	13.5	14.3	0.8
Place	122.7	123.9	1.2	56.6	56.2	0.4	66.1	67.6	1.6

- The £1.6m forecast overspend position is due to pressures within Planning, Transportation & Highways (£0.8m) in conjunction with the continuing pressure within Sports Facilities (£0.8m) and Waste Services disposal costs (£1.1m), offset by forecast underspends in Neighbourhoods and Streetscene linked to lower expenditure, and higher revenues from parking and fines.
- Of the £6.1m planned savings, £1.4m is forecast not to be achieved, although £0.3m in offsetting mitigating savings have been found, reducing the balance to £1.1m. The forecast underachieved savings are as follows;
- (3E4) - The £1.0m saving linked to alternative weekly collections is forecast to be underachieved by £0.4m. The planned number of round reductions has been revised from 10 to 8. Furthermore, 2 of the 8 rounds have been retained for contingency reasons whilst the new collection rounds bed in following the introduction of AWC. This contingency will cease in February 2018.
- (3E2) – Introduction of Charges for Green Waste Collection, £0.1m of the £0.3m saving related to the loss of one collection round which has been delayed until the start of 2018-19.
- (R19) - The £0.2m saving linked to Highways cost reduction from 2016-17 was forecast at Qtr1 to be unachieved but since then progress has been made to reduce the energy load of street lighting thus delivering cashable benefits in full year of approximately £0.1m.
- (3E11) – The £0.1m saving linked to restructuring the Sports and Culture Management Staffing is also forecast to be unachieved.
- (3R18) – The £0.1m saving linked to restructuring Planning Transport & Highways and Transferring Functions to the West Yorkshire Combined Authority is forecast to be unachieved.
- (4R4) – The £0.1m saving linked to the Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset is forecast to be unachieved. The saving has been mitigated in 2017-18 by utilising one off external funding.
- Other smaller scale underachieved savings totalling £0.4m in Sports and Culture

services which are not expected to recur in 2018-19.

4.3.1 Waste, Fleet & Transport

- Fleet & Transport Services are forecast to balance the £0.6m net income budget (£12.8m gross expenditure budget). Reduced income of £0.1m within Licensing and Land charges has been mitigated by savings within Passenger Transport Services and an overachievement of income from the training division.
- Waste Services are forecast to over spend the £22.0m net expenditure budget (£28.1m gross budget) by £1.1m, due to overspends in Waste Disposal.
- This over spend is largely comprised of the following;
- Unbudgeted increase in the interim disposal contract price (from 01/10/17) prior to the commencement of the newly signed 12-year Waste Disposal contract on 1st April 2018 (£0.4m).
- £0.5m costs at the Materials Recycling Facility (MRF), Bowling Back Lane; the MRF operation is unbudgeted, the service plan at the outset was that savings from reduced residual waste would off-set MRF costs. This has only been partly achieved as the full year effect of reduced residual waste (and thus reduced costs) will not be felt until 2018-19.
- Capacity issues at the MRF due in part to contamination of recyclable materials have resulted in additional costs (£0.4m) owing to the need to use third party recycling facilities including additional haulage costs (unbudgeted).
- Shortfall in income received from sale of recyclable materials (£0.3m) due to a combination of capacity issues at the MRF and reduced unit prices for recycle sales.
- Waste operating costs forecast to be £0.45m over budget; this includes running costs for the Bradford & Keighley transfer loading stations (TLSs) and additional haulage costs. The overspend is partly due to higher tonnes of waste going through transfer loading stations that requires haulage to disposal points, as fewer tonnes are direct delivered to our interim residual waste disposal contractor. Odour management issues at their site on Canal Road has meant that Waste services have had to transfer haul more tonnes to other disposal points since September 2017, and the associated costs were not budgeted for.
- The additional costs linked to the new Waste disposal contract including additional haulage costs have been factored into the 2018-19 budget setting process.
- The above overspends (totalling £2.0m) are however being partly offset by reductions in residual waste disposal tonnes and costs, as a result of the roll-out of alternate weekly collections. This is resulting in higher recycling tonnes, lower residual waste tonnes, and fewer tonnes going to costly landfill or alternative treatment than in previous years.
- The forecast at Q3 for disposal of residual waste to the main contractor or landfill is £0.8m lower than the £12.3m budget and highlights the success of AWC and the positive impact it is having on residual and recycling kerbside tonnages.

Mitigating Actions

- Waste Services have introduced a further shift at the MRF to boost capacity. This will ensure that benefits from sortation of recyclates are achieved both in terms of increased income from recyclate sales and reduced need to use third party recycling facilities. Waste services will continue to seek out the best price for recyclate sales in tough market conditions by tendering on a bi-monthly basis. Waste advisors are also following up on the issue of contaminated kerbside recyclates and are targeting specific identified areas of concern.

4.3.2 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services are forecast to under spend the £12.4m net expenditure budget (£18.4m gross budget) by £1.1m as a result of underspends in Uniformed Services (£0.6m) linked to lower expenditure, and higher revenues from car parking and fines than budgeted, and underspends totalling £0.5m in Neighbourhood Services, Customer Services, Youth Services and Street Cleansing.
- Budget savings of £1.4m are forecast to be delivered as planned.
- Within Uniformed Services, revenues from car parking tickets, parking fines and bus lanes fines are forecast to over achieve the budget by £0.3m. However, based on actual revenues to December, it is expected that bus lane fines and fixed penalty notices will be £0.2m lower than prior years, indicating that the cameras and fines regime is changing behaviour as intended.

Uniformed Services	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
9301 Tickets	(1,247)	(1,340)	(1,417)
9303 Contract Parking	(141)	(143)	(117)
9345 Parking Fines & Fixed Penalty Fines	(2,705)	(2,382)	(2,180)
Other Income	(24)	(75)	(65)
TOTAL Income	(4,117)	(3,940)	(3,779)

4.3.3 Sports and Culture

Sports & Culture	Gross Expenditure			Income			Net Expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
AD Leisure Services	0.3	0.5	0.2	0.0	0.0	0.0	0.3	0.5	0.2
Facilities	5.8	6.6	0.8	4.6	4.7	(0.0)	1.2	1.9	0.8
Sports Development	0.5	0.5	0.0	0.2	0.2	0.0	0.3	0.3	0.0
Swimming Development	0.4	0.4	0.0	0.2	0.2	0.0	0.2	0.2	0.0
Sports & Leisure - External	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Technical	0.5	0.5	0.0	0.2	0.1	0.1	0.3	0.4	0.1
Parks Services	3.2	3.2	(0.0)	0.6	0.5	0.2	2.5	2.7	0.2
Bereavement Services	1.8	1.9	0.0	3.2	3.3	(0.1)	(1.3)	(1.4)	(0.1)
Prudential Borrowing / Equip Purch	1.1	1.0	(0.1)	0.0	0.0	0.0	1.1	1.0	(0.1)
Parks & Landscapes - Ext Funding	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Assistant Director Culture	0.0	0.0	(0.0)	0.0	0.0	0.0	0.0	0.0	(0.0)
Libraries	3.3	3.3	0.0	0.2	0.2	(0.0)	3.2	3.2	0.0
Museums	2.1	2.1	0.0	0.2	0.2	0.0	1.8	1.8	0.0
Community Halls	0.4	0.4	0.0	0.3	0.3	0.0	0.1	0.1	0.0
Theatres	7.6	7.5	(0.1)	7.1	7.0	0.1	0.4	0.4	(0.0)
Markets	1.7	1.6	(0.1)	2.9	2.8	0.0	(1.1)	(1.2)	(0.0)
Tourism	0.6	0.7	0.1	0.1	0.1	0.0	0.5	0.6	0.1
Culture Policy & Events	2.3	2.5	0.2	1.0	1.4	(0.4)	1.3	1.1	(0.2)
Sports & Culture	31.5	32.6	1.1	20.9	21.0	(0.1)	10.6	11.6	0.9

- Sports & Culture are forecast to overspend the £10.6m net expenditure budget (£31.5m gross budget) by £0.9m.
- Planned savings of £0.9m are forecast to be underachieved by £0.3m in year (Sports and Culture staffing - £0.1m, Museums staffing - £0.1m and the Review of Tourism - £0.1m). The full year effect of the saving will be delivered in 2018-19.
- Employee costs within Sports Facilities are forecast to overspend the £4.4m budget by £0.7m. This is in the main driven by pressures due to spend incurred on monthly allowances & casual staff as reported previously.
- Sports Facilities have had higher costs, lower income and lower attendances than in prior years, resulting in an increase in the subsidy per attendance at the 3rd quarter. Attendances have reduced in part due to the closure of Eccleshill pool for refurbishment.

	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Sports Facilities			
Gross Costs £000s	4,432	4,854	4,899
Income £000s	(3,009)	(3,068)	(3,022)
Direct Net Costs £000s	1,422	1,785	1,877
Total Attendances 000s	1,330	1,318	1,229*
Gross Managed Cost per attendance	£3.34	£3.68	£3.99
Income Per Attendance	-£2.27	-£2.33	-£2.46
Direct Subsidy per attendance	£1.07	£1.35	£1.52

(YTD = Year to Date)

- Parks services are forecast to overspend the the £2.5m net budget by £0.2m due to lower income than budgeted. This is due largely to reduced fee income from bowls & other activities, tree cutting, gritting and grounds maintenance.
- Bereavement Services are forecast to receive £0.1m more than the £1.3m net income budget linked to the numbers of burials and cremations administered being

higher than budgeted.

- Transitional funding for Libraries and Tourism ceased at the end of 2016-17. The timing of approval of the new destination management plan and tourism strategy has meant full year savings for Tourism will not be achieved resulting in an overspend of £0.1m. It is not expected that the underachievement will recur in 2018-19.
- Libraries, Museums, Community Halls, Theatres and Markets are all forecasting a breakeven position against net budgets of £3.2m, £1.8m, £0.1m, £0.4m & -£1.1m respectively. Markets are forecasting an under achievement of £0.2m against the net income target of £1.1m. However, this is expected to be balanced off at year end either through use of the Markets Reserve, or if the Department prioritises plans in relation to the new markets development through other means subject to available funds.
- Regarding performance, Museum visitor numbers have increased.

Museums	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	1,644	1,690	1,760
Income £000s	(237)	(471)	(254)
Direct Net Costs £000s	1,408	1,219	1,506 ⁹
Number of visits	167,080	163,933	186,155
Net direct cost per visit	£8.43	£7.44	£8.09

(YTD = Year to Date)

- The increase is largely due to the opening of the Hockney Gallery at Cartwright Hall where visitor numbers increased from 31,000 visits to 53,000 in comparison to the same point in 2016-17.
- Library visitor number are continuing to decline, linked largely to reducing provision.

Libraries	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	2,600	2,769	2,523
Income £000s	(123)	(81)	(124)
Direct Net Costs £000s	2,477	2,688	2,399
Books and Media Loans (Sitelib13)	820,621	814,418	755,472
Number of New Borrowers (Sitelib_08)	10,295	10,902	9,805
Number of Visits (Sitelib01)	1,074,238	1,016,892	943,426
Gross direct cost per visit	£2.42	£2.72	£2.67

(YTD = Year to Date)

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

⁹ Net costs have increased as a result of one off costs associated with the creation of the Hockney Gallery, and lower income than last year due to a grant being received in 2016-17.

Theatres	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	7,599	9,421	6,505
Income £000s	(6,200)	(7,138)	(4,694)
Direct Net Costs £000s	1,399	2,284	1,812
Alhambra Ticket Sales	204,000	251,000	188,000
St Georges Hall Ticket Sales	53,000	0	0
Total Ticket Sales	257,000	251,000	188,000

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

Markets	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	969	853	1,225
Income £000s	(2,366)	(2,321)	(2,265)
Direct Net Costs £000s	(1,396)	(1,469)	(1,040)
Indoor Units Occupied	510	495	454
Wholesale Unit Occupied	21	21	19
Outdoor Units Occupied	94	86	62
Total Units Occupied	625	602	535
Visitor Numbers 000s	4,490	4,289	4,046

- Within Strategic Culture Policy & Events a £0.2m underspend is being forecast against a net budget of £1.3m, which is as a result of the success of this year's Bingley Music Live festival.
- The event was a sell-out, and the festival is forecast to have made an operating surplus of £0.2m. This is a significant improvement on last year's event which was loss making. The number of tickets sold and income from ticket sales was significantly improved on prior years reflecting a successful event.

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

- Other areas of Strategic Support & Projects are continuing to report a break even position.

Mitigating Actions

- Sports and Leisure have a well understood finance pressure within Sports Facilities operations. Department of Place are finalising a proposal that will introduce a broad plan for bringing the service back into line.

4.3.4 Economy and Development Services

- Economy & Development Services are forecast to underspend the £7.6m net expenditure budget (£11.2m gross budget) by £0.2m.
- Budgeted savings of £0.3m are forecast to be delivered during the year as planned.
- At Qtr. 3 there is a significant saving (£130k) being reported in the delivery side of Economic Development and some greater than planned spend (£39k) in Economic Development Programmes. However, some expenditure on programmes will be deferred to 2018-19 specifically;

£0.125m	for developing local business improvement district
£0.4m	in respect of Executive recommendation for European Structural Investment Fund match funding
£0.2m	relating to Executive's recommendation to commit funding for Enterprise Support
£0.1m	Economic Strategy development (marketing, communications, publications & project development)
£0.821m	TOTAL

- The Development Team continue to deliver the Baildon Business Park which is now reaching the final stage with construction of units on the last 2 plots about to begin. By the end of 2018 the scheme should be completed.
- The team are also working with the owners of the former Harold Town building in Keighley to bring to market up to 150,000 sq ft of much needed industrial space.
- Work has now started on developing projects on the three Enterprise Zone sites in the District. The team are working with land owners, internal colleagues and external agencies to bring forward developments which over the next 10 years could bring to market over 500,000 sq ft of new industrial property.
- The next phase of New Bolton Woods has been approved and house builder Keepmoat will deliver 140 new houses. In addition, Skipton Properties are on site at Crag Road to deliver circa 60 properties in the first phase of a redevelopment of a brownfield site. Further phases of the development should also see improvements to Shipley Station in the form of a new Park and Ride facility.
- One City Park - The site development opportunity was launched at MIPIM UK in mid-October. This initial market exposure is being used to undertake a formal Expression of Interest (EOI) process to decide on a short list of preferred developers. Alongside this, work has begun to identify potential occupiers. The EOI process will take place during the first quarter of 2018 with a view to securing a preferred development partner by the summer of 2018.
- Bradford has been successful in gaining an in principal funding agreement with the European Regional Development Funding Managing Authority (DCLG) and has signed funding agreements with the European Structural Fund Managing Authority

(Department for Work and Pensions) for support for a five year Community Led Local Development (CLLD) programmes for Bradford Central and Keighley. The Council, as Accountable Body, is working with delivery partners Action for Business Ltd and Cnet in Bradford and Airedale Enterprise Services, in Keighley. Subject to funding agreements in place, the planned programmes are Keighley CLLD a £4.8million Programme and Bradford Central a £6million Programme.

- The Programmes Team is looking to commission a three-year programme of support that complements, fills gaps, and provides referral routes into current business and enterprise delivery. The programme will assist businesses in sectors not eligible for European Structural Investment Fund support (i.e. retail, hospitality, etc.) – prioritising small independent visitor economy businesses and market traders in Bradford City Centre and the town centres in the Aire Valley. In addition, the Programme will deliver pre-start support in disadvantaged communities, assisting individuals who are not eligible for current provision or who need additional support to access it. It is proposed that the programme will commence from April 2018.
- Economic Development Programmes Team continues to deliver the City Centre Growth Zone extending the Rates Rebate Scheme to 31st March 2020 and increasing the Priority Streets area to include Darley Street, Kirkgate, Rawson Place, Rawson Square, Ivegate, Tyrrel Street, Bank Street, North Parade, Queens Gate, Piece Hall Yard, Upper Manor Row, New Market Place, Albion Court and Hustler Gate.
- Education Client Services are forecasting an underspend of £0.1m against their £1.6m net budget, which is the result of vacancy savings as well as a significant underspend on school security costs compared to previous years.
- Housing Operations is on track to balance its £1.1m net budget. The Housing Operations team administers the statutory licensing scheme for high risk houses in multiple occupation. Legislation dictates that income generated through this scheme must be used to deliver the scheme. The service has agreed a delivery plan to utilise the income over a 5 year period, but will need to retain the funding in a ring fenced reserve for this purpose.
- The Housing Development service is projecting a balanced budget at year end. Prudential borrowing charges for all the completed affordable housing schemes are now being met from the rental income. This will leave a surplus of approximately £120k which will need to be placed in the sinking fund reserve to fund future maintenance responsibilities.
- Housing Strategy is forecast to balance its £1.9m net budget.
- Bed & Breakfast projected expenditure for 2017-18 has been increased by continued pressure in complex homelessness cases, consisting of individuals and families whom the Council has a statutory duty to accommodate. Changes to the Government Housing Benefit scheme have both reduced Council income, and increased difficulties of client move on from this provision. During this quarter there has been a marked reduction in B&B usage compared to the last quarter. However, despite tight management of B&B, costs have increased and it may be necessary to rely on underspends in other parts of the service to pay for the additional costs incurred.

- The Flexible Homeless Support Grant of £535k is required to be used for homelessness prevention and related activity. The government has announced a 2-year allocation and will be announcing further allocations in due course. The funding has been confirmed as recurring. The expenditure plan aims to meet some of the pressures which will be placed by the Homelessness Reduction Act 2017 as well as the immediate and imminent pressures from welfare reform. Due to tight timescales it is unlikely that the current year allocation will be fully spent in the current year.
- The government has also announced New Burdens funding in relation to the Homeless Reduction Act 2017 and this will be used in line with government expectations and guidelines. The current year allocation will be used towards a new Housing Options and Allocations IT system which is currently out to tender. The New Burdens funding is limited to 3 years and is unlikely to continue beyond that.

4.3.5 Planning, Transportation and Highways

- The service is forecast to overspend the £13.5m net expenditure budget (£20.2m gross budget) by £0.8m, a £0.2m improvement since Qtr.2 due mostly to an increase in planning fees. The adverse forecast outturn position is due to the pressures with Street Lighting Energy and the continuing underachievement of Building Control Fees
- Street Lighting energy costs are forecast to be £0.7m higher than the £2.7m budget. This is partly due to increased energy charges, and the time taken to deliver savings of £0.32m (includes £0.15m (4R11 & 3R14) this year and £0.17m (R19) brought forward from last year. Invest to save investment into more efficient Street Lighting equipment will bring about savings, an initial investment of £0.8m was completed but the second phase of investment worth £1.6m is just getting underway. The issue remains that price increases are offsetting any savings made.
- The service budget action plan to reduce the projected overspends is progressing through a range of measures. Highways Services Finance Board has progressed opportunities for increased income and reduced expenditure, for example the Highways Delivery Unit has secured additional grant funded work which helped release some pressure off revenue funding activity but also is compensating for savings that are taking longer to deliver than expected (e.g. CCTV and Street Lighting). Better coordination in highways scheme delivery between operational and strategic functions has also helped to deliver efficiencies.
- Planning fees have performed above expectations to Qtr. 3 and it is forecasted there will be an overachievement of fees of approximately £130K.
- The favourable improvement in planning fees performance is down to higher fees per application rather than volumes. Performance regarding the speed of applications processed has also improved.

Development Management	Qtr. 3 YTD 2015-16	Qtr. 3 YTD 2016-17	Qtr. 3 YTD 2017-18
Gross Costs £000s	1,728	1,610	1,796
Income £000s	(1,107)	(1,313)	(1,709)
Direct Net Costs £000s	621	296	87
Major Planning applications processed	69	64	60
Minor Planning applications processed	713	737	725
Other Planning application processed	1,657	2,011	1,858
Total	2,439	2,812	2,643
Major Planning applications processed within 13 weeks	87%	85%	96%
Minor Planning applications processed within 8 weeks	91%	87%	95%
Other Planning application processed within 8 weeks	98%	94%	98%

- It should also be noted that the first planning fee increases for six years has been legislated for by government and will begin to take effect from January 17th 2018, however any additional income generated from this increase has to be reinvested within the Planning Service to improve service delivery.
- Building control is forecast to underachieve the £0.2m net income budget by £0.3m. It is anticipated that the Building Control fees will cover the costs associated with the fee paying Building Control Service, but will not be sufficient to cover the statutory part of the service. In terms of increasing overall fee income, the service is currently exploring other sources of income through increased partnership arrangements with the development sector.
- Progress with the Local Plan is being made, the core strategy was adopted in July 2017, supplementary elements remain a work in progress. As a result, the full budget allocation (£0.5m) this year will not be fully utilised. In addition, the requirement to produce a strategic transport model for the District is intended to be met from local plan funding although this will likely require adding to once the full cost of the model is known.

Mitigating Actions

- The service is seeking to mitigate the forecast overspends through cost efficient practice, strict vacancy management and improved productivity. Street lighting investment will bring a favourable reduction in energy loads and cost although this is being cancelled out by increased energy prices. Highways are adopting better commercial practices (enhanced Quantity Surveyor support for better cost management and pricing) as well as bringing in additional external funding. Planning services will explore further sources of income.

4.4 Corporate Services

- The department is forecast to underspend the £44.4m net expenditure budget (£267.9m gross budget) by £2.2m, a £0.45m increase from Qtr 2 primarily from within Revenues and Benefits and Estates and Property Services. The department is also on track to deliver £5.5m of savings as planned in 2017-18, and has made progress towards delivering further planned savings of £1.9m in 2018-19.

Corporate Services	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Director of Corporate Services	0.3	0.3	-0.0	-0.0	-	0.0	0.3	0.3	-0.0
Finance & Procurement	4.5	4.2	-0.4	-0.4	-0.5	-0.1	4.1	3.7	-0.4
Revenues & Benefits	182.3	182.0	-0.2	-178.5	-178.9	-0.4	3.8	3.2	-0.6
Information & Customer Services	13.8	13.3	-0.5	-1.0	-0.9	0.1	12.7	12.4	-0.3
Estates and Property Services	52.9	49.8	-3.0	-39.4	-37.1	2.4	13.5	12.8	-0.7
Human Resources	5.9	5.8	-0.1	-2.0	-2.1	-0.1	3.9	3.7	-0.2
Legal Services	8.2	8.3	0.1	-2.1	-2.2	-0.1	6.1	6.1	-0.0
Total	267.9	263.7	-4.2	-223.5	-221.6	1.9	44.4	42.1	-2.2

- Strategic Director of Corporate Services and Finance & Procurement are, between them, forecasting an under spend of £0.4m. Half is on savings on contract spend in Procurement with the remainder being primarily on salaries as posts remain vacant pending service reviews and future budget reductions.
- Revenues & Benefits are forecast to underspend by £0.6m, a £0.1m increase from Qtr 2. Pressures on traded areas such as payroll services, and on fines and summonses income totalling £0.3m, is expected to be offset by comparative reductions in contract costs. Additionally, cash handling & security service have undergone a restructuring which has delivered significant in year savings of £0.1m (which will contribute to the £0.16m saving target already agree for 2018-19) while additional income from one off grants amounts to £0.2m.
- Information Services are forecasting an under spend of £0.3m on contract costs as a result of efficiencies achieved, both to date and expected to be achieved in year, in advance of further planned for budgetary reductions in 2018-19. This also includes a pressure from reduced income from schools which is forecast to be £0.1m below budget. £1.3m of planned for savings in 2017-18 are expected to be achieved in full.
- Information services overall gross cost has reduced from £22.8m in 2014-15, the last full year of the Serco contract, to a forecast figure of £13.3m in 2017-18. Gross costs per user have also fallen considerably from £3,403 in 2014-15 to a forecast figure of £2,428 in 2017-18.
- Estates and Property Services are forecast to underspend the £13.2m net budget by £0.7m; an increase of £0.2m since Qtr. 2. £2.1m of planned for savings in 2017-18 are expected to be achieved in full.
- Within Building & Technical Services, Industrial Services Group (ISG) is expected to improve its bottom line position by £0.1m as a result of higher than expected pre-orders while the planned for restructuring is expected to deliver the budgeted savings in year. Building Services has seen a £2m fall in income & expenditure levels due to a reduction in capital works, with the reduced bottom line contribution being offset by Technical services who are expected to be £0.3m under budget due to higher levels of fee income for schools works.

- The Energy Team is forecast to be £0.15m under budget based on projected consumption levels which have reduced significantly following the vacation of property and investment into energy efficiency. Architectural Services is however forecast to be £0.2m below its targeted contribution due to a reduction in workload over recent years.
- Catering & Office Services is seeing pressure on its traded services increase, notably in School Catering where 6 school contracts were lost in September. However, 2 new school contracts were obtained in November and as a result of further improvements in productivity levels and savings they are still anticipating a net underspend of £0.2m, £0.1m up from Qtr2. Improvements in profit margins within School Cleaning and an under spend on Residential Catering linked to reducing numbers have served to offset both the trading pressure on Other Catering and a small overspend on Building Cleaning.
- Estates Operational & the Property Programme are forecasting a £0.1m under spend and expect to achieve both planned for savings and increased rental income linked to the acquisition of investment properties and a review of rents. In 17/18 this has included the acquisition of the Hall Ings NCP car park, the ceasing of the lease and vacation of Kershaw House. Additionally the vacation of Bank House is due for completion at the end of March 2018.
- Estates new income is expected to boost the account by £0.4m is partially offset by additional costs required relating both to taking on such new leases; i.e. capital financing costs, and in undertaking other property related work associated with transitioning to a smaller estate; i.e. relocating staff from Kershaw & Bank House into Sir Henry Mitchell & Margaret McMillan Tower.
- Human Resources (HR) are forecast to underspend the £3.9m net expenditure budget by £0.15m. The service has been able to both maintain income levels from traded services and make savings against its salary budget as it restructures further to achieve both £0.9m of planned savings in 2017-18 and a further £0.2m in 2018-19. HR projections assume work on Council priority programmes such as Organisational Change & the Learner Management System is being funded in 2017-18 via previously established reserves of £0.6m respectively.
- Legal Services are forecast to balance the £6.1m net expenditure budget and achieve budgeted savings of £0.3m in 2017-18. The service has experienced significant demand pressures on its Legal teams partially offset by increasing income from charging for external services. However, a residual pressure exists which has been offset in year by under spends on members support and civic budgets. It should be noted that as 2017-18 is a fallow year the district elections budget of £0.2m has been transferred to the central reserve to be made available over the remaining years of the cycle.

4.5 Chief Executive

Chief Executive	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Chief Executive Core Office	-0.1	0.2	0.3	-0.0	-0.0	-	-0.1	0.2	0.3
Political Offices	0.2	0.2	-0.0	-	-	-	0.2	0.2	-0.0
Public Affairs	1.4	1.4	0.0	-0.1	-0.1	-	1.3	1.3	0.0
Policy Programme	2.3	2.1	-0.2	-	-0.0	-0.0	2.3	2.1	-0.2
Total	3.9	4.0	0.1	-0.1	-0.1	-0.0	3.8	3.8	0.1

- The Chief Executive's Office is forecast to overspend the £3.8m net expenditure budget (£3.9m gross) by £0.1m. Half of this additional expenditure is on salaries where the service is absorbing the costs of staff subject to redeployment after completion of the restructure. Implementation of the new structure in the 3rd quarter is projected to deliver savings of £0.25m in 2017-18 while £0.2m of work is expected to be undertaken on transformation fund projects. Full year savings of £1m for 2018-19 are expected to be achieved subsequent to the completion of the service restructure in November 2017 and includes projected activity being carried out on transformation/Implementation projects funded from the reserve.

4.6.1 Non Service Budgets

- Non service budgets of £5.9m are forecast to underspend by £0.7m as a result of lower than budgeted spend on West Yorkshire Joint Committees, External Audit and higher than budgeted income from interest and investments.

4.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority, redundancy costs and contingencies.
- Central budgets are forecast to underspend by £8.4m largely as a result of a £5m underspend on the Capital Financing budget due to lower than planned capital expenditure and low interest rates, and £2.5m lower than budgeted redundancy costs. Fewer people have been made redundant than previously expected as services have managed to reduce posts by other means. Additionally, the average redundancy payment was also lower than estimated.
- A £6m reduction in the capital financing budget has been factored into the 2018-19 budget setting process so this underspend is unlikely to recur, and the budget for redundancy costs has also been funded from redesignation of reserves, and is one off in nature.
- The £4.8m of savings associated with Travel Assistance that are forecast to be undelivered, and will be mitigated by £4.8m of centrally held contingencies. Contingencies will continue to mitigate the underachievement, until the delivery plan is finalised.

5. BALANCE SHEET

5.1 Cash Reserves

- Net movements from reserves have led to a £26.6m reduction in total reserves from £153.0m at 1 April 2017 to £126.4m at 31st December (£101.2m Council and £25.2m schools). Unallocated reserves stand at £14.5m.

	Opening Balance 2015-16 £m	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Net Movement	Reserve Balance at 31 st Dec 2017 £m
Council reserves	145.8	133.9	127.8	-26.6	101.2
Schools Delegated budget	38.4	33.8	25.2	-0.0	25.2
Total	184.2	167.8	153.0	-26.6	126.4

- The £26m net releases from reserves include the £22m of reserve movements outlined in the Qtr. 2 Finance report, and the following further movements in Qtr.3.

Releases from

- £3.2m Integrated Care
- £0.2m Regional Growth fund
- £0.2m Dilapidation & Demolitions
- £0.2m Markets
- £0.3m Child Exploitation

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

- Since the last report Housing reserves have been re-profiled and renamed to better reflect the direction of support for Housing Services within the Bradford District.

5.2 School Balances

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

	Balance 1 st April 2017		Balance 31 st March 2018		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	659	7	547	0	112
Primary	106	8,580	100	5,488	6	3,092
Secondary	7	(635)	7	(3,182)	0	2,547
Special	6	354	4	67	2	287
Pupil Referral Units (PRU)	7	666	7	330	0	336
Subtotal	133	9,624	125	3,250	8	6,374
School Contingency		14,650		8,000	0	6,650
Other Activities		943		943	0	0
Total	133	25,217	125	12,193	8	13,024

- The school balances reserve is currently forecast to reduce by £13.0m in 2017-18. There has been seven schools (High Park Special School, Phoenix Special School, Priesthorpe Primary, East Morton Primary, St John CoE Primary, Holybrook Primary and Clayton CoE Primary) that converted to academy status in 2017-18. Two primary Schools (Aire View Infants and Hothfield Junior) have merged to form the new Silsden Primary School.
- Thirteen schools (1 Nursery (£0.01m), 8 Primary (£0.23m), 3 Secondary (£3.74m) and 1 Special (£0.16m)) hold a combined deficit school balance of £4.14m.

6 CAPITAL

- The profiled resource position for 2017-18 for the Capital Investment Plan (CIP) stands at £90.4m. This is a reduction of £14.4m from the Quarter 2 monitor position. To the end of December there has been spend of £51.7m. A summary position by service is shown in the Table below and the detailed Capital Monitor in Appendix 4.

	Budget Exec Nov 2017	Changes	Re - profiled Budget for Year	Actual Spend to 31 Dec	2018- 19 Budget	2019-20 Budget	2020-21 Onwards
	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Adult & Community Services	8.4	-4.1	4.3	2.3	10.4	10.7	0.9
Children's Services	16.0	-1.9	14.1	10.0	16.5	28.8	6.5
Department of Place - Economy & Development	24.2	-3.3	20.9	15.3	22.3	9.2	10.4
Department of Place - Planning, Transportation & Highways	20.3	-0.9	19.4	10.1	28.5	37.0	62.8
Department of Place - Other	15.6	-3.7	11.9	8.1	18.8	20.6	10.5
Corp Services – Estates & Property Services	8.0	0	8.0	5.9	3.6	0.9	0.1
Reserve Sch & Contingencies	12.3	-0.5	11.8	0.0	39.0	34.5	38.0
All Services	104.8	-14.4	90.4	51.7	139.1	141.7	129.2

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

- The re-profiling of £1.8m Affordable Housing Programme 2015-18 scheme into next year due to delays starting on two of the sites.
- The re-profiling of £4.2m Keighley Extra Care and Residential Care schemes into future years.
- Within Department of Place Other, £1.4m of spend for Sedburgh Sports Facilities have been moved into future years and £1.1m for King George V Playing Fields.

New Capital Schemes

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

- £0.25m for Customer Services to invest in new IT technology to improve self-serve, and reduce the number of face to face contacts and telephone calls requiring officer time.
- £0.55m for the advanced acquisition and demolition of a property that is required for the Bradford to Shipley Corridor improvement project. The scheme is to be funded by short term borrowing prior to reimbursement from the West Yorkshire Transport Fund.
- £0.55m for Thornton Road / Toller Lane Junction Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
- £0.11m to replace the Council's underground fuel tanks. The scheme will provide a flexible fuelling facility and minimise the risk to the Council of fuel loss.
- £0.056m additional funding to complete essential repair works to Chellow Dene reservoir.

Capital Resources

- The Council has already achieved the target of £3m in capital receipts. An additional £18.4m in capital grants and contributions has been received so far this year. The Council has £10m of debt due to mature in February at an interest rate of 4.5%.

7. COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- In 2017-18 the Council will receive its budgeted Council Tax of £171.386m and its budgeted prior year surplus of £2m. Any in year variance against the budgeted Council Tax and surplus does not impact in 2017-18 but will be carried forward into 2018-19.
- A small in year pressure of £0.4m is forecast, which will be carried forward into 2018-19 Council Tax Base. This is because the cost of Council Tax Reduction is higher than expected due to the continuing identification of residents that qualify for full protection under the current scheme. Further, the provision for past years debt is likely to increase, reflecting the on-going challenge of collecting small amounts of Council Tax from low income households. These pressures are partially offset by a higher number of overall households than forecast. Also the 2016-17 prior year surplus was £0.2m lower than budgeted which is also carried forward into 2018-19.

Business Rates

- The Council in 2017-18 will receive its budgeted £63.5m share of Business Rates and pay back its budgeted prior year deficit of £5.9m. As with Council Tax, any in year variance between budgeted Business Rates and the deficit is carried forward into the 2018-19 financial year. However, the deficit that outturned in 2016-17 was as expected.

- To date, current year Business Rate income is nearly in line with the amount forecast, with a small £0.15m surplus forecast, which is carried forward into 2018-19. However, a challenge on forecasting Business Rates continues to be monitoring the impact on collection of backdated appeals. While a new appeal process started 1 April 2017, there is insufficient data to assess whether the current year's estimated provision is sufficient.

Collection Rates

- By 31 December 2017 the Council had collected £155.3m (75.5%) of the value of Council Tax bills for the year compared with £146.3m (75.2%) at the same stage last year.

Council Tax Collection	At 31 Dec 15/16	At 31 Dec 16/17	At 31 Dec 17/18
Council Tax - Dwellings administered	213,794	214,864	216,385
BV9 Council Tax collected in year	139,187	146,325	155,313
BV9 % of Council Tax Collected	75.17%	75.2%	75.5%
Council Tax Collection Target by Qtr 3	75%	75%	75%

- The collection figure for Business Rates at 31 Dec 2017 is 78.93% (compared to 78.35% at the same time last year). A direct comparison cannot be made due to the changes as a result of the revaluation of all businesses and the application of the new revaluation relief.

Business Rates Collection	At 31 Dec 15/16	At 31 Dec 16/17	At 31 Dec 17/18
Number of Business Rates bills issued plus the number of summonses	25,716	27,912	31,595
CIS_034 (BV10) - Business Rates collected in year to £000s	115,241	118,300	113,131
BV10 % Business Rates collected in year	79.21%	78.35%	78.93%
Business Rates Collection Target by Qtr 3.	80%	79%	79%

8.0 RISK MANAGEMENT

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

9.0 LEGAL APPRAISAL

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

10.0 NOT FOR PUBLICATION DOCUMENTS

None

11.0 RECOMMENDATIONS

That the Executive

11.1 Note the contents of this report and the actions taken to manage the forecast overspend.

11.2 Approve the following capital expenditure schemes.

- £0.25m for Customer Services to invest in new IT technology.
- £0.55m for the advanced acquisition and demolition of a property that is required for the Bradford to Shipley Corridor improvement project. The scheme is to be funded by short term borrowing prior to reimbursement from the West Yorkshire Transport Fund.
- £0.55m for Thornton Road / Toller Lane Junction Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
- £0.11m to replace the Council's underground fuel tanks. The scheme will provide a flexible fuelling facility and minimise the risk to the Council of fuel loss.
- £0.056m additional funding to complete essential repair works to Chellow Dene reservoir.

12.0 APPENDICES

Appendix 1	Savings Tracker
Appendix 2	Reserves Statement as at 31 st December 2017
Appendix 3	Service Earmarked Reserves as at 31 st December 2017
Appendix 4	Capital Investment Plan

13.0 BACKGROUND DOCUMENTS

- Proposed Financial Plan updated 2018-19 to 2020-21 5th December 2017
- Mid Year Finance and Performance Statement 2017-18 Executive Report 7th November 2017
- Qtr 1 Finance Position Statement 2017-18 Executive Report 11th July 2017
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017
- Medium Term Financial Strategy 2018-19 to 2020/21 and Beyond incorporating the Efficiency Plan - Executive Report 11th July 2017
- Annual Finance and Performance Outturn Report 2015-16 Executive Report 19 July 2016
- The Council's Revenue Estimates for 2016-17 & 2017-18 – Council Report R 25 February 2017
- The Council's Capital Investment Plan for 2016-17 to 2019/20 – Executive Report BB 23 February 2016
- Section 151 Officer's Assessment – Council document S 25 February 2016

Savings Tracker

Appendix 1

Ref	Saving Narrative	Budgeted Saving £000s	Forecast Saving £000s	Variance £000s
Health & Wellbeing				
3A1	Changes to the Contributions Policy	611	0	611
3A2	Changes to Older People and PD Home Care Service	1,500	0	1,500
3A3	Changes to Supported Living for Learning Disabilities	500	165	335
3A6	Changes LD Day Care and Procurement	1,000	0	1,000
3A7	Changes to Housing Related Support	1,000	710	290
3A8	Continue to Review Learning Disabilities Travel Support	360	235	125
3A10	Changes to Contracts for LD Residential and Nursing	1,000	0	1,000
3A12	Review Charging Arrangements for People with MH – 17/18	250	0	250
4A1	Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, continued personalisation).	8,000	0	8,000
4A2	Demand management – further reductions in high cost packages, further reductions in Supported Living contracts/packages, various reductions in travel and fees.	2,000	1,450	550
Total 2017-18 new budget savings				13,661
3A1	Changes to the Contributions Policy	466	377	89
3A10	Changes to Contracts for LD Residential and Nursing	278	0	278
3A12	Review Charging Arrangements for People with MH	215	70	145
Unachieved savings from prior years				512
Health and Wellbeing Total				14,173
Children's Services				
3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	500	85	415
4C4	Child Protection management restructure - reduction in teams by four to ten with potential reduction in team managers plus review other overall budgets	240	60	180
4C7	Looked After Team – Review of staffing and non-staffing budgets	19	0	19
4C14	Reducing agency spend in Children's Social Care Services	1,025	0	1,025
4C16	Administrative Support restructure – rationalisation of the supervision and management structure	100	35	65
Total 2017-18 new budget savings				1,704
3C7	Looked After Children - bring children cared for outside of Bradford back into the District.	624	0	624
3C8	Looked After Children - Reduce the Numbers of Looked After Children by 75 Over 2 Years.	815	0	815
Unachieved savings from prior years				1,439
Children's Services Total				3,143

Department of Place

3E1	Support & Encourage Recycling	200	130	70
3E2	Introduction of Charges for Green Waste	310	190	120
3E4	Alternative Week Waste Collection	1,000	575	425
3E9	Sports Facilities – new online booking system	50	25	25
3E11	Restructure Sports & Culture Management Staffing	100	0	100
3E13	Transfer Ownership of Playing Pitches & Facilities to Sports Clubs, Parish Councils & Community Organisations	80	60	20
3E14	Parking Charges at Some Parks and Woodlands	40	10	30
3E19	Museums – restructure of the Service	80	0	80
3E22	Review of Tourism Budget	50	0	50
4R3	Commercialise HDU to increase the range of services provided	223	293	(70)
4R4	Centralisation of urban traffic control	119	0	119
3R13	CCTV – commercial income generation	100	50	50
3R14	Street Lighting - Partial Night Switch Off	100	50	50
3R18	Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125	0	125
<hr/>				
Total 2017-18 new budget savings				1,194
<hr/>				
R19	Reform services following on from highways delivery review. Reduce lighting costs and energy consumption through reduced and/or varied street lighting levels across the district's modern lighting stock. Securing a reduced highways insurance premium due to application of new legislation. Reduce the operational budgets for Urban Traffic Control, Street lighting and Highway Maintenance which represent a 10% reduction in operational budgets with a resultant pressure on maintaining assets across those areas. This would adversely affect: the efficiency of first time permanent repair of potholes; overall network condition; potential increase in insurance claims; risk of traffic disruption due to signal failure; increase in repair times for street lighting	170	0	170
<hr/>				
Unachieved savings from prior years				170
<hr/>				
Department of Place Total				1,364
<hr/>				
Travel Assistance				4,774
<hr/>				
Total Forecast underachievement				23,454
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Reserves Statement as at 31 December 2017

Appendix 2

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,198	358	1,556	Funding to support young and disadvantaged people into employment
Managed severance	4,093	-4,093	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	3,063	-2,285	778	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs
Trade Waste VAT refund	343	-120	223	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	805	0	805	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Sports Strategy	104	0	104	To cover feasibility costs associated with the Sports Strategy.
Single Status	24	0	24	To cover any residual implementation of Single Status costs.
Transformation Programme	124	-124	0	To fund transformational activity
Better Use of Budgets	2,788	-2,787	1	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	192	-34	158	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	5,188	-520	4,668	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	3,956	-1,657	2,299	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,848	0	1,848	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	6,663	-235	6,628	To help fund Transitional work, and cover risks.

	Opening Balance £000	Movement in 2017-18 £000	Closing Balance £000	Comments
Dilapidation & Demolition	2,000	-200	1,800	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly Implementation Reserve	756	0	756	
	0	2,500	2,500	To fund Projects associated with delivering 2017-18 savings plans.
Sub Total	38,043	-9,197	28,846	
C. Reserves to support capital investment				
Renewal and replacement	13,283	-7,979	5,304	Funding used to support the capital investment programme.
Markets	1,148	-239	909	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	14,431	-8,218	6,213	
D. Service Earmarked Reserves	41,685	-8,657	33,028	See Appendix 2
E. Revenue Grant Reserves	8,366	-520	7,846	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	25,217	0	25,217	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub total General Fund Reserve & School balances	36,020	0	36,020	
Grand total	153,042	-26,592	126,450	

Departmental Earmarked Reserves Statement as at 31 December 2017

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	1,416	0	1,416	Funding to support invest to save projects
Integrated Care	4,491	-3,200	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	436	-147	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	4,543	-3,000	1,543	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	10,945	-6,347	4,598	
Children Services				
BSF Unitary Charge	6,929	0	6,929	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,465	0	4,465	See above
Children's Service Program Support	52	0	52	
Better Start Programme	90	0	90	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Recruitment & Retention	105	0	105	
Routes to Work	348	-348	0	Employment and Skills funding that was carried forward from 2014-15 to complete initiatives that span more than twelve months.
Advanced Skills Fund	10	-10	0	
Retail Academy (Skills for Employment)	227	0	227	
Child Sexual Exploitation Prevention	300	-300	0	To support the continuation of CSE work in 2017-18.
Training Work Programme (Skills for Work)	927	0	927	
Total Children	13,453	-658	12,795	

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	83	0	83	Set aside to meet Departmental costs associated with delivering a Waste Management solution
City centre regeneration	51	0	51	
Customer Service Strategy	835	-750	85	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	491	-20	471	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	446	0	446	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
Art Fund	12	-12	0	To fund the purchase of works of Art.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	173	-100	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	91	-15	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	279	0	279	To help fund the Tour De Yorkshire
Lidget Moor YC	18	-9	9	To support Youth Services in Lidget Green Area
Empty Homes	125	-125	0	To support the on-going programme to bring empty homes back into use
Council Housing Reserve	455	0	455	To meet future costs associated with later stages of the affordable

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
				housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
City Park Sinking Fund	784	0	784	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	867	0	867	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Stock Condition	95	-95	0	Funding to procure Stock Condition Surveys.
Private Rented Lettings (was Social Lettings)	664	-364	300	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	956	-673	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	0	50	50	
Fresh Start	0	441	441	
B&B Emergency Contingency	0	173	173	
Housing Options IT System	0	415	415	
Department of Place	7,942	-1,084	6,858	

Corporate Services

Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	72	-72	0	To support organisational development
Workforce Development	549	0	549	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc in support of workforce development.
District Elections	192	19	211	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non Council.

	Opening Balance £000	Movement in 2017-18 £000	Latest Balance £000	Comments
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,212	0	6,212	To fund future ICT projects
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Facility Management Service Improvement	515	-515	0	To support investment in service improvements and cover against uncertainty in the client base
Total Corporate Services	9,345	-568	8,777	
Total Service Earmarked Reserves	41,685	-8,657	33,028	

Appendix 4

Capital Expenditure

Scheme No	Scheme Description	Exec Report	Changes	Re profile	Spend	Budget	Budget	Budget	Budget
		Mid Year		Budget 2017-18	31 Dec 17	2018-19	2019-20	2020-21	2021-22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing									
CS0237	Great Places to Grow Old	0	0	0	0	0	9,138	0	0
CS0237	Keighley Rd Extra Care	4,950	-2,900	2,050	1,317	5,870	488	0	0
CS0237	Keighley Rd Residential Care	2,425	-1,325	1,100	711	2,645	89	0	0
CS0373	BACES DFG	667	0	667	20	443	443	443	443
CS0239	Community Capacity Grant	51	100	151	51	1,452	516	0	0
CS0348	Whiteoaks Respite Centre	86	67	153	153	0	0	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	0	0	0	0	0
CS0312	Integrated IT system	131	0	131	41	0	0	0	0
CS0352	Electric vehicle charging infrastructure	30	0	30	29	0	0	0	0
Total - Health and Wellbeing		8,359	-4,058	4,301	2,322	10,410	10,674	443	443
Children's' Services									
CS0256	2yr old Nursery Educ Expansion	55	0	55	59	0	0	0	0
CS0278	Targeted Basic Needs	74	0	74	40	0	0	0	0
CS0286	Outdoor Learning Centres	33	0	33	4	0	0	0	0
CS0022	Devolved Formula Capital	1,751	-837	914	1,751	0	0	0	0
CS0030	Capital Improvement Work	200	-27	173	86	27	0	0	0
CS0240	Capital Maintenance Grant	6,300	-731	5,569	3,452	3,331	0	0	0
CS0244	Primary Schools Expansion Progr	4,094	0	4,094	2,630	1,409	6,919	0	0
CS0244	Silsden Sch £7.265m Exec 12/04/16	768	0	768	658	2,979	4,088	130	0
CS0244	SEN School Expansions	2,000	-391	1,609	1,010	2,391	0	0	0
CS0360	Early Yrs 30 hrs childcare	487	0	487	218	0	0	0	0
CS0314	Foster Homes Adaptation	16	0	16	4	0	0	0	0
CS0316	Tracks Educational provision	9	-1	8	7	0	0	0	0
CS0322	Horton Park Prim Open Spaces	21	0	21	15	0	0	0	0
CS0362	Secondary School Expansion	150	0	150	44	5,876	10,801	956	0
CS0377	LA SEN Free School	0	50	50	0	500	7,000	5,350	100
CS0343	Childrens Home Build Works	46	0	46	1	0	0	0	0
Total - Children's' Services		16,004	-1,937	14,067	9,979	16,513	28,808	6,436	100

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services									
CS0134	Computerisation of Records	0	0	0	0	10	0	0	0
CS0136	Disabled Housing Facilities Grant	3,858	0	3,858	2,756	2,028	2,028	5,753	2,028
CS0137	Development of Equity Loans	600	200	800	532	1,000	1,300	1,200	1,195
CS0144	Empty Private Sector Homes Strat	750	-150	600	200	662	0	0	0
CS0225	Afford Housing Prog 11-15	92	34	126	70	0	0	0	0
CS0308	Afford Housing Prog 15 -18	13,800	-1,800	12,000	9,874	8,600	1,383	0	0
CS0250	Goitside	5	0	5	4	0	0	177	0
CS0280	Temp Housing Clergy House	263	0	263	4	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	163	0	163	153	4	0	0	0
CS0084	City Park	50	-50	0	0	205	0	0	0
CS0085	City Centre Growth Zone	200	-200	0	-92	1,699	4,451	0	0
CS0189	Buck Lane	41	0	41	6	75	0	0	0
CS0228	Canal Road	0	0	0	0	100	0	0	0
CS0241	Re-use of Fmr College Builds Kghly	660	-508	152	144	506	60	0	0
CS0266	Superconnected Cities	300	-300	0	0	907	0	0	0
CS0291	Tyrils	0	0	0	11	4,800	0	0	0
CS0265	LCR Revolving Econ Invest Fund	2,299	0	2,299	1,148	0	0	0	0
CS0285	Strategic Development Fund	0	0	0	0	1,167	0	0	0
CS0345	Develop Land at Crag Rd, Shply	1,076	-573	503	441	573	0	0	0
Total - Place - Economy & Development Serv		24,157	-3,347	20,810	15,251	22,336	9,222	7,130	3,223
Place - Planning, Transport & Highways									
CS0131	Kghly Town Cntr Heritage Initi	397	0	397	179	0	0	0	0
CS0178	Ilkley Moor	18	0	18	0	0	0	0	0
CS0179	Landscape Environ Imp	23	0	23	0	0	0	0	0
CS0281	Saltaire - Public Realm imp	0	0	0	2	0	0	0	0
CS1000	Countances Way - Bridge grant	30	-30	0	0	0	30	0	0
CS0071	Highways S106 Projects	72	0	72	35	100	356	0	0
CS0091	Capital Highway Maint	4,968	0	4,968	4,518	0	0	0	0
CS0095	Bridges	806	0	806	496	0	0	0	0
CS0096	Street Lighting	203	0	203	122	0	0	0	0
CS0099	Integrated Transport	431	0	431	834	0	0	0	0
CS0103	WY Casualty Reduction Ptner	36	0	36	42	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	660	0	660	610	0	0	0	0
CS0168	Connecting the City (Westfield)	57	0	57	40	0	0	0	0
CS0172	Saltaire R/about Cong& Safety Works	320	0	320	20	0	0	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0
CS0264	Highway to Health	234	0	234	201	0	0	0	0
CS0282	Highways Strategic Acquisi	206	0	206	30	0	0	0	0
CS0289	Local Pinch Point Fund	502	0	502	7	0	0	0	0

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0293	West Yorks & York Transport Fund	1,844	0	1,844	270	19,383	26,145	34,062	27,014
CS0296	Pothole Fund	428	0	428	353	0	0	0	0
CS0306	Strategic Transp Infrastr Priorit	1,000	-1,000	0	0	1,260	2,600	0	0
CS0306	Connectivity Project	2	2	4	4	1,196	400	0	0
CS0302	Highways Prop Liab Redn Strat	110	0	110	12	0	0	0	0
CS0307	Bus Hot Spots	0	0	0	1	0	0	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0
CS0317	VMS Signage	39	0	39	0	0	0	0	0
CS0319	Challenge Fund	2,465	0	2,465	238	0	0	0	0
CS0323	Flood Risk Mgmt	285	0	285	68	0	0	0	0
CS0325	Street Lighting Invest to Save	72	126	198	85	0	0	0	0
CS0329	Damens County Park	48	0	48	0	60	0	0	0
CS0332	Flood Funding	919	0	919	509	0	0	0	0
CS0334	Air Quality Monitoring Equip	9	0	9	0	0	0	0	0
CS0350	Street Lighting Invest to Save	825	0	825	0	825	0	0	0
CS0353	Strategic land purch Hard Ings Kghly	434	0	434	238	4,415	3,176	0	0
CS0355	Strat land purc Harrogate Rd/New Line Jct	492	0	492	416	154	3,557	1,733	0
CS0358	SE Bradford Link Road	83	0	83	12	0	0	0	0
CS0365	National Productivity Invest Fund	835	0	835	533	0	0	0	0
CS0370	LTP IP3 One System Public Transport	779	0	779	179	779	779	0	0
CS0371	LTP IP3 Places to Live and Work	629	0	629	51	300	0	0	0
CS0375	Sign Shop	82	0	82	0	0	0	0	0
Total - Place - Planning, Transport & Highways		20,391	-902	19,489	10,105	28,472	37,043	35,795	27,014
Dept of Place - Other									
CS0060	Replacement of Vehicles	3,000	0	3,000	2,880	3,000	3,000	3,000	3,000
CS0066	Ward Investment Fund	0	0	0	0	35	0	0	0
CS0151	Building Safer Commun	0	0	0	0	47	0	0	0
CS0063	Waste Infrastructure & Recycling	677	0	677	676	204	0	0	0
CS0132	Community Hubs	25	-25	0	0	25	0	0	0
CS0283	Above Ground Fuel Storage	60	50	110	0	0	0	0	0
CS0328	Cliffe Castle Various	35	0	35	0	0	0	0	0
CS0374	Cartwright Hall CCTV	45	0	45	0	0	0	0	0
CS0376	Recycling Bins	0	680	680	470	0	0	0	0
CS0340	St George's Hall	5,222	-2,222	3,000	1,437	5,139	0	0	0
CS0121	Roberts Park	65	0	65	64	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	0	83	0
CS0162	Capital Projects - Recreation	80	120	200	133	0	0	0	0
CS0187	Comm Sports Field & Facili	53	0	53	25	0	0	0	0
CS0229	Cliffe Castle Restoration	2,383	75	2,458	2,150	52	0	0	0

Scheme No	Scheme Description	Exec Report Mid Year		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		£'000	Changes						
CS0347	Park Ave Cricket Ground	125	37	162	161	20	0	0	0
CS0367	King George V Playing Fields	1,100	-1,096	4	4	1,096	0	0	0
CS0277	Wyke Manor Sports Dev - demolitn	150	110	260	0	0	0	0	0
CS0245	Doe Park	182	-139	43	6	0	0	0	0
CS0349	Chellow Dene	0	43	43	15	8	0	0	0
CS0356	Sedburgh SFIP	2,365	-1,365	1,000	37	8,865	7,035	49	0
CS0354	Squire Lane Sports Facility	0	0	0	1	0	5,000	4,400	0
CS0359	Community Resilience Grant	32	0	32	10	0	0	0	0
CS0107	Markets	50	2	52	27	35	0	0	0
CS0342	Westgate Carpark	0	0	0	14	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	0	0	0	0	219	5,606	0	0
CS0247	Replace Box Office Equip	5	0	5	1	0	0	0	0
Total - Dept of Place - Other		15,654	-3,730	11,924	8,111	18,745	20,641	7,532	3,000
Corp Serv - Estates & Property Services									
CS0094	Property Programme (bworks)	0	0	0	0	609	0	0	0
CS0262	Margaret McMillan Towers	0	22	22	22	0	0	0	0
CS0318	Property Programme 15/16	30	0	30	25	0	0	0	0
CS0333	Argos Chambers / Britannia Hse	1,171	0	1,171	199	0	0	0	0
CS0344	Property Programme 16/17	544	0	544	937	0	0	0	0
CS0366	Property Programme 17/18	1,000	0	1,000	170	750	0	0	0
CS0368	Dishwasher	31	0	31	0	0	0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	274	0	0	0
CS0269	Burley In Whrfedle Culvert repair	97	0	97	3	0	0	0	0
CS0050	Carbon Management	506	0	506	196	1,000	820	0	0
CS0305	Healthy Heating Scheme	90	0	90	0	77	0	0	0
CS2000	DDA	50	0	50	0	50	50	50	62
CS0378	Cust Serv Strategy	0	33	33	0	299	0	0	0
CS0361	Strategic Acquisitions	4,500	0	4,500	4,351	576	0	0	0
Total - Corp Serv – Estates & Property Services		8,019	55	8,074	5,903	3,635	870	50	62

Scheme No	Scheme Description	Exec Report		Re profile Budget 2017-18	Spend 31 Dec 17	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
		Mid Year	Changes						
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies									
	General Contingency	577	-106	471	0	2,000	2,000	2,000	2,000
CS0376	Recycling Bins	680	-680	0	0	0	0	0	0
CS0277	Wyke Manor Ph2 Sports Dev	0	0	0	0	493	0	0	0
	Essential Maintenance Prov	0	0	0	0	2,000	2,000	2,000	2,000
	Bfd City Ctre Townscape Herit	750	0	750	0	2,000	0	0	0
	Strategic Acquisition	10,000	0	10,000	0	10,000	10,000	10,000	10,000
	Keighley One Public Sector Est	0	0	0	0	10,000	5,000	3,000	0
	Depots	0	0	0	0	3,000	0	0	0
CS0050	District Heating Scheme	0	0	0	0	0	7,000	7,000	0
CS0306	Strategic Acq - Highways	0	550	550	0	0	0	0	0
CS0306	Strategic Acq - Highways	0	0	0	0	550	0	0	0
CS0378	Cust Serv Strategy	250	-250	0	0	0	0	0	0
	Canal Road Land Assembly	0	0	0	0	450	0	0	0
	Bereavement Strategy	0	0	0	0	8,500	8,500	0	0
Total - Reserve Schemes & Contingencies		12,257	-486	11,771	0	38,993	34,500	24,000	14,000
TOTAL - All Services									
		104,841	-14,405	90,436	51,671	139,104	141,758	81,386	47,842