

Report of the Interim Strategic Director for Corporate Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 18th July 2018

A

Subject:

2017-18 Annual Financial and Performance Report

Summary statement:

This report provides members an insight into the Council's overall finance and performance position at the end of the 2017-18 financial year.

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Corporate

1. SUMMARY

- 1.1. This report provides members with an insight into the Council's overall finance and performance position at the end of the 2017-18 financial year. This is a key element of the Council's corporate performance framework, providing assurance that the Council has control over its finances, and its investments are driving the delivery of improvements to our priority objectives.
- 1.2. In many areas, the Council's performance has received external validation. This includes being rated by iMpower as one of the top ten most productive authorities, the district being named by Barclays as being the best place to start a business and the Care Quality Commission praising both the NHS and the authority for its strong and mature partnership working.
- 1.3. In some areas of our business, more needs to be done to address our own performance challenges whilst ensuring that our stretching financial targets are delivered.
- 1.4. To ensure that we have clarity and focus to drive high performance across the authority, this report asks members to approve revised performance indicators and targets to be delivered in 2018/19. These new indicators and targets are outlined in full in appendix B.

2. BACKGROUND

Overall Performance Statement

- 2.1. Over the last twelve months, the Council and the wider District can have had a number of successes. Many of these have been validated by external sources and partners:
 - Bradford MDC was rated as one of the top 10 most productive councils in England.
 - The Care Quality Commission undertook an assessment of health and social care services in the district and praised our mature approach to partnership working.
 - The District was the fourth most improved area on Progress 8 educational attainment.
 - The District was rated as the best place to start a business in the UK by Barclays.
 - We attracted record numbers to cultural and sporting events in the city including Bingley music live, an acclaimed new Hockney gallery, over £3 million invested in Cliffe Castle and a successful Tour de Yorkshire.
 - The prospect of a Northern Power Rail station in the centre of Bradford is now "on the map" in a list of potential options for the Government.
 - The district is increasingly being seen as a place where new Central Government initiatives can be tested and implemented. The District was selected as an Opportunity Area pilot with investment in education in deprived areas and an 'integrated communities' pilot.
- 2.2. Our Council and District Plans were approved by Executive in 2016 and have provided a framework for performance monitoring and reporting. This report provides an overview of Council performance over the last twelve months including the successes and challenges in each Council Plan outcome area.
- 2.3. Reporting is based on the Council Plan Key Performance Indicators (KPIs) for 2017-18 and which can be found in full on section 1 of Appendix A. Where relevant, wider performance information is used in this report to highlight successes and challenges.
- 2.4. Since the Council Plan was set in 2016, some of our challenges and opportunities have shifted. Our Council Plan targets on economic growth have already been met and we therefore require new stretching targets. Other targets need to be refocused on areas of growing challenges such as homelessness, air quality and social care.

2.5. This report therefore recommends a new set of ambitious and stretching targets for executive to agree for the next year. These have been based the most appropriate target against previous performance, national trends and statistical neighbours.

3. SUMMARY PERFORMANCE BY OUTCOME AREA

BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

What we have achieved

3.1. Bradford District has a large economy worth over £10bn with the highest levels of productivity of any northern city and there have been several additional recent successes to point to:

- **Economic productivity**, as measured by Gross Value Added (GVA) per hour worked rose between 2013 and 2016. The latest Office for National Statistics GVA figures for Bradford are £9.9 billion. This exceeds the Council Plan target of £9.5 billion and puts us at the mid table of all English Local Authorities and above the regional average. This is important as improvement to our economy will have a real long-term impact on many of our wider outcomes.
- **The Barclays SME business index ranked Bradford as the best place to start a business.** This was based on an index which looks at a range of factors including business rate relief, road infrastructure and business survival rates. This is in part due to business rate support offered by the authority in Bradford, Keighley, Shipley, Bingley and Ilkley.
- The successful launch of the **Bradford District Economic Strategy**, working with partners to focus on the real activity required to drive good economic growth in the district.
- It has been a successful year for **cultural and sporting events** in the District. Including a sell out at Bingley music live, a Tour de Yorkshire that showcased the district over two days, an acclaimed new Hockney gallery and over £3 million invested in Cliffe Castle in Keighley. This has led to an increase in visitor numbers in our museums from 211,000 in 2016/17 to 228,000 in 2017/18.
- **Northern Cultural Regeneration Funding has been secured for Bradford Live** at the Odeon and this will unlock a significant cultural development in the city centre. This will build upon a number of recent cultural developments in the city centre including the opening of “The Light” multi-screen cinema in May 2018.
- The Leeds City Region has been shortlisted as a potential relocation destination for **Channel 4**. This has the potential to provide a real boost to the creative industries in our district.
- **The Industrial Centre of Excellence (ICE) programme** working to develop the skills of people in the district, making them ready for employment has continued to go from strength to strength as partners experience the benefits of the programme. In 2017/18 the ICE now works with 18 secondary schools, 3 local further education colleges, University of Bradford, 150 associate industry partners over 300 businesses actively engaged. This has supported 3,000 young people to develop their skills and make them ready for employment.
- Our **planning** department continues to perform above the national average with major planning applications processed well above the national average and our own target of 87% major planning applications processed.

What are our areas for improvement?

Employment and skills

3.2. The latest figures for working-age employment (12 months to December 2017) show a slight drop in employment but it is too early to see whether this is part of a trend. We are working to address economic inactivity, unemployment and underemployment amongst certain demographics in the district.

3.3. Part of this is looking at the evidence base and working with businesses to promote good growth and opportunities:

- The Joseph Rowntree Foundation talent management programme, supporting ethnic minority females into work in Keighley.
- We have also secured monies for the Community Led Local Development programme, which seeks to stimulate the local economy and provide jobs in two of the most disadvantaged areas of Bradford and Keighley.

3.4. To support economic growth, we also need to ensure we develop our workforce to have the appropriate skills and attract and retain talent in the district. The economic strategy includes a target to ensure that there will be 48,000 more people with NVQ level 3 skills in the district by 2030. We need to continue our efforts, such as through the ICE programme and other initiatives to develop the skills of people.

Transport Connectivity

3.5. Bradford remains the largest city in the country that is not on a main railway line and Bradford District requires further improvements to the overall rail connectivity. This is a major barrier to our economic growth. Our Northern Power Rail Campaign has put Bradford on the map as a potential option for new routes and an economic case for a City Centre station on a new route between Manchester and Leeds has been presented. We are also lobbying for improvements to the Colne Valley line. We will need to continue activity and lobbying to ensure a successful Northern Powerhouse Rail Campaign.

Future Performance Measures and Targets

3.6. Appendix B outlines proposed new targets for this outcome area. The majority of these have been informed by the Bradford district economic strategy¹ which was agreed in March 2017. This includes targets to:

- Increase GVA to make progress on meeting the 2030 economic strategy target;
- Make progress to the target of 20,000 new jobs by 2030;
- Improve skills development and the retention of skilled people in the district;
- Improve the average wage of residents in the district; and
- Improve visitor numbers to city centre attractions.

3.7. These targets have been set at a stretching but realistic level, using national and regional economic forecasts and benchmarking information.

DECENT HOMES

What we have achieved

¹ <https://www.investinbradford.com/economy/economic-strategy-for-bradford-district-2018-2030/>

3.8. In 2017/18, progress has been made against the objectives to:

- **Improving the supply of homes of the right type to meet demand:** Over the last year, Bradford District housing stock has increased by 1,552 properties between April 2017 and April 2018 – an improvement on the previous year.
- **Ensure that all homes are safe, healthy and affordable:** Over the last year, 1,012 private sector properties have been improved through a combination of financial assistance to homeowners and enforcement activity to ensure that private rented accommodation meets basic health and safety standards.
- **Supporting the most vulnerable and excluded and tackling homelessness:** Bradford's homelessness performance against other English Local Authorities has improved in the last twelve months. This includes a reduction in the number of households placed in temporary accommodation, a reduction in the average length of stay in bed and breakfast accommodation and a 12% reduction in statutory homeless applications. In addition, we have supported care leavers under 21 by exempting them from paying council tax.

What are our areas for improvement?

Supply and Quality of Housing

3.9. Whilst we have made some progress in helping homeowners and enforcing standards with landlords, there continues to be insufficient investment in our ageing private sector stock. It is estimated that 18% of all private sector housing and 27% of properties in the private rented sector have at least one of the highest level of housing hazard (with an estimated cost of mitigation of £78 million).

3.10. The proportion of long term empty homes has reduced significantly in the district from 3.58% in 2009 to 1.84% in 2017.

3.11. We are looking to develop and improve the supply of housing in the district and a housing growth fund was agreed in the Council's 2018 budget. We are currently developing a plan on how to ensure this is used to drive our housing growth.

Future Performance Measures and Targets

3.12. Appendix B outlines the full set of proposed KPIs and targets. These are set against the three priorities for this outcome area in areas where we face challenges. This includes targets to:

- Increase the number of homes delivered;
- Number of properties improved in the District through council interventions;
- Ensure that statutory homelessness remains below the England average and approaches the average levels for our statistical neighbours.

SAFE, CLEAN AND ACTIVE COMMUNITIES

What we have achieved

3.13. In 2017/18, there have been a number of achievements in this area:

- Our approach to tackling integration issues has been recognised by the national government who have selected Bradford as one of five pilot areas for the integration areas.
- Since the introduction of the new waste policy, all in one recycling and alternate weekly collection roll out to 200,000 properties, kerbside recycling has improved compared to the same period last year.

What are our challenges?

Crime and the Fear of Crime

3.14. Crime rates are increasing in line with regional and national trends. Police recorded crime rose to a level that was 29% higher than the Yorkshire and Humber average at September 2017.

3.15. We are working closely with the Police to help tackle these issues. A new model for neighbourhood policing is being rolled out and a new Partnership analytics team across the policy and the council shares intelligence relating to organised crime groups. We are proposing a new performance indicator around reducing the crime rate across the district.

Waste and recycling

3.16. Kerbside recycling levels are increasing, yet there is a decline in overall recycling and composting levels. An innovative and sustainable waste strategy will be developed in the next year which will include how to ensure continued behaviour change to improve recycling. A new target will be proposed that focuses on this challenge.

Dangerous Driving and Road Accidents

3.17. The numbers of people killed or seriously injured on the District's roads (KSI) has increased by 9% during 2017/18. Alongside this, 77% of a sample² of Bradford residents say that dangerous driving in the district is an issue compared with a West Yorkshire average of 70%.

3.18. Major collision hot spots have been addressed through area committees and Operation Steerside which aims to tackle nuisance driving. To help track the success of this partnership working, a new indicator and target focusing on dangerous driving has been proposed.

Future Performance Measures and Targets

3.19. We have a number of proposed new targets for this outcome area which focus more on partnership activity with other public sector bodies, such as the Police, and communities. Targets are proposed on reducing crime, improving integration and cohesion, improving recycling rates and reducing the levels of dangerous driving. These are outlined in Appendix B.

GOOD START, GREAT SCHOOLS

² As measured by the West Yorkshire Police Survey

What we have achieved

- 3.20. Bradford has seen a year on year increase in Good Level of Development at Early Years Foundation Stage since 2013. We are the fourth most improved education authority in the country for Progress 8 and in Key Stage 2, whilst we were short of our target we are in the highest ranking we have been for at least 10 years.
- 3.21. There has also been a significant increase over the past 3 years in the percentage of all settings with an Ofsted rating of good or outstanding. As of April 2018, 78% of our primary schools are good or outstanding compared with 69% in August 2015. For the same period 65% of our secondary schools were outstanding compared with 40% in August 2015.
- 3.22. The Council has invested in the recruitment and retention of teachers. Bradford bus tours have been running for three years taking more than a thousand final year teacher training students around schools in our district. The tours started at primary school and have now visited secondary school for the first time.
- 3.23. More than 200 talented teachers have been inspired to start their career in Bradford in the first two years of council-run bus tours taking trainees into schools.
- 3.24. We have also been working to develop the relationships between the business communities and schools, with 5,000 businesses signing up to the Education Covenant. This will help to create new opportunities for young people in the District.

What are our challenges?

Take up of 2 year old offer across the district

- 3.25. Whilst overall take up of the 2 year old offer is strong, there is significant variation between a 50% take up in some wards and a 100% take up in others. We are focussing on incentivising local parents to engage with the two year old offer.

School Absence Rates and Exclusions

- 3.26. Reducing the number of absences and exclusions from school is a key imperative of the Children and Young People's Plan but is an area of challenge. Data has also shown that in previous years, there has been a sharp increase in the numbers of permanent exclusions in primary schools (from 3 in 2015-16) to 18 in 2016-17). Although this has reduced in the most recent data (between September 2017 and January 2018), this is still an area of concern. A more detailed strategy around support for pupils with persistent disruption is being explored with schools to address this issue.

Future Performance Measures and Targets

- 3.27. We have developed new performance indicators for this outcome which are included in full in Appendix B, these have been selected to be stretching but realistic given the financial context we are in. This includes:
- Being at or near the top of the league table when compared to our statistical neighbours on early years foundation achievement;

- Continuing our progress towards ensuring all our school settings (including SEND settings) are good or outstanding by 2020;
- Reducing unauthorised absences in primary and secondary.
- Continue to make progress on our attainment levels at Key Stages 2 and 4.

BETTER HEALTH, BETTER LIVES

What we have achieved

- 3.28. Over the last year, there have been several successes for this outcome area. Earlier this year, the Care Quality Commission provided an inspection of Bradford's health and social care services and partnership working. This was complimentary about the "shared and agreed purpose vision and strategy" and the mature approach to partnership working. It was also found that the majority of staff across the system were committed to this vision. The review also suggested areas for review including quality in the independent care market, a review of 15 minute domiciliary care visits and building primary care capacity.
- 3.29. Through a very severe winter which the NHS has found challenging, our Delayed Transfer of Care attributable to social care is still performing well. We are the 7th best performing local authority in the country on this measure and we are also well within the target level set for the last twelve months.

What are our challenges?

Health inequalities

- 3.30. People in Bradford are living healthier lives, but health inequalities persist across the district. Life expectancy is 9.3 years lower for men and 7.3 years lower for women in the most deprived areas of Bradford than in the least deprived areas.
- 3.31. Some of the drivers for this are air quality, childhood obesity and physical activity. In these areas, we are looking at new targets and focused activity to address these issues to improve long term life expectancy and healthy life expectancy.
- 3.32. The District has also seen a fall in the rates of teenage pregnancy to 20 conceptions per 100,000 population, which is now below the Yorkshire and Humber average of 22 per 100,000.
- 3.33. We have also received funding from Sport England to work with Active Bradford to get more people (aged 5-14 and their families living active lives in a number of our communities (Eccleshill and Windhill, Fairweather Green, Heaton, Toller, Manningham, City, Allerton and Bolton and Undercliffe).

Transforming Services with Increasing Demand

- 3.34. Our rates of looked after children were 69.6 per 1,000 children in 2017-18. This is a strong performance compared to our statistical neighbours (82 per 10,000 children in 16/17). Despite this, increasing demand for social care is putting pressure on resources. The numbers of looked after children have increased by 17.6% between April 2016 and April 2018.

3.35. We have secured innovation funding of £3.2 million over 2 years from the Department for Education innovation fund which seeks to inspire changes in service delivery to secure better life chances for children receiving help from the social care system; stronger incentives for innovation, experimentation and replication of successful new approaches and better value for money across children's social care.

3.36. Demographic pressures and an ageing population is also having an impact on adult social care. Meeting increasing demand inevitably will lead to a new approach and we are working to deliver demand management strategies to help reduce the overall costs of social care whilst continuing to deliver for our most vulnerable residents.

Future Performance Measures and Targets

3.37. We have developed a number of headline indicators for 2018/19 and these are summarised in Appendix B. Many of these targets are existing measures from the council and district plans including:

- Reducing childhood obesity rates,
- Improving levels of adult physical activity, and
- Reducing the level of DTOC beds attributed to adult social care.

3.38. In addition, a number of new targets have been selected that focus on areas where we have challenges or require significant focus. This includes:

- The number of Looked after children,
- Improve air quality in the district, and
- Reduce the number of adults and older people in residential and nursing placements.

Well Run Council

What we have achieved

3.39. In December 2017 iMpower rated Bradford in the top ten most productive councils in the country. This index defines productivity based as an outcome value per pound spent. There is also significant evidence that services are being transformed to lower cost bases in line with strategies.

3.40. The Council has delivered over the last twelve months whilst having the lowest Council Tax rates charged to residents when compared to other major cities and West Yorkshire Authorities. Some evidence of the value for money we provide includes:

- Overall the amount spent on management and overheads is very low compared to other Councils.
- Adults and Children's Social Care accounts for almost half of Council net spend, and both areas generally benchmark well compared to similar authorities.
- There are relatively low numbers of Older People cared for in costly residential and nursing care, and relatively high numbers in less costly Community Care (Home Care, Direct Payments) in line with the Strategy.

- Re-ablement services are relatively effective at helping to keep people out of long term care, and delayed transfers of care (hospital bed blocking) is very low in the Bradford district when compared to other parts of the country indicating good performance.
- Despite significant increases in the numbers of Looked After Children the relative numbers Looked After Children remains low when compared to other Authorities.
- Waste Services are making big strides in increasing recycling collection and reducing residual waste through the move to alternate weekly collection.
- The Council also spends less per head of population on Street Cleaning and Highways than other Councils, and the maintenance requirement for highways though growing, is similar to other authorities.
- Overhead areas including Finance and HR are the smallest pro rata of all benchmark Councils, and the cost of IT has reduced by nearly £10m, to £12m since the end of the IBM/ Serco contract, and is now close to the average of benchmarks.
- The Property Programme, has overseen the vacation of over 90 buildings since 2010 saving over £7.8m per year. It has also generated over £40m of capital receipts from the disposal of property, and has almost halved the backlog maintenance on the Councils estate through disposals and targeted investment. The Programme has also overseen Community Asset Transfers that transfer buildings and operations to community groups.

3.41. To support inclusive growth, the Council has also introduced a Social Value Procurement Policy to help ensure we increase our spend with local suppliers which could mean an additional £45 million into the local economy, £21 million re-spent in the Bradford economy, which would lead to an additional net effect on the Bradford economy of £66m .

3.42. Good progress is being made on the proposal to refurbish and lease the former Odeon building to Bradford Live and the NEC. NEC have completed their agreement for lease with Bradford Live to occupy the refurbished building and, following the Council's decision to make a loan of £12 million to Bradford Live, the Northern Cultural Regeneration Fund has confirmed the grant of £4 million. A planning application is due in autumn 2018, construction to commence summer 2019 and a planned opening autumn 2020.

What are our challenges?

Delivery against budget savings

3.43. Although the Council underspent overall as outlined in the financial section of this report. We failed to meet our overall savings target in the last financial year and we will need to address this in the coming year to ensure that the council is on a stable and robust footing for the future.

Staff Management

3.44. The data suggested that our current sickness absence rates are slightly increasing and the proportion of staff who receive a performance review is well below the overall target. HR Plus provides advice and support on the management of sickness absence.

3.45. To address these issues, new case management targets for managers are being introduced. For performance reviews, a new online framework has been introduced enabling the authority to record and monitor performance throughout the cycle. Using data from this system, we will be able to determine how many of our employees are having regular performance discussions with their managers and tackle parts of the authority where this is not taking place.

Future Performance Measures and Targets

3.46. For this outcome area, we have maintained many of the headline outcome areas in the Council Plan including:

- Ensuring spending levels remain below budget
- Ensuring there is a reduction in sickness levels
- Increasing the proportion of employees who have a performance appraisal; and
- Improving the confidence of staff to report disabilities.

4. FINANCIAL POSITION STATEMENT FOR 2017-18

Headline Financial Result

4.1. The Council underspent the £375.2m approved net budget (£1.250bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there were however a number of significant departmental budget variances.

4.2. In the tables below, we show the budget and actual results from two perspectives.

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

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

| | Gross expenditure | | | Income | | | Net expenditure | | |
|---|-------------------|----------------|----------------|-----------------|-----------------|----------------|-----------------|---------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Health and Wellbeing | 226.7 | 235.7 | 8.9 | -107.2 | -109.3 | -2.2 | 119.6 | 126.3 | 6.8 |
| Children's Services | 477.1 | 488.0 | 10.9 | -395.0 | -402.6 | -7.7 | 82.1 | 85.4 | 3.3 |
| Department of Place | 164.1 | 169.6 | 5.5 | -63.6 | -67.6 | -4.0 | 100.5 | 102.0 | 1.5 |
| Corporate Resources | 263.7 | 253.2 | -10.5 | -223.1 | -215.4 | 7.7 | 40.6 | 37.8 | -2.8 |
| Chief Executive | 4.3 | 4.3 | 0.0 | -0.1 | -0.1 | -0.0 | 4.1 | 4.2 | 0.0 |
| Non Service Budgets | 38.4 | 37.4 | -1.0 | -45.7 | -45.3 | 0.5 | -7.3 | -7.9 | -0.6 |
| Central Budgets & Net Transfers To Reserves | 92.4 | 80.1 | -12.3 | -56.8 | -52.8 | 4.0 | 35.6 | 27.3 | -8.3 |
| Total Council Spend | 1,266.7 | 1,268.3 | 1.6 | -891.5 | -893.2 | -1.7 | 375.2 | 375.1 | -0.1 |
| Council Funding | -16.8 | -16.8 | | -358.4 | -358.5 | -0.2 | -375.2 | -375.4 | -0.2 |
| Total* | 1,249.9 | 1,251.4 | 1.6 | -1,249.9 | -1,251.7 | -1.9 | - | -0.3 | -0.3 |

*At year end the £0.3m overall underspend is moved to reserves on the balance sheet to make the income and expenditure account balance to £0. Net transfers to reserves includes the £1.6m of deferred expenditure outlined in section Appendix A Section 2.1

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

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

| | Gross expenditure | | | Income | | | Net expenditure | | |
|--|-------------------|----------------|----------------|-----------------|-----------------|----------------|-----------------|---------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Better Health Better Lives | 461.0 | 470.6 | 9.6 | -275.1 | -273.4 | 1.7 | 185.9 | 197.2 | 11.3 |
| Better Skills, More Good Jobs And A Growing Economy | 116.5 | 121.0 | 4.5 | -50.3 | -55.4 | -5.1 | 66.2 | 65.6 | -0.7 |
| Safe, Clean And Active Communities | 73.8 | 74.4 | 0.6 | -24.0 | -23.6 | 0.3 | 49.8 | 50.7 | 1.0 |
| A Great Start And Good Schools For All Our Children | 418.7 | 421.8 | 3.1 | -397.9 | -402.6 | -4.8 | 20.8 | 19.2 | -1.7 |
| Decent Homes That People Can Afford To Live In | 14.6 | 14.6 | -0.0 | -7.3 | -7.3 | 0.0 | 7.3 | 7.3 | -0.0 |
| A Well Run Council | 113.3 | 109.5 | -3.8 | -76.6 | -74.4 | 2.2 | 36.6 | 35.0 | -1.6 |
| Non Service, Fixed and Unallocated | 68.9 | 56.5 | -12.4 | -60.4 | -56.4 | 4.0 | 8.5 | 0.1 | -8.5 |
| Total Council Spend | 1,266.7 | 1,268.3 | 1.6 | -891.5 | -893.2 | -1.7 | 375.2 | 375.1 | -0.1 |
| Council Funding | -16.8 | -16.8 | - | -358.4 | -358.5 | -0.2 | -375.2 | -375.4 | -0.2 |
| Total* | 1,249.9 | 1,251.4 | 1.6 | -1,249.9 | -1,251.7 | -1.9 | - | -0.3 | -0.3 |

Service budgets and actuals include year-end accounting adjustments for depreciation, impairment and pensions. They also include Facilities Management costs and budgets (utilities and repairs) which during the year are managed and controlled within Corporate Resources. These affect Service's budgets and actual spend at year end but have nil impact on the final service variances.

Source: The Council's ledger (SAP) as at 31 March 2018

Financial and Service Performance

4.5. The tables above show that in aggregate the Council underspent the overall net budget of £378.2m by £0.3m. There were however some significant variances from plan within that total.

4.6. The Department of Health and Wellbeing (formerly Adult Services and Public Health) overspent the £119.6m net expenditure budget by £6.8m. This was inclusive of;

- £13.3m of unachieved savings against the £23.6m target.
- £7.3m of other pressures on the Purchased Care budget linked mostly to Learning Disability service users.
- The overspends outlined above were partly offset by £1.9m of compensating underspends in other services, £1.3m of redirected Public Health funding incurred in line with Public Health Outcomes, and £10.4m of time limited Improved Better Care Fund Grant. The IBCF has been 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.

4.7. Children's Services overspent the £82.1m net expenditure budget (£477.1m Gross budget) by £3.3m. The overspend was largely due to;

- Increases in the overall numbers of Looked after Children and Children in Permanent arrangements impacting on the cost of Purchased Placements (£1.5m overspend), Children Residential provision (£0.5m overspend) and Fees and Allowances (£0.2m overspend).
- £3m of undelivered budget savings due mainly to increases in the average number of Looked after Children (931 to 960) against a budget savings plan of reduced numbers

(800).

- The overspends outlined above were partly offset by underspends on the Education, Employment and Skills service of £1.8m (Early Years £0.8m, Achievement/Interventions £0.5m, SEND Services £0.1m, Education Safeguarding £0.1m, Former Teacher/Lecturer Pension cost £0.1m and 14-19 Services £0.2m)

4.8. The Department of Place overspent the £100.5m net expenditure budget by £1.5m. The overspend was largely attributable to;

- A £2m overspend on Waste Management linked mainly to Waste Disposal costs.
- A continuing £0.9m overspend on Sports Facilities caused mainly by higher than budgeted employees expenditure.
- A £0.9m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
- A £0.5m overspend on Highways Winter Maintenance caused mainly by winter gritting.
- £0.4m underachievement on Building Control income.
- The overspends outlined above were partly offset by underspends in Economic Development, Neighbourhoods and Streetscene and other underspends across the Department.

4.9. The above overspends in Health & Wellbeing, Children's Services and the Department of Place were mainly offset by

- £8.4m of capital financing and corporate contingencies underspend
- A £2.8m underspend in the Corporate Resources department
- £0.6m underspend on Non service areas.
- The Council also received £0.2m more Business Rates Top Up grant than budgeted.

4.10. It should be noted that the offsetting items outlined above will not be available to the same extent to offset any further departmental overspends or in savings in 2018-19. Budgets have been significantly reduced³ to help fund the re-profiling of £14.4m of underachieved savings from 2017-18 to stop them recurring in 2018-19.

4.11. Contained within the overall £0.3m underspend outlined above, £22.6m of the £46m budgeted savings programme were not delivered as intended. The underachievement was significantly higher than prior years (£7.9m in 2016-17 and £4.3m in 2015-16) reflecting the increased difficulty in delivering savings as the Council reduces in size, and lower priority areas have already been cut.

4.12. Having high levels of underachieved savings can have a very detrimental impact of the financial health of the Council as savings not delivered in year compound the difficulty in delivering future years' additional savings unless addressed. There is also an opportunity cost of the time lost that could have been used to deliver alternative savings. The

³ Capital Financing and corporate contingencies have been reduced by £8.4m, and the Corporate Resources budget has been reduced by £3.5m in 2018-19.

underachievement of savings and their potential impact on the financial health of the Council is the main issue highlighted by this report and prior monitoring reports.

- 4.13. Given the level of underachieved savings and the potential impact on future years, the Leader of the Council determined that a Member Challenge group 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 develop plans to mitigate the underachievement.
- 4.14. The 2018-19 budget has sought to address a number of the underachieved savings from 2017-18. Of the £22.6m of savings not delivered in year,
- £3.4m related to 2017-18 only, and are expected to be delivered in 2018-19.
 - £14.4m has been addressed through the 2018-19 budget. Of this, £4.4m has been identified as not deliverable, and £10m of savings have been re-profiled to later years to reflect a longer implementation period.
 - The remaining £4.8m relates to unmet Travel Assistance savings which will continue to be mitigated by Corporate contingencies in 2018-19 until delivery plans are finalised.
- 4.15. The monitoring of savings is outlined in greater depth in Appendix 1 section 2.2
- 4.16. The 2018-19 budget has also allocated £10.5m of additional budget for Adults and Children's Social Care to cover the cost of Demographic growth, National Living Wage and Contract Price inflation.
- 4.17. Despite the underachievement of savings and the major variances outlined above, the Council did underspend by £0.3m in a continuing adverse fiscal environment, and it has now delivered over £240m of per year savings since 2010. This has been required to manage the significant reductions in central government funding at a time of increased demand for services.
- 4.18. Additionally, there is significant evidence that demonstrates that Council Services perform well and provide good value for money compared to other Councils. Alongside the narrative in section 3 of this report, Appendix A section 3 provides an in-depth look at Departments financial and service performance.

Reserves

- 4.19. Reserves are used to fund future plans, and provide financial resilience to the Council. The Council's policy on unallocated reserves is only to use them for the following purposes:
- Support for transitional arrangements within the organisation and in our communities;
 - Funding for time-limited investment contributing to Council priorities;
 - Support for activities that pay back the investment over time.

4.20. Of the Council's total reserves, £20.5m belong to schools and cannot be spent by the Council, and £10.8m are held in a General Reserve in line with Council policy and the advice of external auditors.

4.21. The Council will continue to hold a range of other reserves to support investment in priorities such as supporting young and disadvantaged people into employment, and skills, improving local infrastructure, transforming services for older people, preventing homelessness, making sure there is enough money to pay the contracts for new schools and covering the costs of transition that come with adapting to big cuts in spending. The value of Council and School reserves has reduced significantly in recent years, and was relatively very low when compared to other Councils⁴. A point noted in previous reports, and also by the Councils Auditors, former Section 151 Officer, and the Peer Review.

4.22. Additionally, School reserves have also reduced significantly from £25.5m at the start of 2017-18 to £20.5m by the end. A further £8m of School reserves are being used to support budgets in 2018-19 and beyond, and the number of schools in deficit, and the value of those deficits has also increased reflecting additional pressure on schools.

4.23. Given the relatively low reserves, coupled with significant reductions in the corporate contingency and capital financing budgets in 2018-19, the Councils resilience to withstand further underachieved savings, or other risks was being eroded.

4.24. To address this, the following steps have been taken.

- £4m has been added to the Transition and Risk reserve to help provide a one off buffer against future risks, and there have also been other movements to reserves as outlined in Appendix A section 4.1
- In order to bolster the financial resilience of the Council further, the Assistant Director of Finance and Procurement has recommended that the Council amend its Minimum Revenue Provision (MRP) policy to provide additional flexibility to the Council.
- The MRP is the minimum amount the Council has to budget for, to repay the principal element of borrowing for Capital expenditure. Although the same amount of principal has to be repaid over time whichever policy is used, changing the policy from the straight line method to an annuity method, where lower amounts are paid in the early years, and higher amounts in later years, results in a significant freeing up of monies today, especially when backdating the policy. £23m has been added to reserves as a result of the change in policy⁵. A similar amount is also expected in 2018-19.
- Given that the same amount of principal has to be repaid over time irrespective of the method, the recommendation will be to hold the monies freed up from the change in policy into an earmarked reserve, and be used when the MRP costs get higher in future years.
- In aggregate the only advantage of changing the policy is to provide additional flexibility should it be needed. There are some potentially significant changes to the landscape of Local Government finance where it is uncertain if the Council will gain or lose. These include;

⁴ Indicatively, Bradford's non school's reserves would have needed to be approximately £62m higher to be at the England average as outlined in the 2018-19 Medium Term Financial Strategy

⁵ Subject to Council approval

- Spending Review 2019
 - Fair funding Review
 - Move to 75% business rates retention
 - Reset of Business Rates Baseline
- Holding the money freed up by the change in MRP policy in an earmarked reserve could help manage any cost pressures that may arise from the above changes in the short term.
 - A further tool to provide financial resilience is the better use of budgets process which enables unspent monies to be carried forward to fund spending that has been committed to in year, but was not incurred, so that the expenditure doesn't impact on the new years budget. Included within the overall £0.3m Council underspend, and outlined in Appendix 1 Section 2.1 of the report, are £1.6m of unspent funds in 2017/18 have been carried forward to 2018/19 to fund delayed activity and priority projects.
 - As a result of the above, net movements from reserves have led to a £12.7m increase in total reserves from £153.0m at 1 April 2017 to £165.7m at 31st March 2018 (£145.2m Council and £20.5m School's).

Provisions

- 4.25. Within the balance sheet, the provisions are shown as amounts owed as at 31 March 2018. To be classified as provisions, it must be likely that the Council will eventually pay over these amounts.
- 4.26. The cost of the provisions has already been shown as expenditure against the Revenue Budget, either in 2017-18 or in previous years. The overall effect, therefore, is that amounts are set aside to pay amounts owed because of decisions taken by the Council prior to 31 March 2018.
- 4.27. Total provisions are £22.5m. The main provisions include:
- £8.1m Redundancy provision to fund the cost of future redundancies
 - £1.1m provision to support a historical insurance provider (Municipal Mutual Insurance) whose assets fell below the minimum level for solvency in 1992, but where Local Authorities still have a responsibility to contribute to outstanding claims.
 - £5.7m provision to pay the insurance policy excess on outstanding claims
 - £7.5m Business Rate appeals

Capital Expenditure

- 4.28. The Capital Investment Plan originally budgeted 2017-18 spend at £124.2m (Full Council, 23 February 2017). This budget was later reprofiled as £90.4m, per the 4th quarter monitoring report (Executive, 3 April 2018). Such reprofiling does not mean a budget reduction. Rather some of the 2017-18 budget was carried forward into other years, according to the latest estimate of when spend is expected to happen.
- 4.29. Against the latest reprofiled budget of £90.4m, the Council outturned spend of £72.9m.

- 4.30. The largest proportion of the spend (£60.5m) was on the upkeep of owned buildings., while next in significance was the creation of new buildings.
- 4.31. Capital expenditure is outlined in greater detail in Appendix A Section 5

Council Tax and Business Rates Collection

- 4.32. Regarding Council Tax, the Council received its £171.4m budgeted share of Council Tax in 2017-18, with any difference in the actual amount collected carried forward into 2018-19. A deficit of £0.97m occurred in 2017-18 due mainly to an increase in the uptake of discounts and exemptions in 2017-18.
- 4.33. Bradford's £0.97m share of the deficit is higher than the £0.4m which it expected to pay back in 2018-19, when the budget for 2018-19 was set. This means that there is a £0.57m pressure in 2018-19, directly reducing budgeted Council Tax when the next budget is set for 2019-20. However, to deal with this, an earmarked reserve for £0.57m was set aside at the end of 2017-18 to fund this pressure
- 4.34. By 31st March 2018 the Council had collected £193.4m (94.2%) of the value of Council Tax bills for the year compared with £182.1m (94.0%) last year.

Business Rates

- 4.35. The Council in 2017-18 received its £63.5m budgeted share⁶ of Business Rates from the Collection Fund with any difference in the actual amount collected carried forward into 2018-19. A deficit of £1.8m was outturned in 2017-18. The main driver of this was lower than expected chargeable Business Rates, including the impact of discounts (known technically as reliefs) awarded to businesses.
- 4.36. Of Bradford's £1.8m share of the deficit, £0.7m is already included in the 2018-19 budget. This still creates an additional £1.1m pressure to be repaid when setting the 2019-20 budget. £0.7m of this is mitigated by additional Section 31 grants from the Government to compensate the Council or changes in policy. The remaining £0.4m has been incorporated into the 2019-20 budget setting process.
- 4.37. At 31st March 2018, the Council had collected £132.5m (97.83%) of the value of Business Rates bills for the year compared with £142.4m (97.01%) in 2015-16.

5.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through

⁶ In 2017-18, the Council kept 49% of all Business Rates collected. 1% goes to the West Yorkshire Fire and Rescue Authority, and the remaining 50% goes to central government where it is pooled with business rates from other Local Authorities, and then given back to Local Authorities using a redistributive allocation system.

contingencies and provisions outlined in this report.

6.0 LEGAL APPRAISAL

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

7.0 EQUALITY & DIVERSITY

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

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 NOT FOR PUBLICATION DOCUMENTS

None

11.0 RECOMMENDATIONS

That the Corporate Overview and Scrutiny Committee

- 11.1 Review and comment on the 2017-18 Annual Finance and Performance Report

12.0 APPENDICES

Appendix A - Annual Finance and Performance Outturn Report 2017-18

Appendix B – Proposed new performance measures and targets for 2018-19

13.0 BACKGROUND DOCUMENTS

- The Council's Revenue Estimates for 2018-19 – Council Report P 22 February 2018
- Proposed Financial Plan updated 2018-19 to 2020-21 5th December 2017
- Qtr. 4 Finance Position Statement 2017-18 Executive Report 3rd April 2018
- 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

**City of Bradford Metropolitan
District Council**

**Annual Finance and Performance
Outturn Report**

2017-18

The Annual Finance and Performance Outturn Report details the specific financial results by department for 2017-18 as well as key performance achievements of each department and service.

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Annex 1 Unachieved Savings

Annex 2 Reserves Statement at 31/03/2018

Annex 3 Earmarked Reserves Statement at 31/03/2018

Annex 4 Capital Investment Plan by scheme.

1. PERFORMANCE SUMMARY

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

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

This section provides summary tables of performance in 2017/18 against the Council Plan KPIs.

Better skills, more good jobs and a growing economy

| Description | 2017/18 | | 2016/17 | RAG Rating |
|---|---------------------------------------|---|-----------|------------|
| | Value | Target | Value | |
| Vacancy rates in Bradford City Centre - Percentage of ground floor business units that are vacant | 19.67% | 18.1% | 18.1% | Red |
| Number of apprentices in the Council workforce | 122 | 140 | 75 | Red |
| The value of the local economy measured by Gross Value Added | £9.9bn | £9.5bn | £9.5bn | Green |
| The total number of visits to council cultural attractions (markets, museums & libraries) | 6,670,467 | | 7,115,583 | Red |
| New jobs created with support from Council | 64.5 (or 183 over 16/17 and 18/19) | 155 (cumulative between 2016/17 and 17/18) | 118.5 | Green |
| Total - Processing of planning applications: Major applications | 90.16% | 87.00% | 85.54% | Green |
| Principal roads where maintenance should be considered | 2% | 4% | 3% | Green |

Decent Homes for All

Key performance indicators over the last twelve months

| Description | 2017/18 | | 2016/17 | RAG Rating |
|---|------------|--------|------------|------------|
| | Value | Target | Value | |
| Net number of additional homes provided | 1,554 | 1,200 | 1,334 | Green |
| Number of private sector homes improved | 1,012 | 950 | 947 | Green |
| Empty homes brought back in to use (gross) | 4,559 | | 4,784 | Amber |
| The number of households placed in temporary accommodation | 928 | 950 | 1,042 | Amber |
| Housing option - Bed and Breakfast Average Length of Stay (Count of nights) | 8.7 nights | | 9.0 nights | Green |
| Number of affordable homes delivered (gross) | 240 | 165 | 184 | Green |

Safe, Clean and Active Communities

Key Performance Indicators over the Last Twelve Months

| Description | 2017/18 | | 2016/17 | RAG Rating |
|---|---------|--------|---------|------------|
| | Value | Target | Value | |
| Victim Satisfaction with the Neighbourhood Resolution Panel | 87.5% | 90% | 90.95% | Red |
| Total Tonnes of kerbside recycling (Green and dry) | 35,576 | 28,800 | 28,688 | Green |
| Percentage of reported missed bins | 0.27% | 0.13% | 0.15% | Red |

Good Start, Great Schools

Key Performance Indicators from the Last Twelve Months

| Description | 2017/18 | | 2016/17 | RAG Rating |
|---|---------|--------|---------|------------|
| | Value | Target | Value | |
| Percentage of children achieving a good level of development in Early Years Foundation Stage | 68% | 69% | 66% | Amber |
| Annual percentage of 2 year old children taking up Early Education | 72% | 80% | 71% | Red |
| Annual percentage of 3 year old children taking up Early Education | 91% | 93% | 93% | Amber |
| Annual percentage of 4 year old children taking up Early Education | 95% | 97% | 94% | Amber |
| Percentage of Year 1 pupils achieving the Phonics Standard | 80% | 81% | 79% | Amber |
| Percentage of pupils reaching the expected standard in reading, writing & maths combined at Key Stage 2 | 57% | 60% | 47% | Amber |

Better Health, Better Lives

Key Performance Indicators from the last Twelve Months

| Description | 2017/18 | | 2016/17 | RAG Rating |
|--|-----------|-----------|-----------|------------|
| | Value | Target | Value | |
| Delayed transfers of care from hospital which are attributable to Adult Social Care per day per 100,000 population | 0.9 | 1 | 1.2 | Green |
| Successful completion of drug treatment - opiate users (Quarterly) | 7.5% | 6.5% | 4.7% | Green |
| Successful completion of drug treatment - Non-opiate users | 50.3% | 39.8% | 40.4% | Green |
| Successful completion of alcohol treatment | 40.5% | 38.4% | 35.5% | Green |
| Number of Looked after Children | 987 | 800 | 927 | Red |
| Rate of children who are the subject of a child protection plan per 10,000 children | 40.37 | | 40.04 | Amber |
| Total visits to council managed recreation facilities | 1,784,000 | 1,800,000 | 1,822,000 | Amber |
| The total number of programmed preventative interventions carried out by Environmental Health | 3,676 | 3,300 | 4,584 | Green |

Well Run Council

Table 10: Key Performance Indicators from the last Twelve Months

| Description | 2017/18 | | 2016/17 | RAG Rating |
|--|---------------|---------------|---------------|------------|
| | Value | Target | Value | |
| Percentage of Council Tax collected | 94.2% | 94.5% | 94.0% | Amber |
| Percentage of Non-domestic Rates Collected | 97.5% | 97.2% | 97.0% | Green |
| Greenhouse gas emissions from Council operations | 45,844 Tonnes | 67,109 Tonnes | 67,093 Tonnes | Green |
| Achievement of Council wide budget savings - Total (Quarterly) | £22.6m | £46m | £37m | Red |
| The Average Number of Working Days Lost per Employee due to Sickness Absence in Bradford Council (Excluding Schools) | 12.06 | 9.76 | 11.33 | Red |
| Percentage of total third party spend with suppliers operating from within the District* | 42.97% | 49% | 50.22% | Red |
| Percentage of staff who have received a performance review and have a performance plan in place | 15% | 100% | | Red |
| Value of Backlog Maintenance works outstanding | £54.2m | £56.00m | £56.60m | Green |

*The council's social value procurement policy was introduced towards the end of the municipal year.

2.0 COUNCIL REVENUE OUTTURN

2017-18 Revenue Budget

The Council underspent the approved net budget of £375.2m (£1.249.9bn gross expenditure), by £0.3m in line with previous forecasts. Despite the overall underspend, there are however a number of significant departmental budget variances as outlined.

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

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

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

| | Gross expenditure | | | Income | | | Net expenditure | | |
|---|-------------------|----------------|----------------|-----------------|-----------------|----------------|-----------------|---------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Health and Wellbeing | 226.7 | 235.7 | 8.9 | -107.2 | -109.3 | -2.2 | 119.6 | 126.3 | 6.8 |
| Children's Services | 477.1 | 488.0 | 10.9 | -395.0 | -402.6 | -7.7 | 82.1 | 85.4 | 3.3 |
| Department of Place | 164.1 | 169.6 | 5.5 | -63.6 | -67.6 | -4.0 | 100.5 | 102.0 | 1.5 |
| Corporate Resources | 263.7 | 253.2 | -10.5 | -223.1 | -215.4 | 7.7 | 40.6 | 37.8 | -2.8 |
| Chief Executive | 4.3 | 4.3 | 0.0 | -0.1 | -0.1 | -0.0 | 4.1 | 4.2 | 0.0 |
| Non Service Budgets | 38.4 | 37.4 | -1.0 | -45.7 | -45.3 | 0.5 | -7.3 | -7.9 | -0.6 |
| Central Budgets & Net Transfers To Reserves | 92.4 | 80.1 | -12.3 | -56.8 | -52.8 | 4.0 | 35.6 | 27.3 | -8.3 |
| Total Council Spend | 1,266.7 | 1,268.3 | 1.6 | -891.5 | -893.2 | -1.7 | 375.2 | 375.1 | -0.1 |
| Council Funding | -16.8 | -16.8 | | -358.4 | -358.5 | -0.2 | -375.2 | -375.4 | -0.2 |
| Total* | 1,249.9 | 1,251.4 | 1.6 | -1,249.9 | -1,251.7 | -1.9 | - | -0.3 | -0.3 |

*At year end the £0.3m overall underspend is moved to reserves on the balance sheet to make the income and expenditure account £0. Net transfers to reserves includes the £1.6m of deferred expenditure outlined in section 2.1

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

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

| | Gross expenditure | | | Income | | | Net expenditure | | |
|---|-------------------|----------------|----------------|-----------------|-----------------|----------------|-----------------|---------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Better Health Better Lives | 461.0 | 470.6 | 9.6 | -275.1 | -273.4 | 1.7 | 185.9 | 197.2 | 11.3 |
| Better Skills, More Good Jobs And A Growing Economy | 116.5 | 121.0 | 4.5 | -50.3 | -55.4 | -5.1 | 66.2 | 65.6 | -0.7 |
| Safe, Clean And Active Communities | 73.8 | 74.4 | 0.6 | -24.0 | -23.6 | 0.3 | 49.8 | 50.7 | 1.0 |
| A Great Start And Good Schools For All Our Children | 418.7 | 421.8 | 3.1 | -397.9 | -402.6 | -4.8 | 20.8 | 19.2 | -1.7 |
| Decent Homes That People Can Afford To Live In | 14.6 | 14.6 | -0.0 | -7.3 | -7.3 | 0.0 | 7.3 | 7.3 | -0.0 |
| A Well Run Council | 113.3 | 109.5 | -3.8 | -76.6 | -74.4 | 2.2 | 36.6 | 35.0 | -1.6 |
| Non Service, Fixed and Unallocated | 68.9 | 56.5 | -12.4 | -60.4 | -56.4 | 4.0 | 8.5 | 0.1 | -8.5 |
| Total Council Spend | 1,266.7 | 1,268.3 | 1.6 | -891.5 | -893.2 | -1.7 | 375.2 | 375.1 | -0.1 |
| Council Funding | -16.8 | -16.8 | | -358.4 | -358.5 | -0.2 | -375.2 | -375.4 | -0.2 |
| Total* | 1,249.9 | 1,251.4 | 1.6 | -1,249.9 | -1,251.7 | -1.9 | - | -0.3 | -0.3 |

*At year end the £0.3m overall underspend is moved to reserves on the balance sheet to make the income and expenditure account £0. Net transfers to reserves includes the £1.6m of deferred expenditure outlined in section 2.1

Service budgets and actuals include year-end accounting adjustments for depreciation, impairment and pensions. They also include Facilities Management costs and budgets (utilities and repairs) which during the year are managed and controlled within Corporate Services. These affect Service's budgets and actual spend but have nil impact on the final

service variances.

Source: The Council's ledger (SAP) as at 31 March 2018

2.1 Better use of budgets requests – Re-profiled spend

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

| Table 2.1 - Expenditure to take place in 2018-19 | £s | £s |
|--|---------|------------------|
| Department of Place | | |
| Bereavement Services - to assist with the Bereavement strategy | 100,000 | |
| Bradford East Area Committee - unspent grants to be transferred into 2018-19 | 3,300 | |
| Bradford West Area Committee - unspent grants to be transferred into 2018-19 | 3,600 | |
| Housing Service - support Housing Growth priorities | 26,000 | |
| | | 132,900 |
| Health and Wellbeing | | |
| Environmental Health - Traveller and Gypsy site repairs | 25,000 | |
| | | 25,000 |
| Corporate Resources | | |
| Estate Management Support - Community Asset Transfers - moving funding forward | 140,000 | |
| Universal credit - deferred spend linked to roll out of universal credit | 170,000 | |
| School catering - new display boards/ digital display boards | 155,000 | |
| HR - Traded services - to fund software/ resource development that has been committed to. | 85,000 | |
| Legal - help fund legal cases | 100,000 | |
| General Data Protection Regulations | 54,000 | |
| Procurement improvement plan | 70,000 | |
| Total | | 774,000 |
| Chief Executives | | |
| Support priority activity marketing the district | 37,000 | |
| | | 37,000 |
| Council Funding 2018-19 | | |
| Government (MHCLG) calculation error on section 31 grants resulting in a 2018-19 budget shortfall. | 700,000 | |
| | | 700,000 |
| Total | | 1,668,900 |

2.2 Delivery of Budgeted Savings proposals

- The combined budget savings of £36.5m in 2017-18⁷, 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, £23.4m (51%) of the £46m was delivered, leaving £22.6m that was not delivered. This is largely the same as reported since Qtr 1.

Table 3 Saving Tracker

| | Prior year underachieved Savings outstanding at 31/3/17 £m | 2017-18 New Savings £m | Total Savings 2017-18 £m | Variance-£m |
|-------------------------------------|--|------------------------|--------------------------|-------------|
| Health & Wellbeing | 1.9 | 21.6 | 23.6 | 13.3 |
| Children's Services | 1.4 | 3.9 | 5.3 | 3.1 |
| Place | 0.4 | 5.8 | 6.1 | 1.4 |
| Corporate | 0.0 | 5.6 | 5.6 | 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 | 8.5⁸ | 37.5 | 46.0 | 22.6 |

- The 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 | 22.6 |

- The planned savings that are were not delivered in full are outlined in greater detail in Section 3 - Service Commentaries, and Annex 1 Unachieved Savings.

⁷ £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.

⁸ 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.

- 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 has sought to address a number of underachieved savings. Of the £22.6m of unmet savings;
 - £3.4m related to 2017-18 only, and are expected to be delivered in 2018-19.
 - £14.4m has been addressed through the 2018-19 budget. Of this, £4.4m has been identified as not deliverable, and £10m of savings have been re-profiled to reflect a longer implementation period.
 - £4.8m relates to unmet Travel Assistance savings. These will continue to be mitigated by Corporate contingencies in 2018-19 until delivery plans are finalised.
- The £14.4m of savings that will either be re-profiled or have been assessed to be undeliverable are outlined below. Alternate budget savings have been identified and these are outlined in Council report - The Council's Revenue Estimates for 2018-19, approved on February 22nd, and outlined in Section 3 – Service Commentaries, of this report.

| 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 Children's 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 –reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed | 0 | 15 | 15 | 0 |
| 4R2 | WYCA Levy | 0 | 968 | 250 | 250 |
| Total | | 14,439 | 2,139 | 1,525 | 7,540 |

+ = saving added back (budget increase), - = saving reprofiled to future year (budget decrease)

- In 2018-19 and beyond Council departments will have the following agreed savings to deliver. 2019-20 will also require additional budget savings plans to be agreed in order to balance the 2019-20 budget.

| | Prior year underachieved Savings outstanding at 31/3/18 £m | 2018-19 New Savings £m | Total Savings 2018-19 £m | Agreed Savings 2019-20 £m ⁹ |
|---------------------|---|---------------------------|-----------------------------|---|
| Health & Wellbeing | 1.6 | 12.4 | 13.9 | 13.1 |
| Children's Services | 0.0 | 0.5 | 0.5 | 4.0 |
| Place | 1.3 | 3.6 | 5.0 | 3.6 |
| Corporate | 0.0 | 3.5 | 3.5 | 2.3 |
| CEO | 0.0 | 0.5 | 0.5 | 0.1 |
| Travel Assistance | 4.8 | 0.0 | 4.8 | 0.0 |
| Total | 7.6 ¹⁰ | 20.6 | 28.2 | 23.3 |

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 Actual Spend £000 |
|--------------------------------|--------------------------|-----------------|-----------------|-----------------|-----------------------------|--|
| Better Health Better Lives | 6 | 1,392 | 50 | 0 | 1,442 | 483 |
| Better Skills, More Jobs | 5 | 374 | 314 | 50 | 738 | 147 |
| Safe , Clean and Active | 2 | 40 | 20 | 0 | 60 | 11 |
| A Great Start and Good Schools | 3 | 245 | 120 | 20 | 385 | 83 |
| Decent Homes | 1 | 100 | 0 | 0 | 100 | 75 |
| A Well Run Council | 4 | 895 | 440 | 440 | 1,775 | 231 |
| Total | 21 | 3,046 | 944 | 510 | 4,500 | 1,030 |

- 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 spend of £1,030k being below the £3.046m allocated for the year. The unspent allocations from 2017-18 will be rolled forward into 2018-19.

⁹ 2019-20 will also require additional budget savings plans to be agreed in order to balance the 2019-20 budget per the Medium Term Financial Strategy

¹⁰ Underachieved savings from prior years include the value of underachieved savings from 2016-17 and 2015-16 that were not achieved by 31/3/2018, or have not been addressed as part of the 2018-19 budget.

3. SERVICE COMMENTARIES

3.1 Department of Health and Well Being

- The Department of Health and Wellbeing overspent the £119.6m net expenditure budget by £6.8m (£6.9m at Qtr 4).

| Health & Wellbeing | Gross expenditure | | | Income | | | Net expenditure | | |
|--------------------------|-------------------|--------------|----------------|--------------|--------------|----------------|-----------------|--------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Operational Services | 167.3 | 177.1 | 9.8 | -61.2 | -63.1 | -1.8 | 106.1 | 114.0 | 8.0 |
| Integration & Transition | 12.8 | 12.1 | -0.7 | -1.7 | -1.9 | -0.2 | 11.1 | 10.2 | -0.9 |
| Strategic Director | 0.5 | 0.6 | 0.1 | - | -0.0 | -0.0 | 0.5 | 0.6 | 0.1 |
| Public Health | 46.1 | 45.9 | -0.3 | -44.2 | -44.3 | -0.1 | 1.9 | 1.5 | -0.4 |
| Total | 226.7 | 235.7 | 8.9 | -107.2 | -109.3 | -2.2 | 119.6 | 126.3 | 6.8 |

- The total departmental pressure in 2017-18 was however £21.4m; this comprises of £13.3m of underachieved savings; further demand and cost pressures of £7.3m on the Purchased Care budget and other overspends across the department of £0.8m.
- The overspends outlined above were partly offset by £1.9m of compensating underspends in other services, £1.3m of redirected Public Health funding incurred in line with Public Health Outcomes, and £10.4m of time limited Improved Better Care Fund Grant. The IBCF has been 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.
- The £119.6m Health and Wellbeing net budget above includes £21.7m of approved 2017-18 budget savings and £1.9m of undelivered 2016-17 budget savings; in total £13.3m of savings were unachieved at the year end.

| £ms | 2016-17 Savings | 2017-18 Savings | Total Savings | Unachieved Savings | % Achieved |
|---------------------------|--------------------|--------------------|------------------|-----------------------|------------|
| Adult Services | 1.9 | 18.3 | 20.2 | 13.3 | 35% |
| Public Health | - | 3.4 | 3.4 | 0 | 100% |
| Total Health & Well-Being | 1.9 | 21.7 | 23.6 | 13.3 | |

- Given the high level of underachieved savings, the 2018-19 budget setting process added back £1.5m of undelivered 2017-18 savings, deferred a further £2m to 2019-20, and a further £8m to 2020-21 to reflect a longer implementation period.
- As a result of adding back or deferring the savings, Adult Social Care will now have £18.5m more budget over the period 2018-19 to 2020-21 than was planned when the 2017-18 budget was set. This has been part funded by £9m of additional time limited IBCF monies for 2018-19 (£6.5m) and 2019-20 (£3.2m), with the remainder from finding additional Council savings elsewhere.
- Additionally, the Government also provided a further £1.4m Adult Social care grant which will provide additional support in 2018-19 and was not known when the 2017-18 budget was set¹¹.

3.1.1 Health and Well Being – Adult Services

¹¹ Further budget increases of £2.9m for inflation, £3.0m for Demographic growth, and £2.5m for national living wage has also been provided for 2018-19. These have been part funded by the Adult Social Care precept and the element of the IBCF that was known when the 2017-18 budget was set.

Adult Services overspent the £117.6m net expenditure budget by £7.2m.

The net budget includes £20.2m budget savings; 35% of these were achieved as planned, giving a shortfall of £13.3m as outlined in section 2.2. These underachieved savings have been addressed as part of the 2018-19 budget.

- Despite the overspend there are a number of positive indicators showing that Adult Social Care services generally benchmark well, and that services are transforming in line with the departmental strategy of having more community based and self-directed care and less Residential and Nursing care, giving both increased independence for service users and reduced expenditure for the Council.
- Additionally, the recent Care Quality Commission inspection has recognised the strength of local partnership working in Bradford and the commitment to a shared vision for people to be 'happy, healthy and at home.'
- The CQC also highlighted through the review that Bradford has good practice and provides service users with the support and advice needed in their care.
- The following sections outline the financial and service performance of the different Adult Social Care services.

Access, Assessment and Support

- The Access, Assessment and Support service provides the first line of contact for potential Adult Social Care service users (Access), and the Social Worker teams that assess, review and support the Adult Social Care needs of service users (Assessment and Support).
- The table below indicates that the service is dealing with higher levels of enquiries for services, but also that fewer assessments and reassessments are resulting in support plans or permanent care.

| | 2015-16 | 2016-17 | 2017-18 |
|--|---------|---------|---------|
| Access Contacts | 11,996 | 13,416 | 15,939 |
| Access Contacts referred for Assessment | 5,762 | 5,550 | 6,177 |
| New Assessments Undertaken | 2,655 | 3,804 | 3,235 |
| Reviews of Existing Service users | 2,233 | 2,734 | 4,932 |
| Reviews where outcome was support plan | 1,035 | 1,476 | 1,307 |
| Reviews where outcome was permanent care | | 2,305 | 1,555 |

- Regarding outcomes, the national ASCOF (Adult Social Care Outcomes framework) is showing a mixed picture with regards to user satisfaction.

| | 2016-17 Regional Avg | 2015-16 Bradford | 2016-17 Bradford |
|-----------------------------|-------------------------|---------------------|---------------------|
| Social Care quality of life | 19.1 | 19.5 | 19.4 |

| | | | |
|---|-------|-------|-------|
| Control over daily life | 77.4% | 79.2% | 75.1% |
| Feeling Safe | 69.1% | 73.2% | 73.1% |
| Feeling Safe as a result of services | 86.6% | 84.8% | 86.0% |
| Overall satisfaction of users with care and support | 64.6% | 63.1% | 64.5% |

Source ASCOF framework NHS Digital¹²

- Overall the service underspent the £13.1m net expenditure budget by £0.3m due mostly to staffing vacancies. This is a non-recurrent underspend as the service are recruiting to vacant posts in 2018-19 in order to further strengthen the social work teams; increase the number of service users reviewed and deliver on 2018-19 savings. The regular reviewing of service users ensures they are receiving the appropriate levels of care and is paramount to the transformation of Adult Services and the delivery of future savings.
- When service users have been assessed as eligible for Adults Social Care, the Council then either provides care services directly, or in most cases purchases care from external Social Care providers. Purchased Care is by far the largest budget area within Adult Social Care.

Purchased Care

- The £72.2m Purchased Care net expenditure budget overspent by £8.4m. This was after using £10.3m of time limited Improved Better Care Funding that was received from the Government after the 2017-18 Council budget had been set, and £0.5m of re-directed Public Health Funding used in line with Public Health Outcomes. Without this, the Purchased care budget would have overspent by £19.2m as a result of £12.5m of unachieved savings and further demand pressures.
- Overall the £8.4m overspend comprised of a £0.8m overspend on Older People and Physical Disabilities services, a £7.3m overspend on Learning Disabilities, a £0.1m Mental Health overspend, and a £0.2m overspend on quality premiums.
- The main service areas are outlined in further detail below.

Older People (OP) and Physical Disabilities (PD) Purchased Care

- The table below shows that both Older People and Physical Disability services are providing higher levels of Community Care (Homecare, Direct Payments), and less Residential and Nursing Care in line with the departments strategy, and that overall there are more Older People and those with Physical Disabilities receiving care at 31st March 2018 (+33) than in 2016-17

| Average Population | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--|---------|---------|---------|---------|---------|
| Total Residential and Nursing – Older People | 1,403 | 1,368 | 1,289 | 1,234 | 1,113 |

¹² <https://app.powerbi.com/view?r=eyJrIjoiaNzNkN2lwM2MtNzQ2OS00NTImLWE3NTMtYzkwMzY4OGVINzQzIiwidCI6IjgwN2YyZjImLWVhOGMtNDE5Zi1hMTc5LTVjNGZjN2E0YmY2YiIsImMiOiJN9>

| | | | | | |
|---|-------|-------|-------|-------|-------|
| Total Residential and Nursing – Physical Disabilities | 88 | 83 | 85 | 76 | 115 |
| Total Residential and Nursing | 1,491 | 1,451 | 1,374 | 1,310 | 1,228 |
| Total Community Care – Older People | 1,466 | 1,521 | 1,530 | 1,609 | 1,816 |
| Total Community Care – Physical Disabilities | 375 | 370 | 335 | 353 | 261 |
| Total Community Care | 1,841 | 1,891 | 1,865 | 1,962 | 2,077 |
| Total | 3,332 | 3,342 | 3,239 | 3,272 | 3,305 |

- However, despite the positive direction of travel regarding the mix of service provision, the OP and PD Purchased Care budget overspent the £18.6m net expenditure budget by £0.8m as a result of the following.

OP & PD Residential and Nursing Fees

- The service overspent the £15.4m net expenditure budget (£37.2m gross expenditure budget) by £0.8m.
- Activity data continues to show significant reductions in the numbers of people in Residential and Nursing care linked to promoting independent living through the Districts Home First Strategy and Healthy, Happy and at Home Strategy.

| Residential Fees | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| Average OP Residential Population | 980 | 943 | 892 | 787 |
| Gross Expenditure Residential Fees | £26.7m | £25.9m | £25.0m | £24.6m |
| Client Contributions | £12.3m | £11.7m | £10.9m | £11.0m |
| Average Net Cost per Client per Week | £289 | £302 | £305 | £332 |
| Average PD Residential Population | 83 | 85 | 76 | 67 |
| Gross Expenditure Residential Fees | £2.7m | £2.8m | £2.4m | £2.2m |
| Client Contribution | £0.5m | £0.5m | £0.4m | £0.4m |
| Average Net Cost per Client per Week | £526 | £528 | £504 | £517 |

| Nursing Fees | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| Average OP Nursing Population | 388 | 346 | 342 | 326 |
| Gross Expenditure Nursing Fees | £10.7m | £10.5m | £10.2m | £10.2m |
| Client Contribution | £4.3m | £4.4m | £4.0m | £3.6m |
| Average Net Cost per Client per Week | £319 | £343 | £348 | £388 |
| Average PD Nursing Population | 56 | 55 | 56 | 48 |
| Gross Expenditure Nursing Fees | £1.6m | £1.6m | £1.4m | £1.3m |
| Client Contribution | £0.4m | £0.4m | £0.3m | £0.3m |
| Average Net Cost per Client per Week | £406 | £414 | £371 | £400 |

- However, despite the positive direction of travel, the average population was approximately 60 higher than the budget could have afforded, even after the application of £1m of IBCF.

OP & PD Home Support

- The service underspent the £6.8m net expenditure budget by £0.2m after applying £5m of non-recurrent iBCF. This funding, agreed in the Winter Plan, was 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 retainer 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 department's strategy is to increase homecare provision in the community as reflected in the increased number of service users. Gross costs have increased by £3m in 2017-18, with £2.5m linked to increased activity/hours of care provided and £0.5m due to a £0.61 increase in the hourly rate for framework providers, to £15.04.

| OP & PD Home Support | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--|----------------|----------------|----------------|----------------|
| Average OP in receipt of Homecare population | 1,425 | 1,426 | 1,479 | 1,664 |
| Gross Expenditure Home Support | £8.8m | £8.7m | £10.3m | £13.0m |
| Average Gross Cost per Client per Week | £118 | £117 | £126 | £150 |
| Average PD in receipt of Homecare population | 237 | 203 | 151 | 123 |
| Gross Expenditure Home Support | £2.6m | £2.4m | £1.7m | £1.9m |
| Average Gross Cost per Client per Week | £210 | £225 | £212 | £297 |

OP & PD Direct Payments

- The £2m Direct Payments budget overspent by £0.4m primarily due to an increase of the average population to 290 in 2017-18. Although overspent, this is a positive direction of travel in line with the strategy of increasing the use of direct payments to give more choice to service users and keep people at home where possible.
- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (16.5% Bradford, 24% Comparator).

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|----------------|----------------|----------------|----------------|
| Average Older People in receipt of Direct Payments | 96 | 104 | 130 | 152 |
| Gross Expenditure Direct Payments | £1.09m | £1.20m | £1.48m | £1.78m |
| Average Cost per Client per Week | £218 | £222 | £219 | £225 |
| Average PD Population in receipt of Direct Payments | 133 | 132 | 137 | 138 |
| Gross Expenditure Direct Payments | £1.5m | £1.6m | £1.7m | £1.5m |
| Average Cost per Client per Week | £214 | £226 | £244 | £209 |

- The above data on Older People and Physical Disability services demonstrates that services are generally being transformed in line with the strategy.
- Additionally, the ASCOF framework also indicates that relative to other Councils, Bradfords Adult Services already benchmark well with very low permanent admissions to care for

older people (65 years +); very low levels of bed blocking/delayed transfers of care, and high levels of effectiveness for re-ablement services that promote independence and help keep people out of costly permanent care.

| | Regional Avg 2016-17 | Bradford 2016-17 |
|---|----------------------|------------------|
| Perm admissions to care 65+ per 100,000 | 658 | 571 |
| Delayed transfers of care from hospital attributable to Social care | 4.0 | 0.9 |
| Re-ablement (effectiveness) still at home after 91 days | 83.40% | 87.80% |

Source Ascot framework NHS Digital

<https://app.powerbi.com/view?r=eyJrIjoiaNzNkN2lwM2MtNzQ2OS00NTImLWE3NTMtYzkwMzY4OGVINzQzliwidCI6IjgwN2YyZjMwLWNhOGMtNDE5Zi1hMTc5LTVjNGZjN2E0YmY2YiIsImMiOiN9>

- In summary, there is significant evidence to suggest that Older Peoples and Physical Disability services already benchmark well and are continuing to transform in line with the strategy, indicating both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils. This then reduces the scope to deliver further savings to balance the budget in future years.

Learning Disabilities (LD) Purchased Care

- The £39.7m Learning Disabilities Purchased Care net expenditure budget overspent by £7.3m, and this was after the application of £3.8m of time-limited iBCF grant, giving an overall pressure of £11.1m.
- £5.8m of the overspend resulted from the underachievement of planned savings.
- The service is however managing demand by caring for service users in community care services including Home Care, Day Care, Supported Living and Direct Payments, which promote independence and are typically less costly than LD Residential and Nursing placements.
- The Learning Disability Purchased Care budget overspent as a result of the following.

Learning Disabilities Residential Fees

- The £5.4m Residential Fees budget overspent by £2.4m; of which £1.2m is due to an overspend on purchased residential fees and a further £1.2m is due to an underachievement of savings on the residential block contract (3A10). This unachieved saving has been deferred through to 2019-20 as part of the 2018-19 budget setting process.
- The £1.2m LD Purchased Residential Fees overspend is due to a number of factors including a recurrent overspend from 2016-17 of £0.4m; unachieved high cost placement saving of £0.4m and a further £0.9m additional expenditure due to rising unit costs (+£137 to £1,332 per week), which is partly offset by a £0.5m reduction in activity (-7 service users to 127 in 2017-18).

| Learning Disabilities Residential | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--|---------|---------|---------|---------|
| Average LD People Residential Population | 136 | 133 | 134 | 127 |
| Gross Expenditure Residential Population | £8.1m | £8.5m | £8.9m | £9.3m |
| Client Contribution | £0.6m | £0.6m | £0.6m | £0.5m |
| Average Net Cost per Client per Week | £1,059 | £1,150 | £1,195 | £1,332 |
| Average LD Residential Population – block contract | 56 | 56 | 53 | 49 |
| Gross Expenditure Residential – block | £3.1m | £3.0m | £3.0m | £2.9m |
| Client Contribution | £0.2m | £0.2m | £0.2m | £0.2m |
| Average Net Cost per Client per Week | £995 | £961 | £1,015 | £1,059 |

Learning Disabilities Nursing Fees

- The £3.7m net budget overspent by £0.7m due to an increase in costs associated with the transfer of a LD nursing block contract to a new provider. This is not a recurrent overspend; plans are being developed to transform the model of care from Nursing to Supported Living in 2018-19 which will reduce costs over a period of time.
- The £0.7m overspend includes non-recurrent iBCF funding of £1m and unachieved demand management savings of £0.5m; this saving has been deferred to 2020-21.

| Learning Disabilities Nursing | 2016-17 | 2017-18 |
|--|---------|---------|
| Average LD People Nursing Population | 18 | 16 |
| Gross Expenditure Residential Population | £0.9 | £0.9m |
| Client Contribution | £0.1m | £0.1m |
| Average Net Cost per Client per Week | £934 | £911 |
| Average LD Nursing Population – block contract | 38 | 36 |
| Gross Expenditure Nursing – block | £3.0m | £2.9m |
| Income (Client Contribution & CHC/FNC) | £0.2m | £0.2m |
| Average Net Cost per Client per Week | £1,413 | £1,422 |

Learning Disabilities Home Care

- LD Home Care overspent the £7.2m net expenditure budget by £0.6m due largely to unachieved savings. The overspend was after £1.6m of non-recurrent iBCF expenditure had been applied.
- Gross expenditure has increased by £1.6m from 2016-17, of which £0.2m is due to an increased number of homecare hours delivered (+188 hours per week to 10,158 in 2017-18) and £1.4m attributable to an increase in prices, reflected in the increase in the gross cost per client per week (+£72 to £413).

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--|---------|---------|---------|---------|
| Average LD People in receipt of Homecare | 445 | 501 | 459 | 460 |
| Gross Expenditure | £6.5m | £7.7m | £8.3m | £9.9m |

Learning Disabilities Day Care

- LD Day Care has a net expenditure budget of £7m; of which £5.6m relates to a block contract for approximately 600 places per day, and £1.4m to spot contract arrangements.
- The block contract budget overspent by £1m due to unachieved savings on LD day care procurement (3A6); this saving has now been deferred to 2019-20 as part of the 2018-19 budget process. In 2017-18 the block contract was 87% utilised, however this reduces to 73% when absences are taken into account.
- LD Day Care 'spot contracts' have balanced the £1.4m net expenditure budget. However, the average population has reduced (-89 to 263 in 2017-18), with only a £0.1m reduction in gross expenditure which has increased the gross cost per client per week by £30, to £139 in 2017-18.

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|
| Average LD Day Care Population – spot contracts | 241 | 308 | 352 | 263 |
| Gross Expenditure | £1.8m | £1.8m | £2.0m | £1.9m |
| Average Gross Cost per Client per Week | £143 | £112 | £109 | £139 |

Learning Disabilities Direct Payments

- The £5m gross expenditure budget overspent by £1.5m; of which £0.4m is due to an increase in the average population of 30 to 430 in 2017-18 in line with the strategy, £0.5m is due to the un-achievement of the demand management saving (£0.3m off set by iBCF) and a recurrent overspend from 2016-17 of £0.9m.
- Offsetting this expenditure is income of £0.6m generated from the recovery of unspent direct payment monies through the departmental carrying out audits of expenditure; this is one-off income and only becomes a permanent reduction to expenditure following a re-assessment.

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|
| Average LD people in receipt of Direct Payments | 280 | 356 | 400 | 430 |
| Gross Expenditure | £3.3m | £4.9m | £6.1m | £6.5m |
| Average Gross Cost per Client per Week | £226 | £264 | £293 | £291 |

- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (16.5% Bradford, 24% Comparator).

Learning Disability Supported Living Services

- LD Supported Living overspent the £12m net expenditure budget by £1.7m. The service is in the process of changing contract arrangements for supported living from block contracts to individual 'spot' contract arrangements. Previously these care packages would have been included within Home Support. Therefore, it is not possible to accurately compare expenditure year on year.

- To mitigate the recurrent overspend in 2018-19 the departments dedicated LD reviewing team will continue to review client's packages of care and negotiate costs with providers. The department also works closely with the NHS to share the cost of high cost placements where a client has both health and social care needs.

Mental Health (MH) Purchased Care

- The table below shows that the Mental Health Residential and Nursing Purchased Care is relatively static and that increases in the numbers of people in receipt of care have been managed through increases in homecare and direct payments in line with the strategy.

| Mental Health | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|
| Average MH People Residential Population | 135 | 143 | 143 | 140 |
| Gross Expenditure Residential Fees | £3.8m | £3.9m | £4.0m | £4.0m |
| Average gross Cost per Person per Week | £546 | £517 | £535 | £549 |
| Average MH People Nursing Population | 58 | 50 | 51 | 48 |
| Gross Expenditure Nursing Fees | £1.5m | £1.4m | £1.4m | £1.4m |
| Average gross Cost per Person per Week | £494 | £526 | £518 | £560 |
| Average MH People in receipt of Homecare | 141 | 108 | 119 | 153 |
| Gross Expenditure Homecare | £0.9m | £1.4m | £1.6m | £2.0m |
| Average Weekly Costs | £123 | £251 | £253 | £251 |
| Average MH people in receipt of Direct Payments | 22 | 21 | 44 | 52 |
| Gross Expenditure Direct Payments | £0.1m | £0.1m | £0.6m | £0.7m |
| Average Cost per person per Week | £107 | £110 | £245 | £258 |
| Total Average MH Population | 356 | 322 | 357 | 393 |
| Total Gross Expenditure | £6.3m | £6.8m | £7.6m | £8.1m |

- The service overspent the £8m net expenditure budget by £0.1m; included in this position is £0.5m of re-directed Public Health funding and £0.5m of unachieved demand management savings offset by £0.5m of one-off iBCF grant.

Mental Health Residential Fees

- MH Residential fees overspent the £3m net expenditure budget by £0.4m due to a recurrent pressure from 2016-17 as gross expenditure was maintained at £4m. The average population reduced by 3 from 2016-17 at 140.
- The MH Reviewing Team will continue to review all residential placements, to reduce the cost of care and to move service users onto independent living where appropriate.

Mental Health Nursing Fees

- MH Nursing fees underspent the £1.4m net expenditure budget by £0.2m due to fewer service users than budgeted for.

Mental Health Home Support

- MH Home Support overspent the £1.6m net expenditure budget by £0.4m primarily due to an increase in the average number of service users (+34 to 153) receiving support.

Mental Health Direct Payments

- MH Direct Payments overspent the £0.5m net expenditure budget by £0.1m due to an increase in the average population (+5 to 52). Despite the overspend this is a positive direction of travel in line with the strategy.

Mental Health Supported Living Services

- MH Supported Living underspent the £1.6m net expenditure budget by £0.3m, due to reduced hours delivered on the contract.

In House Community Care Services Enablement Services

- The Enablement service provides short team support (typically 6 weeks), with the aim of helping to re-able service users to live as independently as possible after a stay in hospital for example.
- The service underspent the £0.9m net expenditure budget (£5.9m gross budget) by £0.2m mainly due to vacancies and additional income. Income has been received from the NHS (£0.2m) to enable the service to implement new models of working, including a Rapid Response service, to assist with hospital discharges and to prevent admissions.

| Enablement Services | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|
| Gross Costs | 4,458 | 5,045 | 5,181 | 5,894 |
| Income | -3,441 | -4,903 | -4,931 | -5,194 |
| Net Costs | 1,017 | 142 | 250 | 700 |
| Total number of hours BEST/BEST Plus 000s | 124 | 130 | 130 | 137 |
| Gross cost per hour £ | 35.96 | 38.81 | 39.86 | 43.03 |

- The ASCOF measure (2B1) indicates that re-ablement services are relatively effective with a high proportion of Older people still at home 91 days after discharge from hospital into reablement services (87.8% in Bradford vs a regional average of 83.4%).

BACES Equipment Service

- The Bradford and Airedale Community Equipment Service (BACES) provides equipment to aid independent living through a pooled budget arrangement with the NHS. The service balanced the £0.5m net expenditure budget (£3.1m gross budget). The outturn position included £0.2m of non-recurrent iBCF and the service have utilised £0.1m of capital funding.
- Gross expenditure has reduced by £0.4m since 2016-17 to £3.1m due to the utilisation of Disabled Facilities Grant (see Housing Operations in Dept of Place) funding but also the impact of a full year of the BACES panel reviewing special order requests.

| | 2015-16 | 2016-17 | 2017-18 |
|-------------|---------|---------|---------|
| Gross Costs | 3,715 | 3,528 | 3,149 |
| Income | -2,191 | -2,697 | -2,633 |
| Net Costs | 1,524 | 831 | 516 |

| | | | |
|-------------------------------|--------|--------|--------|
| Items Lent | 36,297 | 37,212 | 34,212 |
| Users in receipt of Equipment | 10,382 | 10,618 | 10,194 |
| % delivered with 7 days | 94 | 93 | 95 |

- There have been further savings of £0.3m on the Safe and Sound equipment budgets which provide Telecare and other remote alarmed equipment, due to staffing vacancies and the service utilising stock levels.

In-house Residential and Day Care

- In-house Residential and Day Care overspent the £9.8m net expenditure budget by £0.1m, mainly due to additional activity in external extra care settings, in line with the departments strategy.

| In-house Residential Services | 2015-16 | 2016-17 | 2017-18 |
|--|---------|---------|---------|
| Gross Costs £000s | 8,209 | 8,294 | *8,345 |
| Income £000s | -2,582 | -3,073 | -2,623 |
| Net Costs £000s | 5,627 | 5,221 | 5,722 |
| Number of weeks of care provided | 8,791 | 8,887 | 7,736 |
| Average % Occupancy | 86% | 87% | 83% |
| Gross Weekly Unit Cost (excluding Corporate Recharges) | £933 | £933 | £1,079 |

*less impairment charges of £0.6m

- The In-house residential care service overspent the £5.6m net expenditure by £0.1m, mainly due to additional expenditure on supplies and services following refurbishment at Thompson Court and a change in charging policy for assessment beds which has led to a reduction in income levels.
- Holme View Residential Home closed in October 2017. The moving of long stay service users at Holme View began in the summer, therefore this has impacted on weeks of care delivered and resulted in a higher unit cost overall (+£131 to £1,064). During refurbishment at Thompson Court there were also less beds available as a wing (10 beds) has been closed from mid-September 2017.

No Recourse to Public Funds

- The service overspent the £0.8m net expenditure budget by £0.2m due to increased numbers of families seeking support as reflected in the activity data below. The number of cases the service is working with continues to increase. 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.

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|-----------------------------|---------|---------|---------|---------|
| Number of Cases | 77 | 104 | 122 | 124 |
| Number of Families (Adults) | 58 | 78 | 92 | 101 |
| Number of Dependants | 146 | 224 | 222 | 200 |
| Number of Adults | 19 | 26 | 30 | 23 |

Non-Residential Income

- The £6.5m net income budget was underachieved by £0.1m. The new charging policy, which had a £0.6m saving target in 2017-18 and £0.5m part year effect from 2016-17, has been approved, however due to the delay in implementation £0.7m wasn't achieved, and has been offset by a draw down from reserves. This saving shortfall is not expected to recur in 2018-19 as the policy will be fully implemented.
- There is also a £0.3m saving in 2017-18 relating to reviewing charging arrangements for Mental Health (3A12) and a £0.2m non-achievement from 2016-17; of this £0.1m is forecast to be achieved. All Mental Health service users who are eligible to contribute to their care are now being charged; the shortfall relates to Section 117 service users who are entitled to free social after-care following discharge from hospital. These service users will continue to be reviewed to ensure they are receiving appropriate levels of care.

Commissioned Services

- The service overspent the £3.8m net expenditure budget by £0.1m mainly due to the partly unachieved LD Travel Support saving (3A8).

Integration and Transition

- Integration and Transition underspent the £11m net expenditure budget by £0.9m. Of this, £0.8m relates to re-directed Public Health funding incurred in-line with Public Health Outcomes.
- Further underspends resulted from £0.1m of reduced grant payments and £0.1m in increased rental income. These underspends have been off-set by increased staffing expenditure on Safeguarding to address the backlog of Deprivation of Liberties.

2018-19 and beyond

In 2018-19, Adult Services has significant challenges to address, including;

- Savings of £8m in respect of reducing the demand for services.
- Developing firm plans for tackling the increasing financial pressure in Learning Disability Services.
- Reducing spend to achieve previous years' savings that had not been achieved
- Continuing to review Service Users to ensure that the most appropriate care and support is delivered.
- Continue to work closely with the NHS to manage the system wide pressure and integrate services to provide seamless Health and Social Care Support.

3.1.2 Health and Wellbeing – Public Health

- Public Health underspent the £1.5m net expenditure budget (£46.1m gross expenditure budget) by £0.4m due to reduced expenditure within the Environmental Health Service.

| | Gross Expenditure | | | Income | | | Net Expenditure | | |
|--------------------------|-------------------|--------------|----------------|--------------|--------------|----------------|-----------------|--------------|----------------|
| | Actual £m | Budget £m | Variance £m | Actual £m | Budget £m | Variance £m | Actual £m | Budget £m | Variance £m |
| 1.0 Public Health | 44.9 | 44.8 | 0.1 | -44.0 | -44.0 | -0.1 | 0.8 | 0.8 | 0.0 |
| 2.0 Environmental Health | 1.0 | 1.3 | -0.4 | -0.3 | -0.2 | -0.1 | 0.7 | 1.1 | -0.4 |
| Total | 45.9 | 46.1 | -0.3 | -44.3 | -44.2 | -0.1 | 1.5 | 1.9 | -0.4 |

- The department has fully achieved savings of £4.5m, which consisted of a £1.1m reduction in funding from the Department of Health (DoH) and Council approved savings of £3.4m.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health Reserve. An underspend of £0.2m has been transferred to the Public Health Reserve to use towards Public Health outcomes.
- The total annual funding from DoH is expected to reduce from £44m to £40.7m in 2020-21 and Public Health continues to plan for the reductions.

The main areas of expenditure are:

| | Gross Expenditure | | | Income | | | Net Expenditure | | |
|---------------------------------|-------------------|--------------|----------------|--------------|--------------|----------------|-----------------|--------------|----------------|
| | Actual £m | Budget £m | Variance £m | Actual £m | Budget £m | Variance £m | Actual £m | Budget £m | Variance £m |
| Clinical Commissioning Group | 0.7 | 0.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.6 | 0.0 |
| Oral Health | 0.7 | 0.7 | -0.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.7 | -0.0 |
| Drugs & Alcohol Team | 10.9 | 11.7 | -0.8 | -1.0 | -1.0 | -0.0 | 9.9 | 10.7 | -0.8 |
| General Health Improvement | 0.5 | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.5 | 0.4 | 0.0 |
| Health Improvement Children | 13.4 | 13.4 | 0.0 | 0.0 | 0.0 | 0.0 | 13.4 | 13.4 | 0.0 |
| Health Protection | 1.7 | 1.7 | -0.0 | -0.0 | 0.0 | -0.0 | 1.7 | 1.7 | -0.0 |
| Overheads Including Corpora | 0.5 | 0.5 | -0.0 | 0.0 | 0.0 | 0.0 | 0.5 | 0.5 | -0.0 |
| Public Health Intelligence Team | 0.1 | 0.2 | -0.0 | 0.0 | 0.0 | 0.0 | 0.1 | 0.2 | -0.0 |
| Public Health Management Team | 1.1 | 1.0 | 0.0 | -0.0 | 0.0 | -0.0 | 1.1 | 1.0 | 0.0 |
| Public Health Obesity Team | 1.2 | 1.2 | -0.0 | -0.0 | 0.0 | -0.0 | 1.2 | 1.2 | -0.1 |
| Sexual Health | 4.4 | 4.5 | -0.1 | -0.0 | -0.0 | -0.0 | 4.4 | 4.5 | -0.1 |
| Smoking Cessation Team | 1.0 | 1.1 | -0.1 | -0.0 | 0.0 | -0.0 | 1.0 | 1.1 | -0.1 |
| Wider Determinants | 8.8 | 7.8 | 1.1 | -0.0 | -0.0 | -0.0 | 8.8 | 7.7 | 1.1 |
| Grant | 0.0 | 0.0 | 0.0 | -42.9 | -42.9 | 0.0 | -42.9 | -42.9 | 0.0 |
| Total | 44.9 | 44.8 | 0.1 | -44.0 | -44.0 | -0.1 | 0.8 | 0.8 | 0.0 |

Drugs & Alcohol Misuse - Adults

The service underspent the £10.7m net expenditure budget by £0.8m and fully achieved Council approved savings of £1.2m.

- The underspend relates to a year on year reduction in activity through prescribing and dispensing and reflects the national trend of a reducing population of opiate users.
- The new Substance Misuse Recovery Service contract has been awarded to Change, Grow and Live (CGL) and commenced on 1st October 2017, reducing the number of service providers from 12 to 1. The service will be reporting new Key Performance Indicators and contribute to Public Health Outcomes Framework 2016-2019.
- The DA service has a savings target of £1.6m in 2018-19 and the service continues to plan to meet its savings target.

Drugs & Alcohol Misuse - Young People

- **Services for Young People** (0-17 years) continue to perform above national average. This is despite services working with young people who are more likely to report multiple vulnerabilities in addition to their substance use.
- In Bradford Young People are more likely to exit services in a planned way (92% locally compared with 81% nationally).

| DRUGS & ALCOHOL MISUSE - Adults | Outturn 14/15 | Outturn 15/16 | Outturn 16/17 | Outturn 17/18 |
|---|------------------|------------------|------------------|------------------|
| Number of individuals in substance misuse treatment (YTD) - ALL | 4,522 | 4,475 | 4,197 | 3,487 |
| Number of new presentations (YTD) - ALL | 2,017 | 1,991 | 1,799 | 1,116 |

Number of individuals in substance misuse treatment (YTD) - Opiate

Number of individuals in substance misuse treatment (YTD) - Non Opiate

Number of individuals in substance misuse treatment (YTD) - Alcohol

Public Health Outcome 2.15 (Drug & Alcohol treatment Completion)

| | | | | |
|--|-------|-------|-------|-------|
| % of clients completing and not re-presenting within 6 months (opiate) | 6.1% | 5.4% | 4.7% | 7.5% |
| National (opiate) | 7.6% | 6.9% | 6.6% | 6.6% |
| % of clients completing and not re-presenting within 6 months (non opiate) | 40.1% | 38.5% | 40.4% | 50.3% |
| National (non opiate) | 39.0% | 37.3% | 37.1% | 36.6% |
| % of clients completing and not re-presenting within 6 months (Alcohol) | 37.5% | 37.1% | 35.5% | 40.5% |
| National (Alcohol) | 39.1% | 38.2% | 38.3% | 38.6% |
| Referrals from Criminal Justice Services to structured drug treatment (YTD) | 154 | 122 | 112 | |
| Starting Treatment within 6 weeks of referral (YTD) | 115 | 93 | 78 | |
| % of new referrals assessed and commence treatment within 6 weeks of referral (criminal justice) | 75.0% | 76.2% | 69.6% | |
| Police Force Area | 59.0% | 57.8% | 54.0% | |
| National (criminal Justice) | 63.0% | 58.5% | 54.0% | |

| DRUGS & ALCOHOL MISUSE - Young People | Outturn 14/15 | Outturn 15/16 | Outturn 16/17 | Outturn 17/18 |
|---|------------------|------------------|------------------|------------------|
| Substance Misuse - Young People up to 17 Number in treatment | 165 | 113 | 145 | 124 |
| Substance Misuse - Young People up to 17 Number in new treatment journeys | 103 | 75 | 96 | 75 |
| Substance Misuse - Young People 0-17 Exiting Services (Bradford) | 76.0% | 86.0% | 82.6% | 92.2% |
| Substance Misuse - Young People 0-17 Exiting Services (National) | 79.0% | 79.0% | 82.0% | 81.0% |
| % of planned 0-17 exits re-presenting (Bradford) | 5.0% | 5.0% | 4.3% | 4.7% |
| % of 0-17 exits re-presenting National % | 6.0% | 6.0% | 4.0% | 4.0% |

Health Improvement Children

The service fully spent the £13.4m net expenditure budget and fully achieved Council approved savings of £0.8m. The expenditure is mainly in annual contracts with the Care Trust and the Voluntary & Community Sector.

- The main service areas within Health Improvement Children are:

0-5 Children's Services - HV: The Health Visiting service provides a Universal and targeted service to all mothers and children up to the age of 5 across the district.

Family Nurse Partnership (FNP) provides an enhanced service to mainly teenage and vulnerable mothers and has undergone major adaptations to develop a model based on local needs. This new model of FNP ADAPT is jointly commissioned with Better Start Bradford and is being piloted until March 2018.

- The Health Improvement Children service has a £1.483m savings target in 2018-19 and the service continues to plan to meet its savings target
- Activity and Performance data indicates some improvements and areas which are not meeting expectations are addressed with the provider.

| 0-5 Childrens services - Health Visitor Service | Outturn 2015/16 | Outturn 2016/17 | Outturn 2017/18 |
|---|--------------------|--------------------|--------------------|
| Number of infants who turned 30 days within the quarter who received a face-to-face New Birth Visit (NBV) within 14 days from birth, by a Health Visitor with mother (and ideally father) | 7,887 | 7,773 | 7,558 |
| % of infants who turned 30 days within the quarter who received a face-to-face New Birth Visit (NBV) within 14 days from birth, by a Health Visitor with mother (and ideally father) | 98.2% | 98.6% | 99.0% |
| Total number of children who turned 12 months in the quarter, who received a 12 month review, by the age of 12 months | 7,029 | 7,037 | 7,007 |
| % of children who turned 12 months in the quarter, who received a 12 month review, by the age of 12 months | 85.8% | 86.8% | 87.8% |
| Total number of children due a review by the end of the reporting quarter who received a 2-2.5 year review, by the age of 2.5 years | 6,976 | 7,157 | 7,025 |
| % of children due a review by the end of the reporting quarter who received a 2-2.5 year review, by the age of 2.5 years | 83.5% | 86.5% | 86.5% |

Sexual Health

The service underspent the £4.5m net expenditure budget by £0.1m and fully achieved council approved savings of £71k

- Sexual health inequalities and HIV/Aids support budgets were combined and a new service commenced on 1st December 2017.
- This has resulted in the reduction of a combination of 4 grant agreements/contracts to 1 contract. The new service will have new Key Performance Indicators to assist sustainability of the service going forward.
- The service has a £25k savings target in 2018-19 and plans to meet the savings target.

| Sexual Health | Outturn 2015/16 | Outturn 2016/17 | Outturn 2017/18 |
|---|--------------------|--------------------|--------------------|
| Number of service users seen by a health care professional within 2 working days of contacting the service through all routes of access | 15,082 | 19,238 | 15,547 |
| % of service users seen by a healthcare professional within 2 working days of contacting the service | 88.3% | 84.2% | 85.5% |
| Number of IUD, IUS and implants fitted within 2 weeks of contraceptive assessment - All women (YTD) | 1,283 | 2,080 | 2,195 |
| % of IUD, IUS and implants fitted within 2 weeks of contraceptive assessment - All women (YTD) | 96.5% | 100.0% | 99.7% |
| Number of IUD, IUS and implants fitted by the service to women (aged under 18 years) | 99 | 131 | 169 |
| % of contraceptives (excluding barrier methods) distributed or fitted by the service to women (aged under 18 years) | 37.5% | 32.2% | 27.7% |
| Number of IUD, IUS and implants fitted by the service to women (aged 18 years or over) | 1,215 | 1,881 | 2,064 |
| % of contraceptives (excluding barrier methods) distributed or fitted by the service to women (aged 18 years or over) | 41.0% | 40.7% | 36.2% |

Smoking Cessation Services

The service fully spent the £1.1m net expenditure budget. The service has achieved its savings target of £2.0k in 2017-18.

- This service includes a 'Midwifery Stop Smoking' service contract with The Bradford Teaching Hospital Foundation Trust.
- The number of smokers accessing a quit programme is in decline with the local % reduction in line with regional and nationally stats. There are a number of reasons for the decline e.g. more smokers are turning to the use of e-cigarettes as a way of quitting and in recent years there has been a lack of national campaigns promoting support services, plus over time we are also experiencing a reduction in the number of smokers.
- The smoking Cessation service has a savings target of £59.2k in 2018-19

Wider Determinants

- The service fully spent the £7.7m net expenditure budget and an additional £1.1m was re-directed towards Adults Social care in line with Public Health outcomes. The service encompasses a range of distinct service areas as listed below. The programme/services are supported via Inter Departmental Agreements with other Council services in line with public health outcomes.
- The following Programme/services are supported via Inter Departmental Agreements and grant agreements during 2017-18:

| Project / Service | Funding allocated 17-18 |
|--|----------------------------|
| Recovery in the Community | 208,601 |
| Welfare advice | 3,298,989 |
| Dementia Adults | 246,000 |
| Older People H&W VCS Grants | 631,000 |
| Mental Health Adults | 1,177,300 |
| Other PH Serv - Housing | 379,000 |
| Other PH Serv - Employment & Skills | 65,000 |
| Warm Homes | 63,403 |
| Health & Well Being Public Health | 170,598 |
| Air Quality | 2,695 |
| Self Care | 150,023 |
| Dementia Project | 202,200 |
| School Readiness | 200,000 |
| Health Improvements - Wider Determinants | 378,841 |
| Domestic Violence | 1,143,800 |
| Young People at Risk | 263,100 |
| Learning Disabilities | 257,400 |
| Wider Determinants Total | 8,837,949 |

Environmental Health

The service underspent the £1.1m net expenditure budget by £0.4m. The service fully achieved Council approved savings of £35k for 2017-18.

| | Gross Expenditure | | | Income | | | Net Expenditure | | |
|--------------------------|-------------------|--------------|----------------|--------------|--------------|----------------|-----------------|--------------|----------------|
| | Actual £m | Budget £m | Variance £m | Actual £m | Budget £m | Variance £m | Actual £m | Budget £m | Variance £m |
| Environ. Health Mgmt | 0.3 | 0.3 | -0.0 | 0.0 | 0.0 | 0.0 | 0.3 | 0.3 | 0.0 |
| Air Quality | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Environ. Health Services | 0.6 | 1.0 | -0.4 | -0.3 | -0.2 | -0.1 | 0.3 | 0.7 | -0.4 |
| Total | 1.0 | 1.3 | -0.4 | -0.3 | -0.2 | -0.1 | 0.7 | 1.1 | -0.4 |

The under spend is within the Environment Health Services area and was due primarily vacancy management and reduced expenditure across the service on supplies and services, the main service areas and the reasons are:

- Staffing vacancy management (£72k)
- Dog warden service – new contract that commenced in 2017-18 ((45k)

- Gypsy Liaison Service due to savings in the cost of utilities associated with the two Gypsy and Traveller sites run by the service with the recent provision of individual water and electric meters provided by utility providers and occupants paying direct to providers.
- Food Safety - primarily due to reduced testing costs and increase in income from Safety Certification Service work (£100k)
- Animal Impound – Horse Impound contract due from reduction in demand for the service (£83k)

3.2 Children's Services

- Children Services overspent the £82.1m net expenditure budget (£477.1m Gross budget) by £3.3m. In arriving at this position the service delivered £2.3m of the £5.3m approved budget savings.

| | Gross expenditure | | | Income | | | Net expenditure | | |
|----------------------------|-------------------|--------------|----------------|---------------|--------------|----------------|-----------------|--------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Children's Services | | | | | | | | | |
| Directors Office | 0.4 | 0.4 | 0.0 | - | - | - | 0.4 | 0.4 | 0.0 |
| Learning Services | 306.4 | 308.2 | 1.8 | -302.6 | 304.5 | -1.9 | 3.8 | 3.8 | -0.1 |
| Children's Social Care | 63.6 | 70.5 | 6.9 | -5.1 | 6.7 | -1.6 | 58.5 | 63.8 | 5.3 |
| Performance, Commissioning | 41.3 | 44.0 | 2.7 | -42.0 | 45.1 | -3.0 | -0.7 | -1.0 | -0.3 |
| Deputy Director | 65.3 | 64.8 | -0.5 | -45.2 | 46.3 | -1.1 | 20.1 | 18.5 | -1.6 |
| Total | 477.1 | 488.0 | 10.9 | -395.0 | 402.6 | -7.7 | 82.1 | 85.4 | 3.3 |

- There is £308.2m of gross expenditure in relation to schools included within the service expenditure which is primarily funded from the Dedicated Schools Grant.

3.2.1 Children Social Care Service

- Children's Social Care overspent the £58.5m net expenditure budget by £5.3m. The overspend was largely attributable to;
 - Increases in the overall numbers of Looked after Children (LAC) and Children requiring support, impacting on the cost of Purchased Placements (£1.5m overspend) and Fees and Allowances (£0.2m overspend).
 - The increases in LAC numbers results from an unexpected demand for care placements with over half of the demand coming from children and young people who are originally from outside of the Bradford district. There has also been an increase in the number of teenagers requiring placements.
 - Additionally, there have been increased costs in the private residential sector. Since 2013-14 the average cost of a Purchased Placements has increased by 20%.
 - Increases in costs have resulted partly from risks which attract a higher cost package of care (e.g. Child Sexual Exploitation, Children going missing, violent aggressive behaviour and self-harm amongst others).
- The increases in the numbers and costs of Looked After Children has consequently resulted in;

- The non-achievement of a budget saving plan to reduce the number of Looked after Children to 800 (£0.8m overspend).
- The non-achievement of a £0.9m budget savings plan to reduce the remaining Looked after Children in typically more expensive external purchased placements to in house care, as numbers are increasing.
- Reducing Agency Spend in Children’s Social Care £1m
- Child Protection Management Restructure £0.2m
- Administrative Support Restructure £0.1m

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

- Success in managing the proportion of children needing care. Bradford had 69.6 Looked after Children per 10,000 Children, compared with a statistical neighbour average of 82 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 neighbour¹³ benchmarks, the cost of supporting Looked After Children would be approximately £6.8m higher per year.
- Increasing Social Worker workloads: Caseloads per Social Worker in Bradford (18.8) are now above the national (16.1) and regional averages (15.6).
- Improving value for money in respect of placements. Actual costs reduced very marginally in 2017-18 while delivering a higher number of care nights.
- Our internal homes running at close to full capacity
- A 9% reduction since October 2016 in children who are on care orders as the child is now placed with parents. This saves the cost of providing support for the child through e.g. fostering or residential care.

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

| Type of Placement | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|------------------------------------|------------|------------|------------|------------|------------|------------|
| Placed with Parents | 90 | 82 | 84 | 86 | 119 | 117 |
| Placed for Adoption | 39 | 53 | 63 | 38 | 24 | 25 |
| Friends and Families | 201 | 189 | 218 | 206 | 232 | 235 |
| Foster Parents | 386 | 383 | 349 | 365 | 365 | 371 |
| Fostering Agencies (Ext) | 39 | 37 | 32 | 32 | 38 | 57 |
| Residential Care | 60 | 70 | 68 | 63 | 58 | 51 |
| Residential Care (Ext) | 40 | 41 | 46 | 50 | 47 | 42 |
| Other * | 34 | 32 | 37 | 34 | 48 | 62 |
| Total Looked After Children | 889 | 886 | 897 | 874 | 931 | 960 |
| Residence Orders | 78 | 81 | 65 | 69 | 59 | 46 |
| Adoption Orders | 213 | 224 | 270 | 271 | 260 | 247 |

¹³ A benchmarking group consisting of Councils most similar to Bradford socio-economically.

| | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Special Guardianship Orders | 122 | 157 | 240 | 277 | 304 | 320 |
| Total Chd in Permanent Arrangement | 413 | 462 | 575 | 617 | 623 | 613 |
| Total Children Receiving Support | 1,302 | 1,348 | 1,472 | 1,491 | 1,554 | 1,573 |

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

Looked After Children – Purchased Placements

Purchased Placements overspent the £7.6m net expenditure budget by £1.5m.

- A Purchased Placement is an independent fostering placement, an external residential placement, a leaving care placement, or secure residential provision.
- There are several issues contributing to the pressure on purchasing external placements:
 - A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
 - An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
 - Some risks attract a higher cost package of care (e.g. Child Sexual Exploitation (CSE), Children going missing, violent aggressive behaviour and self-harm amongst others).
- The table below outlines that costs increased by 4.2% in 2017-18 and delivered higher numbers of care nights. It should be noted that since 2013-14 the net cost of Purchased Placements has increased by 35%.

| | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|---------|
| Gross Costs £000s | 6,686 | 6,320 | 9,150 | 9,130 | 10,137 |
| Income £000s | (104) | - | (592) | (600) | (1,247) |
| Net Costs £000s | 6,582 | 6,320 | 8,558 | 8,530 | 8,890 |
| Foster care Purchased Nights | 16,775 | 12,941 | 12,320 | 13,632 | 20,093 |
| Secure Residential Care Nights | 443 | 289 | 770 | 676 | 549 |
| Residential Nights Purchased | 14,125 | 13,156 | 17,829 | 18,506 | 14,783 |
| Leaving Care Supported Nights | 1,641 | 3,204 | 3,899 | 3,542 | 5,532 |
| Total | 32,984 | 29,590 | 34,818 | 36,356 | 40,957 |
| Cost per Purchased Foster care Week £s | 813 | 792 | 791 | 801 | 851 |
| Cost per Secure Residential Week £s | 4,215 | 5,152 | 3,381 | 4,416 | 4,119 |
| Cost per Purchased Residential Care Week £s | 2,037 | 2,226 | 2,421 | 2,444 | 2,440 |
| Cost per Leaving Care Supported Week £s | 827 | 1,003 | 1,076 | 1,349 | 1,310 |

- The number of purchased foster care nights increased by 47.4% and number of purchased Leaving Care nights increased by 56.2% in 2017-18 with a reduction of 20.1% and 18.8% in the more expensive purchased and secure residential nights. There was also a 18.8% reduction in secure residential care nights.

Fees and Allowances

- The in-house Fees and Allowances budget of £17.6m for Looked After Children and Children in Permanent Arrangements overspent by £0.2m mainly due to a 4.2% increase in number of Special Guardian Orders in 2017-18

- The table below provides a breakdown of the cost of the different placements. The weekly placement costs for Fostering is reducing mainly due changes agreed in September 2015. The Adoption service will be provided regionally from 2017-18 but Bradford will be still responsible for the payment of the Adoption Allowances relating to Bradford Children.

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|
| Gross Costs £000s | 18,496 | 18,436 | 18,890 | 18,386 |
| Income £000s | (953) | (663) | (889) | (525) |
| Net Costs £000s | 17,543 | 17,773 | 18,001 | 17,861 |
| Average number of Adoption placements | 270 | 271 | 260 | 247 |
| Average number of Fostering placements | 349 | 365 | 365 | 371 |
| Average number of Friends & Family placements | 218 | 206 | 232 | 235 |
| Average number of Residence Order placements | 65 | 69 | 59 | 46 |
| Average number of Special Guardian placements | 240 | 277 | 304 | 320 |
| Overall Placements | 1,142 | 1,188 | 1,220 | 1,219 |
| Cost per Adoption Placement Week £s | 225 | 233 | 254 | 245 |
| Cost per Fostering Placement Week £s | 554 | 518 | 492 | 492 |
| Cost per Friends & Family Placement Week £s | 222 | 233 | 242 | 232 |
| Cost per Residence Order Placement Week £s | 135 | 130 | 133 | 149 |
| Cost per Special Guardian Placement Week £s | 108 | 118 | 120 | 128 |
| Average Cost per Placement Week £s | 295 | 288 | 284 | 281 |

- The net cost £17.9 has marginally reduced compared to 2016-17 with the number of placements being similar to 2016-17.
- The service has been supported through the Council's Transformation Fund to increase and promote Foster Care. Prior to this, the service had a £10k marketing budget. A full time Recruitment and Marketing officer is now working within the service and has developed a recruitment plan to increase the number for Foster Carers.

Care Management

- The service overspent the £11.4m budget by £0.1m mainly due to pressure on the staffing budgets for the Children Assessment Team (£0.4m) and Children and Young People social work team (£0.2m), offset by a £0.4m underspend on the legal/court cost budgets of £1.0m. Court fees are reviewed annually so it is currently unclear if the saving will recur.
- There are 180 Social Workers (169 full time equivalents) in Children's Social Care directly employed by the Council as at December 2017. The service has been dealing with greater workloads in 2017-18

| | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|
| Total Referrals per month | 420 | 520 | |
| Total Single Assessments per month | 701 | 881 | 925 |
| Caseloads per Social Worker | 12.7 | 16.1 | 18.8 |
| Children subject to a Child protection plan | 484 | 535 | |

- Department for Education Benchmarking information indicates that
 - Caseloads per Social Worker are now above the national (16.1) and regional averages (15.6).
- As at 31st December 2017 there were 298 children and young people identified as being at risk of child sexual exploitation (CSE). The Council had allocated £0.3m in 2015-16 for 2

years in support of CSE prevention. In 2017-18, the funding was provided through reserves and the Council has made this funding permanent from 2018-19 as part of the budget setting process.

Children In-House Residential Homes

- The In-house Children Residential units overspent the £5.6m budget by £0.5m mainly due to staff turnover, the use of agency staff, overtime and premises related costs.
- There has been an average of 51 Looked after Children placed in in-house residential/respite units during the financial year. 18,673 nights of care were provided at an average weekly cost of approximately £2,521, which is broadly comparable with purchased Residential care.

Children with Disabilities

- The £5.1m budget was fully spent in 2017-18.
- The £3.0m Children respite homes budget and the Home Support/Direct payments budget of £1.1m was fully spent in 2017-18.
- The Children with Complex Health Disabilities Team (CCHDT) overspent their staffing budget by £0.1m. The service has been allocated with a total of £0.1m of staffing budget savings since 2015-16. Shared Care services underspent the £0.4m by £0.1m due to a reduction in support payments.

Through Care and After Care Services

- Through and After Care services overspent the £5.8m net budget by £0.3m (£0.1m on staffing and £0.2m on placement costs). The service has continued to benefit by £0.2m from the Staying Put grant allocation which supports young people to continue to live with their foster carers once they turn 18 (the “Staying Put” duty). This duty came into force in May 2014.

| | 2015-16 | 2016-17 | 2017-18 |
|------------------------------|---------|---------|---------|
| Gross Costs £000s | 5,950 | 6,168 | 7,142 |
| Income £000s | (253) | (493) | (1,098) |
| Net Costs £000s | 5,697 | 5,675 | 6,044 |
| No of Care Leavers supported | 422 | 430 | 463 |
| Average Cost per Week £ | 259 | 253 | 250 |

- The number of care leavers has increased by 9.7% since 2015-16 but the average cost has reduced by 3.5% in the same period.

Targeted Early Help

- The Targeted Early Help service fully spent the £7.5m net budget in 2017-18. The service made a £0.9m budget saving in 2017-18.
- Early Help service underspent the £2.7m budget by £0.1m on salaries.

- The Youth Offending Team has a break-even position for the year on a budget of £1.1m. The service also received £1.2m of grant income from the Youth Justice Board.
- Family Support Services underspent their £2.0m budget by £0.3m on commissioning services.
- Supervised Contact budget of £1.2m was fully spent in 2017-18.
- The Family First service reported an adverse variance of £0.4m due to a reprofile of the number of families engaging on the scheme in order to generate an attachment fee payment from the government.

Innovation Fund (“B” Positive Pathways)

- Children’s Social Care Services have started the delivery of the Innovation Fund (“B” Positive Pathways or BPP) programme in 2017-18. The Government allocated £3.2m of funding over 2 years to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care. The BPP has three key elements; Hub Home and Specialist Children’s Homes, Mockingbird Fostering Model and PACE model of care. The BPP was officially launched by the Minister of State for Children and Families in October 2017. The BPP service operates its base at a Local Authority Children’s home, The Willows. BPP is fully funded for two years with the expectations that the service generates savings in order to operate in years three and four.

3.2.2 Performance Commissioning and Development

- Performance Commissioning and Development underspent the net budget of £11.1m by £0.1m.
- Bradford Children’s Safeguarding Board (BCSB) fully spent the £0.2m net budget
- Child Protection Services overspent the budget of £1.4m by £0.1m on their staffing budget. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 532 plans at 31st December 2017 compared to 525 in December 2016.
- The numbers of children who became the subject of a plan has seen a fall, with 609 plans starting in the year to December 2017 compared to 660 in the year to July 2017.
- The Commissioning Team underspent by £0.1m due to staff vacancies and delay in recruitment.
- The Travel Assistance budget of £10.4m underspent by £0.1m. The service has been unable in 2017-18 to contribute any further savings towards the £5.9m Council Travel Assistance savings.
- Workforce Development budget of £0.3m was fully spent in 2017-18.
- Bradford is one of the Education Secretary’s 12 Opportunity Areas (OAs) - these are social mobility ‘coldspots’ each receiving a share of £72 million to improve opportunities for young people in this community. Bradford will receive an allocation of £6m plus a further £5.5m from the £22m Essential Life Skills Funding targeted towards helping disadvantaged young people to develop life skills such as resilience, emotional wellbeing and employability. The investment will be across the entire Education

sector in Bradford and not all of the funding will be paid to the Council. The Service has been allocated £2.5m of this funding in 2017-18 for the programme.

3.3.3 Education, Employment and Skills

- Education, Employment and Skills underspent the £15.4m net expenditure budget by £1.8m.

Early Years - Children Centres

- The Children Centre net budget of £7.5m was underspent by £0.3m mainly due to staffing vacancies. The service is set to be reconfigured as part of the Transformation of Prevention and Early Help Services

Early Years Services

- Early Year Services net budget of £1.7m underspent by 0.6m. Children Play Services has a £0.2m favourable variance mainly due to income generation with further underspend of £0.2m on staffing and £0.2m on commissioning/partnerships budgets across the service.
- The service is set to be reconfigured as part of the Transformation of Prevention and Early Help Services

SEND and Behaviour

- SEND and Behaviour services underspent the £3.5m budget by £0.1m due to vacancies within the Education Psychology service.

Services for 5-25 Year olds

- The service underspent its 2017-18 budget by £0.5m. The School Governor Service has generated surplus income of £0.1m and the he Secondary Achievement/School intervention budget underspent by £0.3m

Education Safeguarding

- The Education Safeguarding net budget of £1.2m underspent by £0.1m due to income generation from penalty notices from school absences.

Employment and Skills

- The Employment and Skills service underspent the £2.3m net budget by £0.2m due to staffing vacancies.

Former Teachers/Lecturer Pension Payments

- The £5.6m budget in relation to pension payments to former teachers and lectures underspent by £0.1m due to a reduction in the number of payments. The number of payments has reduced from 1,588 in April 2017 to 1,526 in March 2018.

Curriculum ICT

- Curriculum ICT reported an adverse position of £0.1m due to shortfall in income generation. The service is transferring to the Council's Department for IT Services from April 2018 to investigate options on addressing the current shortfall in income.

3.3 Department of Place

Department of Place

- The department overspent the £100.5m net expenditure budget, (£164m gross budget) by £1.5m,
- £4.7m of the £6.1m budget savings were delivered as planned, and a further £0.3m in offsetting mitigating savings have been found, reducing the unachieved savings to £1.1m.
- Transfers into reserves and better use of budget requests total £1.4m and £0.1m respectively and have been detailed within the service narratives.

| | Gross Expenditure | | | Income | | | Net Expenditure | | |
|-------------------------------------|-------------------|--------------|----------------|--------------|--------------|----------------|-----------------|--------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Directors Office | 0.4 | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.4 | 0.0 |
| Fleet & Transport Services | 13.3 | 12.8 | -0.5 | 13.5 | 13.2 | 0.3 | -0.2 | -0.4 | -0.2 |
| Waste Collection & Disposal | 32.4 | 34.2 | 1.8 | 6.1 | 5.9 | 0.2 | 26.3 | 28.3 | 2.0 |
| Neighbourhoods & Street Scene | 21.3 | 21.0 | -0.3 | 6.6 | 7.3 | -0.6 | 14.7 | 13.7 | -1.0 |
| Sports & Culture Services | 41.5 | 45.4 | 3.8 | 21.1 | 24.4 | -3.2 | 20.4 | 21.0 | 0.6 |
| Economy & Development Services | 21.2 | 20.9 | -0.3 | 9.3 | 9.5 | -0.2 | 11.9 | 11.4 | -0.6 |
| Planning, Transportation & Highways | 33.9 | 35.0 | 1.1 | 6.9 | 7.3 | -0.4 | 27.1 | 27.7 | 0.6 |
| Place | 164.1 | 169.6 | 5.5 | 63.6 | 67.6 | -4.0 | 100.5 | 102.0 | 1.5 |

3.3.1 Fleet, Waste and Transport Services - Waste Services

- Waste Services over spent the £26.3m net budget (£32.4m gross) by £2.0m, comprised of a £1.9m over spend on Waste Disposal, £0.2m over spend on Waste Programme costs and a £0.1m under spend on Waste Collection.
- Of the £1.8m planned savings, £1.2m have been achieved; the £0.6m under achievement relates to;
 - Savings ref 3E4 £1m Alternate Week Waste Collection; £0.4m under achievement due to fewer round reductions than originally planned.
 - Savings ref 3E2 £0.3m Garden Waste; £0.1m under achievement as rounds were not reduced from 5 to 4 (but off-set by favourable income levels).
 - Savings ref 3E1 £0.2m Waste Minimisation; £0.1m under achievement due to insufficient income received from recyclable material sales.

Waste Disposal

- Waste Disposal over spent the £16.8m net budget (£18.2 gross) by £1.9m, mainly due to an over spend on Materials Recovery Facility (MRF) of £0.7m; an under achievement in income from sale of recyclable materials of £0.4m, an over spend on operational running costs for the Transfer Loading Stations (TLS) of £0.4m, and an over spend on treatment/disposal costs of £0.1m.
- Regarding the £0.7m over spend on MRF costs, it was anticipated that savings from a

reduction in residual waste treatment costs and increased income as a result of improved recycling rates would fund the MRF. However, unforeseen problems relating to contamination levels in kerbside recycling and resultant negative impact on MRF processing rates has created capacity issues resulting in higher than expected treatment/disposal costs, and insufficient savings to fund the MRF as planned.

- The under achievement in income was predominantly due to market forces, as prices paid have reduced significantly compared with previous years. The service has endeavoured to attain best prices possible by tendering on a monthly or bi-monthly basis.
- The £0.4m over spend on Transfer Loading Station operating costs resulted from one-off agency staff costs and extra ordinary vehicle repairs costs and is not expected to repeat in 2018-19.
- Disposal costs for residual waste treatment have exceeded budget by £0.1m, largely due to contamination issues and capacity problems at the MRF which resulted in additional tonnage requiring treatment, mainly between August and December. Additionally, the Beast from the East contributed to a number of missed bin collections with associated contamination issues. Had it not been for this additional tonnage, disposal costs would have underspent against budget by approximately £0.4m.
- Despite the over spend, collection tonnage data is encouraging, with kerbside residual waste showing a 15% reduction on the 2016-17 figure and kerbside recycling increasing by 36%.
- Additional equipment soon to be installed at the MRF should enable a greater throughput of recyclable materials and remedy some of the contamination problems, which will in turn convert more recycling to sales and reduce treatment/disposal costs.
- The service is also continuing with waste minimisation strategies, concentrating on education and awareness and targeting areas with poor recycling rates and performance.

| Waste Disposal | 2015-16 | 2016-17 | 2017-18 |
|--|---------------|---------------|---------------|
| Gross Costs £000s | 17,437 | 18,300 | 18,982 |
| Income £000s | -1,469 | -1,441 | -1,066 |
| Direct Net Costs £000s | 15,968 | 16,859 | 17,916 |
| Direct Non Controllable costs | 1,079 | 1,359 | 1,213 |
| Corporate and Dept Recharges | 805 | 779 | 616 |
| Net Costs | 17,852 | 18,997 | 19,745 |
| Waste Collected as Recycling (Tonnes) | 64,928 | 68,409 | 69,792 |
| Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste | 148,380 | 143,462 | 139,920 |
| Total before Trade Waste | 213,308 | 211,871 | 209,712 |
| Trade Waste Tonnes (Funded by Trade Waste) | 20,106 | 20,273 | 20,584 |
| Total Municipal Waste Disposed of (Tonnes) | 233,414 | 232,144 | 230,296 |
| Gross cost per tonne | £81.75 | £86.37 | £90.51 |
| Net cost per tonne | £74.86 | £79.57 | £85.43 |

Waste Programme

- The Waste Programme, consisting of employees, fleet and supplies & supplies costs, linked to the delivery of waste minimisation strategies and project costs relating to alternate weekly collections, was funded from corporate reserves.
- Costs exceeded the £0.5m allocation by £0.2m but the programme successfully delivered the objectives with which it was tasked and alternate weekly collections were implemented successfully and to schedule.
- An additional £0.7m was spent on recycling bins, funded from capital resources.
- All funding identified from reserves, to accommodate Waste Programme costs, has now been spent; subsequently it is the department's responsibility to budget for on-going programme costs beyond March 2018.

Waste Collection

- Waste Collection, comprising of Refuse Collection, Recycling and Trade Waste, underspent the £7.5m net budget (£12.3m gross) by £0.1m.
- With the introduction of alternate weekly collections of residual and recycled waste, the Refuse Collection and Recycling services have now integrated, where the same crews and vehicles collect both types of waste.
- Outturn figures therefore incorporate both services and cost centres will be merged from 2018-19 onwards.
- The combined service balanced the £7.7m net budget (£9.2m gross).
- However, there will be significant budget pressures from April 2018 as the service is tasked with delivering an additional £1m savings, which were originally predicated on a 13 round reduction, which has not been possible due to operational requirements and property growth.

| Kerbside Waste & Recycling Collection | 2015-16 | 2016-17 | 2017-18 |
|--|---------|---------|---------|
| Gross Costs £000s | 7,344 | 7,882 | 7,165 |
| Income £000s | -336 | -270 | -307 |
| Direct Net Costs £000s | 7,008 | 7,612 | 6,858 |
| Direct Non Controllable costs | 1,436 | 1,392 | 1,477 |
| Corporate and Dept Recharges | 765 | 874 | 1,022 |
| Net Costs | 9,209 | 9,878 | 9,357 |
| Tonnes collected from Recycling bins | 17,977 | 20,534 | 27,997 |
| Tonnes collected from Waste bins | 132,413 | 128,441 | 106,551 |
| Kerbside Tonnes collected | 150,390 | 148,975 | 134,545 |
| Gross Cost per Tonne collected | £48.83 | £52.91 | £53.26 |

- Garden Waste balanced the £0.4m net income budget, and collected higher levels of tonnage, and higher levels of income than 2016/17 when charging for the service was introduced.

| Garden Waste Collection | 2015-16 | 2016-17 | 2017-18 |
|--------------------------------|---------|---------|---------|
| Gross Costs £000s | 676 | 630 | 618 |
| Income £000s | -6 | -1,025 | -1,112 |
| Direct Net Costs £000s | 670 | -395 | -494 |
| Tonnes collected | 10,899 | 8,085 | 8,622 |
| Gross Cost per Tonne collected | £62.02 | £77.92 | £71.68 |

- Trade Waste overachieved the £0.2m net income by £0.1m, largely due to an increased income.

| Trade Waste | 2015-16 | 2016-17 | 2017-18 |
|-----------------------------|---------|---------|---------|
| Gross Costs £000s | 2,630 | 2,747 | 2,846 |
| Income £000s | -3,158 | -3,210 | -3,393 |
| Direct Net Costs £000s | -528 | -463 | -547 |
| Tonnes collected | 20,106 | 20,273 | 20,584 |
| Direct Net income per tonne | -26 | -23 | -27 |

Fleet, Waste and Transport services - Fleet & Transport Services

- Fleet & Transport Services over achieved the £0.2m net budget (£13.3m gross) by £0.2m.
- This in the main is due to an under spend of £0.4m in Fleet and Transport Services which has been offset by an underachievement of income within Licencing and Land Charges.

Licencing

- Licencing has underachieved its £0.3m net income budget by £0.1m
- The number of licence applications (licencing act, gambling act and other) has increased slightly from the 2016/17. However, the average income per licence has decreased due to a different combination of licence applications during 2017-18.

| Licensing | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|
| Gross Costs £000s | 169 | 168 | 159 |
| Income £000s | (431) | (437) | (392) |
| Direct Net Costs £000s | (263) | (269) | (233) |
| Number of licence applications | 2,102 | 2,118 | 2,124 |
| Average income per licence application £ | 205 | 206 | 184 |

Land Charges

- Land Charges under achieved the net income budget of £0.3m by £0.1m. The introduction of VAT charges on local authority search requests came into effect during 2017-18. As prices were maintained at the same level, this has resulted in a reduction in income for 2017-18. There was also a one off correction of property rental income accounted for under Land Charges at the end of 2016/17 which was reversed in 2017/18.

| Land Charges | 2015/16 | 2016/17 | 2017/18 |
|--------------------------------|---------|---------|---------|
| Gross Costs £000s | 576 | 89 | 78 |
| Income £000s | (923) | (544) | (277) |
| Direct Net Costs £000s | (347) | (475) | (199) |
| Number of search requests | 3,371 | 3,299 | 3,254 |
| Net income per search request* | 274 | 165 | 85 |

Emergency Planning

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

| Emergency Planning | 2015/16 | 2016/17 | 2017/18 |
|-------------------------------|---------|---------|---------|
| Gross Costs £000s | 241 | 180 | 214 |
| Income £000s | (5) | | |
| Direct Net Costs £000s | 236 | 180 | 214 |
| Direct Non Controllable costs | 17 | 12 | 19 |
| Corporate and Dept Recharges | 19 | 11 | 17 |
| Net Costs | 272 | 203 | 250 |

Fleet Services

- Fleet Services over achieved the net income budget of £0.2m by £0.2m (gross budget (gross budget £7.5m).
- This has been achieved through the vehicle workshop where reduced staff and maintenance costs.
- The number of jobs completed within 24hrs has reduced from 11,396 to 10,278 due to an increase in the number of more complex equipment repairs/ refurbishments linked in part to an ageing fleet, leading to vehicles being off the road for prolonged periods.

| Fleet Services | 2015/16 | 2016/17 | 2017/18 |
|---|---------|---------|---------|
| Gross Costs £000s | 6,671 | 6,815 | 7,022 |
| Income £000s | (7,498) | (7,662) | (7,686) |
| Direct Net Costs £000s | (827) | (847) | (664) |
| Direct Non Controllable costs | 136 | 120 | 183 |
| Corporate and Dept Recharges | 3,002 | 541 | 524 |
| Net Costs | 2,311 | (186) | 43 |
| Number of jobs completed within 24 hours | 11,899 | 11,320 | 10,278 |
| % of jobs completed within 24 hours | 88% | 86% | 84% |
| Total number of vehicles sent for testing | 160 | 157 | 150 |
| Number of vehicles passed | 154 | 155 | 141 |
| % MOT passed | 97% | 98% | 94% |
| Benchmark comparator pass rate | 90% | 90% | 90% |
| Cost of Fuel Issued £000s | 1,950 | 2,010 | 2,105 |

Hackney Carriages

- Hackney Carriages achieved the net income budget of £0.2m (gross budget spend £1m).
- The budget is ring fenced with the surplus achieved during the year being transferred into reserve.
- The number of safety inspections continues to increase due to the number of new drivers / vehicles being licenced.

| Hackney Carriages & Private Hire | 2015/16 | 2016/17 | 2017/18 |
|---|---------|---------|---------|
| Gross Costs £000s | 877 | 975 | 1,142 |
| Income £000s | (1,035) | (1,285) | (1,398) |
| Direct Net Costs £000s | (158) | (309) | (256) |
| Direct Non Controllable costs | 47 | 45 | 76 |
| Corporate and Dept Recharges | 309 | 112 | 138 |
| Net Costs | 198 | (151) | (42) |
| Number of Hackney carriage/ Private Hire safety inspections | 3,466 | 3,688 | 4,052 |
| Total Number of vehicles passed | 2,275 | 2,372 | 2,769 |
| % of vehicle inspections passed | 66% | 64% | 62% |

Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport underspent the £0.2m net budget (gross budget £1.1m) by £0.1m.
- The number of journeys continues to reduce as a result of reductions in demand following a review of the service and re-routing.
- The average cost per journey has however increased over the last 2 years as gross costshave continued to rise despite the decrease in the number of client journeys.

| Adult Social Care Transport - Contracted | 2015/16 | 2016/17 | 2017/18 |
|---|---------|---------|---------|
| Gross Costs £000s | 998 | 1,029 | 945 |
| Income £000s | (814) | (836) | (825) |
| Direct Net Costs £000s | 184 | 193 | 120 |
| Direct Non Controllable costs | 79 | 63 | 13 |
| Corporate and Dept Recharges | 362 | 70 | 65 |
| Net Costs | 626 | 326 | 198 |
| Adult - Number of client journeys 000s | 89.6 | 78.5 | 69.3 |
| Avg number of Service users transported per day | 178 | 154 | 138 |
| Avg cost per journey | 11.13 | 13.10 | 13.64 |
| Avg cost per client per year £s | 5,603 | 6,668 | 6,831 |

SEN Children's & Adults In-House minibus transport

- The SEN Children & Adults Core In-house Transport service balanced the £0.4m net budget (£2.2m gross).
- The total number of client journeys has reduced by 19,000 (-5%) from 2015/16 to 350,000 in 2017/18.
- Passenger Transport Services is supporting the Travel Assistance Service (TAS) to review risk and provide options for alternative travel arrangements to improve occupancy levels.

| SEN Children & Adults Core Transport - In House | 2015/16 | 2016/17 | 2017/18 |
|--|----------------|----------------|----------------|
| Gross Costs £000s | 3,524 | 3,297 | 3,224 |
| Income £000s | (1,918) | (1,730) | (1,675) |
| Direct Net Costs £000s | 1,606 | 1,568 | 1,549 |
| Direct Non Controllable costs | 383 | 345 | 431 |
| Corporate and Dept Recharges | 492 | -66 | 10 |
| Net Costs | 2,481 | 1,847 | 1,990 |
| Children - client journeys | 153,874 | 141,468 | 143,432 |
| Children - Client numbers | 419 | 366 | 370 |
| Adult - client journeys | 215,576 | 209,498 | 206,650 |
| Adult - Client numbers | 427 | 411 | 410 |
| Total Client journeys | 369,450 | 350,966 | 350,082 |
| Total Client numbers | 846 | 777 | 780 |
| Avg Gross cost per journey £s | 9.54 | 9.40 | 9.21 |
| Avg Gross cost per client per year £s | 4,161 | 4,243 | 4,134 |

SEN Children's Taxi Transport

- SEN Children's Taxi Transport has balanced the net budget of £0.0m as the service is recharged to Children's services.
- The gross cost of the service has increased by £326k (6%) since 2015-16 and the number of journeys has reduced. This has caused the average cost per client journey to increase from £16.58 in 2015-16 to £17.88 in 2017-18.

| SEN Children Transport – Contracted | 2015/16 | 2016/17 | 2017/18 |
|--|--------------|--------------|--------------|
| Gross Costs £000s | 5,651 | 5,954 | 5,977 |
| Income £000s | (881) | (856) | (857) |
| Direct Net Costs £000s | 4,770 | 5,098 | 4,120 |
| Direct Non Controllable costs | 93 | 83 | 126 |
| Corporate and Dept Recharges | 457 | 284 | 251 |
| Net Costs | 5,320 | 5,465 | 4,497 |
| Number of client journeys 000s | 340,804 | 340,286 | 334,374 |
| Avg number of Service users transported | 925 | 879 | 797 |
| Avg cost per journey | 16.58 | 17.50 | 17.88 |
| Avg cost per client per year £s | 6,107 | 6,767 | 7,499 |

Training Division

- The Training Division balanced its net nil budget (gross budget £0.1m).

3.3.2 Sports and Culture

Sports and Culture

- Sports & Culture overspent the £20.3m net budget (£41.5m gross) by £0.6m, largely due to overspends in Sports Facilities. Of the £0.9m planned savings £0.6m were delivered as planned. The unachieved savings relate to 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.

Sports & Leisure

- Employee costs within Sports Facilities overspent the £5.7m budget by £0.6m. This is in the main driven by pressures due to spend incurred on monthly allowances & casual staff as has been reported throughout the year. Unadjusted figures show that Sports Facilities have had higher costs, lower income and lower attendances than in prior years, resulting in an increase in the subsidy per attendance in 2017/18.

| Sports Facilities | 2015/16 | 2016/17 | 2017/18 |
|------------------------------------|---------|---------|---------|
| Gross Costs £000s | 7,774 | 8,319 | 8,364 |
| Income £000s | (4,555) | (4,741) | (4,957) |
| Direct Net Costs £000s | 3,219 | 3,578 | 3,408 |
| Direct Non Controllable costs | 4,723 | 1,747 | 1,865 |
| Corporate and Dept Recharges | 1,384 | 1,215 | 1,374 |
| Net Costs | 9,325 | 6,540 | 6,647 |
| Total Attendances 000s | 1,834 | 1,822 | 1,784 |
| Gross Managed Cost per attendance | £4.24 | £4.57 | £4.69 |
| Income Per Attendance | -£2.48 | -£2.60 | -£2.78 |
| Direct Net Subsidy per attendance | £1.76 | £1.96 | £1.91 |
| Bottom line subsidy per attendance | £5.08 | £3.59 | £3.73 |

- It should however be noted the below factors have impacted on Sports Facilities costs and visitor numbers.
 1. Temporary closure of Eccleshill Leisure Centre between April & August 2017;
 2. Temporary closure of Baildon Recreation Centre between January 2016 & March 2017;
 3. The permanent closure of Nab Wood Sports Centre from the end of 2015/16;
- Once adjusted for, Sports Facilities performance was broadly in line with prior years.
- Ground works have commenced on a new Leisure Centre at Sedbergh Playing Fields as part of the Sports Facilities investment programme.

Parks & Green Spaces Service

- Efficiencies within Transport & Equipment have resulted in the service achieving a £0.2m favourable variance driven by lower levels of budget spend against Transport, Repairs & Maintenance & Petrol & Oil.

Bereavement Services

- Bereavement Services over achieved the £1.3m net income budget (£2.1m gross) by £0.2m, due mainly to higher than budgeted levels of grave purchases and income related to cremations.
- In 2016/17 approval was given for £17m of capital funding for the Bereavement Strategy subject to project appraisal.

| Bereavement Service | 2015/16 | 2016/17 | 2017/18 |
|--------------------------------------|---------|---------|---------|
| Gross Costs £000s | 1,808 | 1,860 | 1,945 |
| Income £000s | (3,008) | (3,303) | (3,304) |
| Direct Net Costs £000s | (1,201) | (1,443) | (1,359) |
| Direct Non Controllable costs | 95 | 101 | (29) |
| Corporate and Dept Recharges | 144 | 152 | 164 |
| Net Costs | (962) | (1,190) | (1,223) |
| Burials and Cremations Administered* | 4,197 | 4,402 | 4,289 |

*Includes burials undertaken by CfM and burials of ashes

Culture Services

- Culture Services (which now includes Events) balanced the £9.7m net expenditure budget (£21.5m gross). There were overspends in Markets, Museums & Tourism although these were offset a good year for Bingley Music Live and underspends in Events.
- The £9.7m budget included £0.3m transitional funding in Libraries and Tourism to facilitate the delivery of savings during 2017-18. Between Qtr4 and Outturn an overspend on Museums (£0.1m) was identified although this is offset by the £0.2m underspend on Culture, Policy and Events, the overspend is explained by Hockney Gallery development costs which were incurred to ensure the new attraction opened as planned.
- A number of Culture Services remain in a transition phase, strategic reviews of Libraries, Museums, Markets and Events are being prepared. During the year a number of sites and activities transferred to community based settings or alternative means of delivery were being prepared for. Tourism and Community Halls are already further along the path toward being smaller community led services albeit aiming to deliver the same outcomes.
- Reserves are earmarked to support Culture transition, these remain intact at the start of 2018-19 but will be utilised to procure specialist support in the year ahead. Theatres reserves increased by £0.2m and will pay for electronic signage improvements in 2018.

Theatres & Community Halls

- Theatres & Community Halls balanced the £0.9m net expenditure budget. This was despite the continuing closure of St George's Hall while the part Heritage Lottery Funded restoration takes place. Ticket sales at the Alhambra were aided by the most successful Pantomime in the region and shows such as War Horse. They were however lower than 2016/17 which had a number of blockbuster shows.

| Theatres | 2015/16 | 2016/17 | 2017/18 |
|--------------------------------|---------|----------|---------|
| Gross Costs £000s | 10,805 | 13,229 | 10,154 |
| Income £000s | (9,741) | (12,679) | (9,730) |
| Direct Net Costs £000s | 1,064 | 550 | 424 |
| Direct Non Controllable costs | (1,558) | 422 | 497 |
| Corporate and Dept Recharges | 1,128 | 1,128 | 781 |
| Net Costs | 634 | 2,100 | 1,702 |
| Alhambra Ticket Sales | 273,176 | 343,209 | 285,687 |
| St Georges Hall Ticket Sales | 77,000 | 0 | 0 |
| Total Ticket Sales | 350,000 | 343,209 | 285,687 |
| Gross Managed Cost per ticket | £30.86 | £38.54 | £35.54 |
| Income per ticket | -£27.82 | -£36.94 | -£34.06 |
| Net Managed subsidy per ticket | £3.04 | £1.60 | £1.48 |
| Bottom Line subsidy per ticket | £1.81 | £6.12 | £5.95 |

- Community Halls are being handed to local community groups to run with several agreements already completed. The six remaining Council managed community halls will by 2019 have made the transition to community management and so will achieve the net budget savings (£130k) by 2019.

| Community Halls | 2015/16 | 2016/17 | 2017/18 |
|---------------------------------|---------|---------|---------|
| Gross Costs £000s | 556 | 650 | 571 |
| Income £000s | (310) | (396) | (419) |
| Direct Net Costs £000s | 246 | 255 | 152 |
| Direct Non Controllable costs | 580 | 215 | 540 |
| Corporate and Dept Recharges | 112 | 105 | 105 |
| Net Costs | 938 | 574 | 797 |
| Total Sessions | 4,238 | 4,393 | 4,006 |
| Direct Net subsidy per session* | £58.01 | £57.99 | £38.05 |
| Bottom Line subsidy per session | £221.32 | £130.72 | £198.95 |

Libraries Service

- Libraries close attention to resource planning paid off with a small (£27k) favourable underspend against the total net £4.5m budget. The service also tracked the impact of transferring sites into community managed settings, thereby achieving targeted saving of £100k set in the year.
- Libraries are showing a continued downward trend in the number of visitors over recent years, however this is partially due the changing nature of the Service where more people are renewing on line rather than visiting the Library.

| Libraries | 2015/16 | 2016/17 | 2017/18 |
|------------------------|---------|---------|---------|
| Gross Costs £000s | 3,804 | 4,050 | 4,230* |
| Income £000s | (144) | (107) | (208) |
| Direct Net Costs £000s | 3,660 | 3,942 | 3,942 |

| | | | |
|--------------------------------------|--------------|--------------|--------------|
| Direct Non Controllable costs | (95) | 330 | 471 |
| Corporate and Dept Recharges | 849 | 686 | 753 |
| Net Costs | 4,413 | 4,958 | 5,166 |
| Books and Media Loans (Sitelib13) | 1,077,728 | 1,072,853 | 1,000,810 |
| Number of New Borrowers (Sitelib_08) | 13,255 | 14,190 | 12,486 |
| Number of Visits (Sitelib01) | 1,394,170 | 1,362,386 | 1,230,959 |
| Gross direct cost per visit | £2.73 | £2.97 | £3.44 |
| Bottom line subsidy per visit | £3.17 | £3.64 | £4.20 |

*Includes one off costs associated with redundancies

Museums and Galleries

- The Museums and Galleries service over spent the £3.1m budget by £0.1m, linked to costs associated with the Hockney Gallery at Cartwright Hall.
- Despite the financial limitations, Museums and Galleries have been able to present a programme of exhibitions including Hockney and the Royal Collection, and visitor numbers have increased from last year.

| Museums | 2015/16 | 2016/17 | 2017/18 |
|-------------------------------|--------------|--------------|--------------|
| Gross Costs £000s | 2,507 | 2,795 | 2,774 |
| Income £000s | (320) | (572) | (468) |
| Direct Net Costs £000s | 2,187 | 2,223 | 2,307 |
| Direct Non Controllable costs | 814 | 731 | 828 |
| Corporate and Dept Recharges | 501 | 475 | 588 |
| Net Costs | 3,502 | 3,430 | 3,722 |
| Number of visits | 212,937 | 211,922 | 228,186 |
| Net direct cost per visit | £10.27 | £10.49 | £10.11 |
| Bottom Line subsidy per visit | £16.44 | £16.18 | £16.32 |

- As a result of the opening of the Hockney Gallery, visitor numbers at Cartwright hall increased from 42,000 in 2016/17 to 62,000 in 2017/18.

Tourism Service

- Tourism overspent the £0.7m net budget by £0.1m, with staffing and premises costs closing higher than planned. The service saw the loss of transitional funding in 2017-18. The timing in delivery of strategic change in the service took a little longer than anticipated but will be fully achieved in 2018-19. In response to funding changes new visitor information channels are being developed including joint partnership working with Ilkley Parish Council and Shipley College.

| Tourism | 2015/16 | 2016/17 | 2017/18 |
|------------------------|---------|---------|---------|
| Gross Costs £000s | 728 | 785 | 917 |
| Income £000s | (118) | (96) | (95) |
| Direct Net Costs £000s | 610 | 688 | 822 |

| | | | |
|-------------------------------|------------|------------|--------------|
| Direct Non Controllable costs | 37 | 30 | 48 |
| Corporate and Dept Recharges | 170 | 118 | 157 |
| Net Costs | 817 | 836 | 1,027 |

Markets Service

- The Markets Service under achieved the £0.5m net income budget by £0.2m due mainly to increases in vacant market stalls at the indoor and outdoor venues. This has meant not only a loss of income but in the case of indoor markets increased expenditure in terms of increased Business Rates liabilities. Council policy is for the surplus or deficit balance on the markets account be paid into or out of the Markets Reserve. The closing balance on the reserve reduced in 2017-18 from £1.1m to £0.7m.
- At the Oastler Centre, there has been a gradual decline in occupancy numbers over the past few years, which was compounded by the closure of Morrison's Westgate store, in April 2016.
- The service plans to vacate the Oastler site in favour of a new food focussed market on Darley Street. A markets reserve fund will help support ongoing and future revenue commitments as plans progress for future provision.

| Markets | 2015/16 | 2016/17 | 2017/18 |
|--|------------|--------------|----------------|
| Gross Costs £000s | 1,895 | 1,916 | 2,138 |
| Income £000s | (2,838) | (2,721) | (2,580) |
| Direct Net Costs £000s | (943) | (805) | (442) |
| Direct Non Controllable costs | 845 | 102 | (1,135) |
| Corporate and Dept Recharges | 421 | 413 | 475 |
| Net Costs | 323 | (290) | (1,102) |
| Avg Units Occupied | 629 | 597 | 537 |
| Visitor Numbers 000s | 5,829 | 5,562 | 5,233 |
| Gross Service Managed Cost per unit occupied | 3,010 | 3,206 | 3,976 |
| Income per occupied unit | (4,508) | (4,553) | (4,797) |
| Net Cost per occupied unit | (1,498) | (1,346) | (821) |
| Bottom Line Net Cost per occupied unit | 513 | (486) | (2,052) |

Culture Policy & Events

- The service overachieved the £1.4m net budget by £0.2m. This was down to a very successful year for Bingley Music Live when the good weather and a strong line up served to deliver a sell-out.
- Other events included the City Centre events programme and support for other events across the district.

| Culture Policy & Events | 2015/16 | 2016/17 | 2017/18 |
|------------------------------------|---------|---------|---------|
| Gross Costs £000s | 2,140 | 2,533 | 2,501 |
| Income £000s | (1,036) | (906) | (1,383) |
| Direct Net Costs £000s | 1,103 | 1,627 | 1,119 |
| Direct Non Controllable costs | 16 | 15 | 23 |
| Corporate and Dept Recharges | 102 | 134 | 117 |

| | | | |
|-----------|-------|-------|-------|
| Net Costs | 1,221 | 1,776 | 1,259 |
|-----------|-------|-------|-------|

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

3.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services underspent the £14.7m net expenditure budget (£21.3m gross budget) by £1m and delivered the £1.4m of planned savings.
- The under spend of £1m was achieved as a result of higher than expected revenues and staff vacancies within Uniformed Services and Customer Services.

Street Cleansing

- Street Cleansing under spent the £5.9m net budget (£6.1m gross) by £0.1m, as a result of lower than budgeted expenditure on employees (£0.1m) and transport (£0.05m) and income exceeding target (£0.07m). This combined £0.2m was off-set by an over spend on supplies & services of £0.08m linked to the purchase of solar powered compacting bins.

| Street Cleansing | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|
| Gross Costs £000s | 4,489 | 4,932 | 5,022 |
| Income £000s | -162 | -175 | -225 |
| Direct Net Costs £000s | 4,327 | 4,757 | 4,797 |
| Non Service Managed costs | 1,068 | 861 | 1,030 |
| Corp & Dept Recharges | 802 | 732 | 825 |
| Net Costs | 6,197 | 6,350 | 6,652 |
| Spend per population per year (based on gross cost) | £8.50 | £9.28 | £9.40 |
| Bottom line spend per head per year | £11.73 | £11.95 | £12.45 |

Environmental Services

- Environmental Services, comprised of Pest Control & Environmental Enforcement, balanced the net £0.5m net budget (£0.7m gross).
- The Pest Control service ceased to exist from April 2018, in line with approved savings, and has been winding down operations during 2017/18.

Neighbourhood Services

- The combined £2.9m net budget (£3.9m gross) for Safer & Stronger Communities and Neighbourhood Support Services under spent by £0.1m.
- Safer & Stronger balanced the net £1.3m net budget, supported by external funding from West Yorkshire Police and Crime Commissioner, and government.

- Of the £1.5m income, £0.7m has been received from government to fund the 'Controlling Migration' project. This will fund a two year project to support cohesion projects, English language sessions and additional services which will target health and early intervention.

| Safer & Stronger | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|
| Gross Costs £000s | 2,812 | 2,751 | 2,665 |
| Income £000s | -1,102 | -833 | -1,455 |
| Direct Net Costs £000s | 1,710 | 1,918 | 1,210 |
| Direct Non Controllable costs | 35 | 36 | 85 |
| Corp & Dept Recharges £000's | 184 | 114 | 180 |
| Net Costs £000's | 1,929 | 2,068 | 1,475 |
| Spend per population per year (based on gross cost) | £5.32 | £5.18 | £4.99 |

- Neighbourhood Support Services under spent the £1.5m net budget by £0.1m as a result of lower than budgeted employee costs.
- The service comprises five Area Committee cost centres, covering the costs for Area Coordinators, Ward Officers and a fund for small grants to local organisations, schools, community groups and charities.

| Neighbourhood Service | 2015-16 | 2016-17 | 2017-18 |
|---------------------------------------|---------|---------|---------|
| Gross Costs £000s | 1,387 | 1,328 | 1,328 |
| Income £000s | -4 | -1 | -5 |
| Direct Net Costs £000s | 1,383 | 1,327 | 1,323 |
| Direct Non Controllable costs | 102 | 86 | 127 |
| Corp & Dept Recharges | 315 | 203 | 349 |
| Net Costs | 1,800 | 1,616 | 1,799 |
| Spend per head of population per year | £2.63 | £2.50 | £2.48 |

Uniformed Services

- Uniformed Services under spent the £0.9m net income budget (£3.9m gross) by £0.6m. Revenues received in Uniformed Services from parking tickets and parking and bus lane fines exceeded the £4.8m budget by £0.3m, however, levels are down compared to 2016-17.
- Most of the reduction is attributable to fines, with a significant drop in bus lane contraventions due to an increase in bus lane camera awareness, and cameras changing behaviour as intended.
- Revenues from parking tickets has increased slightly when compared with 2016-17, due to installation of new meters and amended tariffs in some areas.
- The service benefitted from one-off rates rebates, as a result of rates revaluations, creating a favourable variance to budget of £0.2m.

| Uniformed Services | 2015-16 | 2016-17 | 2017-18 |
|---------------------------|---------|---------|---------|
|---------------------------|---------|---------|---------|

| | | | |
|-------------------------------|--------|--------|--------|
| Gross Costs £000s | 3,487 | 3,483 | 3,425 |
| Income £000s | -5,861 | -5,420 | -5,176 |
| Direct Net Costs £000s | -2,374 | -1,937 | -1,751 |
| Direct Non Controllable costs | 576 | 201 | 272 |
| Corp & Dept Recharges | 655 | 552 | 559 |
| Net Costs | -1,143 | -1,184 | -920 |
| 9301 Tickets | -1,948 | -1,930 | -1,946 |
| 9303 Contract Parking | -142 | -149 | -129 |
| 9343 Fix Penalty Fines | -2,429 | -1,932 | -1,486 |
| 9345 Parking Fines | -1,271 | -1,313 | -1,469 |
| Other | -71 | -96 | -146 |
| TOTAL Revenues | -5,861 | -5,420 | -5,176 |

Customer Services

- Customer Services under spent the £3.7m budget by £0.1m, largely due to savings on staffing costs within Face to Face Customer Service Centres.

| Customer Services - Face to Face | 2015-16 | 2016-17 | 2017-18 |
|----------------------------------|---------|---------|---------|
| Gross Costs £000s | 1,258 | 1,286 | 1,259 |
| Income £000s | 0 | 0 | 0 |
| Direct Net Costs £000s | 1,258 | 1,286 | 1,259 |
| Direct Non Controllable costs | 92 | 77 | 117 |
| Corp & Dept Recharges | -1,350 | -1,363 | -1,376 |
| Net Costs | 0 | 0 | 0 |
| Total Face to Face contacts | 128,038 | 128,117 | 135,390 |
| Gross cost per contact | £9.83 | £10.04 | £9.30 |

| Customer Services - Telephony | 2015-16 | 2016-17 | 2017-18 |
|-------------------------------|---------|---------|---------|
| Gross Costs £000s | 1,724 | 1,776 | 2,008 |
| Income £000s | 0 | 0 | 0 |
| Direct Net Costs £000s | 1,724 | 1,776 | 2,008 |
| Direct Non Controllable costs | 89 | 81 | 140 |
| Corp & Dept Recharges | -1,813 | -1,857 | -2,148 |
| Net Costs | 0 | 0 | 0 |
| Calls Answered 000s | 601 | 753 | 792 |
| Calls Offered 000s | 799 | 947 | 912 |
| % Answered | 75% | 80% | 87% |
| Gross Cost per Call answered | £2.86 | £2.36 | £2.58 |

- In order to facilitate the channel shift from face-to-face contacts to telephony and automated services, the service submitted a capital bid and was successful in securing £0.25m. This funding will enable the purchase of new software and equipment and also adaptations to buildings where necessary.
- The new software will allow customers to log requests and queries then track progress, so reducing contact for progress updates.
- However, activity data for Britannia House shows an increase in visitor numbers, partly as a result of the closure of Jacobs Well and also due to more services migrating into

Britannia House.

- Visitor numbers are likely to further increase in 2018/19 as a result of legislation changes that will prompt more people to seek advice.

Youth Service

- The £2.4m Youth Service net budget (£2.8m gross) outturned with a £0.1m under spend, which was predominantly on employee costs.
- This was due to vacancies and staff secondments, but is not likely to recur in 2018/19 following recent recruitments.
- The service was supported by £0.3m in grants and contributions during 2017/18 and funds have been secured for the next three years.
- Funding from Creative Support will enable a multi-tiered programme of support to young people, involving collaborative working between the Youth Service and Children & Adolescent Mental Health Services (CAHMS) and other organisations such as Barnado's.
- In relation to this funding, the role of Youth Services' practitioners is to support and promote emotional wellbeing of young people that have been referred by CAHMS, concentrating on early intervention, in a bid to avoid crisis management at a later date.

| Youth Service | 2015-16 | 2016-17 | 2017-18 |
|-------------------------------|---------|---------|---------|
| Gross Costs £000s | 3,137 | 2,773 | 2,414 |
| Income £000s | -237 | -176 | -365 |
| Direct Net Costs £000s | 2,900 | 2,597 | 2,049 |
| Direct Non Controllable costs | 256 | 484 | 299 |
| Corp & Dept Recharges | 673 | 588 | 478 |
| Net Costs | 3,829 | 3,669 | 2,826 |
| Attendees in last qtr | 4,644 | 3,811 | 2,900 |
| Attendances | 56,595 | 48,694 | 40,655 |
| Gross Cost per attendance | £55.43 | £56.95 | £59.38 |

3.3.4 Economy and Development Services

- The service ended the year with an underspend of £0.6m against the £8.1m net budget, a £0.2m increase from Qtr 4. The reason for the increase in underspend relates to spending constraints on a range of budgets including within the Education Client Services Team and Economic Development.
- The increase in underspend on Economic Development was due to a number of reasons including the launch of commissioning of the programme delivery being held back and the contribution to Leeds City Region from the Business Rates Pool rather than revenue budget.

- Economy and Development Services achieved in full £0.3m of targeted savings.
- There were £14.4m of corporate and service earmarked reserves within Economy and Development Services at the start of 2017-18. A number of transfers were made during the year including surplus rental income on Housing Development and Housing Strategy, HMO Licensing within Housing Operations, and a number of movements within Economic Development of which the most significant at the end of the year were the Business Rates Pool (£402k) and Business Support (£415k). E&DS' reserves closing balance was £12m.
- Two reserve requests have been submitted for Economic Development - £83k (Ad:Venture and Comm Enterprise) and £186k (Economic Strategy).
- A Better Use of Budget request of £25k was also submitted for Housing Operations to carry forward funding to complete the ongoing commission relating to the Council's role in future housing delivery. This piece of work will be completed in Quarter 1 2018/19.

Housing Operations

- The service balanced the £0.7m net expenditure budget.

| Housing Operations | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|---------|
| Gross Costs £000s | 1,190 | 1,118 | 1,145 | 1,514 |
| Income £000s | (341) | (414) | (419) | (829) |
| Direct Net Costs £000s | 849 | 705 | 727 | 685 |
| Direct Non Controllable costs | 158 | 563 | 1,509 | 213 |
| Corporate and Dept Recharges | 337 | 291 | 270 | 284 |
| Bottom line Net Revenue Costs/(Income) | 1,344 | 1,559 | 2,506 | 1,182 |
| Disabled Facilities Grants Cumulative £000s | 2,746 | 3,288 | 3,681 | 4,242 |
| No of Long Term Empty Homes in the district | 3,942 | 4,154 | 3,944 | 3,931 |
| No of Long Term Empty homes bought back into use | 0 | 5,651 | 4,784 | 4,559* |
| Number of service requests - Empty Homes | 486 | 303 | 456 | 481 |
| Number of service requests - Housing Standards | 1,320 | 1,491 | 1,727 | 1,834 |
| No of Housing Standards inspections | 849 | 1,114 | 1,219 | 1,136 |
| Number of Disabled Facilities Grants enquiries | 489 | 602 | 561 | 532 |
| Number of Disabled Facilities Grants completed | 236 | 240 | 317 | 323 |
| Avg Cost per DFG completed including admin costs | £11,636 | £13,698 | £11,613 | £9,806 |

*latest available figure as of February 2018

- There has been a continued trend in the increase in requests for service from the Housing Standards team which deals with the enforcement of housing standards in the private rented sector (PRS) with a 6% increase in requests received in the last year.
- This increase in demand is likely to reflect the increasing size of the PRS and the high incidence of poor standards, but is also reflective of the increasing use of the private rented sector through the Council's Private Sector Lettings Service (PSLS) as the Council's responsibilities under the Homelessness Reduction Act increase as all properties used are inspected by the Housing Standards team prior to use.
- The introduction of new statutory responsibilities under the Housing and Planning Act 2016 have further increased pressure on the service with the introduction of civil penalty notices during 2017/18. This is to be followed by the introduction of a Rogue Landlord register,

banning orders and the extension of the mandatory licensing scheme for Houses in Multiple Occupation during 2018/19 all without any additional resources.

- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, has continued to increase with an average of 44 new referrals/month being received by the Housing service during 2017/18. The number of DFG completions (where the planned adaptation has actually been installed) has increased by a further 2% in the last year.
- While this number is similar to the amount of adaptations delivered last year, it represents a 66% increase compared with 2013/14 highlighting the increase in the volume of the work carried out by the team. The indications are that demand is likely to continue at a similar level during 2018/19 in line with the strategy of keeping people independent for longer.
- The empty homes team have sustained performance in relation to the number of long term empty properties that have been brought back in to use through their intervention. This work not only brings properties back into use, but also contributes to the New Homes Bonus that the Council receives. The previous success of the Empty Homes Programme means that the empty properties that the team are now working on are the more difficult and protracted cases, which means that sustained performance is a positive. The social value in terms of removing potential blights on neighbourhoods also increases with these properties.
- The Housing Operations team delivers the Council's financial assistance programmes for vulnerable homeowners. Assistance is offered primarily through equity share loans with a minimal grant available as a last resort where no equity is available. Demand for financial assistance has increased significantly during 2017/18 with a 70% increase in enquiries and a 21% increase in the number of homeowners receiving assistance in the last year.
- The Housing service has taken responsibility for delivering financial assistance with flood resilience measures to residents affected by the floods in early 2017. 803 homes were affected and the team worked closely with those affected; other Council departments and other agencies to provide assistance through grants of up to £5,000 per property. To date the service has delivered 486 completed grants with a value of £2.2m with a further 5 approved but not yet paid grants with a further value of £25,000.

Housing Development

- The service balanced the £0.3m net revenue budget. The work of both the Empty Homes and Housing Development and Enabling teams contributes towards the Council's New Homes Bonus (NHB) which will result in a NHB payment of £11.7m for 2017-18.

| Housing Development | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|-------------------------------|---------|---------|---------|---------|
| Gross Costs £000s | 293 | 308 | 233 | 305 |
| Income £000s | (758) | (828) | (975) | (1,249) |
| Direct Net Costs £000s | (465) | (519) | (741) | (944) |
| Direct Non Controllable costs | 4,111 | 4,176 | 2,078 | 5,060 |
| Corporate and Dept Recharges | 79 | 49 | 38 | 122 |

| | | | | |
|---|-------|-------|-------|-------|
| Bottom line Net Revenue Costs/(Income) | 3,726 | 3,705 | 1,375 | 4,238 |
| NI155 No of affordable homes delivered | 306 | 31 | 184 | 240 |
| CIS_05 NI154 No of additional homes (net) | 1,320 | 1,338 | 1,334 | 1,552 |

- There are currently 5 new build housing schemes on site delivering 200 new homes, all of which will complete in 2018-19. The properties meet exacting social housing standards also benefiting from energy efficiency measures to help minimise running costs to tenants
- Developments onsite include an extra care housing scheme in Oakworth, Keighley; 69 one and two bedroom apartments offering older people independent living in a home of their own but with access to around the clock Adult Social Care and support if and when required. Alongside the extra care scheme, a residential care facility offering respite and 50 community care beds is also underway. Funding from the Department of Health of £2.76m has been secured through Homes England to support the delivery of the extra care element of the scheme.
- Unaudited figures for the total number of net additional homes, indicates that there was a slight increase with 1,552 new homes being delivered. Delivering housing growth within the District to meet the target of 8,000 new homes by 2020 continues to be a challenge, as it is reliant on market forces. Of the new homes delivered, 240 were affordable homes, a 55% increase on the previous year.

Housing Strategy and Access

- The service ended the year balancing the £1.8m net budget.

| Housing Strategy Access to Housing | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|---------|
| Gross Costs £000s | 1,376 | 2,051 | 2,492 | 3,757 |
| Income £000s | (213) | (314) | (434) | (2,042) |
| Direct Net Costs £000s | 1,163 | 1,738 | 2,058 | 1,715 |
| Direct Non Controllable costs | 54 | 97 | 129 | 195 |
| Corporate and Dept Recharges | 501 | 565 | 687 | 616 |
| Bottom line Net Costs/(Income) | 1,718 | 2,400 | 2,874 | 2,526 |
| Bed & Breakfast New Bookings | 384 | 479 | 538 | 543 |
| Other Temp Accommod Bookings | 240 | 207 | 430 | 385 |
| Average Bed & Breakfast Stay Length (nights) | | 9.5 | 9.0 | 8.7 |
| Homeless Prevention Assessments Started | 7,516 | 7,806 | 8,639 | 8,659 |
| Homeless Prevention Assessments Closed | 7,059 | 7,798 | 8,251 | 8,164 |
| Homeless Decisions | 826 | 1,219 | 1,107 | 770 |
| Homeless Acceptances | 294 | 405 | 413 | 354 |
| Private Tenancies Started | | 84 | 132 | 161 |

- Housing Options Casework (including homelessness prevention) – 8,659 homelessness prevention cases were started during 2017/18, which is almost exactly the same as 2016/17. This appears to represent a levelling out of service provision after a trend increase over several years, reflecting both a service focus on early intervention and prevention, and on-going intensifying pressures on homelessness from factors such as welfare benefit reductions, sanctions and budget reductions in related services. However, it is anticipated that with the roll-out of Universal Credit and the adoption of the

Homelessness Reduction Act that a further increase of casework will occur in the coming year.

- Private Rented Sector Lettings Scheme - In 2017/18, 150 new private tenancies were created for customers in housing need. This is the second year of this service and it is now established in the District having undertaken various marketing launch activities to publicise the scheme with landlords. Initial targets for the service were to create 100 tenancies per year, which was comfortably surpassed in 2016-17 with 135 and again this year.
- Bed & Breakfast placements - Long-term work is underway to hold down the usage of Bed and Breakfast accommodation for homeless clients. During 2017-18 there were 5,937 nights of Bed & Breakfast used – an increase on 2016/17 (5,395 nights). Correspondingly, the cost of placements in 2017-18 was £430k - an increase on the 2016-17 figure of £328k.
- Refugee Resettlement – The Council resettled 110 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2017-18. The scheme is delivered in partnership with Horton Housing Association.
- Housing Related Support – The Housing Options service has delivered the application, referral and placement system to the District’s Housing Related Support provision on a rolling programme to support clients with multiple generic needs, multiple needs with high risk, young people at risk and those who are homeless. On a rolling programme over 2017/18, the service supported over 930 clients per Qtr. The Service also has specific responsibility for supporting Domestic Violence victims and in 2017-18 helped 77 clients in refuge accommodation and resettlement support for 122 clients.
- No Second Night Out – This Council commissioned service helps individuals who are rough sleeping or at risk of rough sleeping. In 2017-18 they provided assistance to 739 people. NSNO also provided emergency accommodation for over 150 people, with 377 bed-spaces for rough sleepers, over the winter period when the temperature fell below zero as part of the District’s Cold Weather provision. This led the service to be able to secure ‘long term accommodation’ for 67 cold weather clients.

Education Client Services

- In delivering the Council strategic education investment priorities, the team ended the year with an underspend of £0.2m against their net budget of £1.7m.

| Education Client Services | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|----------------------------------|---------|---------|---------|---------|
| Gross Costs £000s | 2,652 | 2,553 | 1,719 | 1,505 |
| Income £000s | (5) | (44) | (17) | (131) |
| Direct Net Costs £000s | 2,647 | 2,509 | 1,702 | 1,374 |
| Direct Non Controllable costs | 76 | 106 | 93 | 112 |
| Corporate and Dept Recharges | 294 | 410 | 216 | 167 |
| Bottom line Net Costs/(Income) | 3,017 | 3,025 | 2,011 | 1,653 |

- ECS has a team of professional specialists in Project, Programme and Contract Management.

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

| | 2010-2015 delivered | Outturn 2017-18 | Future Years |
|--|---|--|--------------------------------|
| Number of Schools Expanded | 48 | 7 | 19 |
| School Expansion Projects Delivered (in phases) | 118 to date | 0 | 0 |
| Number of New School Places Created | 8,315 to date | 267 | 1,791 |
| School Expansion Capital Spent | £124m | £6.2m | £30m |
| Number of Major Schools Repair Projects | 119 | 46 | 92 |
| Major School Repair Capital Spent | £14m | £4.4m | £8.5m |
| Academy Conversions Completed | 34 | 17 | 8 |
| School Crossing Patrols Maintained | | 94 | 94 |
| Swimming Pool Schemes Commenced | 2 | 1 started on site | 1 being planned at Squire Lane |
| PFI Contract Deductions Administered | £3.6m to date | £90,000 (£150,000 Disputed) | |
| PFI contract change notices | 1,879 to date | 175 | |
| Additional Schemes Delivered: <ul style="list-style-type: none"> • 2YOO (2 year old offer) • UIFSM (Universal Free School Meals) • District PRU (Pupil Referral Unit) • Tracks PRU (Pupil Referral Unit) | 102 schemes (£7.7m) 66 schemes - £4.3m 33 schemes - £1.96m 1 scheme - £1m 2 schemes - £390k 1 contract | <ul style="list-style-type: none"> • 30-Hour Offer Nursery Places | TBC |
| Grant Income Secured | £76m | <ul style="list-style-type: none"> • New SEMH School (£10-15m) | |
| New SEMH (SEN) School | NA | | |
| External Consultancy Contracts Delivered | | <ul style="list-style-type: none"> • 1 - Better Start | 1 - Better Start Bradford |

| | | | |
|-----------------------|----|---|--|
| | | Bradford | |
| New schemes for Place | NA | <ul style="list-style-type: none"> • St Georges Hall - work ongoing • Markets Relocation – work ongoing • City Hall – bid Submitted. Odeon - commenced work April 2018 | |

Economic Development

Economic Development Services – Delivery

The service underspent the £1.8m net expenditure budget by £0.4m.

| Economic Development - Delivery | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|---------|
| Gross Costs £000s | 2,334 | 1,871 | 1,557 | 2,522 |
| Income £000s | (263) | (383) | (482) | (1,253) |
| Direct Net Costs £000s | 2,071 | 1,488 | 1,075 | 1,269 |
| Direct Non Controllable costs | 127 | 2,733 | 1,705 | 128 |
| Corporate and Dept Recharges | 276 | 237 | 390 | 368 |
| Net Costs | 2,474 | 4,458 | 3,169 | 1,766 |

Economic Development Services – Delivery

- The Broadway shopping centre which opened in November 2015 has become a focal point for a growing city centre restaurant and leisure offer, and The Light Cinema, multi-screen cinema, opened on the 11th May 2018.
- Other developments led by Economic Development include the continued support of a private sector-led development group, to put together proposals for a Bradford City Centre Business Improvement District. A full business plan has been developed and will be presented to business in June 2018.
- Work has continued on One City Park to develop the delivery model in line with the funding agreement with the Combined Authority. The development opportunity was launched at the October 2017 MIPIM (UK) event to gauge market appetite as collaboration with an experienced development partner is essential to facilitate delivery. This was followed by an invitation for informal expressions of interest to the development/investment sector which produced some positive returns.
- Elsewhere in the District, Baildon Business Park has now reached its final stages. The developer has redesigned the final two phases of the scheme to meet the demands of companies wishing to be located on what has proven to be a very popular location. The construction of the 12 units began on site in late March 2018 and completion of the whole development is due by the end of 2018. Produmax have taken a second unit which is now being fitted out. Canvasman moved onto site in late 2017 and the 12 new units have all

been sold prior to completion.

- EDS Delivery team continue to support the Enterprise Zone projects. Gain Lane secured planning permission in December 2017 and is now ready to begin on site once approval of funding from WYCA is approved. This will provide over 300,000 sq ft of new development on the Bradford/Leeds boundary. Site investigations of Staithgate Lane and design work at Parry Lane will be undertaken in 2018.
- In addition to the businesses supported through the City Growth Zone outlined below, the Inward Investment team work with a number of existing larger businesses both foreign and overseas owned to facilitate significant investment in the district. Successful investment projects of all types handled by the team totalled over £41 million investment and created 455 jobs in the last 12 months. The team also work with the LEP to develop the joint Leeds City Region working on inward investment.

Economic Development Services – Programmes

The Service ended with a £0.1m overspend against its net budget of £1.7m.

| Economic Development - Programmes | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|---------|
| Gross Costs £000s | 3,166 | 2,151 | 2,214 | 1,843 |
| Income £000s | (1,658) | (751) | (125) | (132) |
| Direct Net Costs £000s | 1,508 | 1,400 | 2,089 | 1,711 |
| Direct Non Controllable costs | 32 | 323 | 319 | 71 |
| Corporate and Dept Recharges | 224 | 155 | 118 | 98 |
| Net Costs | 1,764 | 1,878 | 2,526 | 1,880 |

Economic Development Services – Programmes

- EDS are responsible for large scale initiatives supporting the local economy. Among these is the City Centre Growth Zone. £17.6m of Regional Growth Fund money was secured to deliver the City Centre Growth Zone matched with £17.5million of Council resource.
- The City Centre Growth Scheme supports new business to move into the City Centre and existing businesses to grow. The last 12 months saw 11 businesses being awarded Business Rate Rebates in recognition of their job creation. The Priority Streets Scheme awarded capital grants to 2 businesses. Last year saw 66 new jobs (55.5 FTE) created as a result of these investments.
- Community Led Local Development Programmes for Bradford Central and Keighley secured European Structural & Investment Fund monies for programmes in two areas of the most disadvantaged areas of the District that aim to stimulate the local economy to deliver jobs and growth, by supporting activity that addresses the local needs and opportunities. The Council is acting as Accountable Body, working with lead delivery partners Action for Business Ltd and CNet in Bradford and Airedale Enterprise Services in Keighley.
- The team commissioned the 'Northern Max' business support project, delivered at the Digital Exchange in Little Germany. The project, project part-funded through the

Ad:Venture programme, provided an intensive market-access focussed accelerator for 20 digital health start-ups from across the city region.

3.3.5 Planning Transportation and Highways

- Planning Transport and Highways overspent the £26.6m net expenditure budget by £0.6m.
- In 2017-18 PTH had a shortfall in income for Building Control Fees (£0.4m), higher than planned spend on both Street Lighting (£0.8m) and Winter Maintenance (£0.5m). An underspend arose due to changes to the Local Plan programme, which was deferred into 2018-19, this equated to £0.6m, although the allocated funds are one off. Structural pressures in Street Lighting and Building Control are to be subject to budget recovery plans in 2018-19.
- PTH outturn results represent deterioration since Qtr 3 as there was a sustained period of cold weather which resulted in a larger Winter Maintenance operation than planned. Highlighted issues for Planning Services were;

Policy/Local Development Framework;

- The service continued to lead on the delivery of the Local Plan for the District and underspent by £0.6m in 2017-18. This was due to the Secretary of State holding direction on the Core Strategy, together with national planning reforms and resulting re-programming of the Local Plan site allocations work. The unspent balance is recommended to be moved to a reserve to help fund the Local Plan in 2018-19.

Building Control Services

- Building Control under achieved the £1.2m Building Control Fees budget by £0.4m which represented a deterioration of £0.1m compared to 2016-17.

Development Services

- Development Services underspent the £0.2m net budget by £0.3m. The Service collected £2.26m of Planning Fees in 2017-18 compared to £1.8m in 2016-17 which was a result of more detailed major applications which carry a significant larger fee. Planning Fee charges were increased by 20% on the 17th January 2018. It is anticipated that the full effect of this increase, will be realised in 2018-19 and will be reinvested in the planning service including the policy team to deliver the local plan.

| Development Services | 2015/16 | 2016/17 | 2017/18 |
|---------------------------------------|---------|---------|---------|
| Major Planning applications processed | 80 | 83 | 83 |
| Minor Planning applications processed | 913 | 948 | 937 |
| Other Planning application processed | 2,165 | 2,593 | 2,410 |
| Total | 3,158 | 3,624 | 3,430 |

Highways Asset Management inc Highways Delivery Unit

- The service overspent the £22.6m budget by £1.4m due to winter operations of £0.6m, Street Lighting £0.8m, and less than planned spend on trunk road maintenance of £0.1m.

- Street lighting operations and utilities energy costs were £0.8m above the £2.6m budget, this was mostly down to energy prices and pass through costs. Additional Council capital investment into energy saving equipment will help to reduce consumption is but has some way to go still to achieve budgeted savings of £0.2m.
- Due to a sustained period of bad weather, Winter Maintenance overspent by £0.6m. The operation used 18,800 tonnes of salt in 2017-18 compared to 6,800 tonnes in 2016-17. Savings in Trunk Road maintenance of £0.1m helped to alleviate the pressure overall in the Highway Development Unit.
- The service maintains approximately 1,840kms of road. During 2017-18 fewer potholes were repaired during the cold weather period as teams were redirected into winter service operations, however capital expenditure on surfacing work was the same as in 2016-17 resurfacing approximately 56kms of road.

| | 2016-17 | 2017-18 |
|-------------------|---------|---------|
| Capital Spend | £4.9m | £4.9m |
| Potholes repaired | 9,188 | 8,290 |
| Cat 1 Repair Jobs | 185 | 210 |
| Cat 2 Repair Jobs | 3,645 | 3,981 |

- Highways services continued to work on the Challenge Fund schemes in conjunction with Kirklees MDC. This is a three year Capital Funded Grant for the maintenance of Highway Structures of which Bradford's share is £3.63m.

Transport Development

- Transport Development underspent the £0.4m net budget by £0.2m which has helped to offset expenditure pressures within Highways Asset Management. The street work permit scheme and associated income achieved £1.2m. Despite a challenging climate for front line highways services, Transportation Development officers are leading on the delivery of major highways projects that form part of a regional vision to improve local infrastructure. A number of projects (Hard Ings Road, Harrogate New Line and the Station Gateways), all in partnership with the Combined Authority, are reaching key staging posts in their delivery.
- **Council savings tracking:** included in the above figures is non-achievement of savings amounting to £0.4m, although there were offsetting saving of £0.2m, this equates in total that £1.2m was achieved from a total of £1.4m

The unachieved savings were;

- (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 which while delivering cashable benefits (£0.1m) was offset by price increases
- (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.
- (3R13 and 3R14) – £0.1m savings relating to CCTV and Partial Street Lighting switch off were partially unachieved as the timing in modernising facilities affected CCTV and consultation arrangements regarding lighting switch offs is taking longer than anticipated

3.4 Corporate Resources

- Overall the department underspent the £45.6m net expenditure budget (£268.8m gross budget) by £2.76m; and delivered £5.6m of planned savings. The underspend was largely from Revenues & Benefits (£1.1m), Estates & Property (£0.6m), Information Services (£0.5m) and Commissioning & Procurement (£0.4m). £1.5m of underspends are proposed to be transferred to reserves or carried forward to 2018-19.

| | Gross expenditure | | | Income | | | Net expenditure | | |
|---------------------------------|-------------------|--------------|----------------|---------------|---------------|----------------|-----------------|--------------|----------------|
| | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m | Budget £m | Actual £m | Variance £m |
| Corporate Resources | | | | | | | | | |
| Director of Corporate Resources | 0.3 | 0.3 | -0.0 | -0.0 | - | 0.0 | 0.3 | 0.3 | -0.0 |
| Finance & Procurement | 4.9 | 2.8 | -0.4 | -0.4 | -0.2 | -0.1 | 4.5 | 2.6 | -0.4 |
| Revenues & Benefits | 183.4 | 175.8 | -7.6 | -178.5 | -172.0 | 6.5 | 4.9 | 3.8 | -1.1 |
| ICT | 14.2 | 13.6 | -0.5 | -1.0 | -1.0 | -0.0 | 13.1 | 12.6 | -0.5 |
| Estates and Property Services | 45.2 | 43.3 | -1.9 | -39.0 | -37.7 | 1.3 | 6.2 | 5.6 | -0.6 |
| Human Resources | 6.8 | 6.7 | -0.1 | -2.0 | -2.0 | 0.0 | 4.8 | 4.8 | -0.0 |
| Legal Services | 8.8 | 8.9 | 0.1 | -2.1 | -2.2 | -0.1 | 6.7 | 6.7 | -0.0 |
| Total | 263.7 | 251.5 | -10.5 | -223.1 | -215.1 | 7.7 | 40.6 | 36.4 | -2.8 |

Financial Services

- Financial Services balanced the £2.6m net expenditure and delivered savings as planned. CIPFA benchmarking information shows that the Council spends the lowest on Financial Services relative to other Councils.

| | |
|---|------|
| Bradford cost of Fin Services per £000 Gross Revenue Turnover | 1.81 |
| Cipfa Group Average Cost per £000 Gross Revenue Turnover | 4.17 |

- Indicatively if Financial Services in Bradford operated at the same average cost of benchmark Councils, the total cost of service in 2015-16 would have been £5.8m rather than £2.6m.

Revenues & Benefits

- Revenues and Benefits underspent the £4.9m net expenditure budget (£183.4m gross budget) by £1.1m and delivered budget savings of £0.2m as planned. Pressure on payroll services school income and summons income was offset by mitigating one-off savings in contract costs of £0.2m. Cash Handling & Security services also delivered in year savings in advance of savings targets for 2018-19. A Better use of budget request has been put forward to carry forward £0.2m of this underspend relating to New Burdens funding provided to carry out on-going work associated with the move to Universal Credit.

ICT

- ICT underspent the £13.1m net expenditure budget by £0.5m as a result of an on-going review of contracts after the service returned in-house in 2015-16. The year-end position allows for the provision of £0.5m of funding for the cost of medium to long term transformational projects via the previously identified reserve.
- Spend on ICT has significantly reduced since the end of the IBM contract in September 2015. Spend per user has also reduced over the years and although it has stabilised in 2017-18 .

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---------------------------------|---------|---------|---------|---------|
| Gross Spend | £22.8m | £16.4m | £13.0m | £12.8m |
| Bradford Gross Cost per user £s | 3,404 | 2,656 | 2,196 | 2,252 |
| Bradford Net Cost per user £s | 3,176 | 2,442 | 2,034 | 2,067 |

Commissioning & Procurement

- Commissioning & Procurement underspent the £1.6m budget by £0.4m in line with forecasts. Of this £0.1m is on employee costs due to vacancy control pending a service review and £0.3m through a reduction in contract costs.

Estates and Property Services

- Estates and Property Services underspent the £11.4m budget by £0.6m. The improved position across the year as a whole has come from improved trading position in School Catering & ISG and underspends in Residential Catering, the Energy Unit and the Property Programme.

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

Energy Unit

- The Energy Unit manages the Councils energy contracts, and leads on initiatives to reduce energy consumption. In 2017-18 the service underspent the £4.8m budget¹⁴ by £0.2m and delivered £0.2m in savings as planned.
- The unit's efficiency work plus reductions in the estate through the Property Programme have also helped reduce energy consumption and mitigate the financial impacts of price rises since 2016.
- Additional benefits in water cost savings from more precision billing and shutting down unused supplies have further assisted the bottom line. The outturn balance was also affected favourably by a reduction in the estimated potential liability for historic accounts.
- The table below outlines continued reductions in energy usage. The reduction in Energy

¹⁴ The £5m budget is managed by the Energy unit during the year, but charged out to user services at year end in line with accounting practice.

consumption since 2014-15 equates to approximately £750k of savings per year at 2017-18 prices.

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--------------------------------|---------|---------|---------|---------|
| Electric (Non Street Lighting) | 21.7 | 20.0 | 18.7 | 16.4 |
| Gas | 46.2 | 46.7 | 43.8 | 45.1 |
| Total Electric and Gas Kwh ms | 67.9 | 66.7 | 62.5 | 61.5 |

- A request has been made to set aside the 2017-18 underspend into a reserve as a contingency to offset the impact of above inflation energy price rises in 2018-19 & 2019-20

School Catering

- School Catering achieved an underspend of £0.2m due primarily to improved productivity even though overall volumes reduced due to the loss of contracts. Operational efficiencies were achieved through the increased use of ICT, including electronic payment for which is now available in approximately 65% of schools, and the achievement of procurement savings via new contracts.
- However, the service is under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints. A better use of budget application for £155k has been put forward to fund on-going pre-planned dining room & menu development work in 2018-19.

| FM - School Catering | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|
| Number of Meals 000s | 6,476 | 6,654 | 6,117 |
| Other activity - e.g. Breakfast clubs meals 000s | 179 | 176 | 150 |
| Number of Primary Schools Catered For | 149 | 147 | 141 |
| Number of Secondary Schools Catered For | 5 | 5 | 5 |
| Take up of school lunches | 69% | 69% | 67% |
| Primary school children's satisfaction with school meals | 72% | 72% | 74% |

Estates Operational

- Estates Operations balanced the £2.8m net budget. This was despite having a developing pressure on rental income relating to the voluntary sector.
- Overall rental income remained relatively static at £2.6m, short of the total budget of £2.8m and with an increasing move to Community Asset Transfers there is expected to be little increase in income from this sector in 2018-19. In 2017-18 the Council started to generate income from the NCP Car Park, but this was mostly offset by Morrisons vacating the Oastler Centre.
- It should also be noted that the service faces the challenge of improving rent account control while operating a wide range of commercial and non-commercial leases. The service area as a whole has seen an increasing pressure from one off projects and has requested that a central reserve of £0.35m be established to provide contingency funding to cover both internal costs of managerial and legal support and 3rd party costs.

Estates Investments

- Estates Investments underspent its net budget by £0.06m in 17/18 via over achieving its budget for income generated via the first year of the targeted investment programme. However it should be noted that generating further income via investment properties is dependent on market conditions and opportunities.

Estates Property Programme

- The Estates Property Programme underspent by £0.15m through more efficient use of resources. In 2017/18 the service has continued to reduce the size of the Councils operational estate while improving the quality of the buildings retained. Two leased buildings (Kershaw House and Bank House) have been vacated, and the service has overseen a number of Community Asset Transfers. The full year effect of savings from vacating buildings in 2017-18 totalled approximately £0.5m.
- Since 2008/9 when the Programme Started,
 - Over 90 operational buildings have now been vacated saving over £7.8m per year. The reduction in the size of the estate is over 90,000m², equivalent to over 6 City Halls.
 - £41m of capital receipts have been generated from the disposal of surplus property
 - Backlog maintenance on the Councils estate has reduced by £47m as a result of building vacations, and targeted investment.
- Estates Programmes have submitted a better use of budget request to carry forward funding of £0.14m specifically provided to facilitate Community Asset Transfers over 2 years into 2018-19.

Building, Technical & Architectural Services

- Building and Technical Services overspent the £3.2m net budget by £0.4m, of which £0.3m was a reduced contribution to central overheads from Architects (£0.1m compared to a £0.3m budget).
- This reduction in contribution is due to an historic and on-going decline in workloads down from £1.2m in 15/16 to £0.9m in 17/18.
- Building & Technical Services as a whole had a limited overspend of £0.1m on its net revenue budget of £3.6m. However, this was on a reduced budget, down £0.6m from 2016-17, and against a background of reducing capital works which saw income levels drop from £14m in 2015-16 to £12.3m in 2016-17 and to £11.3m in 2017-18.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

| Backlog Maintenance £m | Base line | 2014-15 | 2016-17 | 2017-18 |
|------------------------|-----------|---------|---------|---------|
| Operational | 85 | 50 | 49 | 46 |
| Non Operational | 16 | 5 | 8 | 5 |

| | | | | |
|---------------------------------------|-----|-----|-----|-----|
| Approx. Total Backlog Maintenance £ms | 101 | 55 | 57 | 54 |
| Of which Priority 1 £ms | 70 | 28 | 25 | 24 |
| Operational GIAm2 000s | 319 | 256 | 237 | 228 |
| Non-Operational GIAm2 000s | 27 | 23 | 37 | 37 |
| Total | 346 | 279 | 274 | 265 |

GIAm2 = Gross Internal Area metres squared

Admin Buildings

- Admin Buildings is the budget that funds the main Council Office buildings including City Hall, Britannia House, Margaret Macmillan Tower and Keighley Town Hall amongst others. In 2017-18 spend was in line with the £6.2m budget while delivering £0.8m in savings predominantly due to the vacation of Jacobs Well offices.
- Pressures on salary budgets was offset in year by additional income from rents and recharges for shared occupancy. The increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in the cost base. Buildings vacated include Future House, Jacobs Well, Flockton House and Olicana House amongst others.

| Admin Buildings | 2015/16 | 2016/17 | 2017/18 |
|---------------------------|---------|---------|---------|
| Occupants | 3,221 | 3,396 | 3,225 |
| Workstations | 3,892 | 2,784 | 2,653 |
| % OCCUPANCY (1:1) | 83% | 122% | 118% |
| Gross internal area (m2) | 73,711 | 54,494 | 54,494 |
| Backlog Maintenance £000s | 8,281 | 6,595 | 6,595 |

Industrial Services Group's

- ISG provides work based training and employment opportunities to disabled people from across the Bradford district. Workload levels and trading position improved in 2017-18 although its position is still subject to considerable pressure since ISG is no longer a guaranteed supplier to In-communities.
- The service area as a whole, while still being in receipt of a one-off subsidy of £0.08m, underspent its net budget by £0.25m via a combination of savings via a planned restructuring and an upturn in trading levels.
- A rise in manufacturing sales levels from £1.4m in 2016-17 to £2.3m in 2017-18, have resulted in an under spend against budget of £0.1m while the Festival lights operation which produces festival lights for many Councils and other organisations across the country was £0.2m under budget.
- Although trading conditions remain difficult, recent new order leads mean that 2018-19 sales levels are expected to remain high. A request has been put forward to transfer this underspend to a trading reserve.

Human Resources

Human Resources (HR)

- HR underspent the £4.8m net budget by £0.04m. Savings of £0.9m have been achieved in 2017-18 as a result of service restructures. A restructuring of workforce development has also taken place at the start of the new financial year to enable the delivery of planned savings for 2018-19.
- The service is seeing an increasing pressure on its traded services due to the increasing number of Multi Academy trusts with income down £0.2m and the net surplus down £0.1m on budget. Offsetting the trading/cost pressures the service raised additional income through providing training to students via the college and from recharges to schools for medicals.
- Outturn figures allows for work in 2017-18 on Council priority programmes such as Organisational Change & Learner Management System being funded via dedicated reserves with unspent money of £0.06m being returned to the reserve.
- A better use of budget request has been put forward for £85k to fund software enhancement for traded services.

City Solicitor

- The City Solicitor spend was in line with its £6.7m net budget while achieving its planned savings of £0.3m in 2017/18. The service has seen pressures upon both the cost of elections and the coroners/mortuary services, £0.3m combined, which have however been off set in year by one off savings via a combination of a vacancy control, £0.2m, and additional income of £0.1m across all service areas.

3.5 Chief Executive

| Service Name | Gross expenditure | | | Income | | | Net expenditure | | |
|-----------------------------|-------------------|--------------|-----------|--------------|--------------|-----------|-----------------|--------------|-----------|
| | Actual £m | Budget £m | Var £m | Actual £m | Budget £m | Var £m | Actual £m | Budget £m | Var £m |
| Chief Executive Core Office | 0.5 | 0.5 | -0.0 | -0.0 | -0.0 | -0.0 | 0.5 | 0.5 | -0.0 |
| Political Offices | 0.2 | 0.2 | -0.0 | - | - | - | 0.2 | 0.2 | -0.0 |
| Public Affairs | 1.5 | 1.4 | -0.0 | -0.1 | -0.1 | 0.0 | 1.3 | 1.3 | -0.0 |
| Policy Programme | 2.1 | 2.2 | 0.1 | -0.0 | - | -0.0 | 2.1 | 2.1 | 0.1 |
| Total | 4.3 | 4.3 | -0.0 | -0.1 | -0.1 | 0.0 | 4.1 | 4.2 | -0.0 |

- The Chief Executive's Office including Policy, Programmes & Change (PPC) balanced the £4.1m net expenditure budget and achieved £0.5m of targeted savings following a restructuring of the programme support function. Planned funding of £0.4m was provided from the Implementation fund in year to fund a short/medium requirement to support transformational project work. The full year effect of the restructuring, which completed in October 2017, is budgeted to deliver a further £0.5m of savings in 2018-19.

3.6 Non Service Budgets

- Non Service budgets underspent by £0.6m mainly due to underspends on Joint Committees and External Audit

3.7 Central Budgets & Contingencies

- Central budgets & contingencies includes budgets associated with Capital Financing, Payments to the West Yorkshire Combined Authority, and Corporate Contingencies amongst others. Overall the budget underspent by £8.4m largely due to an underspend on capital financing and lower redundancy costs than budgeted.

4.0 BALANCE SHEET

4.1 Cash Reserves

- Net movements from reserves have led to a £12.7m increase in total reserves from £153.0m at 1 April 2017 to £165.7m at 31st March 2018 (£145.2m Council and £20.5m School's), a £39.5m increase from Qtr 4.

| | Opening Balance 2015-16 £m | Opening Balance 2016-17 £m | Opening Balance 2017-18 £m | Net Movement | Closing Balance at 31st March 2018 £m |
|--------------------------|----------------------------------|----------------------------------|-------------------------------------|-----------------|--|
| Council reserves | 145.8 | 133.9 | 127.8 | 17.4 | 145.2 |
| Schools Delegated budget | 38.4 | 33.8 | 25.2 | -4.7 | 20.5 |
| Total | 184.2 | 167.8 | 153.0 | 12.7 | 165.7 |

- The £12.7m net increase in reserves is outlined in Annex 2. Than main movements include

Transfers From

-£16.8m was drawn down from reserves to use as part of the 2017-18 budget from drawing down against the Severance, Waste Collection, Disposals and Reserve and renewal and the Care Act Reserve.

-£2.7m was transferred from the Better use of budget reserve at the start of 2017/18, £1.7m was added back at year end to be carried forward to 2018/19.

-£2.8m was released from Regional Revolving Investment Fund to the Local Enterprise Partnership who loan to commercial businesses

-£4.7m from the Schools Delegated Budget linked to schools transferring to academies and in support of the 2017/18 schools budget

-£3.2m was released from the Integrated Care Reserve to support ring-fenced projects and integration of Health and Social Care

-£8.4m other movements out of reserves as shown in annex 2 & 3

Transfers to

+£3.9m transferred to the Implementation Reserve. £5m was allocated to fund the implementation programme over 2 years.

+£1.9m transferred to the Insurance Risk Reserve as a result of the equivalent reduction in the insurance provision

+£4.0m has been added to the Transition & Risk Reserve to cover future risks

+£2.4m transferred back to a Redundancy Reserve to meet termination costs beyond 2018-19.

+£15.3m other movements to reserves as shown in annex 2 & 3

+£23.7m transferred to the Financing Reserve as a result of the change in the Capital Financing Minimum Revenue Provision policy

4.2 School Balances

The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2018.

| | Balance 1 st April 2017 | | Balance 31 st March 2018 | | Movement | |
|----------------------------|------------------------------------|---------------|-------------------------------------|---------------|----------|--------------|
| | Nos | £000 | Nos | £000 | Nos | £000 |
| Nursery | 7 | 659 | 7 | 854 | 0 | (195) |
| Primary | 106 | 8,580 | 100 | 6,694 | 6 | 1,886 |
| Secondary | 7 | (635) | 7 | (1,538) | 0 | 903 |
| Special | 6 | 354 | 4 | 654 | 2 | (300) |
| Pupil Referral Units (PRU) | 7 | 666 | 7 | 457 | 0 | 209 |
| | | | | | | |
| Subtotal | 133 | 9,624 | 125 | 7,121 | 8 | 2,503 |
| School Contingency | | 14,650 | | 12,721 | 0 | 1,929 |
| Other Activities | | 943 | | 708 | 0 | 235 |
| Total | 133 | 25,217 | 125 | 20,550 | 8 | 4,667 |

- The school balances reserve has reduced by £4.7m in 2017-18 from £25.2m to £20.5m.
- The overall reduction in individual school balances was £2.5m.
- Balances held by academies schools are not included within the Authority's reporting. At March 2018, 8 fewer schools were maintained by the Local Authority than at 31st of March 2017 (including the amalgamation of 2 maintained schools at September 2017). The 7 schools that have converted to academy status during 2017-18 held revenue balances of £0.518m at 31st of March 2017.
- Therefore £1.985m of the reduction in the individual school balances relate to the in year use of balances as schools are having difficulty in balancing their budgets due to school funding reforms.
- The gross value of total surpluses held at 31st of March 2018 is £10.441m (vs £11.467m at March 2017). The gross value of deficits is £3.320m (9 Schools) (vs £2.360m 8 Schools at March 2017)
- In setting the 2018-19 School's Budget, £8m of the School Contingency balance of £12.7m was allocated to support the overall schools budget from April 2018.

4.3 Provisions and Contingencies

- Within the balance sheet, the provisions are shown as amounts owed as at 31 March 2018. To be classified as provisions, it must be likely that the Council will eventually pay over these amounts.

- The cost of the provisions has already been shown as expenditure against the Revenue Budget, either in 2017-18 or in previous years. The overall effect, therefore, is that amounts are set aside to pay amounts owed because of decisions taken by the Council prior to 31 March 2018.
- Total provisions are £22.5m. The main provisions include:
 - £8.1m Redundancy provision to fund the cost of future redundancies
 - £1.1m provision to support a historical insurance provider (Municipal Mutual Insurance) whose assets fell below the minimum level for solvency in 1992, but where Local Authorities still have a responsibility to contribute to outstanding claims.
 - £5.7m provision to pay the insurance policy excess on outstanding claims
 - £7.5m Business Rate appeals
- A number of contingencies or potential risks were disclosed in the Council's Statement of accounts. No costs for these contingencies have been shown in the revenue budget because an eventual payout is regarded as unlikely or not material. For example, one of the contingencies disclosed was the risk of pension guarantees to external bodies eventually requiring a payout from the Council.

5.0 CAPITAL

- The Capital Investment Plan deals with investment in land, buildings and equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an ongoing basis are dealt with in the revenue budget, for example the payment of salaries to staff a library.
- The Capital Investment Plan originally budgeted 2017-18 spend at £124.2m (Full Council, 23 February 2017). This budget was later reprofiled to £90.4m in the 4th quarter monitoring report (Executive, 3 April 2018). Such reprofiling does not mean a budget reduction. Rather some of the 2017-18 budget was carried forward into other years, according to the latest estimate of when spend is expected to happen.
- Against the latest reprofiled budget of £90.4m, the Outturn was £72.9m. This is summarised by department in the Table below and is outlined in greater detail in Annex 4.

Capital Investment Plan 2017-18 by Department

| | 2017-18 Capital Investment Plan | 2017-18 Q4 Budget | 2017-18 Outturn | 2017-18 Underspend |
|---|--|----------------------|--------------------|-----------------------|
| | £m | £m | £m | £m |
| Health and Wellbeing | 15.3 | 4.3 | 3.1 | -1.2 |
| Children's Services | 23.5 | 14.1 | 13.9 | -0.2 |
| Place – Economy and Development Services | 34.4 | *20.8 | 21.0 | 0.1 |
| Place – Planning, Transportation and Highways | 12.3 | 20.0 | 14.5 | -5.6 |
| Place – Other | 15.3 | 11.9 | 12.8 | 0.8 |
| Corp Services – Estates and Property Services | 2.3 | 8.0 | 7.7 | -0.4 |
| Reserve schemes and contingencies | 21.0 | *11.2 | 0.0 | -11.2 |
| All Services | 124.2 | 90.4 | 72.9 | -17.5 |

*Includes additional transfer £0.55m from Reserve scheme to Place – Planning, Transportation and Highways, from contingencies

- As shown in the table above, the 2017-18 Outturn had a £17.5m underspend compared to the Quarter 4 reprofiled budget. Part of the underspend was on Place – Planning, Transportation and Highways, across a number of projects, including street lighting and transport structure.
- The most significant underspend related to Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions. Strategic Acquisition budgets are part of a new policy to invest to promote economic development and generate ongoing income that funds Council support across the district (Executive, 9 January 2018, A strategy for Growth from Council Tax, Business Rates and investments). However, the underspend on Strategic Acquisitions was in accordance with the Council's Capital Strategy (Full Council, The Council's Investment Plan for 2018-19 onwards, see Appendix A, 2.3). Such acquisitions should only happen when an investment meets high threshold against criteria including risk and yield.
- The underspend on Strategic Acquisition is also the most significant variance which has not been rolled onto future budgets. This is in line with the previous approval for a new Strategic Acquisition budget in 2020-2021, making any further roll forward unnecessary (Full Council, 22 February, The Council's Investment Plan for 2018-19 onwards, see 4.3). Overall of the overall £17.5m underspend, £8.7m has been added back onto future budgets to be spent in future years. This is shown in the table below.

Capital underspend 2017-18 by Department

| | 2017-18 Q4 Budget | 2017-18 Outturn | Underspend | Underspend not added to future budgets | Underspend added to future budgets |
|---|-------------------|-----------------|--------------|--|------------------------------------|
| | £m | £m | £m | £m | £m |
| Health and Wellbeing | 4.3 | 3.1 | -1.2 | 0.3 | -0.9 |
| Children's Services | 14.1 | 13.9 | -0.2 | -1.5 | -1.7 |
| Place – Economy and Development Services | 20.8 | 21.0 | 0.1 | 0.0 | 0.1 |
| Place – Planning, Transportation and Highways | 20.0 | 14.5 | -5.6 | 0.6 | -5.0 |
| Place – Other | 11.9 | 12.8 | 0.8 | -1.1 | -0.3 |
| Corp Services – Estates and Property Services | 8.0 | 7.7 | -0.3 | 0.1 | -0.1 |
| Reserve schemes and contingencies | 11.2 | 0.0 | -11.2 | 10.5 | -0.8 |
| All Services | 90.4 | 72.9 | -17.5 | 8.8 | -8.7 |

- The latest Capital Investment Plan was set as part of the 2018-19 budget (Full Council, 22 February, The Council's Investment Plan for 2018-19 onwards, Appendix 1).
- This Plan has been updated following the 2017-18 Outturn. This update includes the £8.7m carry forward from 2017-18, as shown in the table above. Other capital schemes are proposed for addition to the Capital Investment Plan, following approval from Executive. Further, existing schemes have been reprofiled to better reflect the expected date of spend. The revised Capital Expenditure Plan is shown in the table below.

Capital Investment Plan 2018-19 by Onwards (updated for 2017-18 Outturn)

| | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
|---|--------------|--------------|--------------|-------------|--------------|
| | £m | £m | £m | £m | £m |
| Total All Services (Full Council 22 Feb 2018) | 176.2 | 172.8 | 98.0 | 49.3 | 496.3 |
| Underspend added to future budgets | 8.7 | | 0.0 | 0.0 | 8.7 |
| New Schemes/changes to current schemes | 17.0 | 3.5 | 0.5 | 0 | 21 |
| Reprofiling | -51.2 | 0.7 | 42.5 | 8.0 | 0.0 |
| All Services | 150.7 | 177.0 | 141.0 | 57.3 | 526.0 |

- The main impact of the reprofiling is to roll forward £51.2m of current 2018-19 budgets into future years.
- Despite the underspend, a 2017-18 Outturn of £72.9m against a £90.4m budget represents a substantial investment in the district. Of the total amount, £60.5m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' housing, for example grants funding disabled adaptations.
- The largest proportion of the £60.5m spend was on the upkeep of the Council's buildings, with further significant spend on new builds. An analysis of the 2017-18 capital spend showing its purpose is set out in the table below.

2017-18 Budget, Outturn and underspend analysed by purpose

| | 2017-18 Budget | 2017-18 Outturn | 2017-18 Underspend |
|-------------------------------------|----------------|-----------------|--------------------|
| | £m | £m | £m |
| Maintenance of Council Fixed Assets | 45.0 | 40.0 | -5.0 |
| Invest to Save | 2.8 | 2.2 | -0.6 |
| New Build or Acquisition | 27.0 | 16.3 | -10.7 |
| Schools Capacity | 7.2 | 6.7 | -0.5 |
| Regeneration | 0.2 | 0.2 | 0.0 |
| Grants to Third Parties | 8.2 | 7.5 | -0.7 |
| Total | 90.4 | 72.9 | -17.5 |

- This 2017-18 spend included innovative approaches and schemes that have improved services in the district. For example, it includes the construction of affordable housing units in 2017-18, which will eventually be available to rent. This project is in partnership with the Homes and Communities Agency. These new housing units will represent an important achievement for the Council Plan, which set out targets to improve housing in the district.
- Further, the 2017-18 spend enabled the completion of works to Cliffe Castle museum and the surrounding grounds. There was further spend on St Georges Hall, protecting the district's heritage in the centre of the city and further encouraging visitors to the area.
- There was continued spend on primary school expansion, improving education, another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.
- One Strategic Acquisition included in the spend was the purchase of the NCP car park, in Hall Ings. This purchase is in a prime strategic location and delivers a yield in excess of the Council's borrowing costs, achieving the criteria set out in the Council's Capital Strategy.
- While achieving important Council aims, remarkably the 2017-18 spend in the Capital Investment Plan creates no additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement is £0m. To help explain this, the funding of the spend is set out in the table below:

| 2017-18 Capital spend sources of funding | £m | £m |
|--|------|-------------|
| Capital Grants & Private Developer contributions | 41.2 | |
| Capital Receipts | 8.6 | |
| Revenue budgets & reserves | 5.9 | |
| <i>Sub-total funding already applied</i> | | 55.7 |
| Invest to Save Borrowing | 17.0 | |
| Private Finance Leases & Other Finance Leases | 0.2 | |
| Corporate Borrowing | 0 | |
| <i>Sub-total funding to be applied in future years</i> | | 17.2 |
| Total | | 72.9 |

- The above table shows that out of the £72.9m spend, there was no future capital financing requirement for £55.7m of it, which was financed from available funding in 2017-18.
- The £55.7m includes £41.2m of grants. Such grants were used in the 2017-18 year, so up to their full amount, there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes within the spend. For instance, £2.3m was given by the Homes and Communities Agency to help fund the affordable housing units described above. The majority of the grants are from the Department of Education. Also these grants include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £55.7m also includes £8.6m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £5.9m of funding comes from ongoing revenue budgets or one off reserves. Of this amount, the most significant contribution was £1.4m from schools' own funds to fund their capital improvements. Again there is no future financing requirement on any of the spend funded from any of these sources.
- In contrast to the funding sources described above, the so called Invest to Save spend of £17m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate ongoing savings matching the future financing requirement, so there is no net draw on the revenue budget. For example, the affordable housing units are partly funded by Invest to Save, with a future financing requirement funded from the rentals.
- The £0.2m funding from Finance Leases represents a technical accounting adjustment which reclassified an ongoing Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is future additional draw.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating ongoing savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. However, a key outcome for the 2017-18 Outturn is that no such Corporate Borrowing was needed.
- This key outcome was achieved by maximising available flexibility to fund spend using grants and income from sales of land and building. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2017-18 financial year. These balances are shown in the two tables below.

Capital Grants Balances

| Capital grants and private developer contributions | £m | £m |
|--|-------|-------|
| Balance b/fwd at 01.04.2017 | | 42.9 |
| Capital grants received in year | | 45.6 |
| Applied to fund spend expenditure on own assets | -31.3 | |
| Applied to fund expenditure on residents' houses and schools | -9.9 | |
| Total Grants applied | | -41.2 |
| Balance c/fwd 31.03.2018 | | -47.4 |

| Capital Receipt (Land and Building sales) Balances | | £m |
|---|--|------|
| Balance b/fwd at 1.4.2017 | | 3.7 |
| Capital receipts received in year | | 5.1 |
| Used to fund spend on the Council's own property | | -8.8 |
| Balance c/fwd at 31.3.2018 | | 0 |

- The Council can use capital receipts to fund any capital spend, so has fully used the balances, as shown in the tables above, to avoid using Corporate Funding in 2017-18. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3.5m per year in capital receipts, although there may be potential for this to increase.
- The above tables also show while avoiding a requirement for Corporate funding, the Council also has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £47.3m, will enable significant investment in the district in future years.
- Overall, though, the use of balances of capital grants and receipts has avoided the use of Corporate Borrowing in 2017-18, while the estimates prepared for the 2018-19 budget assumed a requirement for some. The capital financing costs included in the 2018-19 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2018.
- Therefore, a positive outcome from the Capital Outturn position is a saving on the capital financing costs. This saving is preliminarily estimated at around £1m. The saving is currently being reviewed and analysed. It will be further considered as part of the separate report on capital financing costs to Full Council on 17 July 2018.
- Another positive outcome is that the Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £72.9m spend, £12.4m was on residents houses and other schools, leaving £60.5m additions to the balance sheet.
- Other outcomes for capital in 2017-18 were a net £26.6m upward revaluation of the Council's property by a qualified in house property valuer. While this revaluation is not an increase, it reflects the expectation of the valuer of increases in the service benefit that can be derived from the Council's property portfolio.
- Other changes to the property portfolio's value shown on the balance sheet included £32.1m of depreciation reflecting the cost of their wear and tear from delivering services over the 2017-18 financial year. There was also £32.9m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such schools are removed from the Council's balance sheet.

- The changes on the property portfolio described above, which impact on its value, are summarised in the table below.

| | Opening balance sheet 31/03/17 | Additions | Asset disposal | Depreciation | Revaluation | Reclassify | Closing balance sheet 31/03/18 |
|----------------------------|-----------------------------------|-------------|----------------|--------------|-------------|------------|-----------------------------------|
| | £m | £m | £m | £m | £m | £m | £m |
| Land, Buildings & vehicles | 935.2 | 56.1 | -30.6 | -31.9 | 19.5 | -1.8 | 946.5 |
| Investment Property | 48.6 | 4.4 | -0.9 | 0.0 | 7.0 | -0.2 | 58.9 |
| Heritage Property | 36.9 | 0.0 | 0.0 | 0.0 | 0.2 | 0.0 | 37.1 |
| Mainly software licences | 0.8 | 0.0 | 0.0 | -0.2 | 0.0 | 0.0 | 0.6 |
| Assets ready to sell | 0.5 | 0.0 | -1.4 | 0.0 | -0.1 | 2.0 | 1.0 |
| Total | 1,021.9 | 60.5 | -32.9 | -32.1 | 26.6 | 0.0 | *1,044.0 |

6.0 COUNCIL TAX AND BUSINESS RATES

- The Council holds a separate account (Collection Fund) both for the collection of Council Tax and Business Rates and distributing them back out to public bodies comprising the Council, Government, West Yorkshire Police and Crime Commissioner and West Yorkshire Fire and Rescue Authority. By statute these distributions are the budgeted amounts. A surplus or deficit is created on the separate account when the amount of Council Tax or Business Rates is less or more than the budgeted amount.
- In summary a surplus or deficit is generated because the distributions during the year are the budget amounts, while the actual collection of Council Tax and Business Rates always varies from the budget. The surplus or deficit on the account has to be paid back in the following year, by adding it onto that year's budget. However, the budget for Council Tax and Business Rates is set before the Outturn for the previous year is complete. The previous year's surplus or deficit added to the budget is based on an estimated Outturn rather a final Outturn.
- Overall for both Council Tax and Business Rates there were deficits in 2017-18. However, Bradford's share of the deficit that has to be paid back in the following year, is the proportion of Bradford's distributions compared to the total distributions.
- The individual results for Council Tax and Business Rates are discussed in more detail below.

Council Tax

- Bradford's share of the Council Tax deficit for 2017-18, so the amount that has to be paid back in the future, was £0.97m. The total deficit to be paid back by all the different bodies which receive distributions out of the separate account was £1.1m.
- Bradford's £0.97m share of the deficit is higher than the £0.4m which it expected to pay back in 2018-19, when the budget for 2018-19 was set. This means that there is a £0.57m pressure in 2018-19, directly reducing budgeted Council Tax when the next budget is set for 2019-20. However, to deal with this, an earmarked reserve for £0.57m was set aside at the end of 2017-18 to fund this pressure.
- There are a number of reasons for the overall deficit of £1.1m. Around £0.35m was caused because the cost of Council Tax reduction under the old scheme reduced more slowly than anticipated. A further £0.26m pressure was caused because the anticipated 2016-17 surplus, was lower for the final outturn than expected at the time the budget was set.
- The remaining part of the deficit is caused by chargeable Council Tax being £1.49m lower than expected, mitigated by a £0.95m saving in the amounts set aside to cover the projected unpaid amounts on remaining Council Tax Debt from all years prior to 31 March 2018. Lower chargeable Council Tax was caused by an increase in the uptake of discounts and exemptions in 2017-18. The overall result is shown in the table below.

| | 2017-18 Budget £m | 2017-18 Actual £m | Deficit/(Surplus) £m |
|--|----------------------|----------------------|-------------------------|
| Previous year (surplus) | -2.34 | -2.34 | 0.00 |
| Distribution of surplus | 2.34 | 2.09 | -0.26 |
| Chargeable Council Tax | 240.35 | 238.87 | -1.49 |
| Council Tax Support | -33.64 | -33.99 | -0.35 |
| Bad Debt Provision | -4.75 | -3.80 | 0.95 |
| Police payment | -20.57 | -20.57 | 0.00 |
| Fire distribution | -8.30 | -8.30 | 0.00 |
| Parish distribution | -1.71 | -1.71 | 0.00 |
| Bradford's distribution | 171.39 | 171.39 | 0.00 |
| Current Year deficit | 0.00 | 1.14 | 1.14 |
| Bradford's 85.6% share of deficit | 0.00 | 0.97 | 0.97 |

- As noted above, a positive trend is the saving on the amounts set aside to fund unpaid Council Tax debt. Applying the same calculation model used in previous years against all the remaining outstanding debt, has allowed a lower amount than expected to be set aside.
- Further the collection rate for 2017-18 Council Tax debt to date has remained very close to the collection target.

| Council Tax Collection | 2015/16 | 2016/17 | 2017/18 |
|---|---------|---------|---------|
| Council Tax - Dwellings administered | 212,133 | 213,645 | 214,856 |
| BV9 Council Tax collected in year to 31 Mar £000s | 173,574 | 182,085 | 193,475 |
| BV9 % of Council Tax Collected to 31 Mar | 94.20% | 94.00% | 94.20% |
| Council Tax Collection Target at 31 Mar | 95% | 94.50% | 94.50% |

Business Rates

- Bradford's share of the Business Rates deficit, representing the amount that has to be paid back in 2018-19, was £1.8m. However, the total deficit on Business Rates, including the shares for Government and the West Yorkshire Fire and Rescue Authority, was £3.7m.
- Of Bradford's £1.8m share of the deficit, £0.7m is already included in the 2018-19 budget. This still creates an additional £1.1m pressure to be repaid when setting the 2019-20 budget.
- The main cause of the increased deficit, though, were additional discounts granted to businesses, mandated by Government policy, for which the Government compensates the Council with Section 31 grants. Such Section 31 grants are not transferred into the separate account for Council Tax and Business Rates but form part of the normal revenue budget. As a result, within the revenue budget the Council received £0.7m more Section 31 grants, which have been set aside in an earmarked reserve. This reserve will be released to match the 2019-20 pressure arising from the increased deficit.
- However, as noted above, overall Bradford's share of the Business Rates deficit was £1.8m. The main drivers of this was lower than expected chargeable Business Rates, including the impact of discounts (known technically as reliefs) awarded to businesses. This is summarised in the table below.

| | 2017-18 Budget £m | 2017-18 Actual £m | Deficit/(Surplus) £m |
|-------------------------------|----------------------|----------------------|-------------------------|
| Total Rateable Value | 390.79 | 386.14 | 4.65 |
| Gross Rates Yield (@0.466p) | 182.11 | 179.94 | 2.17 |
| Previous year surplus/deficit | -11.96 | -11.93 | -0.03 |
| Less discounts (Reliefs) | -40.94 | -43.41 | 2.47 |
| Less bad debt provision | -2.62 | -1.79 | -0.83 |
| less appeal provision | -8.27 | -8.24 | -0.03 |
| Less allowance for collection | -0.74 | -0.74 | 0.00 |
| Total | 117.58 | 113.84 | 3.75 |
| Bradford's 49% share | 57.62 | 55.78 | 1.84 |

- The table above shows that the overall value of Business property was £4.65m lower than anticipated, which when applied against the tax rate of £0.466 causes a £2.17m cash loss. There is also a cash loss from increased discounts, though as noted above some of this is offset by increased Section 31 grants.
- The challenge with Business Rates is that Businesses can always appeal against the amount of tax they pay, including past years. It is always difficult to estimate the amount that will be paid back as a result of these appeals. For 2017-18 the table above shows that the cost of the appeal provision was almost exactly in line with the budget. Despite this, there is still uncertainty around the eventual cost of appeals. In particular, it is difficult to estimate the impact of a new appeals process introduced in 2017-18.
- The table above also shows there was a small saving in the cost of all unpaid debt. Indeed the in-year debt collected as at 31 March exceeded its target, as can be seen from the table below.

| Business Rates Collection | 2015/16 | 2016/17 | 2017/18 |
|---|--------------|--------------|--------------|
| Number of Business Rates bills issued plus the number of summonses | 34383 | 37,766 | 41,523 |
| CIS_034 (BV10) - Business Rates collected in year to 31 March £000s | 131.9 | 142.4 | 137.3 |
| BV10 % Business Rates collected in year to the March | 96.94% | 97.01% | 97.5% |
| Business Rates Collection Target at the 31 March | 97.9% | 97.9% | 97.2% |

2017-18 Savings Tracker – Unmet Savings

Annex 1.1

| 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 | 209 | 291 |
| 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 | 187 | 173 |
| 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 | 746 | 7,254 |
| 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 | | | | 12,919 |
| 3A10 | Changes to Contracts for LD Residential and Nursing | 278 | 55 | 223 |
| 3A12 | Review Charging Arrangements for People with MH | 215 | 68 | 147 |
| Unachieved savings from prior years | | | | 370 |
| Health and Wellbeing Total | | | | 13,289 |
| 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 |
| Total 2017-18 new budget savings | | | | 1,194 |
| R19 | Reform services following on from highways delivery review. Reduce lighting costs and energy consumption through reduced and/or varied street lighting levels across the district's modern lighting stock. Securing a reduced highways insurance premium due to application of new legislation. Reduce the operational budgets for Urban Traffic Control, Street lighting and Highway Maintenance which represent a 10% reduction in operational budgets with a resultant pressure on maintaining assets across those areas. This would adversely affect: the efficiency of first time permanent repair of potholes; overall network condition; potential increase in insurance claims; risk of traffic disruption due to signal failure; increase in repair times for street lighting | 170 | 0 | 170 |
| Unachieved savings from prior years | | | | 170 |
| Department of Place Total | | | | 1,364 |
| Travel Assistance | | 4,774 | 0 | 4,774 |
| Total Forecast underachievement | | | | 22,570 |

Reserves Statement as at 31st March 2018

Annex 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 | 29 | 1,227 | 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 | -3,063 | 0 | 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 | -64 | 279 | £120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services. |
| PFI credits reserve | 805 | -121 | 684 | 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 | -104 | 0 | To cover feasibility costs associated with the Sports Strategy. |
| Single Status | 23 | 0 | 23 | To cover any residual implementation of Single Status costs. |
| Transformation Programme | 125 | -125 | 0 | To fund transformational activity |
| Better Use of Budgets | 2,788 | -1,118 | 1,670 | To cover deferred spend on priority work from 2016-17. |
| Producer City Initiative | 192 | -30 | 162 | To pump prime initiatives linked to the Council's Producer City programme |
| Regional Growth Fund | 5,187 | -520 | 4,667 | The Council's revenue match funding for the Regional Growth Fund |
| Regional Revolving Investment Fund | 3,956 | -2,804 | 1,152 | 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 | -129 | 1,719 | 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 | 6,864 | 4,047 | 10,911 | To help fund Transitional work, and cover risks. |

| | Opening Balance £000 | Movement in 2017-18 £000 | Closing Balance £000 | Comments |
|---|----------------------------|--------------------------------|----------------------------|---|
| Dilapidation & Demolition | 2,000 | -372 | 1,628 | At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work. |
| Health Integration Reserves | 222 | 0 | 222 | Available to fund projects that lead to greater integration between the Council and its Health partners. |
| Match Fund Basic needs Grant | 700 | 0 | 700 | |
| Strategic Site Assembly | 756 | 0 | 756 | |
| Implementation Reserve | 0 | 3,970 | 3,970 | To fund Projects associated with delivering 2017-18 savings plans. |
| Insurance Risk | 0 | 1,893 | 1,893 | From reduction in provision |
| S31 offset to NDR deficit | 0 | 735 | 735 | To be used in 2019-20 |
| Council Tax Reserve | 0 | 575 | 575 | To be used in 2019-20 |
| Redundancy Provision | 0 | 2,430 | 2,430 | Help fund redundancy costs beyond 2020. |
| Review of Council's MRP Policy | 0 | 10 | 10 | |
| Review of Council's Pension Guarantees | 0 | 10 | 10 | |
| Leeds City Region WYTF | 0 | 421 | 421 | Transport Fund |
| Leeds City Region Economic Development | 0 | 402 | 402 | |
| Financing Reserve | 0 | 23,738 | 23,738 | Change in MRP policy |
| Sub Total | 38,043 | 25,717 | 63,760 | |
| C. Reserves to support capital investment | | | | |
| Renewal and replacement | 13,283 | -8,146 | 5,137 | Funding used to support the capital investment programme. |
| Markets | 1,148 | -480 | 668 | Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district. |
| Sub total | 14,431 | -8,626 | 5,805 | |
| D. Service Earmarked Reserves | 41,685 | -4,330 | 37,355 | See Annex 3 |
| E. Revenue Grant Reserves | 8,366 | 4,571 | 12,937 | |
| 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 | -4,667 | 20,550 | 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 | -4,667 | 31,353 | |
| Grand total | 153,042 | 12,665 | 165,707 | |

Departmental Earmarked Reserves Statement at 31st March 2018

| | Opening Balance £000 | Movement in 2017-18 £000 | Latest Balance £000 | Comments |
|---|----------------------------|--------------------------------|------------------------|---|
| Adult and Community Services | | | | |
| Supporting People | 1,416 | -662 | 754 | 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 | -3,549 | 994 | To support the implementation of the Care Act |
| Public Health | 59 | 0 | 59 | |
| Total Adult and Community Services | 10,945 | -7,558 | 3,387 | |
| Children Services | | | | |
| BSF Unitary Charge | 6,929 | 389 | 7,318 | 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 | 312 | 4,777 | See above |
| Children's Service Program Support | 52 | 47 | 99 | |
| Better Start Programme | 90 | 42 | 132 | Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period. |
| Travel Training Unit | 0 | 368 | 368 | |
| Early Help Enabler Support | 0 | 500 | 500 | Programme Support |
| Bradford Learning Network (Broadband) | 0 | 128 | 128 | |
| Early Help Workforce Development | 0 | 81 | 81 | |
| Recruitment & Retention | 105 | -63 | 42 | |
| 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 | 35 | 262 | |
| Child Sexual Exploitation Prevention | 300 | -300 | 0 | To support the continuation of CSE work in 2017-18. |
| Training Work Programme (Skills for Work) | 927 | -128 | 798 | |
| Total Children | 13,453 | -1,053 | 14,506 | |

Department of Place

| | Opening Balance £000 | Movement in 2017-18 £000 | Latest Balance £000 | Comments |
|-------------------------------------|-------------------------|--------------------------------|------------------------|--|
| 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 | -83 | 0 | Set aside to meet Departmental costs associated with delivering a Waste Management solution |
| City centre regeneration | 51 | 0 | 51 | |
| Customer Service Strategy | 835 | -773 | 62 | Non recurring investment to be used to fund the Customer Service Strategy. |
| Taxi Licensing | 491 | 55 | 546 | Statutory requirement to set aside any taxi licensing surplus when setting future fees. |
| Theatres Box Office | 446 | 200 | 646 | |
| 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 | -192 | 87 | 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 | 161 | 616 | To meet future costs associated with later stages of the affordable housing programme |
| Housing Development Programme | 75 | 0 | 75 | Fee income generated to be used to subsidise the delivery of projects in future years. |

| | Opening Balance £000 | Movement in 2017-18 £000 | Latest Balance £000 | Comments |
|---|----------------------------|--------------------------------|------------------------|--|
| Bradford District Improvement District | 0 | 125 | 125 | |
| HMO Licencing Scheme | 0 | 319 | 319 | |
| VCS Transformation Fund | 0 | 160 | 160 | |
| Tree & Woodland Planting Fund | 0 | 76 | 76 | |
| City Park Sinking Fund | 784 | 1 | 785 | Funding set aside to meet the future maintenance costs of City Park. |
| European Structural Investment Programme | 867 | 596 | 1,463 | 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 Housing Rented Option | 664 | -464 | 200 | 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 | 74 | 74 | Set aside for Clergy House/Jermyn Court |
| Cold Weather Calculator | 0 | 11 | 11 | Licence costs over several years |
| Fresh Start | 0 | 412 | 412 | Housing project focussing on offenders |
| Complex Needs Project | 0 | 280 | 280 | Project to support hard to place vulnerable homeless people |
| B&B Emergency Contingency | 0 | 261 | 261 | |
| Housing Options IT System | 0 | 173 | 173 | IT system |
| PT&H Local Plan | 0 | 600 | 600 | Complete the Local Plan |
| PT&H Local Plan Transport Modelling | 0 | 250 | 250 | Complete the Local Plan |
| Ad:venture & community enterprise Reserve | 0 | 83 | 83 | |
| Economic Strategy Reserve | 0 | 186 | 186 | |
| Well England Reserve | 0 | 200 | 200 | |
| Department of Place | 7,942 | 1,682 | 9,624 | |

Corporate Resources

| | Opening Balance £000 | Movement in 2017-18 £000 | Latest Balance £000 | Comments |
|---|-------------------------|--------------------------------|------------------------|--|
| 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 | -300 | 249 | 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 | 43 | 235 | To smooth the cost of District Elections over a four year period. |
| Non Council Events programme | 10 | 0 | 10 | To support events put on by non-Council. |
| Community Support and Innovation Fund | 352 | 0 | 352 | To support community led service provision and investment in initiatives that engage with vulnerable people. |
| Subsidy Claim | 711 | 0 | 711 | Contingent support set aside to address the fluctuations in the subsidy claims. |
| ICT Programmes Budget | 6,212 | 500 | 6,712 | 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 |
| Additional cost of projects including legal and 3rd party costs Reserve | 0 | 350 | 350 | |
| ISG over achievement trading reserve | 0 | 257 | 257 | |
| Energy unit | 0 | 230 | 230 | Help manage in-year price volatility |
| Total Corporate Resources | 9,345 | 493 | 9,838 | |
| Total Service Earmarked Reserves | 41,685 | -4,330 | 37,355 | |

Capital Expenditure

Capital Executive Report

| Scheme No | Scheme Description | Original Budget 17-18 | Exec Report Q4 | Spend 31 Mar 18 | Variance | Funding | | | Budget Total |
|-------------------------------------|--|-----------------------|----------------|-----------------|---------------|---|------------------------|-------------------------------|---------------|
| | | | | | | Specific Grants, cap receipts, reserves | Invest to Save Funding | Remainder funding requirement | |
| | | £'000's | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Health and Wellbeing | | | | | | | | | |
| CS0237 | Keighley Rd Extra Care | 4,324 | 2,050 | 1,805 | -245 | 1,805 | 0 | 0 | 1,805 |
| CS0237 | Keighley Rd Residential Care | 7,432 | 1,100 | 1,098 | -2 | 1,098 | 0 | 0 | 1,098 |
| CS0373 | BACES DFG | 0 | 667 | 64 | -603 | 64 | 0 | 0 | 64 |
| CS0239 | Community Capacity Grant | 3,593 | 151 | 25 | -126 | 25 | 0 | 0 | 25 |
| CS0348 | Whiteoaks Respite Centre | 0 | 153 | 63 | -90 | 63 | 0 | 0 | 63 |
| CS0311 | Autism Innovation Capital Grant | 0 | 19 | 0 | -19 | 0 | 0 | 0 | 0 |
| CS0312 | Integrated IT system | 0 | 131 | 41 | -90 | 41 | 0 | 0 | 41 |
| CS0352 | Electric vehicle charging infrastructure | 0 | 30 | 29 | -1 | 29 | 0 | 0 | 29 |
| Total - Health and Wellbeing | | 15,349 | 4,301 | 3,125 | -1,176 | 3,125 | 0 | 0 | 3,125 |
| Children's' Services | | | | | | | | | |
| CS0249 | Schools DRF | 0 | 0 | 1,460 | 1,460 | 1,460 | 0 | 0 | 1,460 |
| CS0256 | 2yr old Nursery Educ Expansion | 0 | 55 | 54 | -1 | 54 | 0 | 0 | 54 |
| CS0278 | Targeted Basic Needs | 47 | 74 | 40 | -34 | 40 | 0 | 0 | 40 |
| CS0286 | Outdoor Learning Centres | 30 | 33 | 6 | -27 | 6 | 0 | 0 | 6 |
| CS0297 | Universal Free Sch Meals - Kitchen | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0022 | Devolved Formula Capital | 0 | 914 | 793 | -121 | 793 | 0 | 0 | 793 |
| CS0030 | Capital Improvement Work | 0 | 173 | 131 | -42 | 131 | 0 | 0 | 131 |
| CS0240 | Capital Maintenance Grant | 4,538 | 5,569 | 4,400 | -1,169 | 4,400 | 0 | 0 | 4,400 |
| CS0244 | Primary Schools Expansion Progr | 16,392 | 4,094 | 4,090 | -4 | 4,090 | 0 | 0 | 4,090 |
| CS0244 | Silsden Sch £7.265m Exec 12/04/16 | 1,900 | 768 | 824 | 56 | 824 | 0 | 0 | 824 |
| CS0244 | SEN School Expansions | 0 | 1,609 | 1,195 | -414 | 1,195 | 0 | 0 | 1,195 |
| CS0360 | Early Yrs 30 hrs childcare | 0 | 487 | 481 | -6 | 481 | 0 | 0 | 481 |
| CS0313 | School Capital Loans | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0314 | Foster Homes Adaptation | 0 | 16 | 15 | -1 | 15 | 0 | 0 | 15 |
| CS0316 | Tracks Educational provision | 0 | 8 | 7 | -1 | 7 | 0 | 0 | 7 |
| CS0322 | Horton Park Prim Open Spaces | 14 | 21 | 15 | -6 | 15 | 0 | 0 | 15 |
| CS0362 | Secondary School Expansion | 0 | 150 | 107 | -43 | 107 | 0 | 0 | 107 |
| CS0377 | LA SEN Free School | 0 | 50 | 3 | -47 | 3 | 0 | 0 | 3 |
| CS0343 | Childrens Home Build Works | 0 | 46 | 2 | -44 | 2 | 0 | 0 | 2 |
| CS0382 | Finance Leases | 0 | 0 | 201 | 201 | 201 | 0 | 0 | 201 |
| CS0389 | Adaptation of SHMH - YOT | 0 | 0 | 51 | 51 | 51 | 0 | 0 | 51 |
| Total - Children's' Services | | 23,471 | 14,067 | 13,875 | -192 | 13,875 | 0 | 0 | 13,875 |

| Scheme No | Scheme Description | Original Budget 17-18 | Exec Report Q4 | Spend 31 Mar 18 | Variance | Specific Grants, cap receipts, reserves | Invest to Save Funding | Remainder funding requirement | |
|---|------------------------------------|-----------------------|----------------|-----------------|------------|---|------------------------|-------------------------------|---------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Place - Economy & Development Services | | | | | | | | | |
| CS0134 | Computerisation of Records | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0136 | Disabled Housing Facilities Grant | 4,273 | 3,858 | 3,951 | 93 | 3,951 | 0 | 0 | 3,951 |
| CS0137 | Development of Equity Loans | 1,500 | 800 | 787 | -13 | 0 | 0 | 787 | 787 |
| CS0144 | Empty Private Sector Homes Strat | 1,021 | 600 | 694 | 94 | 342 | 0 | 352 | 694 |
| CS0225 | Afford Housing Prog 11-15 | 240 | 126 | 126 | 0 | 0 | 126 | 0 | 126 |
| CS0308 | Afford Housing Prog 15 -18 | 18,468 | 12,000 | 12,960 | 960 | 3,635 | 9,325 | 0 | 12,960 |
| CS0250 | Goitside | 205 | 5 | 4 | -1 | 0 | 0 | 4 | 4 |
| CS0280 | Temp Housing Clergy House | 50 | 263 | 31 | -232 | 0 | 0 | 31 | 31 |
| CS0335 | Bfd Cyrenians 255-257 Mngm Ln | 30 | 163 | 153 | -10 | 153 | 0 | 0 | 153 |
| CS0084 | City Park | 205 | 0 | 46 | 46 | 46 | 0 | 0 | 46 |
| CS0085 | City Centre Growth Zone | 1,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0086 | LEGI | 51 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0189 | Buck Lane | 111 | 41 | 6 | -35 | 0 | 0 | 6 | 6 |
| CS0228 | Canal Road | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0241 | Re-use of Fmr College Builds Kghly | 306 | 152 | 135 | -17 | 0 | 0 | 135 | 135 |
| CS0266 | Superconnected Cities | 882 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0291 | Tyrils | 1,000 | 0 | 18 | 18 | 0 | 0 | 18 | 18 |
| CS0265 | LCR Revolving Econ Invest Fund | 1,956 | 2,299 | 1,148 | -1,151 | 1,148 | 0 | 0 | 1,148 |
| CS0285 | Strategic Development Fund | 1,167 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0378 | Cust Serv Strategy | 250 | 33 | 16 | -17 | 0 | 0 | 16 | 16 |
| CS0345 | Develop Land at Crag Rd, Shply | 1,441 | 503 | 814 | 311 | 814 | 0 | 0 | 814 |
| CS0382 | New Bolton Woods | 0 | 0 | 93 | 93 | 93 | 0 | 0 | 93 |
| Total - Place - Economy & Development Serv | | 34,666 | 20,843 | 20,982 | 139 | 10,182 | 9,451 | 1,349 | 20,982 |
| Place - Planning, Transport & Highways | | | | | | | | | |
| CS0131 | Kghly Town Cntr Heritage Initi | 0 | 397 | 241 | -156 | 178 | 0 | 63 | 241 |
| CS0178 | Ilkley Moor | 18 | 18 | 0 | -18 | 0 | 0 | 0 | 0 |
| CS0179 | Landscape Environ Imp | 0 | 23 | 2 | -21 | 2 | 0 | 0 | 2 |
| CS0281 | Saltaire - Public Realm imp | 0 | 0 | 2 | 2 | 0 | 0 | 2 | 2 |
| CS0071 | Highways S106 Projects | 586 | 72 | 37 | -35 | 37 | 0 | 0 | 37 |
| CS0372 | Countryside S106 Projects | 0 | 0 | 2 | 2 | 2 | 0 | 0 | 2 |
| CS0091 | Capital Highway Maint | 0 | 4,968 | 4,960 | -8 | 4,960 | 0 | 0 | 4,960 |
| CS0095 | Bridges | 0 | 806 | 927 | 121 | 927 | 0 | 0 | 927 |
| CS0096 | Street Lighting | 0 | 203 | 191 | -12 | 191 | 0 | 0 | 191 |
| CS0099 | Integrated Transport | 0 | 431 | 1,061 | 630 | 1,061 | 0 | 0 | 1,061 |
| CS0103 | WY Casualty Reduction Ptner | 0 | 36 | 52 | 16 | 52 | 0 | 0 | 52 |
| CS0164 | Local Intgrtd Transp Area Com | 0 | 660 | 687 | 27 | 687 | 0 | 0 | 687 |
| CS0168 | Connecting the City (Westfield) | 0 | 57 | 40 | -17 | 40 | 0 | 0 | 40 |
| CS0172 | Saltaire R/bout Cong& Safety Works | 0 | 320 | 39 | -281 | 39 | 0 | 0 | 39 |
| CS0252 | Measures to Support Hubs | 45 | 45 | 0 | -45 | 0 | 0 | 0 | 0 |
| CS0264 | Highway to Health | 0 | 234 | 440 | 206 | 440 | 0 | 0 | 440 |
| CS0282 | Highways Strategic Acquisi | 0 | 206 | 30 | -176 | 0 | 0 | 30 | 30 |
| CS0289 | Local Pinch Point Fund | 0 | 502 | 7 | -495 | 0 | 0 | 7 | 7 |

| Scheme No | Scheme Description | Original Budget 17-18 | Exec Report Q4 | Spend 31 Mar 18 | Variance | Specific Grants, cap receipts, reserves | Invest to Save Funding | Remainder funding requirement | Budget Total |
|---|--|-----------------------|----------------|-----------------|---------------|---|------------------------|-------------------------------|---------------|
| | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| CS0293 | West Yorks & York Transport Fund | 2,966 | 2,853 | 1,999 | -854 | 1,999 | 0 | 0 | 1,999 |
| CS0353 | Strategic land purch Hard Ings Kghly | 950 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0355 | Strat land purc Hrrgte Rd/New Line Jct | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0296 | Pothole Fund | 0 | 428 | 354 | -74 | 354 | 0 | 0 | 354 |
| CS0306 | Strategic Transp Infrastr Priorit | 1,810 | 550 | 0 | -550 | 0 | 0 | 0 | 0 |
| CS0306 | Connectivity Project | 0 | 4 | 4 | 0 | 4 | 0 | 0 | 4 |
| CS0302 | Highways Prop Liab Redn Strat | 0 | 110 | 13 | -97 | 0 | 0 | 13 | 13 |
| CS0307 | Bus Hot Spots | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 1 |
| CS0310 | Clean Vehicle Technology Fund | 0 | 3 | 0 | -3 | 0 | 0 | 0 | 0 |
| CS0317 | VMS Signage | 0 | 39 | 0 | -39 | 0 | 0 | 0 | 0 |
| CS0319 | Challenge Fund | 750 | 2,465 | 1,076 | -1,389 | 1,041 | 0 | 35 | 1,076 |
| CS0323 | Flood Risk Mgmt | 0 | 285 | 89 | -196 | 89 | 0 | 0 | 89 |
| CS0325 | Street Lighting Invest to Save | 1,650 | 198 | 210 | 12 | 0 | 0 | 210 | 210 |
| CS0329 | Damens County Park | 0 | 48 | 0 | -48 | 0 | 0 | 0 | 0 |
| CS0332 | Flood Funding | 0 | 919 | 532 | -387 | 532 | 0 | 0 | 532 |
| CS0334 | Air Quality Monitoring Equip | 0 | 9 | 0 | -9 | 0 | 0 | 0 | 0 |
| CS0350 | Street Lighting Invest to Save | 0 | 825 | 0 | -825 | 0 | 0 | 0 | 0 |
| CS0365 | National Productivity Invest Fund | 0 | 835 | 808 | -27 | 808 | 0 | 0 | 808 |
| CS0370 | LTP IP3 One System Public Transport | 0 | 779 | 376 | -403 | 376 | 0 | 0 | 376 |
| CS0371 | LTP IP3 Places to Live and Work | 0 | 629 | 243 | -386 | 243 | 0 | 0 | 243 |
| CS0375 | Sign Shop | 0 | 82 | 63 | -19 | 0 | 63 | 0 | 63 |
| CS0306 | Strategic Acq - Highways | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total - Place - Planning, Transport & Highways | | 12,275 | 20,039 | 14,486 | -5,553 | 14,063 | 63 | 360 | 14,486 |
| Dept of Place - Other | | | | | | | | | |
| CS0060 | Replacement of Vehicles | 3,000 | 3,000 | 3,893 | 893 | 179 | 2,713 | 1,001 | 3,893 |
| CS0066 | Ward Investment Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0151 | Building Safer Commun | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0063 | Waste Infrastructure & Recycling | 797 | 677 | 676 | -1 | 676 | 0 | 0 | 676 |
| CS0132 | Community Hubs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0274 | Bfd Enhanced Recycle Collect Bid | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0283 | Above Ground Fuel Storage | 0 | 110 | 0 | -110 | 0 | 0 | 0 | 0 |
| CS324 | Waste Minimisation Strategy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0328 | Cliffe Castle Various | 0 | 35 | 0 | -35 | 0 | 0 | 0 | 0 |
| CS0374 | Cartwright Hall CCTV | 0 | 45 | 94 | 49 | 94 | 0 | 0 | 94 |
| CS0376 | Recycling Bins | 0 | 680 | 680 | 0 | 0 | 0 | 680 | 680 |
| CS0340 | St George's Hall | 3,568 | 3,000 | 3,995 | 995 | 1,246 | 0 | 2,749 | 3,995 |
| CS0121 | Roberts Park | 0 | 65 | 69 | 4 | 0 | 0 | 69 | 69 |
| CS0129 | Scholemoor Project | 83 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0162 | Capital Projects - Recreation | 0 | 200 | 249 | 49 | 249 | 0 | 0 | 249 |
| CS0187 | Comm Sports Field & Facili | 0 | 53 | 25 | -28 | 25 | 0 | 0 | 25 |
| CS0229 | Cliffe Castle Restoration | 605 | 2,458 | 2,360 | -98 | 2,106 | 0 | 254 | 2,360 |

| Scheme No | Scheme Description | Original Budget 17-18 | Exec Report Q4 | Spend 31 Mar 18 | Variance | Specific Grants, cap receipts, reserves | Invest to Save Funding | Remainder funding requirement | Budget Total |
|--|-------------------------------------|-----------------------|----------------|-----------------|-------------|---|------------------------|-------------------------------|---------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| CS0347 | Park Ave Cricket Ground | 0 | 162 | 161 | -1 | 45 | 0 | 116 | 161 |
| CS0367 | King George V Playing Fields | 0 | 4 | 33 | 29 | 0 | 0 | 33 | 33 |
| CS0277 | Wyke Manor Sports Dev - demolitn | 0 | 260 | 8 | -252 | 8 | 0 | 0 | 8 |
| CS0245 | Doe Park | 0 | 43 | 6 | -37 | 6 | 0 | 0 | 6 |
| CS0349 | Chellow Dene | 0 | 43 | 45 | 2 | 0 | 0 | 45 | 45 |
| CS0284 | Sport Facilities Invest Prog (SFIP) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0356 | Sedbergh SFIP | 6,500 | 1,000 | 294 | -706 | 0 | 0 | 294 | 294 |
| CS0354 | Squire Lane Sports Facility | 500 | 0 | 1 | 1 | 0 | 0 | 1 | 1 |
| CS0359 | Community Resilience Grant | 0 | 32 | 10 | -22 | 10 | 0 | 0 | 10 |
| CS0388 | Recreation Equipment | 0 | 0 | 108 | 108 | 108 | 0 | 0 | 108 |
| CS0107 | Markets | 50 | 52 | 52 | 0 | 52 | 0 | 0 | 52 |
| CS0342 | Westgate Carpark | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0363 | Markets Red'mnt - City Cntr | 125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0247 | Replace Box Office Equip | 0 | 5 | 2 | -3 | 0 | 0 | 2 | 2 |
| Total - Dept of Place - Other | | 15,328 | 11,924 | 12,761 | 837 | 4,804 | 2,713 | 5,244 | 12,761 |
| Corp Serv - Estates & Property Services | | | | | | | | | |
| CS0094 | Property Programme (bworks) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0294 | Property Prog - Essential Maint | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0262 | Margaret McMillan Towers | 0 | 22 | 22 | 0 | 0 | 0 | 22 | 22 |
| CS0318 | Property Programme 15/16 | 0 | 30 | 40 | 10 | 0 | 0 | 40 | 40 |
| CS0333 | Argos Chambers / Britannia Hse | 723 | 1,171 | 420 | -751 | 0 | 0 | 420 | 420 |
| CS0344 | Property Programme 16/17 | 0 | 544 | 633 | 89 | 0 | 0 | 633 | 633 |
| CS0366 | Property Programme 17/18 | 0 | 1,000 | 1,071 | 71 | 0 | 0 | 1,071 | 1,071 |
| CS0368 | Dishwasher | 0 | 31 | 0 | -31 | 0 | 0 | 0 | 0 |
| CS0230 | Beechgrove Allotments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0269 | Burley In Whrfedle Culvert repair | 0 | 97 | 80 | -17 | 0 | 0 | 80 | 80 |
| CS0050 | Carbon Management | 1,620 | 506 | 710 | 204 | 59 | 0 | 651 | 710 |
| CS0305 | Healthy Heating Scheme | 0 | 90 | 31 | -59 | 31 | 0 | 0 | 31 |
| CS2000 | DDA | 0 | 50 | 0 | -50 | 0 | 0 | 0 | 0 |
| CS0361 | Strategic Acquisitions | 0 | 4,500 | 4,352 | -148 | 0 | 4,352 | 0 | 4,352 |
| CS0381 | Fmr Odeon | 0 | 0 | 309 | 309 | 0 | 0 | 309 | 309 |
| CS0383 | Jacobs Well Demolition | 0 | 0 | 5 | 5 | 5 | 0 | 0 | 5 |
| Total - Corp Serv – Estates & Property Services | | 2,343 | 8,041 | 7,673 | -368 | 95 | 4,352 | 3,226 | 7,673 |

| Scheme No | Scheme Description | Original Budget 17-18 | Exec Report Q4 | Spend 31 Mar 18 | Variance | Specific Grants, cap receipts, reserves | Invest to Save Funding | Remainder funding requirement | Budget Total |
|--|--------------------------------|-----------------------|----------------|-----------------|----------------|---|------------------------|-------------------------------|--------------|
| | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Reserve Schemes & Contingencies | | | | | | | | | |
| | General Contingency | 2,000 | 471 | 0 | -471 | 0 | 0 | 0 | 0 |
| | Essential Maintenance Prov | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bfd City Ctre Townscape Herit | 2,750 | 750 | 0 | -750 | 0 | 0 | 0 | 0 |
| | Strategic Acquisition | 10,000 | 10,000 | 0 | -10,000 | 0 | 0 | 0 | 0 |
| | School catering CPU Refurb | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Keighley One Public Sector Est | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total - Reserve Schemes & Contingencies | | 20,750 | 11,221 | 0 | -11,221 | 0 | 0 | 0 | 0 |
| TOTAL - All Services | | | | | | | | | |
| | | 124,182 | 90,436 | 72,902 | -17,534 | 46,144 | 16,579 | 10,179 | 72,902 |

APPENDIX B – PROPOSED KPIS and Targets for 2018/19

Better Skills, More Good Jobs and a Growing Economy

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|--|--|--|---|
| Increase GVA by £4 billion by 2030 to bring in line with national average for an economy of this size. | £170m (or 1.7% growth) in Bradford overall GVA | £9.9 billion | To close the gap, Bradford's economy needs to grow by faster than average for the UK. Target is 1.7% growth versus UK GDP forecast of 1.5% growth in 2017. | The national average GVA for an economy of Bradford's size is currently £14bn but (based on average national growth rates of GVA), this figure will be £18.5 billion by 2030. |
| 20,000 more people into work in the district by 2030 | 1,670 additional in employment | 223,000 people in employment in Bradford District | The 20,000 jobs target will be delivered across a flat profile over the next 12 years. | Not applicable |
| 48,000 more people in the district with NVQ level 3 and above by 2030. | 2,800 | New target, average of previous 3 years performance is 1,230 | Based on the target set as part of the Bradford District Economic Strategy | The overall national proportion of people with NVQ3 skills has had a year on year increase over the last three years. |
| Raise district average earnings (as measured by median gross resident full time wages) | £480 per week | £476 per week. | Target is for wages to be higher than they are in the current year and to close the gap with Yorkshire and Humber average. | National median wages increased by 2.2% in 2017. Yorkshire and Humber average growth is 0.9%. |
| Total number of visits to council cultural attractions (markets, museums and libraries) | 6.6 million | 6.7 million | Number of visitors used as a proxy. Target is to arrest rate of decline in visitors to 2%. Future measures of cultural impact to be explored. | Not applicable |

Decent Homes – Proposed KPIs for 2018/19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|---|---------------------------------|--|---|
| An additional 2,476 homes delivered per annum | 2,476 homes delivered per annum | 1,500 homes (Year to date) | 1,500 homes (YTD) | Target agreed as part of the core housing strategy. |
| Increase the number of homes improved through council interventions | 1,000 homes improved in 2018/19 | 1,012 homes improved in 2017/18 | Measure included to track improvements to housing quality | No direct statistical comparisons. |
| Ensure statutory homelessness remains below the England average per 1,000 households | Below England Average per 1,000 households – currently 2.47 | 1.99 per 1,000 | The Homelessness Reduction Act came into force in April 2018, affecting all local authorities by fundamentally shifting emphasis onto early intervention and prevention. It will therefore, be inappropriate to compare future performance with past data, therefore a target against the England average (based on the new approach) is more appropriate. | Oct –Dec 2017 Statistical neighbours is 0.7 per 1,000 residents. Oct-Dec 2017 England average is 0.58 per 1,000 households |

Safe, Clean and Active Communities – Proposed KPIs for 2018/19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|---|--|--|---|
| Reduce Crime rate per 1,000 people & bring in line with WY average (Current Bradford crime rate is 127 per 1,000 people) | 112 crimes per 1,000 people (year to 31 Dec 17). | 127 per 1,000 people (year to 31 Dec 17) | In the long run, the Council and partners are working to reduce crime rates to be in line with the West Yorkshire Average. In the short run, the target is to be in line with statistical neighbours. | West Yorkshire Crime Rate= 112 per 1,000 (yr to 31 Dec 17) Statistical neighbour crime rate is = 109 per 1,000 (yr to 31 Dec 17) |
| Improve the percentage of people from different backgrounds in the district who get on well together | Survey data began in July 2017. This first year of data should be used to set a baseline position for 2018/19 for targeting in future years | 49.5% for July 17 – March 18 | Collect baseline data for 2018/19 to create a target for improvement in future years | No current comparisons as the West Yorkshire Police Survey only began collecting data in July 2017. |
| Increase the % of household waste sent for reuse, recycling, composting or anaerobic digestion | Over 40% | 37% | An improvement on the current recycling rates for the district | National and regional comparators |
| Reduce the number of people killed or seriously injured in road accidents | Target for Jan-Dec 2018: 173 KSI casualties Target for Jan-Dec 2019: 167 KSI casualties | 193 KSI casualties (Jan-Dec 2017) | 173 KSI casualties is Bradford District's KSI target for Jan-Dec 2018 (reducing to 167 for Jan-Dec 19). These targets have been set as part of The West Yorkshire Local Transport Plan which aims to reduce the number of fatal or serious road casualties in West Yorkshire by 50% by 2026. This reduction target uses the 2005-2009 average figure as a baseline. For the Bradford district this equates to a reduction from 248 to 124 casualties by 2026. | Target set at national level. |

Good Start, Great Schools – Proposed KPIs for 2018-19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|---|--|---|--|
| EYFS at good level of development in the top 2 of our statistical neighbours | Above 69.7% | 67.6% | Bradford currently performs below the national average, so being above the level of statistical neighbours is a stretching target for this indicator. | National average is 71% Statistical neighbour average is 66.36% Best amongst statistical neighbours is 69.8% (Sheffield), 69.7% (Telford and the Wrekin) |
| Every school to be judged good or better by September 2021 | 88% schools to be good or better by July 2019 | 77% schools are good or better (April 2018) | To lift the average to a figure towards the national and regional average. | National – 89% (Dec 2017) Regional (Y&H)– 84% (Dec 17) No data available for statistical neighbours |
| All SEND settings (PRUs & Special Schools) to be good or better by 2021 | July 2019 86% SEND settings (12 out of 14 Special schools and PRUs) are good or better July 2019 Special Schools: 100% (7 out of 7) PRUs: 71% (5 out of 7 PRUs) | April 2018 79% SEND settings (11 out of 14 Special schools and PRUs) are good or better Dec 2017 and April 2018 Special Schools: 100% (7 out of 7) PRUs: 57% (4 out of 7 PRUs) | Currently Bradford's performance is below both the regional and the national averages due to two PRUs being in special measures and one judged as RI. One of the PRUs is improving and should secure a good outcome at its next inspection in 2019. | National – 92% SEND settings (Dec 2017) Regional (Y&H)– 88% SEND settings (Dec 17) No data available for statistical neighbours In December 2017 National Special Schools: 94% Regional Special Schools: 93% National PRUs : 86% Regional PRUs: 76% |
| By September 2020 KS2 Reading Writing and Maths at Expected Standard to be in line or above the national average | Sept 2019 69% end of KS2 pupils to achieve the expected standard in RWM | July 2017 57% | Bradford's performance is broadly in line with its statistical neighbours. The aim is to continue to close the gap with the national and the regional comparators. | July 2017 National – 61% Regional (Y&H)– 58% Statistical Neighbours: 57.3% |

Good Start, Great Schools – Proposed KPIs for 2018-19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|---|--|--|---|
| Continue to improve on the positive KS4 Progress 8 measure | October 2019: 0.05 | October 2017: 0.02 | Bradford's performance is better than the national and regional averages and one of the best performers amongst its statistical neighbours. | October 2017 National : -0.03 Regional (Y&H): 0.03 Statistical Neighbours: -0.12 |
| Reduce percentage of unauthorised absences across all phases | Bradford All: 1.5% (Primary : 1.3% Secondary: 2.2% Specials: 1.2%) | Bradford All:1.9% (Primary : 1.4% Secondary: 2.6% Specials: 1.3%) | Currently Bradford's overall performance is worse than its statistical neighbours but unauthorised absence in special schools is lower and better than the national, regional and statistical neighbours. We need to close the gap in the primary and secondary schools. | National: All : 1.3% (Primary :1.1% Secondary: 1.5% Specials: 2.1%) Regional (Y&H): All:1.6% (Primary :1.3% Secondary: 2.0% Specials: 1.8%) Statistical neighbours: All 1.8% (Primary :1.5% Secondary: 2.2 % Specials: 2.2%) |

Better Health, Better Lives – Proposed KPIs for 2018-19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|---|----------------------------|---------------------|--|---|
| Number of Looked after Children in Bradford per 10,000 under 18s | 70 per 10,000 under 18s | 69.3 | Bradford performance is currently much stronger than for statistical neighbours so should look to be the strongest performing amongst this group | 2016/17 Statistical neighbours = 81.8 National = 62.0 Regional = 67.0 |
| Reduce childhood obesity rates at year 6 to statistical neighbour average | 37.2% | 37.9% | Aim to reduce to the levels of statistical neighbours. | Statistical neighbours =37.2% National average=34.2% Regional average = 34.6 |
| Increase the number of adults who are physically active to the regional average | 64.6% | 63.7% | Bradford already performs better than its statistical neighbours. | Statistical neighbours =61.4% Regional average = 64.6% National Average = 66.0% |
| Improve fraction of mortality due to air quality to the regional average | 4.8% | 5.0% | Target is regional average as Bradford already performs better than the statistical neighbour average for this area. | Regional average = 4.8% Statistical neighbour average = 5.4% National average= 5.3% |

Better Health, Better Lives – Proposed KPIs for 2018-19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|----------------------------|-------------------------------|---|--|
| Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s | 14.8 | 17.1 | Move to the same performance as the top performing amongst our statistical neighbour group | England = 13.4 Statistical neighbours = 18.1 |
| Maintain performance for the number of older people in new care home placements per 100,000 over 65s | 570 | 571.3 (16/17 data) | This target has been selected as our current performance is ahead of national, regional and statistical neighbours. | England = 610.7 Yorkshire and Humber = 658.4 Statistical neighbours= 734.2 |
| Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+ | 315 | 315 (Average across the year) | Target is sustain our current rate which is already in the top 10 in the country | Bradford has the 7 th strongest performance in Delayed Transfers of Care in England |

Well Run Council – Proposed KPIs for 2018-19

| Performance Indicator | Performance target 2018/19 | Current performance | Rationale | Performance of national average/ statistical neighbours |
|--|-----------------------------------|----------------------------|--|--|
| Ensure spending is within budget and year on year savings agreed by the council from February 2016 to March 2018 are delivered | £28.2 million savings | £22.6 million | Aligned to budget savings targets | No comparator data |
| Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days. | 9.76 | 12.06 | | No comparator data |
| Number of performance reviews completed | 90% | 15% | Completion of performance reviews is critical to ensure that staff are well managed and supported. | No comparator data |
| Percentage of employee declaring a disability | 5.4% | 3.9% | Included as a proxy for employee reporting protected characteristics | No comparator |