

## Report of the Director of Finance to the meeting of Executive to be held on 4 December 2018.

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### **Subject:**

**PROPOSED FINANCIAL PLAN UPDATED 2019/20 TO 2020/21**

### **Summary statement:**

This report sets out

- the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2019/20 and 2020/21
- revised outlook to 2021/22, to allow further development of spending proposals to keep the Council effective and financially sustainable

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### **Portfolio:**

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### **Overview & Scrutiny Area:**

**Corporate**

## **1. SUMMARY**

This report sets out the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2019/20 and 2020/21.

The report also provides a revised outlook to 2021/22, to allow further development of spending proposals to keep the Council effective and financially sustainable.

## **2. BACKGROUND**

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

As stated in the Medium Term Financial Strategy (MTFS) there are proposed reforms to local government finance and also the forthcoming Spending Review 2019, set against mounting pressure on both Adult and Children's social care services, together with pressure on universal services such as waste collection and disposal.

There is also the backdrop of Brexit and the potential impact on national finances which could influence funding for local government.

Many of these changes are outside of the direct control of the Council and it is unlikely that any certainty on future allocations for local government will be known until late 2019 which makes planning for 2020/21 and beyond difficult. However, the Council has a duty to keep its plans refreshed.

The report makes detailed proposals for refreshing the 2019/20 position and sets out proposals for 2020/21. The report does signal the potential funding gap and the need for continuing engagement with stakeholders in developing plans and proposals.

## **3. MAIN MESSAGES**

Since 2010, the Council has approved £262m of budget savings and cuts, and has invested £56m into priority areas largely to help cover the impact of demographic growth. This financial plan identifies a further £33.4m on top of the £262m

This report is the refresh of the financial component of the Council Plan 2016 to 2020 and aligns resources with priorities. Due to new and emerging pressures and changes to funding assumptions, together with targeted investment, the revised gap has been refreshed. The plan shows a balanced budget for 2019/20 after using reserves but the gap rises to £28.8m for 2020/21. In the medium term, the effect of these changes represent a structural gap of the order of £20m-£25m which will require corrective action.

A large element of the financial pressure relates to social care in both adults and children's which experience continuing demand plus increasing costs pressures that reflects the national picture. There has been a disappointing report from Ofsted on the children's social care services and money has been invested back into this service together with

additional investment in adult social care to cover existing budget pressures that are causing a projected overspend in 2018/19.

Given the inherent uncertainty on future funding levels for individual local authorities the Council has had to propose the use of reserves to close the gap for 2019/20 in order to prevent additional reductions on service levels over and above those already proposed. However, on the forecast trajectory, further budget proposals will be necessary to close the gap for 2020/21 and the Council will need to work up detailed proposals over the next twelve months to deal with any potential shortfall in funding that may arise from the reforms to local government spending and the outcome of the Spending Review. A clear message is that the Council needs some certainty on the future of local government funding in order to make considered decisions on the allocation of future resources to the Council Plan priority outcomes.

The budget savings are outlined in Appendices D, E and F total £13.5m for 2019/20 with a further £19.9m identified for 2020/21.

These budget savings are after an assumed increase in Council Tax of 2.99% in 2019/20 (equivalent to £39.86 on a Band D property) with a further increase of 2.99% for 2020/21. Further details are included in section 5.11.

## **4. NATIONAL CONTEXT AND IMPACT ON BRADFORD**

### **4.1 Autumn Budget and Spending Review 2019**

The Council submitted a response to HM Treasury on the Autumn Budget expressing the need for certainty and fairness in national funding and in particular for social care.

The Chancellor's Autumn Budget published on 29<sup>th</sup> October set out some temporary measures for 2019/20 as there will be a Spending Review in 2019 (SR19). However, a key decision for SR19 has already been announced which is an extra £20.5bn of funding for Health Services to address pressures on acute critical care. The Chancellor has stated in subsequent press interviews that the settlement for other departments will be cash flat in real terms. However, the actual Departmental Expenditure Limits (DEL) will be announced as part of SR19 and it could be that some Departments will see a reduction in their DEL.

The key changes from the Autumn Budget for Bradford Council will be the additional one-off money to support Adult Social Care in 2019/20 of which £2.297m has been included in this financial plan.

The Chancellor also announced further one off money for social care in 2019/20 of £410m that will be split between Adults and Children's social care. MHCLG will announce the allocations to Local Authorities at a later date. For this financial plan an estimate of £4.0m has been included.

### **4.2 Business Rates Reform**

Work by MHCLG continues on the reform of business rates but there are still key decisions to be made that will affect the potential income that could be retained by local government.

The main issues are:

- pooling arrangements post April 2020;
- future reward mechanism (and or reductions for negative growth i.e. risk as well as reward);
- reforming the levy system if appropriate;
- safety net operation which is likely to be funded through a top-slice of business rate income;
- update to the central list;
- appeals;
- reset to new baseline.

All of the above have a big impact but perhaps the most significant of the above is the reset of the baseline for 2020/21 and how this might link to the Spending Review 2019 totals and how the revised baselines will be set.

The financial plan incorporates the anticipated removal of Public Health Grant and replaces the funding from the increased retention of National Non-Domestic Rates (NDR). This adjustment does skew the net budget for 2020/21 as shown under Table 1b in section 5.8 of this report and also Appendix B.

### **4.3 Fair Funding Review**

Alongside the business rate reform there is continuing work on the fair funding formula and further consultation was promised for Autumn 2018.

Latest developments in thinking are there will be an Area Cost Adjustment (ACA) to take account of Labour and Business Rates costs but this will also include an adjustment for accessibility and remoteness (to deal with density and rurality). It is therefore unlikely that there will be a separate cost driver within the Foundation Formula to cover rurality. It is possible that the Department of Transport's travel time data may replace the sparsity and density factors included in the old funding formula. How to weight the elements of the ACA will be a key issue.

MHCLG have also indicated that they are seriously considering the use of ONS population projections as part of the calculation of funding adjustments. It is important to note here that its application to local authorities will be relative to national changes in population projections rather than absolute changes in each local authority population numbers.

In relation to the resources block, MHCLG have indicated that fees and charges that local authorities can raise will not be taken into account when applying the funding formula. Unsurprisingly, this does mean that councils that raise high levels of income from fees and charges will not have their funding adjusted for the amount of income they can raise through other sources, relative to those councils that are not able to raise money to the same extent from those sources.

Regarding council tax it seems that there is strong support for the use of a notional level rather than an actual level of council tax so that those councils with similar tax base/needs have a similar entitlement to funding so that a council with a higher level of council tax would not see a reduction in the level of resources it receives.

It is also likely that in relation to council tax support any discretionary element on factors such as working age adults would be dis-regarded in any council tax base included in the formula, whereas non discretionary elements for pensioners would be included (i.e. high number of pensioners would reduce the council tax base)

However, despite all of the above potential amendments to the allocation of funding through the funding formulae and business rates retention the most important factor will be the size of the financial envelope available to fund local government services.

#### **4.4 Transitional Arrangements**

Given the number of changes that are potentially going to be implemented it is highly likely that some form of transitional arrangements would be put in place. The amount of transition funding required would be determined by the baseline being used. It is unclear whether this will be Settlement Funding Assessment or Comprehensive Spending Power or some other measure.

There is a suggestion that transitional arrangements will reflect the relative change to different funding streams rather than how the quantum of funding changes from one year to the next.

#### **4.5 Public Sector Pay**

Whilst the two year pay settlement was welcome for local government workers the fact remains that there is no central government support for funding the pay awards unlike the NHS. As such any pay award has to be managed within the Council's funding envelope alongside the delivery of services. A 1% pay award adds a further £2.5m p.a. to the Council's cost base.

#### **4.6 Local Government Settlement**

2019/20 is the last year of the agreed level of Revenue Support Grant (RSG), however, the level of RSG represents only approximately 9% of net income for 2019/20. The local government settlement that will follow the Autumn Budget may necessitate a revision to this financial plan. It is now expected that the provisional local government settlement will be published on 6<sup>th</sup> December 2018.

#### **4.7 New Homes Bonus**

The current financial plan assumes £4.4m of New Homes Bonus (NHB) for 2019/20. It had been reported that HM Treasury recently suggested that NHB has not worked which casts doubt on the future viability of New Homes Bonus beyond April 2020. It is entirely feasible that the scrapping of NHB could mean funding switched to ring-fenced for social care pressures. Any like for like switch would be cost neutral to Bradford but would limit the flexibility to fund non social care expenditure.

There is also a suggestion that the Government may increase the deadweight factor used in the calculation of NHB. The deadweight is the percentage increase in new homes that does not attract NHB. For this financial plan the deadweight has been increased from the current 0.40% to 0.44% resulting in a reduction of £118k from the MTFs estimate and rising to a £235k reduction in 2020/21.

## **5. LOCAL CONTEXT**

### **5.1 Local Context: Aligning Resources to Priorities & Performance**

The 2019-20 financial year marks nine consecutive years of reductions in Government financial support for Council services. Alongside those reductions are on-going financial pressures arising from increasing demand and rising costs. At the same time, Bradford's ability to raise income locally is limited by relatively low Council tax. Some 80% of dwellings fall below Band D council tax and Bradford's Band D is the 9<sup>th</sup> lowest of all Metropolitan authorities raising £1,039 per dwelling compared to an average of £1,258.

Like all big cities, Bradford faces challenges. We need more jobs, more businesses and to improve productivity and skills. We must transform transport connectivity and go further, faster on raising educational attainment and skills and increasing opportunities for all. We have to eliminate significant health inequalities and address viability issues restricting housing growth.

These challenges are reflected in the priority outcomes identified in the District and Council Plans as being most important to the District's well being and prosperity. While Council spending is reducing in scope and scale we continue to target and align investment to the things that matter most to the District's people, places and prospects.

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

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

National policy changes have reduced the Council's direct involvement in education however we continue to support and challenge schools to improve and Bradford's designation as an Education Opportunity Area improves the prospects of young people and the quality of education and opportunities that they can access.

Our collective efforts have seen increasing proportions of Primary School pupils achieving the expected standard over a range of subjects but we still need to narrow the gap with national performance

GCSE results keep improving and we have some outstanding performers among secondary schools and academies. The gap with national performance continues to narrow however a gap does nevertheless, still exist and the Council is working to support students and schools to improve.

Investments have funded work to recruit the best teachers and school leaders and the Opportunity Area is a potential source through which the momentum of this work can be sustained.

Some 5,000 local businesses are supporting the District's Education Covenant which sets out what everyone can do to help young people to succeed in life and keep education a top priority. For example, the recent Manufacturing Week, coordinated by the Chamber of Commerce, introduced over 1,000 young people to more than 3,000 manufacturing experiences.

Funding has been secured to provide spectacles to all school pupils who need them.

“Parents and partners”, a recently launched programme in Keighley, Eccleshill and Idle and Tong and Bowling will improve parental engagement in education.

Nationally, services for children with Special Educational Needs and Disabilities (SEND) are experiencing significant financial and operational pressures and Bradford is no exception to those trends; the financial plan proposes additional investment totalling £890k to support our SEND services and their work with the District’s most vulnerable children.

### **5.3 Better Health, Better Lives**

While the overall picture of health in Bradford is varied, on the key measure of life expectancy it falls below the national averages for men and women and there are wide disparities within the District with men in the most deprived areas living 8.8 fewer years than in the least deprived and women 7.5 fewer years. Rates of obesity and diabetes are high.

Bradford is experiencing population growth, among both young and old, leading to increasing pressure on services, particularly social care.

**Children’s Social Care.** There is significant growth in the numbers of children entering the care system and increasing complexity of cases. Population growth alone potentially adds a further 64 Looked After Children every three years. Referrals have increased by 30% in the last year and the cost of placements has risen by 25%. The budget proposal allocates £1.25m over the next two years to meet pressures arising from demographic growth.

The recent Ofsted inspection of Children’s services recognised the pressures that increasing demand and other factors including the loss of social workers to other authorities, have put on local services.

The inspectors recognised good practice in areas such as Child Sexual Exploitation but also found that the services we deliver to protect the most vulnerable children, were not meeting the high standards our children deserve. As a result, we will be working with Government to build on plans already in place to improve services and address concerns which includes a significant package of Council investment to help improve children’s social work and services to Looked After Children.

**Adult Social Care.** Demand pressures on adult social care are a critical national issue. Bradford has made the case for additional funding and while the Government’s announcement of extra resources is welcome, they are insufficient to meet the District’s needs.

Council investments to meet increasing demand arising from demographic growth total more than £40m since 2011 and these proposals allocate a further £3.2m over the next two years along with a total of £6m to cover structural financial challenges. The Council does not have the option to raise additional monies through the Adult Social Care Precept in 2019/20 as that option has been used in the previous two financial years.

The overall scale of the budget reductions the Council has to make means that big savings will still be required in adult social care. Action to manage demand and reduce costs includes:

- Focusing on ensuring people are cared for at home first by making sure they get the right service in the right place at the right time.
- Close and more integrated working with health services.
- Using technology to improve efficiency.

As a result, fewer people are entering care homes, more are having their needs met at home and in community settings and Bradford is among the best performers in the country on tackling bed blocking by reducing delays in transferring people from hospital to other care settings. With new extra care housing opening soon performance should continue to improve.

Helping more people to live at home instead of in residential care has meant that costs are around £6.2m a year lower than they would otherwise be. However, because the cost of care keeps rising, so do overall costs.

In this context, managing on-going reductions in funding, while continuing to improve outcomes is challenging. Caring for and safeguarding vulnerable children and adults accounts for around half of net Council spending, so meeting these costs inevitably limits the resources available for investment in other activities that promote health and well being, provide early help and prevent the escalation of problems and associated costs across all public services particularly the NHS.

#### **5.4 Better Skills, More Good Jobs and a Growing Economy**

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

The Bradford Economic Partnership has set out the District's collective ambition to be the UK's fastest growing economy by 2030 by adding £4bn to the value of our existing £10bn economy.

There's plenty to build on; Bradford is home to the most productive businesses in the North, has been identified by Barclays Bank as the best place to start a business, has high exporting rates and has seen rapid growth in manufacturing jobs.

A vibrant and attractive cultural offer is critical to our plans. Our growing visitor economy is worth an estimated £680m with the numbers attending key events rising for example attendance at this year's Bradford literature festival topped 70,000, progress continues on the former Odeon cinema and UNESCO City of Film status is attracting international interest and generating global links and opportunities.

However economic participation rates and skills levels are relatively low and claimant counts high, particularly among young people. We need more jobs, higher productivity, higher levels of skills and improved infrastructure.

Working with business, communities and education providers to connect more people to opportunity and employment, secure resources for infrastructure and position Bradford District as a place to live, work and invest are central to the Council's efforts and deployment of resources.

Get Bradford Working – our flagship skills programme has seen 3,000 young and disadvantaged people supported into sustained employment and has been boosted by the award of European funding which will sustain our activity.

- Funding has been secured to develop skills and talent in the health and care workforce in which there are significant skills shortages.
- Collective lobbying has seen Bradford placed firmly on the map for a high speed rail station.
- Industrial Centres of excellence are ensuring that our young people have the skill our employers need.
- New plans and investment for city centre markets have been approved.
- Extra funding for Community Led Local Development in Keighley and Bradford has been secured.
- A new city centre Business Improvement District (BID) will raise additional investment; a successful Keighley BID is already in place and action to secure an Ilkley BID is under way.

## **5.5 Decent Homes That People Can Afford to Live In**

The numbers of new homes delivered in the District are at their highest for a decade but a rapid acceleration in supply is still required in order to meet demand.

Increasing the delivery of new homes meets housing need, stimulates economic growth and helps to sustain local services by increasing the numbers of household paying Council tax. This is why the Council has invested resources to support, enable and encourage housing growth through measures that include feasibility work and site investigations at a number of priority locations, a dedicated multi-disciplinary team providing a central intelligence point for development activity and the development of a housing delivery plan setting out priorities and practical interventions to bring schemes forward and unlock stalled sites.

As well as building new homes we need to bring empty homes back into use and the Council's Empty Homes team uses a range of powers and initiatives although Bradford's high proportion of pre-1919 stock makes the task challenging. The team has earned the accolade of Empty Homes Practitioner of the year in recognition of its efforts to tackle that challenge. It is proposed that £3.3m in capital funding should be invested to support the continuation of the Empty Private Sector Homes Strategy.

Despite progress in the supply of housing, homelessness remains a major issue within the District precipitated by welfare reform and poverty. The challenges are being tackled through the implementation of measures within the Homelessness Reduction Act 2017 and close collaboration with partners in the sector. We are also trialling Housing First, a very successful initiative in Finland and the US, to deal with some of the most chaotic homeless individuals within the District. The government is expected to provide funding nationally for Housing First schemes in the near future and this should position us well to take advantage of that funding.

## **5.6 Safe Clean and Active Communities.**

Bradford's crime rates are higher than average. In response, the Council and its partners in the Community Safety Partnership have sharpened the focus on key crime issues with priorities including reducing anti-social behaviour, domestic abuse and sexual violence,

dismantling organised crime groups and disrupting serious criminal activity.

The District's 100,000 plus active citizens who volunteer their time to help out in their communities are among its greatest assets and it is critically important for public services to work together with them if good outcomes are to be sustained in the face of diminishing financial resources and increasing demand.

The Council led "People Can" initiative works collaboratively with our communities to connect more and more people to opportunities that make a difference through volunteering, being neighbourly, making donations and taking community action.

Increasing numbers of people are getting involved in helping us deliver local services like libraries, community halls, public toilets, parks and sports pitches and this approach will need to be extended further in order to maintain a comprehensive network of services and facilities.

We continue to invest in supporting this approach through our area based neighbourhood offices and teams of ward officers, wardens, and youth workers and our councillors play a growing role in connecting local people to each other, to resources and to opportunities and the current budget proposal makes a further specific investment to support community led work on litter and cleanliness.

An Integrated Communities Partnership, established in response to Bradford's designation as an Integration Area will also play a significant role in bringing people together and promoting volunteering and civic participation.

In support of People Can we have invested resources to support communities to take control of assets through our Community Asset transfer programme which has seen 20 transfers to date with 77 more currently in the pipeline.

Waste and recycling are among the most highly valued universal services that the Council provides and these too are facing financial pressures. Contaminated recycling bins are the greatest challenge with 40% of all recycled waste contaminated with non-recyclables. This increases costs and reduces the income we can secure from the sale of recyclable materials.

The budget proposal allocates resources to address the underlying financial pressures however this is another area in which local people can help us to make a big difference through recycling responsibly and the Council is actively promoting responsible recycling and building a network of recycle champions.

## **5.7 A Well Run Council**

Council resources, capacity and leadership are only one part of the overall picture of public investment in the Bradford District, they are nevertheless critical to achieving priority outcomes.

However the financial pressures, combined with our low resource base, threaten to overwhelm our ability to invest in delivering the transformation that we need and the Council is making the case to ensure that the District's needs and local resources are fully taken into account in the government's Fair Funding Review.

In the meantime, we continue to face difficult choices about where and how to invest resources to secure the maximum impact on priority outcomes.

Some areas of activity will no longer be viable in their current form and all areas of activity will have to deliver savings and potentially be re-configured. Some services will have to adopt an increasingly commercial approach and the Council will need to keep investing in income generating opportunities that lie beyond its traditional portfolio of services and assets.

While the financial environment continues to demand that savings, change and transformation are identified and delivered, the Council will invest a net budget of £366m, a gross budget close to £1.2bn and a capital budget programme of £535m, and retain a range of assets, powers and responsibilities that can be brought to bear in delivering the District's shared priorities.

It is vital then to ensure that all Council resources are used effectively and to identify opportunities for innovation and creative collaboration with partners, business and communities so that together we can maximise the impact of all of the District's assets.

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

The measures set out in these proposals reflect these factors and considerations.

## 5.8 Planned Spend by Outcome

Tables 1a and 1b below illustrate the rolling two year budget by outcome for 2019/20 and 2020/21

**Table 1a - Planned Gross Spending by Outcome**

	<b>Current Gross</b>	<b>Proposed for Consultation</b>	
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Better health better lives	435.1	448.3	450.7
A great start and good schools for all our children	419.0	417.5	415.5
Better skills, more jobs and a growing economy	93.3	93.2	91.6
Decent homes that people can afford to live in	5.6	5.7	5.8
Safe clean and active communities	62.5	64.1	63.6
A well-run council	77.1	76.8	77.4
Non service, fixed and unallocated	64.1	54.1	64.8
<b>Total</b>	<b>1,156.7</b>	<b>1,159.7</b>	<b>1,169.4</b>

**Table 1b - Planned Net Spending by Outcome**

	Current Net	Proposed for Consultation	
	2018/19	2019/20	2020/21
	£m	£m	£m
Better health better lives	166.6	177.4	223.9
A great start and good schools for all our children	19.7	18.1	16.0
Better skills, more jobs and a growing economy	44.1	43.9	42.2
Decent homes that people can afford to live in	3.5	3.6	3.7
Safe clean and active communities	39.3	40.8	40.0
A well-run council	53.8	53.4	53.9
Non service, fixed and unallocated	31.1	29.1	46.2
<b>Total</b>	<b>358.1</b>	<b>366.3</b>	<b>†425.9</b>

†Please note that net budget for 2020/21 is skewed due to the forecast impact of Business Rates Reform and the loss of Public Health Grant being replaced by increased share of business rates.

## 5.9 Movements from Medium Term Financial Strategy

Table 2 below shows the key changes reflected in this financial plan since the MTFS was published in July 2018.

**Table 2 – summary of movements since MTFS published**

	2019/20	2020/21	2021/22
	£m	£m	£m
<b>Gap per MTFS</b>	<b>15.3</b>	<b>20.2</b>	<b>20.8</b>
Net changes to assumptions	(17.9)	(13.0)	(10.3)
Funding changes	(4.2)	1.7	1.8
Revision to agreed and indicative savings	0.7	6.1	(3.0)
Proposed use of reserves	(7.2)	(0.4)	0.0
Changes to investments/pressures	13.3	14.2	13.9
Net change	(15.3)	8.6	2.4
Revised position per Appendix B	0.0	28.8	23.2

## 5.10 New Investments

Details of proposed recurring investments are set out in Appendix C.

The key points are £5.5m on-going investment into Children's social care and £890k in Special Education Needs and Disability service.

In addition a further £6.0m investment in Adult social care together with a reduction in the amount of savings planned of £4.1m with a re-profiling of the remaining savings that now cover 2021/22 to 2022/23.

In addition on-going investment has been proposed to address structural overspends in waste services of £1.9m and £1m on street lighting.

## 5.11 Council Tax

This financial plan assumes a council tax increase of 2.99% for 2019/20 which would equate to an annual rise of £39.86 for a Band D property. There is no forecast variance on the Council Tax collection fund for 2018/19.

A modest increase in the council tax base has been assumed for 2019/20 with an increase of 750 Band D equivalent properties in subsequent years.

The combined effect of the proposed council tax rise and forecast growth in council tax base would add £2.7m to the Council's resource base.

## 5.12 Business Rates

Section 4.2 of this report references the potential changes to the business rates scheme from April 2020.

The Council is part of a Leeds City Region 100% business rate pilot for 2018/19 which is for one year only. A new application has been made by Leeds City Region and North Yorkshire for a 75% business rate pilot for 2019/20. Nothing has been factored into this financial plan at this stage in respect of the 75% pilot. The announcement of successful pilots is expected to be announced with the provisional local government settlement.

The Government announced in the Budget on 29 October 2018 that it will provide a relief for retail properties with a rateable value below £51,000 in each of the years 2019-20 and 2020'21. Eligible ratepayers will receive a one third discount of their daily chargeable amount. It will be for individual local billing authorities to adopt a local scheme, under section 47 of the Local Government Finance Act 1998, and decide in each individual case when to grant relief.

Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to grant relief to qualifying ratepayers.

It is proposed that the Council adopts a local scheme set out in Appendix I.

## 6. SUMMARY OF SAVINGS BY OUTCOME

The proposed budget proposals by outcome subject to consultation are summarised in Table 3 below (on an incremental basis).

**Table 3 – summary of savings by outcome**

	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Better health better lives	4,036.1	11,745.8	8,379.0	5,489.0
A great start and good schools for all our children	3,660.0	2,915.0		
Better skills, more jobs and a growing economy	2,266.5	2,516.0		
Decent homes that people can afford to live in	0.0	0.0		
Safe clean and active communities	1,684.5	1,878.2		
A well-run council	1,915.0	680.0		
Non service, fixed and unallocated	0.0	161.0		
<b>Total proposals subject to consultation</b>	<b>13,562.1</b>	<b>19,896.0</b>	<b>8,379.0</b>	<b>5,489.0</b>

Detail contained in following appendices:

Appendix D	636.0	3,186.0	Please see	
Appendix E	11,339.1	12,233.0	Footnote *	
Appendix F	1,587.0	4,477.0	8,379.0	5,489.0
<b>Total proposals subject to consultation</b>	<b>13,562.1</b>	<b>19,896.0</b>	<b>8,379.0</b>	<b>5,489.0</b>

\*Please note that Table 3 does not at this stage include any proposals for consultation in 2021/22 and 2022/23 other than the re-profiled Adult Demand Management proposals.

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

Appendix D– new/revised proposals open for consultation until Sunday 27<sup>th</sup> January 2019;  
 Appendix E – schedule of 2020/21 proposals subject to consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference); and  
 Appendix F – schedule of amendments to previous budget decisions not subject to consultation other than proposal 6A1.

The Adult Demand Management Savings have now been re-profiled as follows:

**Table 4 - Adult Demand Management Savings on a cumulative basis**

	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
Current profile in this financial plan	1.6	6.1	14.4	19.9

## 7. RESERVES

The Council has adopted a strategy over the last several years of augmenting and deploying reserves in order to smooth the transition of the Council to a much smaller cost base. When finalising the accounts for 2017/18 a review was undertaken of the Minimum Revenue Provision (MRP) policy which resulted in the creation of a new reserve of £23.7m. A further £22.3m is expected to be added to this reserve in 2018/19 and £5.0m is forecast to be added to this reserve in 2019/20.

However, given the additional pressures in social care and waste services coupled with savings no longer deemed viable and re-phasing of other savings has meant that reserves will be used in 2019/20 to close the financial gap. A review of earmarked reserves identified those that are proposed to be used to close the financial gap and are listed in Appendix G, together with the pre-agreed and proposed use of reserves.

## 8. CAPITAL INVESTMENT PLAN

Capital and revenue expenditure cannot be considered in isolation of each other. A larger and more ambitious capital programme on the one hand can facilitate more cost effective asset management, improving efficiency and the need to incur cost of maintenance, and can help deliver economic growth. But this means the Council will incur a higher level of fixed costs for the foreseeable future and impacts upon revenue resources available to fund day-to-day services. The programme set out should not increase the capital financing charges.

The Council's existing Capital Investment Plan (CIP) totals £535.3m including items brought forward in the existing plan and investment requirements which have emerged during 2018/19. The plan is revised on a quarterly basis, to reflect new expenditure funded by the receipt of capital grants. Over the last 3 years there has been significant scheme

slippage and current forecasts for 2018-19 are showing a likely underspend for the year.

The existing CIP is summarised in table 5 below:

**Table 5 – Summary of proposed capital investment plan**

	<b>2018-19 Q2 £'000</b>	<b>2019- 2020 £'000</b>	<b>2020-21 £'000</b>	<b>2021-22 £'000</b>	<b>2022-23 Onwards £'000</b>	<b>TOTAL £'000</b>
Health and Wellbeing	9,834	7,674	4,943	443	-	22,894
Children's Services	17,697	29,021	12,850	647	-	60,215
Place – Economy & Development Service	22,676	10,237	27,680	7,983	-	68,576
Place – Planning, Transportation & Highways	44,783	39,698	35,795	27,014	-	147,290
Place – Other	19,863	10,635	7,449	7,483	-	45,430
Corporate Resources	8,270	1,270	50	62	-	9,652
Reserve schemes & contingencies	31,338	79,162	52,306	18,461	-	181,267
<b>Previously approved total</b>	<b>154,461</b>	<b>177,697</b>	<b>141,073</b>	<b>62,093</b>	<b>-</b>	<b>535,324</b>

**Proposed changes:**

Schemes to remove	(2,950)	(5,000)	(2,500)	-	-	(10,450)
New items	-	8,264	16,831	14,626	14,632	54,353
Rolling Programme	-	-	-	-	7,000	7,000

The proposed revised Council's Capital Programme comprises:

- The rolling programme – this includes the on going investment that is needed to continue existing services, for example, the replacement of vehicles (£3.0m), corporate landlord projects to ensure assets are maintained to appropriate standards (£2.0m); and a general contingency for capital expenditure not foreseen (£2.0m).
- A number of proposals for further capital investment have been made to the Project Appraisal Group (PAG) and a brief description of these proposals and their benefits is given in the Table below. The aim was that all new schemes would be self financing and have no impact on the capital financing budget.
- A number of proposals for further capital investment have been made and a brief description of these proposals and their benefits is given in the Table below.

<b>Proposed Scheme</b>	<b>Total Budget £000</b>	<b>Description / Benefit</b>
Street lighting	45,583	The Council has 59,524 street lights, of which at present 3,977 are energy LED lanterns. This is a £45.5m project to replace all lanterns with an LED light source and implement a full Central Management System (CMS). The project will provide cashable savings in terms of energy reduction and also reduced maintenance costs. Also a more reliable service and the CMS will have the ability to accurately record the energy consumption by each unit.

Former Sugden End Landfill Site	1,961	Sugden End is a former landfill site, and it is a requirement that it has an engineered low permeability cap placed upon it. This proposal will provide green open space assessable to the public, including grassland, wetland habitat and woodland plantation
Wyke Manor Sports Facilities	2,503	This proposal will deliver a new sports hub on the former Wyke Manor School site.
Children's Home provision	1,000	This is the proposed review of the current accommodation used to provide Children's Services. This includes purchasing a currently leased property and the replacement of another to provide modern appropriate accommodation.
Continuation of Empty Private Sector Homes Strategy	3,306	The scheme enables the Council to bring long term empty homes back into use by the use of enforcement powers and the development of a range of initiative. Previous capital receipts from properties that have been acquired can be reinvested in the continuation of this programme.

The proposals include £54.3m of new capital expenditure. The aim was that all new schemes would be self financing and have no impact on the capital financing budget. Funding for the Street Lighting scheme would come from prudential borrowing that can be repaid from the revenue savings in energy and maintenance costs. There would be the use of external grant, capital receipts and reserves for the Wyke Manor Sports Facilities and Empty Private Sector Homes.

The works to the former landfill site and part of the Children's Home scheme would need to be funded corporately and impact on revenue budgets. The impact corporately is £0.1m on existing capital financing budgets but consideration is being given to the deferral or pausing of current reserve schemes where there is a corporate impact on revenue budgets.

The proposals remove the Roydsdale Way Car Park and Investment Strategy for Enterprise Zone schemes. The first scheme is no longer required and the second currently does not have a suitable proposal in place. It is proposed to remove the Car park Scheme and defer the Enterprise Zone until further plans have been completed. As and when a suitable scheme is identified, it is expected that the Enterprise Zone costs can be funded as an 'invest to save' scheme.

Review and re-profiling of budgets will continue through out the remainder of 2018-19. Given the current pressure on the revenue budget, other options to reduce capital financing costs will be considered.

## 9. ON-GOING BUDGET ENGAGEMENT AND CONSULTATION

The Council has duties to consult on the new and amended budget proposals for 2019/20 and 2020/21. The consultation is to understand people's views, which can be conscientiously taken into account in finalising the budget in February 2019. It is also an opportunity to increase public understanding of the scale of the financial challenge and why difficult decisions need to be made.

The consultation commences on publication of this report. Pro-active consultation activity will commence following this Executive meeting on 4<sup>th</sup> December 2018. This activity will then continue until 27<sup>th</sup> January 2019, to enable the feedback to be reflected in the papers that are published for the Executive meeting on 19<sup>th</sup> February 2019.

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

## 10. RISK MANAGEMENT AND GOVERNANCE ISSUES

The main risks to the financial plan are:

2018/19 financial performance is already indicating that some savings proposals are no longer achievable or behind plan. For savings that are deemed no longer practicable to achieve then this refreshed plan deals with those areas with new proposals that are being consulted on. The net effect of savings identified as being no longer achievable or which have been re-phased are listed in Appendix F.

The net effect of these adjustments is a reduction in proposals of £8.6m.

**The financial plan assumes that remaining savings that are currently behind plan will be fully back on track by 2020/21; except for Adult Social care demand management savings which are now re-phased over a period to 2022/23 (see section 6 above).**

The Autumn Budget was published on 29<sup>th</sup> October 2018 and will be followed by the Local Government Provisional Financial settlement (expected 6<sup>th</sup> December 2018) this could have an effect on the current assumptions underpinning this financial plan. There could be changes to the actual forecast flow of specific grants or a revision to the assumptions.

The Spending Review 2019 may affect the assumptions on funding contained in this financial plan.

The outcome of the Fair Funding Review and Business Rate Retention reform may affect the quantum of funding available to Bradford that may require changes to the assumptions contained in this financial plan.

Clearly the impact of any changes to international trading conditions and the national economy could feed through into additional pressures for the Council with the impact of Brexit still a big unknown factor.

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

## 11. LEGAL APPRAISAL

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

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

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

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

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

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

(a) tackle prejudice, and

(b) promote understanding.

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

(7) The relevant protected characteristics are—

age;  
disability;  
gender reassignment;  
pregnancy and maternity;  
race;  
religion or belief;  
sex;  
sexual orientation.

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

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

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

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

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

## **12. OTHER IMPLICATIONS**

### **12.1 EQUALITY & DIVERSITY**

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

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

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

## **12.2 SUSTAINABILITY IMPLICATIONS**

There are no direct sustainability implications resulting from this report.

## **12.3 GREENHOUSE GAS EMISSIONS IMPACTS**

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

## **12.4 COMMUNITY SAFETY IMPLICATIONS**

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

## **12.5 HUMAN RIGHTS ACT**

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

## **12.6 TRADE UNION**

In accordance with the requirements of Section 188 Trade Union and Labour Relations (Consolidation Act) 1992, consultation with the Trade Unions will commence on 26<sup>th</sup> November 2018.

The **new** proposals provided to the Trade Unions highlight the areas where staff could be at risk of redundancy and show that the proposed likely full time equivalent (FTE) reductions in a number of areas is calculated to be 168 FTEs reductions for 2019/20 and 111 in 2020/21. This is in addition to the proposed 68 FTEs reductions for 2019/20 about which the Council commenced consultations with the Trade Unions on 27<sup>th</sup> November 2017.

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

Senior Management will be explaining the proposals in more detail to the Trade Unions at the Trade Union meeting scheduled to take place on 6 December 2018. Consultation will continue on a weekly basis at Departmental consultation meetings. All trade union feedback will be collated and will be reported at Executive in February 2019

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

Staff will also be briefed on the proposals.

## **12.7 WARD IMPLICATIONS**

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

## **13. NOT FOR PUBLICATION DOCUMENTS**

None.

## **14. RECOMMENDATIONS**

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

- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2019/20 and 2020/21 set out at Appendix D and any revisions to previous decisions as set out in Appendix F;
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2020/21 as set out in Appendix E;
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed recurrent spending included in the financial estimates as set out in Appendix C;
- Approve for consultation the proposed new capital schemes as set out in section 8 of this report;
- Note the proposed use of reserves as set out in Appendix G;
- Approve the consultation mechanisms and processes set out in Appendix H;
- Approve the implementation of the retail relief scheme for properties with a rateable value below £51,000 for the two year period 2019/20 to 2021/22 as set out in Appendix I;
- Authorise the Director of Finance, in consultation with the Leader of the Council, to proceed with a pooled 75% business rate pilot if the application is approved by MHCLG; and
- Authorise Strategic Directors to engage with stakeholders to develop draft plans and options for the reforms and changes required to deliver a balanced budget in 2020/21.

## **15. APPENDICES**

Appendix A: How Council Services Relate to Outcomes

Appendix B: Council Cumulative Budget 2019/20, 2020/21 and outlook to 2021/22

Appendix C: Recurring pressures and investment proposals

Appendix D: New Proposals Open for Consultation until 27<sup>th</sup> January 2019

Appendix E: Schedule of 2020/21 proposals open for consultation until 27<sup>th</sup> January 2019 (2019/20 for reference only)

Appendix F: Schedule of amendments to previous budget decisions not subject to consultation

Appendix G: Use of Reserves

## **16. BACKGROUND DOCUMENTS**

Document P – The Council’s Revenue Estimates for 2018/19 – Council 22 February 2018

Document Q - S151 Officer’s assessment of the robustness of the proposed budget estimates for 2018/19 and of the adequacy of forecast financial reserves – Council 22 February 2018

Document F – Medium Term Financial Strategy 2019/20 to 2021/22 and beyond – Council 17<sup>th</sup> July 2018

Document F - Mid-Year Finance and Performance Statement for 2018/19 – Executive 6<sup>th</sup> November 2018

## **Appendix A: How Council Services Relate to Outcomes**

Council services have been categorised into the outcomes as follows.

### **Better health, better lives**

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

### **A great start and good schools for all our children**

- Educational Achievement services
- Early Childhood services

### **Better skills, more jobs and a growing economy**

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

### **Decent homes that people can afford to live in**

- Housing development
- Housing strategy and operations

### **Safe, clean and active communities**

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

### **A well-run Council**

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

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

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

## Appendix B- COUNCIL CUMULATIVE BUDGET 2019/20 and 2020/21 and outlook to 2021/22

	2019/20 Budget £'000	2020/21 Budget £'000	2021/22 Budget £'000
<b>NET EXPENDITURE</b>			
2018/19 Base Budget	358,110	358,110	358,110
Reversal of non recurring investment	(649)	(1,216)	(1,716)
Recurring pressures (Appendix C)	16,077	16,617	17,177
<b>Sub total</b>	<b>373,538</b>	<b>373,511</b>	<b>373,571</b>
<b>FUNDING CHANGES</b>	6,179	57,513	58,488
<b>INFLATION</b>	13,663	25,894	34,229
<b>Base Net Expenditure Requirement</b>	<b>393,380</b>	<b>456,918</b>	<b>466,288</b>
Demographic pressures in Adults	1,545	3,221	4,721
Children's demographic pressure	625	1,250	1,250
Termination costs	(4,500)	0	(4,500)
Transformation fund	(2,500)	(2,500)	(2,500)
Capital financing and central budget adjustments	(2,132)	2,051	5,055
Public Health reduction in expenditure due to grant cut	(1,087)	(1,087)	(1,087)
2018/19 Budget decisions (Appendix E)	(11,339)	(23,572)	(23,572)
Amended prior Budget decisions (Appendix F)	(1,587)	(6,064)	(14,443)
New Budget proposals for consultation 2019/20 and 2020/21 (Appendix D)	(636)	(3,822)	(3,822)
Release of MRP overprovision from previous years	(5,000)	0	0
Net reduction in carbon commitment costs	(345)	(345)	(345)
Apprenticeship levy reduction	(150)	(150)	(150)
<b>Net Expenditure Requirement</b>	<b>366,274</b>	<b>425,900</b>	<b>426,895</b>
<b>RESOURCES</b>			
Localised Business Rates	(64,916)	(125,747)	(126,342)
Collection Fund surplus 2018/19	(1,200)	0	0
Top Up Business Rate Grant	(68,100)	(69,462)	(70,851)
Revenue Support Grant	(34,054)	0	0
Use of Reserves (Appendix G)	(3,476)	(500)	0
Council Tax	(194,528)	(201,405)	(206,494)
<b>Total Resources</b>	<b>(366,274)</b>	<b>(397,114)</b>	<b>(403,687)</b>
<b>Budget shortfall</b>	<b>0</b>	<b>28,786</b>	<b>23,208</b>
<b>Memorandum</b>			
Council Tax base	141,674	142,424	143,174
Council Tax Band D	£1,373	£1,414	£1,442

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

Ref.	Description of proposal	2019-20 Impact £'000	2020-21 Impact £'000	2021-22 Impact £'000
	<b>Better Health Better Lives</b>			
ARP6.1	Investment into Adult Social Care to cover structural overspend	6,000		
CRP6.1	Additional investment for Looked After Children	2,375		
CRP6.2	Additional investment for Children's Social Workers pay	1,050		
CRP6.3	Additional posts in Children's social care	581		
CRP6.4	Ofsted inspection contingency	1,500		
	<b>Total Better Health Better Lives</b>	<b>11,506</b>	<b>0</b>	<b>0</b>
	<b>Great Start Good Schools</b>			
CRP6.5	Two additional posts for Special Education Needs and Disability (SEND) service	90		
CRP6.6	Additional investment in SEND	800		
	<b>Total Great Start Good Schools</b>	<b>890</b>		
	<b>Better Skills More Jobs &amp; a Growing Economy</b>			
RRP6.1	Investment to cover additional pressure on street lighting budget	1,000	0	0
	<b>Total Better Skills More Jobs &amp; a Growing Economy</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
	<b>Safe Clean and Active Communities</b>			
ERP6.1	Increased costs associated with waste disposal contract	521	540	560
ERP6.2	Investment to cover structural pressure on waste services	1,900		
	<b>Total Safe Clean and Active Communities</b>	<b>2,421</b>	<b>540</b>	<b>560</b>
	<b>Well Run Council</b>			
WRP6.1	Investment for Coroner's Office and mortuary service	260		
	<b>Total Well Run Council</b>	<b>260</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>16,077</b>	<b>540</b>	<b>560</b>

## Appendix D

### New proposals open for Consultation until 27<sup>th</sup> January 2019

Ref	Proposal for Change	2019/20 £'000 Impact	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
<b>Better Health Better Lives</b>						
6X1	<p><b>Welfare Advice &amp; Customer Service transformation</b> Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'.</p>	0.0	1,700.0	<p>Welfare Advice services could support the full range of people with protected characteristics. Current services are available from independent office bases sited in town and city centres and multiple outreach venues.</p> <p>The proposal is likely reduce direct 'face to face' time for customers as well as centralising service access routes.</p> <p>It is unlikely that the specialist service for people with complex and/or continuing long term health conditions could be maintained</p> <p>Some possible outcomes from the above could be longer waiting times to access services; Increase in those not able to manipulate and/or access internet based options being 'excluded' from services. This is more likely to affect older people, those on</p>	<p>To manage what is likely to be a greater call on both services, the project will source more comprehensive digital access methods with increased functionality for customers.</p> <p>Three integration pilots between the Council and current welfare advice contract holders have already started with the aim of reducing 'wasted' contact for the public; filtering queries to the 'right place at the right time' aiming to open up the system enough to manage the complex and difficult problems presented more efficiently. Learning from these will be applied to underpin the new approach</p> <p>New multifunctional IT systems that can support customers to manage lower level 'self service' functions themselves. Any new IT systems should also be able to manage case work and integrate performance management</p>	6X1

## Appendix D

New proposals open for Consultation until 27<sup>th</sup> January 2019

Ref	Proposal for Change	2019/20 £'000 Impact	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				<p>low incomes; those without access to computers and/or smart phones; people of no 'fixed abode' and refugees.</p> <p>Overall welfare advice services help people to stabilise their incomes and other aspects of their lives such as financial management, with a focus on preventative advice and offer earlier intervention to avoid adverse impacts, the changes could initially mean Increased use of Housing Options and Council benefit services</p>	<p>systems across partner delivery agencies</p> <p>Changing systems to a 'self service' orientated models will require publicity and appropriate support in order for the public to understand the change.</p>	
6PH1	<p><b>Air Quality Monitoring Programme</b> Reduction of posts in Pollution team and reduce the numbers of operational 'real time' automatic air quality management stations from seven to four.</p>	0.0	55.0	<p>Proposal will Impact provision across the district, but disproportionately impact on low income/low wage households. Poor air quality is more prevalent within the ring road of Bradford, the location of the most deprived wards of the district. Although the removal of monitoring equipment does not change air quality, the ensuing loss of evidence base may impact of the identification of reduction strategies and an ability</p>	<p>The recent Ministerial Direction to deliver a business case will present opportunities for DEFRA funding. It is possible that funding may be secured to maintain the operation of the AQM stations in conjunction with the delivery of the full business case</p>	6PH1

## Appendix D

### New proposals open for Consultation until 27<sup>th</sup> January 2019

Ref	Proposal for Change	2019/20 £'000 Impact	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				to measure their effectiveness.		
6PH2	<p><b>Health Checks</b> It is proposed that the current service will cease in 20/21 when it is no longer mandated. Options for efficient and targeted delivery of the programme will be explored with CCGs to consider how Health Checks and Healthy Hearts can work in a complimentary way and more effective way</p>	0.0	175.0	The proposal will impact on adults in the age range of 40-74. It will however not discriminate disproportionately between the other protected characteristics these people hold	The service will be commissioned until such time as it ceases to be a mandated service. During this period, the service will continue to be monitored and data analysed to identify impact on the population of Bradford, and also work with partner organisations (e.g. PH England, Y&H Health Check Forum) for feedback on service or evidence based changes in the Yorkshire & Humber and UK wide. Any risks identified can then be mitigated accordingly	6PH2
	<b>Total Better Health Better Lives</b>	<b>0.0</b>	<b>1,930.0</b>			
<b>Better Skills, More Jobs and a Growing Economy</b>						
4R13	<b>Economic Development Service</b> – Economic Development Service – management and support being removed in line with contractual end dates for External funded	26.0	56.0	No impact identified	N/A	

## Appendix D

New proposals open for Consultation until 27<sup>th</sup> January 2019

Ref	Proposal for Change	2019/20 £'000 Impact	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	programmes and initiatives					
4R11	<b>Planning, Transportation and Highways</b> - Installation of LED lanterns, which provides better light coverage, and retrofit lamp/gear trays	60.0	0.0	No impacts identified	N/A	

	<b>Total Better Skills, More Jobs and a Growing Economy</b>	<b>86.0</b>	<b>56.0</b>			
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### Safe Clean Active

6E1	<b>Parking Charge Increases</b> Increase parking charges, and introduce charges, across the district for on- and off-street parking	300.0	195.0	Could disproportionately impact those on low incomes/wages as the cost increase will be more significant for this group.	Consideration could be given to purchasing an annual parking permit for designated car park in area rather paying daily parking charges. These can also be set up as a monthly direct debit to make it more affordable for people. They could also consider using private car parks on the outskirts of the city centre where tariff may be cheaper.	6E1
6X1	<b>Welfare Advice &amp; Customer Service transformation</b> Fundamental change to the way the Council and its	0.0	844.0	Welfare Advice services could support the full range of people with protected characteristics. Current services are available from independent office bases	To manage what is likely to be a greater call on both services, the project will source more comprehensive digital access methods with increased	6X1

## Appendix D

### New proposals open for Consultation until 27<sup>th</sup> January 2019

Ref	Proposal for Change	2019/20 £'000 Impact	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	<p>partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'.</p>			<p>sited in town and city centres and multiple outreach venues.</p> <p>The proposal is likely reduce direct 'face to face' time for customers as well as centralising service access routes.</p> <p>It is unlikely that the specialist service for people with complex and/or continuing long term health conditions could be maintained</p> <p>Some possible outcomes from the above could be longer waiting times to access services; Increase in those not able to manipulate and/or access internet based options being 'excluded' from services. This is more likely to affect older people, those on low incomes; those without access to computers and/or smart phones; people of no 'fixed abode' and refugees.</p> <p>Overall welfare advice services help people to stabilise their</p>	<p>functionality for customers.</p> <p>Three integration pilots between the Council and current welfare advice contract holders have already started with the aim of reducing 'wasted' contact for the public; filtering queries to the 'right place at the right time' aiming to open up the system enough to manage the complex and difficult problems presented more efficiently. Learning from these will be applied to underpin the new approach</p> <p>New multifunctional IT systems that can support customers to manage lower level 'self service' functions themselves. Any new IT systems should also be able to manage case work and integrate performance management systems across partner delivery agencies</p> <p>Changing systems to a 'self service' orientated models will require publicity and appropriate support in order for the public to</p>	

## Appendix D

### New proposals open for Consultation until 27<sup>th</sup> January 2019

Ref	Proposal for Change	2019/20 £'000 Impact	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				incomes and other aspects of their lives such as financial management, with a focus on preventative advice and offer earlier intervention to avoid adverse impacts, the changes could initially mean Increased use of Housing Options and Council benefit services	understand the change.	
<b>Total Safe Clean Active</b>		<b>300.0</b>	<b>1,039.0</b>			
<b>Well Run Council</b>						
6F1	<b>Reduction in Grant to Parish and Town Councils</b> – reduction in Council Tax support grant cut by central government	0.0	161.0	N/A		
6S1	<b>Information Technology Services</b> – a blended reduction in IT Services staffing costs and reduction in supplies and services budget	250.0	0.0	N/A		
<b>Total Well Run Council</b>		<b>250.0</b>	<b>161.0</b>			
<b>New draft proposals open for consultation</b>		<b>636.0</b>	<b>3,186.0</b>			

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
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**Better Health Better Lives**

4PH1	<p><b>School Nursing and Health Visiting</b> - redesign through development of a new service model which is fully aligned to the Prevention and Early Help model.</p> <p><i>Please note this proposals affects both Better Health, Better Lives and Great Start, Good Schools but for clarity is shown here</i></p>	1,959.0	988.0	<p>The services will be re-commissioned as part of the proposed Prevention and Early Help which was outlined in the Executive paper in November 2017. There is potential to impact on children and families across some protected characteristics but these will be mitigated wherever possible by focusing on identifying children at risk and targeting services on more vulnerable families and their children. An earlier consultation for this model completed in Feb 2018.</p>	<p>Using a phased approach will help to plan and prepare any emerging risks which can then be managed through the proposed Prevention and Early Help approach for a more integrated model for children and young people and the service will continue to provide statutory services.</p>	4PH1 A-C
4PH2	<p><b>Substance Misuse Service</b> – combination of redesign, and re-commissioning recovery service, dual diagnosis service, supervised medication programme, and inpatient detoxification services.</p>	625.0	2,919.0	<p>Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics.</p>	<p>Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in</p>	4PH2 A-D

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
					non-substance misuse specific services making it easier for all sections of society to access them.	
4PH3	<b>Sexual Health</b> - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception	0.0	647.6	Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this.	The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer.  Bradford residents would still be able to access SHRS (oral contraceptives and STI screening) within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all.	4PH3
4PH4	<b>Tobacco</b> –combination of redesign, review of current service model to a stop smoking service targeted at smokers from the most disadvantaged groups	2.0	304.2	At this stage the evidence is not available to confirm whether there will be disproportionate impacts. Further analysis will be needed to build on the equality assessment.	Smoking is strongly related to health inequality and poverty. Services are designed to ensure that disadvantaged smokers make full use of Stop Smoking Services, and medications may increase the quit rates amongst less affluent smokers. However there may be a	4PH4

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	and ceasing other services.				negative impact as the service becomes targeted and it may potentially stigmatise smokers, for example, based on social class or health condition.	
4PH8	<b>Warm Homes Healthy People</b> – reduction in the short term winter activity based programme	20.0	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		
4PH10	<b>Public Health</b> – reduction in staffing in line with redirecting investment profile towards reducing demand and maintaining health and wellbeing	310.0	350.0	No impacts identified	N/A	
4E11	<b>Sport and Physical Activity</b> – investigate all methods of future operational service delivery with a combination of transfer, closure, new facilities, alternative delivery models and raising additional income.	50.0	130.0	No impacts identified	N/A	

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
6A1	<p><b>Adults - Overall Demand Management Strategy</b> - 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).</p>	<p><i>Please see Appendix F for changes to the financial profile of this proposal</i></p>	<p><i>Please see Appendix F for changes to the financial profile of this proposal</i></p>	<p>Older people and people with Mental Health &amp; Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level.</p> <p>As part of the Strategy to reduce residential and nursing places it is intended that more extra care schemes are developed, which will help to improve people's lives and reduce expenditure across all groups.</p> <p>As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.</p>	<p>Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a protective characteristic.</p> <p>By offering other options for people in terms of housing and care support, people will have the opportunity to access appropriate services that meet their assessed needs and be in a position to maintain their independence and to continue to have a positive contribution and be inclusive in their local community. This will ensure where possible people with particular characteristics are not disproportionately affected. We will further review the potential impact on protected characteristics as part of the development</p>	4A1

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
5PH1	<b>A Home From Hospital Service</b> – Bradford Respite and Integrated Care Support (BRICCS) review and redesign of the service.	170.1	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>	of the delivery programme.	
5C1	<b>Review Respite Provision after the introduction of personalised budgets</b> – The savings will be achieved through a two stranded approach: Income generation through building on an existing pilot; proactively marketing surplus beds to other Local Authorities on a full cost recovery basis; Refocusing existing residential respite provision to meet the needs of younger adults	400.0	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	and older teenagers, enabling costs to be shared with adults services; The review will also focus on improved service efficiencies.					
	<b>Reduction to Public Health Grant Cut met from proposals above</b>	(1,087.0)	0.0	N/A		
	<b>Total - Better Health Better Lives</b>	<b>2,449.1</b>	<b>5,338.8</b>			

**A Great Start and Good Schools for All Our Children**

4C2	<b>Early Years</b> - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being	3,660.0	2,915.0	<i>This proposal was consulted on in full previously – see Executive Document AC 7<sup>th</sup> November 2017</i>		
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**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be staffing implications.					
	<b>Total – A Great Start and Good Schools for All Our Children</b>	<b>3,660.0</b>	<b>2,915.0</b>			

**Better Skills More Jobs and a Growing Economy**

4E7	<b>Remodel of Visitor Information &amp; frontline service</b> - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with	50.0	70.0	The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to	Alternative options including visitor information points, taking information to the visitor and support from local voluntary groups and businesses.	4E7
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**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	the potential for VIC information points as co-located provision and increasing the commercial opportunities for the Bradford City of Film.			ability or lack of available technology.		
4E8	<b>Events and Festivals</b> – review to develop a more sustainable and balanced events programme and review grant funding while protecting key organisations.	150.0	100.0	Potential for greater impact on people of low income / low wage. The events are primarily free to attend and any reduction in their delivery could reduce the opportunity for people to attend cultural activities.	Review of Events and Festivals framework is on going and will take into account the protected characteristics to mitigate any disproportionate impacts.	4E8
4E9	<b>Libraries</b> – Review provision of Library Services across the district, consider alternative delivery models.	950.0	1,050.0	Potential reduction in the number of libraries directly managed by the Council may impact on those groups, young and old or low income/low wage that have no alternative access to information or educational/reading materials though other sources (e.g. on-line, purchased) or use libraries as social gathering points.	Consultation with and support for communities to help develop proposals and implementation of models of community management outside Council control.	4E9
4E10	<b>Theatres and Community Halls</b> –	130.0	140.0	The theatres are run for all people within the district and further afield, this would be	Income generation will be sought, in the first place, by increasing optional	4E10

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	Halls to be transferred through Community Asset Transfer. Theatres to generate greater income			the case regardless of reduction in budget.  Reduction in budget could potentially lead to the need for increased ticket costs; additional booking fees or levies and therefore could mean low level of negative impact to the low income / low wage protected characteristic.	commercial opportunities and increasing ticket sales volumes.	
4C3	<b>Children's Services</b> – When the current Connexions contract ends in August 2019, re-design the activity to bring the service in house at a reduced cost. Skills House to be funded from base from April 2020, along with seeking partner contributions for an expanded service, some of the costs will be offset through the reductions in the Connexions contract.	50.0	100.0	This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults	To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working with other front line staff working with young people will also be explored. It is not feasible to fully mitigate the impact of the proposals given proposed funding levels	4C3

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
4R2	<b>West Yorkshire Combined Authority (WYCA) Transport Levy</b> – proposed reduction in the levy Bradford pays to WYCA for transport operations	500.0	500.0	This proposal could have an adversely disproportionate impact on both the young (under 18's) and elderly sectors of the community as the funding which is being reduced is specifically used to fund schemes/programmes which are delivered for these groups.	<p>The negative impacts would need to be considered within the wider West Yorkshire context in consultation with WYCA with whom the ultimate decisions on which aspects of their budgets to reduce would rest.</p> <p>Some aspects of expenditure of the Transport Levy are protected by national regulation and hence are likely to remain largely unaffected by any reductions as a consequence of this proposal. It is therefore anticipated that those elements of expenditure which are discretionary are likely to bear the majority of any agreed levy reduction.</p>	4R2
4R20	<b>Regeneration</b> – no longer accept new schools onto the Active School Travel programme with existing provision being phased out over the following years of this budget process	28.0	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		
4R21	<b>Regeneration</b> –	62.5	0.0	<i>2019/20 proposal has already been</i>		

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	reduction in the funding for the Road Safety Team			<i>consulted on so the Equality Impact Assessment has not been replicated</i>		
5E1	<b>Museums and Galleries</b> – Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery	260.0	500.0	No impacts identified	N/A	5E1
	<b>Total - Better Skills More Jobs and a Growing Economy</b>	<b>2,180.5</b>	<b>2,460.0</b>			

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
<b>Safe Clean and Active Communities</b>						
4E1	<b>Parks and Bereavement</b> management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services.	60.0	50.0	<p>Impact on clubs with lower level of membership / players and/or financial resources at their disposal which could ultimately result in some clubs to merge or disband</p> <p>With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary.</p> <p>Given that cremation charges are currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious/faith communities that due to their beliefs have no choice between funeral types. The Muslim and East European communities fall in this</p>	<p>There is a growing interest from local communities, residents, Parish/Town Councils and sports clubs to become more involved in the operation of public assets, particularly where the opportunity exists to develop community use. Such as having direct access to a range of grant funding bodies whilst 'ownership' allows increased sponsorship and fund raising opportunities.</p> <p>The Service would seek to support individuals/groups of clubs both directly and through the National Governing Bodies to take overall responsibility and would consider an incremental approach over a defined period. Prior investment in the assets to transfer together with elements of seed funding and appropriate rent will allow financially sustainable organisations to develop.</p> <p>The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services.</p>	4E1 A&B

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
				<p>latter group.</p> <p>The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of the burial charge in terms of comparator values of neighbouring Councils.</p>	<p>The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services.</p> <p>It is intended to introduce a reduced rate for the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement</p>	
4E2	<b>Waste Collection and Disposal Services</b> – increased levels of recycling, reduction in residual waste and improved efficiencies.	(84.0)	276.2	The proposal is likely to have no or a low impact on everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection could result in the residual waste bin being heavier to move around.	The Council already provides assisted bin lifts for residents where mobility or accessibility issues arise. In this circumstance the resident can call the Contact Centre and a home visit will be arranged to assess how the Council can help.	4E2

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
4E3	<b>Trade Waste</b> – Business development opportunities.	43.0	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		
4E4	<b>Customer Services</b> – redirect face to face contact towards self service and telephone services to realise staffing efficiencies. Automated services will increase with more people self serving using on line services	50.0	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		
4E5	<b>Street Cleansing and Public Conveniences</b> – reduction in street cleansing resources for 2019/20	1,004.5	0.0	<i>2019/20 proposal has already been consulted on so the Equality Impact Assessment has not been replicated</i>		
5E2	<b>Youth Service</b> – Reduction in the support of youth support activities across the	311.0	513.0	There will be disproportionate impact on young people aged 13-19 and on young people with disabilities up to the age of 25. The reduction will mean that the Youth	The Youth Service will attempt to raise external funds to continue the interventions the service currently undertakes. Mental Health work currently is funded by Health	5E2

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	district. In 2019/20 this was to cease youth work grants (already consulted on), and in 2020/21 this is to reduce the Council's Youth Service base budget, with the EIA reflecting these impacts.			Service will be less responsive to emerging needs of young people and there is likely to be a negative impact in some of the work areas where youth workers currently make positive interventions. Some of the areas of work this will include are: Child sexual exploitation, anti-social behaviour, community tensions and school holiday programmes.	and the plan will be to continue this.	
	<b>Total - Safe Clean Active Communities</b>	<b>1,384.5</b>	<b>839.2</b>			

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

4F2	<b>Insurance</b> – reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining and internal insurance fund for self-insured risks and the cost of meeting claims	300.0	250.0	No impacts identified	N/A	
4F4	<b>West Yorkshire Joint</b>	35.0	15.0	No impacts identified	N/A	

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

REF	Proposal for Change	2019/20 £'000 NOT subject to consultation	2020/21 £'000 Impact	Equalities impact on the Equality Duty protected characteristics & low income groups	Mitigation	EIA
	<b>Committees</b> – cap contribution to Joint Committees at £1.1m which will require concerted action with other Councils					
4L1	<b>Legal and Democratic Services</b> – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed	75.0	120.0	No impacts identified	N/A	
4R14	<b>Asset Management</b> – Seek to invest in non-operational property to generate surplus income	200.0	240.0	No impacts identified	N/A	
4R16	<b>Facilities Management</b> – reduction in the maintenance budget as the size of the operational estate shrinks	980.0	55.0	No impacts identified	N/A	
5X1	Reduce total cost of top management - the	75.0	0.0	No impacts identified	N/A	

**Appendix E - Schedule of 2020/21 proposals open for consultation up to 27<sup>th</sup> January 2019 (2019/20 for reference only)**

<b>REF</b>	<b>Proposal for Change</b>	<b>2019/20 £'000 NOT subject to consultation</b>	<b>2020/21 £'000 Impact</b>	<b>Equalities impact on the Equality Duty protected characteristics &amp; low income groups</b>	<b>Mitigation</b>	<b>EIA</b>
	scope is the senior management (Strategic and Assistant Directors) and their PA structure					
	<b>Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities</b>	<b>1,665.0</b>	<b>680.0</b>			
	<b>Total Schedule of Decisions for 2019/20 of Budget Council 2018 for information and 2020/21 proposals subject to consultation</b>	<b>11,339.1</b>	<b>12,233.0</b>			

**Appendix F - SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS  
NOT SUBJECT TO CONSULTATION – other than 6A1 (incremental basis)**

Ref	Description	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
<b>Better Health Better Lives</b>					
3A6	Changes to Learning Disability day care and procurement – original proposal	1,000.0			
3A6	Changes to Learning Disability day care and procurement – proposal removed	(1,000.0)			
3A10	Changes to contracts for Learning Disability residential and nursing - original proposal	1,000.0			
3A10	Changes to contracts for Learning Disability residential and nursing – proposal removed	(1,000.0)			
6A1	Adults Demand management – proposal – <i><b>please see Appendix E for EIA information</b></i>	8,000.0	16,000.0	0	0
6A1	Adults Demand management	(6,413.0)	(11,523.0)	8,379.0	5,489.0
<b>Total Better Health Better Lives</b>		<b>1,587.0</b>	<b>4,477.0</b>	<b>8,379.0</b>	<b>5,489.0</b>

**Well Run Council**

4S1	<b>Information Technology Services</b> – reduction in costs associated with device support, licences and infrastructure. Switching technology solutions where better value can be achieved and rationalising the number of existing IT applications to simplify the technology in use – original proposal	690.0	700.0		
4S1	<b>Information Technology Services</b> – reduction in costs associated with device support, licences and infrastructure. Switching technology solutions where better value can be achieved and rationalising the number of existing IT applications to simplify the technology in use – proposal removed	(690.0)	(700.0)		
4H1	<b>Human Resources</b> – reduce HR transactional support, to reduce volume of service specific training – original proposal	0.0	150.0		
4H1	<b>Human Resources</b> – reduce HR transactional support, to reduce volume of service specific training – proposal removed	0.0	(150.0)		
4H2	<b>Terms and Conditions</b> – removal of non contractual overtime payments and removal of essential car allowance lump sum payments – proposal removed – original proposal	90.0	90.0		
4H2	<b>Terms and Conditions</b> – removal of non contractual overtime payments and removal of essential car allowance lump sum payments – proposal removed	(90.0)	(90.0)		
4R15	<b>Facilities Management</b> – operational cost reductions reflecting the continued contraction of the organisation – original proposal	0.0	668.0		
4R15	<b>Facilities Management</b> – operational cost reductions reflecting the continued contraction of the organisation – proposal removed	0.0	(668.0)		
4R17	<b>Facilities Management</b> – reduction in the size of the estate together with energy efficiency measures – original proposal	0.0	170.0		

4R17	<b>Facilities Management</b> – reduction in the size of the estate together with energy efficiency measures – proposal removed	0.0	(170.0)		
<b>Total Well Run Council</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Net amendments to previous budget decisions not subject to consultation</b>		<b>1,587.0</b>	<b>4,477.0</b>	<b>8,379.0</b>	<b>5,489.0</b>

## Appendix G – Proposed Use of Reserves

### Table 6 - Use of Reserves

<b>Pre-agreed use of reserves</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Transition and Risk Reserve - to fund growth strategy	500	500	1,000
Children's Services – work on quality assurance	67		67
Transition and Risk Reserve – to support frontline services and aid transition to new model, subject to detailed business case and subject to decision on Early Help	500		500
Financial Services VAT Reserve	103		103
<b>Total pre-agreed use of reserves</b>	<b>1,170</b>	<b>500</b>	<b>1,670</b>

<b>Proposed Use of Reserves</b>			
Redirect earmarked reserves to help close budgetary gap in 2019/20 – per table 7 below	1,870		1,870
Transition and Risk Reserve/Budget Mitigation reserve – to close budgetary gap for 2019/20	5,436		5,436
Transfer to reserves re overprovision of Minimum Revenue Provision (MRP)	(5,000)		(5,000)
<b>Total Proposed Use of Reserves</b>	<b>2,306</b>	<b>0</b>	<b>2,306</b>

<b>Total use of reserves pre-agreed and proposed</b>	<b>3,476</b>	<b>500</b>	<b>3,976</b>
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### Table 7 - Proposed redirection of earmarked reserves to help close budgetary gap

	<b>£'000</b>
Industrial Centres of Excellence	1.1
Children's Services grant	735.9
Universal Credit Administration	545.5
Cricket pitch refurbishment	310.0
Building maintenance	10.0
Health integration reserve	221.9
Social work improvement fund	46.0
<b>Total – included in Table 6 above</b>	<b>1,870.4</b>

## **Appendix H: Consultation Approach**

The intention of the consultation is to provide the people of Bradford with opportunities to provide their views on the budget proposals, to help shape and inform final decisions. The budget consultation will seek comments on proposals for 2019/20 and 2020/210. The consultation will be open for a period of two months from 26 November 2018 to 27 January 2019.

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

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

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

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

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

The outcome of the consultation will be presented to the Council's Executive on 5 February 2019. The Executive will then give consideration to the feedback and any equality impacts as they finalise their budget proposals for their meeting on 19 February 2019.

## Appendix I – Proposed local retail relief scheme

### Qualifying Conditions

Properties that can benefit from the relief will be occupied properties with a rateable value of less than £51,000 that are **wholly or mainly** being used as shops, restaurants, cafes and drinking establishments.

Shops, restaurants, cafes and drinking establishments mean property that is:-

- i. **used for the sale of goods, food and/or drink to visiting members of the public:**
- ii **used for the provision of services to visiting members of the public:**

The term **wholly or mainly** is a test on use rather than occupation. Therefore, property that is not wholly or mainly used for the qualifying purpose will not qualify for the relief.

Typical examples of these properties can be found in the list below, along with examples of cases that would not qualify

Relief will be assessed and calculated on a daily basis.

Relief will be applied against the **net bill after all other reliefs**.

### Appeals

Due to the limited time span of these relief's and because it follows Government guidance, disputes and appeals will be determined by an independent Officer of the Council. There will be no right to appeal to Elected Members

### Examples of Retail Premises

Shops, restaurants, cafes and drinking establishments are considered to mean:

#### **Property used for the sale of goods, food and/or drink to visiting members of the public:**

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off-licence, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)
- Restaurants
- Takeaways

- Sandwich shops
- Coffee shops
- Pubs
- Bars

**Property that is being used for the provision of the following services to visiting members of the public:**

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing/DVD/video rentals
- Tool hire
- Car hire

This list is not intended to be exhaustive, as it would be impossible to list the many and varied retail uses that exist.

There will also be mixed uses and properties which are not listed but are broadly similar in nature to those listed. These will be considered eligible for the relief.

Conversely, properties that are not broadly similar in nature to those listed above will not be eligible for the relief.

**Property that is not eligible for the relief**

The Government have specified that some types of property should not qualify for relief and that they will not provide funding to cover any relief allowed. The following are therefore specifically excluded from the scheme.

**Property that is being used for the provision of the following services**

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office
- Other services (e.g. estate agents, letting agents, employment agencies)

**In addition, property that is not reasonably accessible to visiting members of the public are excluded from relief**