

Report of the Assistant Director Finance and Procurement to the meeting of Executive to be held on 20 February 2018 and Council to be held on 22 February 2018.

AZ

Subject:

The Council's Revenue Estimates for 2018/19

Summary statement:

The report provides Members with details of the Council's Revenue Estimates for 2018/19 and 2019/20

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Portfolio: Leader of the Council

Overview & Scrutiny Area:

Corporate

THE COUNCIL'S REVENUE ESTIMATES FOR 2018/19

1.0 PURPOSE

1.1 This report proposes the estimates of net revenue expenditure be recommended to Council for approval as the Council's balanced revenue budget for 2018/19 and that Executive recommend to Council for approval budget savings proposals for 2019/20.

It also forecasts the revenue position for 2020/21.

1.2 The revenue estimates are part of the overall budget proposal for the Council which includes:

- the recommended Capital Investment Plan (Document BB)
- the allocation of the Schools Budget 2018/19 (Document BA).

1.3 This report is submitted to enable the Executive to make recommendations to Budget Council on the setting of the 2018/19 budget and the Council Tax for 2018/19, as required by Part 3C of the Council's Constitution.

2.0 PROPOSED REVENUE BUDGET 2018/19 and BUDGET SAVINGS PROPOSALS FOR 2019/20

2.1 The balanced 2018/19 revenue budget is predicated on total available general resources (Council Tax income, Business Rates income, general government grant and use of reserves) of £357.160m in 2018/19.

2.2 The total expenditure takes account of changes to the underlying (base) level of expenditure at the start of the year arising from:

- The net effect of previous years' policy decisions, including decisions made by Budget Council in February 2017 in respect of 2018/19 which amounted to a net reduction in the budget of £18.699m (Appendix E). Appendices F(i) and F(ii) set out amendments to the February 2017 decisions with a net reduction in proposals of £15.271m in 2018/19 and falling to a cumulative net reduction of £4.536m by 2020/21.
- Provision to pay the proposed two year pay offer and a 1% increase for 2020/21.
- Price increases (an average of 2.5% applied to contract budgets in 2018/19 and 2.0% in later years, 2.5% to utilities and specific indexation applied to income budgets)
- The impact on the Council's funding arising from 2018/19 Local Government Settlement
- Council's decisions about changes to Council Tax, a total increase of 5.99%, including a 3% increase for Adult Social Care, as enabled by the Local Government Settlement
- Additional expenditure to deal with recurrent Service pressures
- One-off and transitional investment in other services
- Public Health Grant reductions and estimates on other specific grants not yet announced

- Service and non Service savings
- One off increase in business rates and s31 grant compensation of £5.1m and on-going increase in business rates of £450k p.a.

2.3 The summary position is shown at Appendix A, with further detail in Appendices B to G:

- On-going and non recurrent investments (Appendices B and C)
- New budget proposals (Appendix D)
- Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only) (Appendix E)
- Schedule of proposed amendments to previous budget decisions (Appendices F(i) and F(ii))
- Proposed Use of reserves statement (Appendix G).

At the time of publication all Appendices are based on savings proposals previously approved by Council in February 2017 for 2018/19, proposed amendments to those budget decisions approved in February 2017 together with new proposals which were approved by Executive for consultation on 5 December 2017.

2.4 Executive is asked to recommend to Council following their consideration of the feedback received to date from the on-going consultation processes with the public, interested parties and stakeholders, staff and Trade Unions and consideration of equality issues (and in particular Equality Impact Assessments) on the Council's new Budget Proposals:

- a 2018/19 budget; and
- budget savings proposals for 2019/20, requiring the Chief Executive, Strategic Directors and Directors to take necessary action during 2018/19 to ensure those savings are fully achievable for 2019/20.

Consultation has previously been carried out on the saving proposals approved by Council in February 2017 for 2018/19. There has been further consultation on the proposed amendments to a number of these savings proposals as detailed in Appendix F(i).

2.5 After taking into account the full year effect of the 2018/19 proposed budget, the projections for 2018/19 shows a balanced budget with additional indicative savings required for 2019/20 of £3.5m and a further £38.4m in 2020/21.

2.6 The proposed use £1.9m of reserves over the period 1 April 2018 to 31 March 2021 together with the replenishment of reserves in 2018/19 by £3.4m as detailed in Appendix G. There are no current proposals to use unallocated reserves given the increasingly challenging nature of delivering budget proposals against a backdrop of rising demand and costs. The risks associated with this position and an assessment of the adequacy of reserves is discussed in the separate Section 151 Officer's report (Document BC).

3.0 COUNCIL TAX IMPLICATIONS

3.1 In setting the Council Tax for 2018/19, Council will have regard to the Council Tax base approved by the Executive on 9 January 2018. The Council will also wish to note the precepts of the parish and town councils, of the West Yorkshire Fire and Rescue Authority (WYFRA) and the Police and Crime Commissioner for West

Yorkshire as detailed below.

4.0 MATTERS RELATING TO 2018/19 FINANCIAL POSITION

- 4.1 The 2018/19 financial position is contingent upon the 2017/18 audited out-turn. The Executive is therefore asked to give the s151 Officer authority to secure the best position for the Council in respect of 2018/19 in preparing the Final Accounts for 2017/18.

5.0 RISK MANAGEMENT

- 5.1 The uncertainties regarding the funding that will be available to the Council are considered within the Section 151 Officer's Report (Document BC).

6.0 LEGAL APPRAISAL

- 6.1 It is necessary to ensure that Executive have comprehensive information when considering the recommendations to make to Council on the budget for 2018/19 and the budget savings proposals for 2019/20 at their meeting on 20 February 2018. It is a legal requirement that Members have regard to all relevant information. The information in this report and any updated information produced to Executive on 20 February 2018 following their consideration on 6 February 2018 of the feedback received to date from the on-going consultation processes and their consideration of equality issues are considered important in this context. It will also be necessary to consider any further information produced subsequent to the 20 February 2018 Executive meeting.

7.0 OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- 7.1.1 The equality implications of the new budget proposals and the proposed amendments to previous budget decisions were highlighted in the separate report presented to the meeting of Executive on 6 February 2018 (Document AV) together with the Addendum to that Report circulated to Executive on 6 February 2018. The equality implications of the 2018/19 proposals previously approved by Budget Council in February 2017 were fully considered by Council at that time.

- 7.1.2 Equality impact assessments are undertaken on all budget proposals. Where impacts are identified on particular protected characteristic groups, the assessments are published, consulted on and then further updated reflecting on any feedback received. These updated assessments for the 2018/19 and 2019/20 proposals are accessible via this link

<https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2018-19/>

Elected Members should consider the Equality Impact Assessments in full.

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

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

7.2 SUSTAINABILITY IMPLICATIONS

7.2.1 There are no direct sustainability implications resulting from this report.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

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

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 Community safety implications of specific new budget proposals were highlighted in a separate report presented to the meeting of Executive on 6 February 2018 at paragraph 11.4 (Document AV).

7.5 HUMAN RIGHTS ACT

7.5.1 Any human rights implications resulting from this report are referred to in the Equality Impact Assessments.

7.6 TRADE UNION

7.6.1 The Interim Trade Union feedback on the Council's new budget proposals and the proposed amendments to previous budget decisions was detailed in a separate report presented to the meeting of Executive on 6 February 2018 (Document AW) together with the addendum to that report. The Trade Union feedback on the proposals previously approved by Budget Council in February 2017 was fully considered by Council at that time.

7.7 WARD IMPLICATIONS

7.7.1 In general terms, where proposed cuts affect services to the public, the impact will typically be felt across all wards. Some proposals will have a more direct local impact on individual organisations and/or communities.

7.8 NOT FOR PUBLICATION DOCUMENTS

7.8.1 None.

8.0 RECOMMENDATIONS TO COUNCIL

Executive is asked to approve the following recommendations to Council:

8.1 REVENUE ESTIMATES 2018/19

- (a) That the Base Revenue Forecast of £370.995m for 2018/19 as set out in this report "AZ" (Revenue Estimates) be approved.
- (b) That Executive Document "AZ" and the consequent net reduction in investments of £7.697m in 2018/19 be approved.
- (c) That Executive Document "AZ" and the service savings and additional income of £6.138m in 2018/19 be approved.

- (d) That it be noted that within the revenue budget there is a net contribution of £2.746m to revenue reserves in 2018/19.
- (e) That Executive Document "AZ" and the service savings proposals for 2018/19 be approved, requiring the Chief Executive, Strategic Directors and Directors to take necessary action during 2018/19 to ensure those savings are fully achievable for 2019/20.
- (f) That the comments of the Assistant Director Finance and Procurement set out in Executive Document "AZ" on the robustness of the estimates and the adequacy of reserves taking account of the recommendations made at 8.1(a) to (e) above be noted.

8.2 PROPOSED COUNCIL TAX 2018/19

8.2.1 That it be noted that the projected council tax base and expenditure forecasts outlined in this report together with the 2018/19 resources and the budget variations approved at 8.1(b) and 8.1(c) above produce a proposed Band D council tax of £1,333.21 for 2018/19. This includes a social care precept of 3.0% which is to be ring fenced for expenditure on adult social care.

8.3 PAYMENT DATES FOR COUNCIL TAX AND NATIONAL NON-DOMESTIC RATES

8.3.1 That the first instalment date for payment of National Non-Domestic Rates and Council Tax shall be specified by the s151 Officer.

8.4 DELEGATION TO OFFICERS

8.4.1 That for the avoidance of doubt and without prejudice to any of the powers contained in Article 14 of Part 2 of the Council's Constitution on the Function of Officers, the s151 Officer shall have full delegated powers to act on behalf of the Council on all matters relating to the Council Tax, Non-Domestic Rates and Accounts Receivable Debtors including (without prejudice to the generality of the delegation) assessments, determinations, recovery, enforcement and, in accordance with the statutory scheme, full delegated powers to act on behalf of the Council with regard to all aspects of the granting of Discretionary and Hardship Rate Relief to qualifying ratepayers.

8.5 PREPARATION OF ACCOUNTS

- (a) That in preparing the Final Accounts for 2017/18, the s151 Officer be empowered to take appropriate steps to secure the best advantage for the Council's financial position.
- (b) That the s151 Officer be empowered to deal with items which involve the transfer of net spending between the financial years 2017/18 and 2018/19 in a manner which secures the best advantage for the Council's financial position.
- (c) That the s151 Officer report any action taken in pursuance of 8.5(a) and 8.5(b) above when reporting on the Final Accounts for 2017/18.

8.6 COUNCIL TAX REQUIREMENT 2018/19

- (a) That the council tax base figures for 2018/19 calculated by the Council at its meeting on 9 January 2018 in respect of the whole of the Council's area and individual parish and town council areas be noted.
- (b) That the only special items for 2018/19 under Section 35 of the Local Government Finance Act 1992 are local parish and town council precepts and no expenses are to be treated as special expenses under Section 35(1) (b) of that Act.
- (c) That the Council Tax Requirement, excluding parish and town council precepts, be calculated as follows:

Gross expenditure	£1,151,891,824
Income	£962,807,852
Council Tax requirement	£189,083,972
Council tax base	140,348
Basic amount of council tax	£1,347.25
Adjustment in respect of parish and town council precepts	£ 14.04
Basic amount excluding parish and town councils	£1,333.21

- (d) That the precepts of parish and town councils be noted and the resulting basic council tax amounts for particular areas of the Council be calculated as follows:

<u>Parish or Town Council Area</u>	<u>Local Precept</u> £	<u>Council Tax Base</u>	<u>Parish/Town Council Tax</u> £	<u>Whole Area Council Tax</u> £	<u>Basic Council Tax Amount</u> £
Addingham	98,845	1,720	57.47	1,333.21	1,390.68
Baildon	199,000	6,277	31.70	1,333.21	1,364.91
Bingley	140,918	8,640	16.31	1,333.21	1,349.52
Burley	194,220	2,988	65.00	1,333.21	1,398.21
Clayton	54,511	2,416	22.56	1,333.21	1,355.77
Cullingworth	28,880	1,172	24.64	1,333.21	1,357.85
Denholme	31,558	1,111	28.41	1,333.21	1,361.62
Harden	20,475	819	25.00	1,333.21	1,358.21
Haworth, Crossroads and Stanbury	60,228	2,262	26.63	1,333.21	1,359.84
Ilkley	286,615	7,097	40.39	1,333.21	1,373.60
Keighley	500,570	14,845	33.72	1,333.21	1,366.93
Menston	117,828	2,182	54.00	1,333.21	1,387.21
Oxenhope	27,405	1,015	27.00	1,333.21	1,360.21
Sandy Lane	15,498	871	17.79	1,333.21	1,351.00
Silsden	76,030	2,937	25.89	1,333.21	1,359.10
Steeton with Eastburn	50,220	1,674	30.00	1,333.21	1,363.21
Wilsden	52,130	1,754	29.72	1,333.21	1,362.93
Wrose	15,765	2,102	7.50	1,333.21	1,340.71
Total of all local precepts	1,970,696	61,882			

- (e) That the council tax amounts for dwellings in different valuation bands in respect of the Council's budget requirement, taking into account parish and town council precepts applicable to only part of the Council's area, be calculated as follows, which includes the 3% social care precept:

	Council Tax Amount for Each Valuation Band							
	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
All parts of the Council's area other than those below	888.81	1,036.94	1,185.08	1,333.21	1,629.48	1,925.75	2,222.02	2,666.42
The parish and town council areas of:								
Addingham	927.12	1,081.64	1,236.16	1,390.68	1,699.72	2,008.76	2,317.80	2,781.36
Baildon	909.94	1,061.60	1,213.25	1,364.91	1,668.22	1,971.54	2,274.85	2,729.82
Bingley	899.68	1,049.63	1,199.57	1,349.52	1,649.41	1,949.31	2,249.20	2,699.04
Burley	932.14	1,087.50	1,242.85	1,398.21	1,708.92	2,019.64	2,330.35	2,796.42
Clayton	903.85	1,054.49	1,205.13	1,355.77	1,657.05	1,958.33	2,259.62	2,711.54
Cullingworth	905.23	1,056.11	1,206.98	1,357.85	1,659.59	1,961.34	2,263.08	2,715.70
Denholme	907.75	1,059.04	1,210.33	1,361.62	1,664.20	1,966.78	2,269.37	2,723.24
Harden	905.47	1,056.39	1,207.30	1,358.21	1,660.03	1,961.86	2,263.68	2,716.42
Haworth, Crossroads and Stanbury	906.56	1,057.65	1,208.75	1,359.84	1,662.03	1,964.21	2,266.40	2,719.68
Ilkley	915.73	1,068.36	1,220.98	1,373.60	1,678.84	1,984.09	2,289.33	2,747.20
Keighley	911.29	1,063.17	1,215.05	1,366.93	1,670.69	1,974.45	2,278.22	2,733.86
Menston	924.81	1,078.94	1,233.08	1,387.21	1,695.48	2,003.75	2,312.02	2,774.42
Oxenhope	906.81	1,057.94	1,209.08	1,360.21	1,662.48	1,964.75	2,267.02	2,720.42
Sandy Lane	900.67	1,050.78	1,200.89	1,351.00	1,651.22	1,951.44	2,251.67	2,702.00
Silsden	906.07	1,057.08	1,208.09	1,359.10	1,661.12	1,963.14	2,265.17	2,718.20
Steeton with Eastburn	908.81	1,060.27	1,211.74	1,363.21	1,666.15	1,969.08	2,272.02	2,726.42
Wilsden	908.62	1,060.06	1,211.49	1,362.93	1,665.80	1,968.68	2,271.55	2,725.86
Wrose	893.81	1,042.77	1,191.74	1,340.71	1,638.65	1,936.58	2,234.52	2,681.42

- (f) That it be noted that for the year 2018/19 the Police Crime and Commissioner has issued the following precept. As the West Yorkshire Fire and Rescue Authority (WYFRA) will not be meeting to set its precept until 16th February (after this report has been published) the West Yorkshire Fire and Rescue Authority precept shown in the table below is based on an estimate of 2.99%. Executive will be provided with the precept issued by WYFRA at the meeting of Executive on 20 February 2018.

<u>Precept Amount</u> £	Council Tax Amount for Each Valuation Band							
	<u>Band A</u> £	<u>Band B</u> £	<u>Band C</u> £	<u>Band D</u> £	<u>Band E</u> £	<u>Band F</u> £	<u>Band G</u> £	<u>Band H</u> £
<u>West Yorkshire Fire and Rescue Authority</u>								
8,802,600	41.81	48.78	55.75	62.72	76.66	90.60	104.53	125.44
<u>Police and Crime Commissioner for West Yorkshire</u>								
22,869,700	108.63	126.74	144.84	162.95	199.16	235.37	271.58	325.90

- (g) That having calculated the aggregate in each case of the amounts at (e) and (f) above, the Council set the following amounts of council tax for 2018/19 in each of the categories of dwellings shown below which includes the 3% social care precept:

	<u>Band A</u> £	<u>Band B</u> £	<u>Band C</u> £	<u>Band D</u> £	<u>Band E</u> £	<u>Band F</u> £	<u>Band G</u> £	<u>Band H</u> £
All parts of the Council's area other than those below	1,039.25	1,212.46	1,385.67	1,558.88	1,905.30	2,251.72	2,598.13	3,117.76
The parish and town council areas of:								
Addingham	1,077.56	1,257.16	1,436.75	1,616.35	1,975.54	2,334.73	2,693.91	3,232.70
Baildon	1,060.38	1,237.12	1,413.84	1,590.58	1,944.04	2,297.51	2,650.96	3,181.16
Bingley	1,050.12	1,225.15	1,400.16	1,575.19	1,925.23	2,275.28	2,625.31	3,150.38
Burley	1,082.58	1,263.02	1,443.44	1,623.88	1,984.74	2,345.61	2,706.46	3,247.76
Clayton	1,054.29	1,230.01	1,405.72	1,581.44	1,932.87	2,284.30	2,635.73	3,162.88
Cullingworth	1,055.67	1,231.63	1,407.57	1,583.52	1,935.41	2,287.31	2,639.19	3,167.04
Denholme	1,058.19	1,234.56	1,410.92	1,587.29	1,940.02	2,292.75	2,645.48	3,174.58
Harden	1,055.91	1,231.91	1,407.89	1,583.88	1,935.85	2,287.83	2,639.79	3,167.76
Haworth, Crossroads and Stanbury	1,057.00	1,233.17	1,409.34	1,585.51	1,937.85	2,290.18	2,642.51	3,171.02
Ilkley	1,066.17	1,243.88	1,421.57	1,599.27	1,954.66	2,310.06	2,665.44	3,198.54
Keighley	1,061.73	1,238.69	1,415.64	1,592.60	1,946.51	2,300.42	2,654.33	3,185.20
Menston	1,075.25	1,254.46	1,433.67	1,612.88	1,971.30	2,329.72	2,688.13	3,225.76
Oxenhope	1,057.25	1,233.46	1,409.67	1,585.88	1,938.30	2,290.72	2,643.13	3,171.76
Silsden	1,056.51	1,232.60	1,408.68	1,584.77	1,936.94	2,289.11	2,641.28	3,169.54
Steeton with Eastburn	1,059.25	1,235.79	1,412.33	1,588.88	1,941.97	2,295.05	2,648.13	3,177.76
Wilsden	1,059.06	1,235.58	1,412.08	1,588.60	1,941.62	2,294.65	2,647.66	3,177.20
Wrose	1,044.25	1,218.29	1,392.33	1,566.38	1,914.47	2,262.55	2,610.63	3,132.76

- (h) That Council notes the movement in Band D equivalent charges for 2018/19 over 2017/18 as set out in the table below.

	Council Tax 2017-18	Council Tax 2016-17	Percentage change 2017-18 on 2016-17
	Band D Equivalent	Band D Equivalent	
Bradford Metropolitan District Council	1,333.21	1,257.86	5.99%
West Yorkshire Fire and Rescue Authority *	62.72	60.90	2.99%
West Yorkshire Police Authority	162.95	150.95	7.95%
Local (Parish Council) Precepts:			
Addingham	57.47	34.95	64.4%
Baildon	31.70	28.54	11.1%
Bingley	16.31	15.96	2.2%
Burley	65.00	48.02	35.4%
Clayton	22.56	16.98	32.9%
Cullingworth	24.64	17.10	44.1%
Denholme	28.41	23.98	18.5%
Harden	25.00	20.00	25.0%
Haworth etc	26.63	20.23	31.6%
Ilkley	40.39	37.43	7.9%
Keighley	33.72	33.72	0.0%
Menston	54.00	51.30	5.3%
Oxenhope	27.00	23.26	16.1%
Sandy Lane	17.79	18.00	-1.2%
Silsden	25.89	14.37	80.2%
Steeton/ Eastburn	30.00	30.00	0.0%
Wilsden	29.72	27.86	6.7%
Wrose	7.50	7.50	0.0%

* The West Yorkshire Fire and Rescue Authority will be setting their precept on Friday 16 February 2018. The amount shown in the above table is the estimated precept based on a 2.99% increase.

9.0 BACKGROUND DOCUMENTS

- 9.1 Proposed Financial Plan updated 2018/19 – 2020/21 - Executive Report 5 December 2017 (Doc AJ)
- 9.2 2018/19 Budget Update– Executive Report 6 February 2018 (Doc AT)
- 9.3 Consultation Feedback and Equality Assessments for the 2018/19 and 2019/20 Council Budget Proposals – Executive Report 6 February 2018 (Doc AV) and the addendum to that report circulated to Executive on 6 February 2018
- 9.4 Interim Trade Union Feedback on the Council’s Budget Proposals for the 2018/19 and 2019/20 Council Budget - Executive Report 6 February 2018 (Doc AW) and the addendum to that report circulated to Executive on 6 February 2018

9.5 Section 151 Officer's Report – Executive 20 February 2018 – (Doc BC)

10.0 APPENDICES

10.1 Appendix A - Council Cumulative Budget 2018/19 and outlook for 2020/21

10.2 Appendix B - Recurring pressures and investment proposals

10.3 Appendix C - Non - recurring investment proposals

10.4 Appendix D - New Proposals subject to consultation

10.5 Appendix E - Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

10.6 Appendix F - Proposed schedule of amendments to previous budget decisions

10.7 Appendix G – Proposed Use of Reserves statement

Appendix A

COUNCIL CUMULATIVE BUDGET 2018/19, 2019/20 and outlook for 2020/21

	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000
NET EXPENDITURE			
2017/18 Base Budget	375,197	375,197	375,197
Reversal of non recurring investment	(1,575)	(2,025)	(2,025)
Recurring pressures (Appendix B)	3,712	5,233	6,773
Sub total	377,334	378,405	379,945
FUNDING CHANGES	(20,165)	(5,498)	(334)
INFLATION	13,826	26,817	38,277
Base Net Expenditure Requirement	370,995	399,724	417,888
Demographic pressures in Adults	2,993	6,045	9,160
Children's demographic pressure	625	1,250	1,875
One off investment (Appendix C)	266	703	25
Ring fenced expenditure on Adult Social Care	1,436	(1,436)	(1,436)
Transitional funding	(235)	(235)	(235)
Termination costs	(4,342)	(4,342)	(4,342)
Transformation fund	0	(2,500)	(2,500)
Capital financing and central budget adjustments	(8,440)	(6,381)	(5,831)
Public Health reduction in expenditure due to grant cut	(1,116)	(2,203)	(2,203)
2017/18 Budget decisions (Appendix E)	(18,699)	(33,512)	(33,512)
Amended prior Budget decisions (Appendix F)	15,271	12,076	4,536
New Budget proposals for consultation 2018/19 and 2019/20 (Appendix D)	(1,594)	(5,810)	(8,371)
Indicative savings required for 2020/21 per four year plan	0	(3,539)	(42,790)
Net Expenditure Requirement	357,160	359,840	332,264
RESOURCES			
Localised Business Rates	(126,693)	(65,159)	(65,589)
Council Tax Deficit 2017/18	400	0	0
Top Up Business Rate Grant	(46,500)	(68,100)	(69,462)
Revenue Support Grant	0	(34,054)	0
Use of Reserves (Appendix G)	2,746	(670)	(500)
Council Tax	(187,113)	(191,857)	(196,713)
Total Resources	(357,160)	(359,840)	(332,264)
Budget shortfall	0	0	0
Memorandum			
Council Tax base	140,348	141,098	141,848
Council Tax Band D	£1,333	£1,360	£1,387

Appendix B
Recurring pressures and investment proposals
(impact is shown on an incremental basis)

Ref.	Description of proposal	2018-19 Impact £'000	2019-20 Impact £'000	2020-21 Impact £'000
	Better Health Better Lives			
CRP5.1	Continuing investment to prevent Child Sexual Exploitation	300	0	0
	Total Better Health Better Lives	300	0	0
	Better Skills More Jobs & a Growing Economy			
RRP5.1	Funding for Growth Initiative	750	0	0
	Total Better Skills More Jobs & a Growing Economy	750	0	0
	Safe Clean and Active Communities			
ERP5.1	Increased costs associated with waste disposal	1,717	521	540
ERP5.2	Prudential borrowing budget for waste vehicles	288	0	0
	Total Safe Clean and Active Communities	2,005	521	540
	Well Run Council			
NRP5.1	Additional capital financing costs	0	1,000	1,000
FRP5.1	Council Tax Reduction Scheme – hardship fund	500	0	0
FRP5.2	Council Tax Reduction Scheme – administration costs	100	0	0
LRP5.1	Investment into school admission appeals service	57	0	0
	Total Well Run Council	657	1,000	1,000
	TOTAL	3,712	1,521	1,540

Appendix C

Non-recurring investment proposals

(impact is shown on an incremental basis)

Ref.	Description of Option	2018-19 Impact £'000	2019-20 impact £'000	2020-21 impact £'000
	Great Start Good Schools			
CNR5.1	Two year post to work on quality assurance	67	0	(67)
	Great Start Good Schools	67	0	(67)
	Safe Clean and Active Communities			
PNR5.1	One off foreign exchange loss on new waste disposal contract	133	(133)	0
	Total Safe Clean and Active Communities	133	(133)	0
	Better Skills More Jobs			
PNR5.2	Temporary funding for markets	0	636	(611)
	Total Better Skills More Jobs	0	636	(611)
	A Well Run Council			
LNR5.1	Temporary funding for mortuary services	66	(66)	0
	Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities	66	(66)	0
	Total Non-recurring investment – Appendix A	266	437	(678)

Appendix D(i)
New Proposals subject to consultation

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact
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Better Health Better Lives

5PH1	A Home From Hospital Service – Bradford Respite and Integrated Care & Support Service (BRICCS) – review and redesign of the service.	0.0	170.1
5C1	Review Respite Provision after the introduction of personalised budgets	0.0	400.0

Total Better Health Better Lives		0.0	570.1
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Better Skills, More Jobs and a Growing Economy

5E1	Museums and Galleries – Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery	0.0	260.0
5R1	Reducing de-trunked (previously Highway Agency controlled) road maintenance budget	224.8	0.0
5R2	Increased charges for activities on the highway – review of charging schedule.	25.0	0.0
5R3	Increasing percentage level of staff capital recharges to external projects/ customers	250.0	0.0

Total Better Skills, More Jobs and a Growing Economy		499.8	260.0
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Safe Clean Active

5E2	Youth Service – All commissioned grants will be reviewed during 2018, with grants to VCS groups providing youth work ceasing from April 2019.	0.0	311.0
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Total Safe Clean Active		0.0	311.0
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Well Run Council

5FM1	Residential catering – budget reduced in line with current requirement and cost, no change in service levels	80.0	0.0
5FM2	School Catering and Cleaning – increased sales, price review and administrative efficiencies.	200.0	0.0
5F1	Revenues and Benefits – Review and release of budget relating to external contractor system,	200.0	0.0
5F2	Revenues and Benefits – General efficiency savings – combination of cost and staffing reductions	100.0	0.0
5F3	Procurement Supplies and Services Budget – overall net savings subsequent to a review of the Procurement function as a whole	100.0	0.0
5H1	Workforce Development reprioritised to focus on use of more specialist ad-hoc external delivery. Review of Occupational safety.	250.0	0.0
5L1	Register Office – Net additional contribution from increased fees.	15.0	0.0

Appendix D(i)
New Proposals subject to consultation

Ref	Proposal for Change	2018/19 £'000 Impact	2019/20 £'000 Impact
5L2	Reduction of Member support budget following pension changes – specific budget contribution no longer required	149.2	0.0
5X1	Reduce total cost of top management - the scope is the senior management (Strategic and Assistant Directors) and their PA structure	0.0	75.0
Total Well Run Council		1,094.2	75.0
New draft proposals open for consultation		1,594.0	1,216.1

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

Ref	Great Start Good Schools	2018/19 £'000 Impact	2019/20 £'000 Impact	2020/21 £'000 Impact
4C2	Prevention and Early Help – detailed proposals form part of the Executive report Doc AC -7 th November 2017	0.0	3,000.0	2,561.0
Total Great Start Good Schools		0.0	3,000.0	2,561.0
Total of new proposals subject to consultation – Appendix A		1,594.0	4,216.1	2,561.0

Appendix E

Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact
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Better Health Better Lives

4PH1	School Nursing and Health Visiting - service based efficiencies – primarily management, back office and vacancy control <i>Please note this proposals affects both Better Health, Better Lives and Great Start, Good Schools but for clarity is shown here</i>	1,390.0	1,959.0
4PH2	Substance Misuse Service – combination of redesign, re-commissioning and ceasing recovery service, dual diagnosis service, supervised medication programme, inpatient detoxification services.	1,634.0	625.0
4PH3	Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	25.0	0.0
4PH4	Tobacco – combination of redesign, review and ceasing services	59.2	2.0
4PH5	Homestart, Worksafe, Injury Minimisation Programme - phase out of these services providing support for vulnerable parents and children age 0-5 years.	93.0	0.0
4PH6	Physical Activity, Food and Nutrition - cessation of grants to Voluntary and Community Sector (VCS) organisations delivering range of activities including 'cook and eat', physical activity, food growing and breastfeeding support.	250.0	0.0
4PH8	Warm Homes Healthy People – reduction in the short term winter activity based programme	40.0	20.0
4PH9	CCG Rebasing – to redesign services as part of an accountable care system, involving health, social care and other providers	499.0	0.0
4PH10	Public Health – reduction in staffing in line with redirecting investment profile towards reducing demand and maintaining health and wellbeing	350.0	310.0
4PH11	Environmental Health – management restructure	40.0	0.0
4E11	Sport and Physical Activity – investigate all methods of future operational service delivery	150.0	50.0
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	8,000.0
3C7	Looked After Children - Reducing the cost of high cost placements	250.0	0.0
4C4	Child Protection management restructure – reduction in teams by four to ten with potential reduction in team	240.0	0.0

Appendix E

Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact
	managers plus review other overall budgets		
4C5	Children's Social Care management restructure – review of management structure leading to proposed reduction of two service manager posts and one team manager	85.0	0.0
4C6	Early Help –review structures in early help for children and families commissioned from VCS, youth offending team, crime prevention, family centres, families first	120.0	660.0
4C7	Looked After Team – review of staffing and non staffing budgets	19.0	19.0
4C8	Fostering and Adoption – review team manager structure with potential reduction of one team manager post	50.0	0.0
4C9	Disabled Children Team – to build on review already underway with CAMHS, review overall staffing and non staffing budget	34.0	0.0
4C10	Child Protection Review Team – vacancy management, use of software to reduce administrative requirements	24.0	0.0
4C11	Leaving Care – to review staffing and non staffing budgets to achieve a saving of 2% in yr 1 and a further 1% in yr 2	34.0	0.0
4C13	Drugs and Alcohol Team – review of the work of the team and all other services that support young people with alcohol and drug issues	50.0	0.0
4C14	Child Protection - Reducing agency spend in Children's Social Care Services	36.0	0.0
4C15	Child Protection - Review of front door customer contact to Children's Social Care Services	46.0	0.0
	Reduction to Public Health Grant Cut met from proposals above	(1,116.0)	(1,087.0)
	Total - Better Health Better Lives	12,402.2	10,558.0

A Great Start and Good Schools for All Our Children

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

Appendix E

Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact
	Total – A Great Start and Good Schools for All Our Children	0.0	0.0

Better Skills More Jobs and a Growing Economy

4E7	Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision.	50.0	50.0
4E8	Events and Festivals – review to develop a more sustainable and balanced events programme	150.0	150.0
4E9	Libraries – reduction in the number of libraries directly provided by CBMDC. Further investigation of potential for alternative delivery models	100.0	950.0
4E10	Theatres and Community Halls – Halls to be transferred through Community Asset Transfer. Theatres to generate greater income	130.0	130.0
4E12	Ministry of Food –cessation of the service teaching people how to cook, eat and improve their long term health	96.0	0.0
4C3	Children’s Services – staffing, restructure, reduction in the Connexions contract with longer term service brought back in to Council, investigate regional data centre, cessation of Employment Opportunities Fund (EOF).	150.0	50.0
4R1	Industrial Services Group (ISG) – reduce the staffing structure to suit the present workloads	43.3	0.0
4R2	West Yorkshire Combined Authority (WYCA) Transport Levy – proposed reduction in the levy	1,234.1	750.0
4R3	Commercialise Highway Delivery Unit (HDU) – to increase the range of services provided by the HDU through increasing involvement in existing capital works programmes and delivery of services which are externally funded	223.0	0.0
4R4	Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset	246.0	0.0
4R5	Planning, Transportation and Highways – increase in discretionary charges	44.1	0.0
4R6	Planning, Transportation and Highways - options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs and footpath and snicket maintenance	(6.4)	0.0
4R7	Planning, Transportation and Highways - reduction in Highways Services operational budgets associated with operational transport gateway and subway maintenance	2.5	0.0
4R8	Planning, Transportation and Highways - Robust administration of the Yorkshire Common Permit Scheme on the Highways	70.0	0.0

Appendix E

Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact
4R9	Planning, Transportation and Highways - reduce area committee support and stop processing/charge for all requests for service delivery for non casualty led projects	124.0	0.0
4R10	Education Capital Team – combination of vacancy control, reduction in facilities management and other charges	50.0	0.0
4R11	Planning, Transportation and Highways - introduction of limited lighting hours / switch off of street lighting on non-principal road network	60.0	60.0
4R12	School Catering and Cleaning – increased sales and price reviews	35.0	0.0
4R13	Economic Development Service – reduction in City Park sinking fund (fund set aside to fund future expense), matched funding for European Strategic Investment Fund programmes. Remove support for “B-funded” community funding information website	0.0	26.0
4R20	Regeneration – no longer accept new schools onto the Active School Travel programme with existing provision being phased out over the following years of this budget process	28.0	28.0
4R21	Regeneration – reduction in the funding for the Road Safety Team	62.5	62.5
	Total - Better Skills More Jobs and a Growing Economy	2,892.1	2,256.5

Decent Homes That People Can Afford to Live In

4R19	Housing Operations – increase income generation from agency fees	44.0	0.0
	Total – Decent homes that people can afford to live in	44.0	0.0

Safe Clean and Active Communities

4E1	Parks and Bereavement management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	160.0	60.0
4E2	Waste Collection and Disposal Services – Full year effect of introduction of alternate weekly collection and	807.0	(84.0)

Appendix E

Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact
	associated round reduction, improved recycling, reduction in residual waste and improved efficiencies.		
4E3	Trade Waste – process and service improvements including back office, round efficiencies and business development opportunities.	0.0	43.0
4E4	Customer Services – redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services	50.0	50.0
4E5	Street Cleansing and Public Conveniences – reduction to street cleansing resources for 2019/20	336.3	1,004.5
4E6	Pest Control – cessation of the pest control service	36.2	0.0
4E13	Car Parking - Remove Christmas parking concessions, amend tariffs in Little Germany and other car park changes.	108.0	0.0
	Total - Safe Clean Active Communities	1,497.5	1,073.5

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

4F1	Financial Services – reduction in function reflecting reduced emphasis on retrospective reporting, more self service by budget managers and targeting staffing resources at highest risk, and most complex issues.	130.0	0.0
4F2	Insurance – reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining an internal insurance fund for self-insured risks and the cost of meeting claims	300.0	300.0
4F3	Revenues and Benefits – reduce significantly the amount of cash used by and within the organisation and reduce the cost of cash management functions through the increased digitalisation of customer payment options. Also consider if transactional functions across the Department will be more efficient and sustainable by bringing them together	160.0	0.0
4F4	West Yorkshire Joint Committees – cap contribution to Joint Committees at £1.1m which will require concerted action with other Councils	35.0	35.0
4H1	Human Resources – reduce HR transactional support, to reduce volume of service specific training	204.0	0.0
4H2	Terms and Conditions – removal of non contractual overtime payments and removal of essential car	400.0	300.0

Appendix E

Schedule of 2019/20 proposals subject to consultation (2018/19 for reference only)

REF	Proposal for Change	2018/19 £'000 NOT subject to consultation	2019/20 £'000 Impact
	allowance lump sum payments		
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	55.0	90.0
4X1	Office of the Chief Executive – restructure of the Office of the Chief Executive to improve coherence and integration of core corporate functions	479.0	0.0
4R15	Facilities Management – operational cost reductions reflecting the continued contraction of the organisation	100.0	200.0
	Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities	1,863.0	925.0
	Total – Schedule of Decisions for 2018/19 of Budget Council 2017 for information and 2019/20 proposals subject to consultation – Appendix A	18,698.8	14,813.0

Appendix F (i) – SCHEDULE OF PROPOSED AMENDMENTS TO PREVIOUS BUDGET DECISIONS SUBJECT TO CONSULTATION (incremental basis)

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

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

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

Better Skills, More Jobs and a Growing Economy					
4R2	WYCA levy	0.0	(968.1)	(250.0)	(250.0)
4R4	UTC Centralisation	0.0	(246.0)	0	0.0
Total Better Skills, More Jobs and a Growing Economy		0.0	(1,214.1)	(250.0)	(250.0)
Well Run Council					
4H2	Revised terms and conditions	0.0	(280.0)	(210.0)	(210.0)
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	0.0	(15.0)	(15.0)	0.0
Total Well Run Council		0.0	(295.0)	(225.0)	(210.0)

	Prior Year Savings £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Net amendments to previous budget decisions not subject to consultation	(14,439.0)	(2,139.1)	1,525.0	7,540.0
Total Net effect of Appendix F(i) and Appendix F(ii) – see Appendix A	(14,439.0)	(831.6)	3,195.0	7,540.0

**Appendix G
Proposed Use of Reserves**

	2018/19	2019/20	2020/21
Reference	£'000	£'000	£'000
Trade Waste VAT Reserve			
Financial Services- Partially finance service from VAT reclaims. £120k p.a.	(120)	(103)	0
Transition and Risk Reserve			
Three year funding for growth strategy	(500)	(500)	(500)
Funding for two year post for Children's quality assurance	(67)	(67)	0
Replenishment of reserve from one off gain on business rates	3,433	0	0
Total movement on reserves- see Appendix A	2,746	(670)	(500)