

Report of the Director of Finance to the meeting of the Corporate Overview and Scrutiny Committee to be held on 10th July 2019.

B

Subject:

Finance Position Statement for 2018-19

Summary statement:

This report provides Members with an overview of the financial position of the Council for 2018-19.

It examines the spend against revenue and capital budgets, the what was received for that spend in terms of outputs and outcomes. It states the Council's current balances and reserves and school balances for the year.

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Overview & Scrutiny Area:
Corporate

FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the last monitoring report presented to Members on the Council's 2018-19 financial position. It shows the revenue and capital financial position of the Council at the 31st March 2019. The report provides an update on;

- The year end position of the Council's revenue budget.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements since the 4th quarter report.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Outturn of the Revenue Budget

- 2.1) The Council underspent the £358.1m net budget by £1.7m, a £0.4m increase from Qtr 4. Contained within the underspend there were however a number of significant variances to budget as outlined below.

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health and Wellbeing	226.6	232.8	6.2	-116.4	-117.9	-1.5	110.2	114.9	4.7
Children's Services	449.9	455.0	5.1	-396.3	-396.7	-0.4	53.6	58.2	4.6
Department of Place	173.4	186.0	12.6	-63.5	-73.4	-9.9	109.9	112.6	2.7
Corporate Resources	260.5	254.3	-6.2	-210.9	-206.3	4.6	49.6	48.1	-1.6
Chief Executive	4.4	4.4	0.0	-0.1	-0.4	-0.3	4.3	4.0	-0.2
Non Service Budgets	44.5	44.1	-0.4	-48.6	-48.9	-0.3	-4.1	-4.8	-0.7
General Fund	108.7	96.8	-11.9	-74.2	-73.4	0.8	34.6	23.3	-11.2
Total Council Spend	1,268.1	1,273.5	5.4	-910.0	-917.1	-7.0	358.1	356.4	-1.7

- 2.2) The Department of Health and Wellbeing overspent the £110.2m net expenditure budget by £4.7m (£5.6m at Qtr 4). The overspend largely resulted from underachieved savings (£6.6m out of £13.2m of savings), partly offset by underspends across the department.

- 2.3) The main issues in Health & Wellbeing are linked to Adult Social Care. The 2019-20 budget has taken steps to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget to add back underachieved savings, and £1m for the Safeguarding Team. Furthermore, time limited money from Government will be replaced by Council resources (+£3.3m to replace the reduction in the time limited element of the Improved Better Care Fund, +£1.4m to replace the Adult Social Care Grant). Additional amounts are also provided for price increases (+£6.6m) and demographic growth (+£1.5m), and previously agreed savings for 2019-20 have been reduced (£8m to £1.5m).

- 2.4) Despite the overspend, there is evidence that Adult Social Care services are transforming in line with the strategy of increasing independence, and

reducing the numbers of clients supported in residential and nursing care settings.

- 2.5) Furthermore, inspection results and benchmarking information indicates a service that is performing relatively well, and the Department now has a well formulated plan for further transformation in the coming years.
- 2.6) Children's Services overspent the £53.6m net expenditure budget by £4.6m (£4.3m at Qtr 4). The overspend is largely due to;
- A £5.9m overspend on Children's Social Care, caused mainly by
 - A £4.1m overspend on the £8.1m external Purchased Placements budget due to higher numbers of Looked After Children.
 - A £0.7m overspend on the £5.1m In-House residential care home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
 - A £0.6m overspend on Through and After Care caused by higher accommodation costs for Care Leavers.
 - The above overspends have largely resulted from a significant increase in the numbers of Looked After Children and Children in permanent arrangements.

	15-16	16-17	17-18	18-19	Mar 2019 Current numbers
Looked After Children	874	931	960	1,053	1,160
Children in Permanent Arrangements	617	623	613	617	617
Total	1,491	1,554	1,573	1,670	1,777

Average numbers unless otherwise stated

- There was also a £2.7m overspend on the £11.9m Social Work staffing budget due mainly to difficult to fill vacant posts being covered by Agency staff.
 - The use of Agency staff has significantly increased during 2018-19 from £150k per month at the start of 2018-19, to over £500k per month at year-end. High agency costs are likely to be a recurring issue in 2019-20 whilst steps are taken to address them.
 - The above overspends are partly offset by a £2.6m underspend in Prevention & Early Help as a result of cost reductions in advance of next year's budget reductions.
- 2.7) Although Education and Learning underspent by £0.9m, there is however a £0.6m overspend in relation to Special Educational Needs and Disability (SEND) traded services (£0.8m full year effect).
- 2.8) The 2019-20 budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend, and £0.8m to address the SEND traded services issue.
- 2.9) £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency. Additional amounts have also been provided for price increases and demographic growth, before £5.7m of Early Help savings; £0.4m Respite review savings, and £0.1m of savings linked to Connexions

are deducted.

- 2.10) The Council has also created a £6.5m one off Children's Investment Fund to help Children's Services respond to the Inadequate Ofsted inspection rating for Children's Social Care.
- 2.11) Given the continued increases in Looked After Children numbers; high levels of agency staff use, and the response to the Ofsted Inspection, Children's Services have a high risk of continued overspends in 2019-20.
- 2.12) The Department of Place overspent the £109.9m net expenditure budget by £2.7m (£3.8m at Qtr 4). The overspend is largely due to;
- A £2.7m overspend on Waste Management comprised mainly of a £1.3m over spend on Waste Disposal due to higher than budgeted tonnages, and a £0.9m overspend in the Waste and Recycling Collection service due largely to a smaller reduction in collection rounds than was expected as a result of the move to alternate weekly collection.
 - A £0.7m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted employees' expenditure.
 - A £0.3m overspend on Culture, Policy and Events caused mainly by Bingley Music Live.
 - A £0.3m underachievement on Building Control trading income.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.
- 2.13) Budget increases to address the overspends in Waste Services (+£1.9m) and Street Lighting (+£1m) have been factored into the 2019-20 budget, and a £45.6m Street Lighting capital investment plan to provide modern energy efficient lighting has been approved for inclusion into the capital programme. Other overspending areas have budget recovery plans, and further savings of £3.2m are planned for 2019-20.
- 2.14) Travel Assistance is a service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place. £4.8m of budget savings are still to be delivered, and these are currently being offset by Corporate contingencies. A review of Travel Assistance savings has recently found that £2.5m is deliverable by 2021-22 and consequently the remaining outstanding saving will need to be addressed as part of the 2020-21 budget process.

The above overspends were however offset by the following underspends.

- 2.15) Corporate Resources underspent by £1.6m (£1.9m at Qtr 4). This results mainly from a £1.9m underspend in Revenues and Benefits linked to a reduction in overpaid and unrecovered benefits; lower agency costs and lower court costs, and a £0.7m overspend in Estates & Property linked mainly to underachieved savings and lower rental income, offset by lower energy costs. Finance and Procurement also underspent by £0.6m linked to vacant posts.
- 2.16) The General Fund underspent by £11.2m this result mainly from
- £3.0m of corporate contingencies.

- £6.5m of lower redundancy costs resulting in reduced provisions (£3m has been moved to reserves to cover the cost of future redundancies).
- £3.6m of capital financing underspend linked to the change in the Minimum Revenue Provision policy (£1.9m), and £1.6m of lower interest costs resulting from matured debt being replaced with lower cost financing.
- £0.3m of VAT refund (£1.6m has been applied for, and £1.3m is now expected to be received in 2019-20)
- £1.0m of other centrally held underspends.

Less

- £0.8m of better use of budget requests
- £2.5m of movements to the reserves to cover known risks and future decisions.

2.17) The overall year end underspend of £1.7m has been moved to reserves to support future decisions.

Reserves

3.0) At 31st March 2019 reserves stand at £208.8m (Council £181.6m and Schools £27.2m).

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement in year	Closing Balance at 31st March 2019 £m
Council reserves	133.9	127.8	145.2	36.4	181.6
Schools Delegated budget	33.8	25.2	20.5	6.7	27.2
Total	167.8	153.0	165.7	43.1	208.8

3.1) Movements in reserves led to a £44.9m increase in total reserves from Qtr 4 (£43.1m for the year).

3.2) The main changes since Qtr 4 include; £25m to the Financing Reserve due to changing the Minimum Revenue Provision (MRP) policy, £6.7m to School balances, £5m to Grant Reserves, £4m to the Transition & Risk Reserve to cover known risks and support future decisions, £3m to the Redundancy Reserve for costs beyond 2019-20, less £5.8m from the Childrens Grant Reserve.

A fuller explanation of movements in the year are shown in Appendix 1 Section 4.1.

3.3) School balances at year end are £27.2m

3.4) Five schools hold a combined deficit of £3.7m. The main concern is Hanson Secondary where the deficit balance increased from £3m to £3.6m in 2018-19. The Council is working with the school, the Department for Education and the Regional Schools commissioner to identify options to resolve the issues.

3.5) Seventeen schools converted to academy status in 2018-19, and are now no longer included within the Council's reporting.

3.6) In setting the 2019-20 Schools Budget, £2.9m of the School Contingency balance was allocated to support the overall schools funding for 2019-20.

Capital Expenditure

4.0) Against the latest capital budget of £155.4m, the Council made a total investment of £84.3m. The largest proportion of the spend (£34.8m) was on the upkeep of owned buildings, while next in significance (£31.1m) was the creation of new buildings.

4.1) The main reasons for the variance between capital spend and budget are:

- Reserve schemes and contingencies - £25.3m will slip in to next year or beyond. These schemes have not been reviewed by the Project Appraisal Group or formally committed in the Capital Investment Plan (CIP). With reserve schemes there is a high degree of uncertainty to the actual timing of capital spend due to the development of the specific projects and the identification of investment property acquisitions.
- Planning, Transportation & Highways – £19.5m of the variance is linked to West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
- Children's – The £4.9m variance is due in part to staff shortages meaning that school capital maintenance and investment programmes have not started as early as planned. Schemes are now underway and £3.8m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school and SEN schools expansion, delays in planning and site surveys mean £5.1m will slip in to 2019-20 and future years.

4.2) The £84.3m of spend was funded by £42.9m grants, £31.3m of new borrowing and the remainder funded by capital receipts and direct revenue funding. New capital receipts generated from the disposal of surplus assets and loan repayments totalled £4.8m.

4.3) Capital expenditure is outlined in greater detail in Appendix A Section 5.

Council Tax and Business Rates Collection

5.0) Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Variances between the Council's and preceptors' budgeted shares and the actual collection, is carried forward into 2019-20. The only significant variance in 2018-19 and carried forward into 2019-20 was a £1.2m surplus for Bradford on Business Rates. This was predicted in previous forecasts and already included in the 2019-20 budget.

6.0 RISK MANAGEMENT

The financial risks of future known and uncertain liabilities are being

addressed through contingencies and provisions outlined in this report.

The Council's risk register has been provided in Annex 4.

7.0 LEGAL APPRAISAL

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

8.0 OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

Any Trade Union implications were discussed during the budget setting process

8.7 WARD IMPLICATIONS

None

8.8 IMPLICATIONS FOR CORPORATE PARENTING

None

8.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

9.0 NOT FOR PUBLICATION DOCUMENTS

None

9.1 RECOMMENDATIONS

That the Corporate Overview & Scrutiny Committee

- Review and comment on the Finance Position Statement for 2018-19.

10.0 APPENDICES

Appendix 1 – Detailed Financial Position Statement for 2018-19

11.0 BACKGROUND DOCUMENTS

- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019
- Qtr 3 Finance Position Statement 2018-19 – Executive 5th February 2019
- Qtr 2 Finance Position Statement 2018-19 – Executive 6th November 2018
- Qtr 1 Finance Position Statement 2018-19 – Executive 10th July 2018
- Annual Finance and Performance Outturn Report 2017-18 Executive 10th July 2018
- Medium Term Financial Strategy 2019-20 2022-23 Executive Report 10th July 2018
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017

Appendix 1 - Detailed Financial Position Statement

The information within this appendix provides a detailed breakdown of the finance and service performance of all of the main services provided by Council departments in 2018-19.

The year end report differs from the quarterly monitoring reports which focus on areas where there is a significant difference to plan.

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2 Service Commentaries

- 2.1 Health and Wellbeing Services
- 2.2 Children's Services
- 2.3 Department of Place
- 2.4 Corporate Resources
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- 2.6 Non Service
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3 Better use of budget requests and Savings Tracker

- 3.1 Better use of Budget Requests
- 3.2 Savings Tracker

4 Balance Sheet

- 4.1 Reserves
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5 Capital Investment Plan

6 Council Tax and Business Rate Collection

Annex 1 Reserves Statement at 31/03/2019

Annex 2 Earmarked Reserves Statement at 31/03/2019

Annex 3 Capital Investment Plan by scheme.

Annex 4 Risk Register

1.0 COUNCIL REVENUE OUTTURN

2018-19 Revenue Outturn at 31st March 2019

The Council underspent the £358.1m net expenditure budget by £1.7m. There are however a number of significant departmental budget variances as outlined.

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

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

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health and Wellbeing	226.6	232.8	6.2	-116.4	-117.9	-1.5	110.2	114.9	4.7
Children's Services	449.9	455.0	5.1	-396.3	-396.7	-0.4	53.6	58.2	4.6
Department of Place	173.4	186.0	12.6	-63.5	-73.4	-9.9	109.9	112.6	2.7
Corporate Resources	260.5	254.3	-6.2	-210.9	-206.3	4.6	49.6	48.1	-1.6
Chief Executive	4.4	4.4	0.0	-0.1	-0.4	-0.3	4.3	4.0	-0.2
Non Service Budgets	44.5	44.1	-0.4	-48.6	-48.9	-0.3	-4.1	-4.8	-0.7
General Fund	108.7	96.8	-11.9	-74.2	-73.4	0.8	34.6	23.3	-11.2
Total Council Spend	1,268.1	1,273.5	5.4	-910.0	-917.1	-7.0	358.1	356.4	-1.7

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

Table 1b – Revenue forecast by Council Plan Outcomes

Council Plan Outcomes	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Better Health Better Lives	456.5	467.2	10.7	-274.7	-274.1	0.6	181.8	193.1	11.3
Better Skills, More Good Jobs And A Growing Economy	127.8	135.4	7.6	-52.8	-60.1	-7.3	75.0	75.3	0.3
Safe, Clean And Active Communities	70.2	72.1	1.9	-23.3	-23.2	0.1	46.9	48.9	2.0
A Great Start And Good Schools For All Our Children	384.3	379.8	-4.5	-396.7	-394.6	2.1	-12.4	-14.8	-2.4
Decent Homes That People Can Afford To Live In	13.4	15.7	2.3	-4.9	-7.3	-2.4	8.4	8.3	-0.1
A Well Run Council	130.4	130.0	-0.4	-79.4	-80.3	-0.9	51.0	49.8	-1.3
Non Service, Fixed and	85.6	73.2	-12.3	-78.2	-77.5	0.8	7.3	-4.2	-11.6
Total Council Spend	1,268.1	1,273.5	5.4	-910.0	-917.1	-7.0	358.1	356.4	-1.7

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

2. SERVICE COMMENTARIES

2.1 Department of Health and Well Being

- Health & Wellbeing overspent the £110.2m net expenditure budget by £4.7m (£5.6m at Q4).

	Gross expenditure			Income			Net expenditure		
	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m	Budget £m	Actual £m	Variance £m
Health & Wellbeing									
Operational Services	109.3	109.1	-0.2	-57.2	-58.3	-1.1	52.1	50.9	-1.2
Learning Disabilities	61.9	65.2	3.3	-11.7	-12.4	-0.7	50.2	52.8	2.6
Commissioning & Integration	10.8	10.0	-0.7	-1.6	-1.7	-0.1	9.2	8.3	-0.9
Strategic Director	0.1	4.4	4.3	-2.0	-2.1	-0.0	-2.0	2.3	4.3
Public Health	44.6	44.1	-0.5	-43.8	-43.5	0.3	0.8	0.6	-0.2
Total	226.6	232.8	6.2	-116.4	-117.9	-1.6	110.2	114.9	4.7

- The overspend largely resulted from underachieved savings (£6.6m out of £13.2m of savings), partly offset by underspends across the department.
- The 2019-20 budget has sought to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget and £1m for the Safeguarding Team. Furthermore, time limited money from Government has been replaced by Council resources (+£3.3m to replace the reduction in the time limited element of the Improved Better Care Fund, +£1.4m to replace the Adult Social Care Grant). Additional amounts have also been provided for prices (+£6.6m) and demographic growth (+£1.5m), and previously agreed savings for 2019-20 have been significantly reduced (£8m to £1.5m).
- Despite the overspend there are a number of positive indicators showing that Adult Social Care services generally benchmark well, and that services are transforming in line with the departmental strategy of having more community based and self-directed care and less Residential and Nursing care, giving both increased independence for service users and reduced expenditure for the Council.
- Additionally, the Care Quality Commission inspection has recognised the strength of local partnership working in Bradford and the commitment to a shared vision for people to be 'happy, healthy and at home'. The CQC also highlighted through the review that Bradford has good practice and provides service users with the support and advice needed in their care.
- Furthermore, the Council has been named by the NHS as the 5th best place in the country for the health and social care interface based on a series of measures including delayed transfers of care.
- Over the next three years to 2021-22, Adult Social Care savings of £14.4m will be delivered through reducing, preventing and/or delaying demand. The ambitious transformation plan will seek to improve the independence of clients by focusing on strength based assessment; consistent application of the three tier approach supported by community led support, increase the use of assistive technology and the reviewing of existing clients to ensure appropriate care levels. By focusing on these areas, the service is aiming to increase independence and reduce long term care.
- The following sections outline the financial and service performance of the different Adult Social Care services.

Access

- The Access service provides the first line of contact for potential Adult Social Care service users. The service provides an initial screening to assess eligibility for Adult Social Care, and also provides information and advice to people contacting the service about other non-Adult Social Care eligible assistance that can be accessed from the voluntary and community sector for example.
- The service balanced the £0.9m net expenditure budget in 2018-19.
- The table below indicates that the service is dealing with higher levels of enquiries for services. The service is also signposting more people, as the percentage of Access contacts signposted each month has risen from 58% in April 2018 to 86% in March 2019.

	2015-16	2016-17	2017-18	2018-19
Access Contacts	11,996	13,416	15,939	16,009
Access Contacts referred for Assessment	5,762	5,550	6,177	3,617

Assessment and Support

- Assessment and Support are the Social Work and Occupational Therapy teams that undertake the Social Care assessments that have been referred by either the Access team or Hospital Teams.
- Social Workers undertake assessments, help identify ways to enable independence, help create appropriate packages of care, and then review and support the Adult Social Care needs of service users.
- Overall the service underspent the £9.8m net expenditure budget by £0.1m due to staffing vacancies. The service also undertook a higher level of new assessments and reviews of existing clients in 2018-19.

	2017-18	2018-19
New Assessments Undertaken	3,545	3,574
Reviews of Existing Service users	695	800
Reviews where outcome was support plan	1,839	2,009
Reviews where outcome was permanent care	323	316

- Regarding outcomes, the national ASCOF (Adult Social Care Outcomes framework) is showing an improved position with regards to user satisfaction.

	2017-18 Regional Avg	2015-16 Bradford	2016-17 Bradford	2017-18 Bradford	2018-19 Indicative figs. Bradford
Social Care quality of life	19.2	19.5	19.4	19.2	19.6
Control over daily life	78.2%	79.2%	75.1%	79%	82%
Feeling Safe	69.6%	73.2%	73.1%	69.3%	74%
Feeling Safe as a result of services	88.3%	84.8%	86.0%	84.4%	85%
Overall satisfaction of users with care and support	65.0%	63.1%	64.5%	65.3%	66%

Source ASCOF framework NHS Digital

- When service users have been assessed as eligible for Adult Social Care, the Council then either provides care services directly, or in most cases purchases care from external Social Care providers. Purchased Care is by far the largest budget area within Adult Social Care.

Long Term Support - Purchased Care

- The £79.9m Purchased Care net expenditure budget overspent by £2.2m.
- Overall the £2.2m overspend comprised of a £0.3m underspend on Older People and Physical Disabilities services, a £2.5m overspend on Learning Disabilities, a £0.2m Mental Health overspend, £0.1m underspend on Drug and Alcohol services and a £0.1m underspend on quality premiums.
- The main service areas are outlined in further detail below.

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

- The table below shows that both Older People and Physical Disability services are providing higher levels of Community Care (Homecare, Direct Payments, Extra Care), and significantly less Residential and Nursing Care in line with the strategy. Overall there were fewer Older People and people with Physical Disabilities receiving long term care during 2018-19 compared to the prior years.

Client Numbers	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – OP	1,368	1,289	1,234	1,113	1,016
Total Residential and Nursing – PD	83	85	76	115	103
Total Residential and Nursing	1,721	1,374	1,310	1,228	1,119
Total Community Care – OP	1,521	1,530	1,702	1,816	1,862
Total Community Care – PD	370	335	288	261	267
Total Community Care	1,891	1,865	1,990	2,077	2,129
Total	3,612	3,239	3,300	3,305	3,248

OP & PD Residential and Nursing Fees

- The service underspent the £14.2m net expenditure budget (£37m gross expenditure budget) by £0.2m.
- Activity data continues to show significant reductions in the numbers of people in Residential and Nursing care linked to promoting independent living through the Districts Home First Strategy and Healthy, Happy and at Home Strategy.

Residential Fees	2014-15	2015-16	2016-17	2017-18	2018-19
Average OP Residential Population	982	943	894	787	714
Gross Expenditure Residential Fees	£26.7m	£25.9m	£25.0m	£24.6m	£23.8m
Client Contributions	£12.3m	£11.7m	£10.9m	£11.0m	£10.9m
Average Net Cost per Client per Week	£289	£302	£305	£332	£347
Average PD Residential Population	86	87	76	67	64
Gross Expenditure Residential Fees	£2.7m	£2.8m	£2.4m	£2.2m	£2.2m
Client Contribution	£0.5m	£0.5m	£0.4m	£0.4m	£0.4m
Average Net Cost per Client per Week	£526	£528	£504	£517	£540

Nursing Fees	2014-15	2015-16	2018-19
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	2016-17		2017-18		
Average OP Nursing Population	392	348	343	326	302
Gross Expenditure Nursing Fees	£10.7m	£10.5m	£10.2m	£10.2m	£9.6m
Client Contribution	£4.3m	£4.4m	£4.0m	£3.6m	£3.2m
Average Net Cost per Client per Week	£319	£343	£348	£388	£407
Average PD Nursing Population	56	59	56	48	39
Gross Expenditure Nursing Fees	£1.6m	£1.6m	£1.4m	£1.3m	£1.1m
Client Contribution	£0.4m	£0.4m	£0.3m	£0.3m	£0.2m
Average Net Cost per Client per Week	£406	£414	£371	£400	£443

OP & PD Home Support

- The service underspent the £6.5m net expenditure budget by £0.4m after applying £1.9m of Winter Pressure Funding. Winter Pressures money was provided by the Government during 2018-19, and was used to increase support hours during the winter in line with the Winter Plan. Additional rapid response home support was also commissioned to support people in crisis remain at home.
- The home support budget reduced by £2m in 2018-19 due to the Access Saving (5A6). This saving remains unachieved due to the increase in home care hours delivered in 2018-19, however this has been compensated by additional income. This underachieved savings would have recurred in 2019-20 so has been addressed through the 2019-20 budget.
- 2018-19 has also seen the full year effect of the Hospital Retention payment to providers incurring additional costs of £0.3m.
- Gross costs increased by £1.4m in 2018-19, which is primarily due to an average increase of 7,850 hours per month (from 79,374 in 2017-18 to 87,225 average care hours delivered per month in 2018-19).

OP & PD Home Support	2014-15	2015-16	2016-17	2017-18	2018-19
Average OP in receipt of Home Support	1,425	1,426	1,574	1,664	1,701
Hours of Care provided in year (000s)	745	757	782	952	1,046
Gross Expenditure Home Support	£8.8m	£8.7m	£10.3m	£13.0m	£14.7m
Average Gross Cost per Client per Week	£118	£117	£126	£150	£166
Average PD in receipt of Home Support	237	203	151	123	112
Hours of Care provided in year (000s)	124	108	105	114	121
Gross Expenditure Home Support	£2.6m	£2.4m	£1.7m	£1.9m	£1.6m
Average Gross Cost per Client per Week	£210	£225	£212	£297	£275

OP & PD Direct Payments

- The £2.5m Direct Payments budget balanced, and there was a small increase in client numbers (+9 clients) in 2018-19. This is in line with the strategy of increasing the use of Direct Payments to give more choice to service users and keep people at home where possible.
- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (21.1% Bradford, 27.2% Comparator).

	2014-15	2015-16	2016-17	2017-18	2018-19
Average Older People in receipt of Direct Payments	96	104	128	152	161
Gross Expenditure Direct Payments	£1.09m	£1.20m	£1.48m	£1.78m	£1.90m
Average Cost per Client per Week	£218	£222	£219	£225	£227
Average PD Population in receipt of Direct Payments	133	132	137	138	155
Gross Expenditure Direct Payments	£1.5m	£1.6m	£1.7m	£1.5m	£1.6m
Average Cost per Client per Week	£214	£226	£244	£209	£198

- The above data on Older People and Physical Disability services demonstrates that services are generally being transformed in line with the strategy.
- Additionally, the ASCOF framework also indicates that relative to other Councils, Bradford's Adult Services benchmark well with very low permanent admissions to care for older people (65 years +); very low levels of bed blocking/delayed transfers of care, and high levels of effectiveness for re-ablement services that promote independence and help keep people out of costly permanent care. With regards to the 2018-19 permanent admissions, it must be borne in mind that this figure will include anyone who was admitted even for one night. The figures in the tables above show the numbers of people who are actually in permanent care.

	Regional Avg 2017- 18	Bradford 2016-17	Bradford 2017-18	Indicative Bradford 2018-19
Perm admissions to care 65+ per 100,000	662	571	493	556
Delayed transfers of care from hospital attributable to Social Care	3.4	0.9	0.8	Not yet available
Re-ablement (effectiveness) still at home after 91 days	84.2%	87.80%	87.9%	83%

Source Ascof framework NHS Digital

- In summary, there is significant evidence to suggest that Older Peoples and Physical Disability services benchmark well and are continuing to transform in line with the strategy, indicating both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils.
- In 2019-20, Older People Long Term Support has a £0.8m budget saving to be delivered by further reductions in Residential & Nursing care, and community care services.
- These are planned to be delivered by the consistent application of the three tier approach supported by community led support; improved use of assistive technology, and to strengthen the approach and capacity of Re-ablement and Intermediate Care services in conjunction with health.

Learning Disabilities (LD) Purchased Care

- The £48.1m Learning Disabilities Purchased Care net expenditure budget overspent by £2.5m.
- £1.9m of the overspend resulted from the underachievement of £2.7m of planned savings; £1.5m related to unachieved Residential and Nursing savings, and £0.2m was due to underachieved transport savings.
- The service is however managing demand by caring for service users in community care services including Home Care, Day Care, Supported Living and Direct

Payments, which promote independence and are typically less costly than LD Residential and Nursing placements.

- The under achieved savings and recurrent pressures have been addressed through the 2019-20 budget, with a new savings target of £0.8m identified for 2019-20.
- The Learning Disability Purchased Care budget overspent as a result of the following.

Learning Disabilities Residential Fees

- The £8m Residential Fees budget overspent by £2.6m. £1.7m related to unachieved demand management savings, with the rest being linked to a recurring pressure from 2017-18.
- The average client numbers for 2018-19 have only reduced by one, compared to 2017-18.

Learning Disabilities Residential	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD People Residential Population	193	185	187	176	175
Gross Expenditure Residential Population	£11.1m	£11.6m	£12.0m	£12.3m	£12.8m
Income (Client Contribution & CHC)	£0.9m	£0.9m	£1.0m	£1.0m	£1.2m
Average Net Cost per Client per Week	£1,032	£1,094	£1,137	£1,227	£1,274

- In 2019-20, a number of work streams will seek to reduce the use of Residential Care and increase independence further. This includes a planned programme of reviews; embedding the three tier model supported by community led support work, increasing the use of assistive technology and developing a robust approach to managing transitions from Children's Services.

Learning Disabilities Nursing Fees

- The £2.9m net budget overspent by £0.6m due to a historic pressure related to costs associated with the transfer of a LD nursing block contract to a new provider in 2016-17. In conjunction with the provider, the service is in the process of changing the model of care from Nursing Care to Supported Living. This should be complete by early 2019-20 so the pressure should not recur in 2019-20.

Learning Disabilities Nursing	2016-17	2017-18	2018-19
Average LD People Nursing Population	63	60	57
Gross Expenditure Nursing Population	£5.7m	£6.4m	£6.1m
Income (Client Contribution & CHC/FNC)	£0.7m	£0.6m	£0.5m
Average Net Cost per Client per Week	£1,526	£1,858	£1,889

Learning Disabilities Home Care & Supported Living

- LD Home Care and Supported Living underspent the £21.8m net expenditure budget by £0.8m. During 2018-19 a substantial amount of work was carried out reclassifying activity on the departments payments system, ContrOCC. Due to this, it is not possible to accurately compare expenditure and activity from previous years.

- The budgets for 2019-20 have been re-aligned to reflect these changes.

	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD People in receipt of Homecare	445	501	471	460	382
Gross Expenditure	£6.5m	£7.7m	£8.3m	£9.9m	£6.6m
Average LD People in receipt of Supported Living				226	252
Gross Expenditure				£14.9m	£16.7m

- Savings of £0.5m were achieved on the Supported Living budget through reviews and TUPE reductions.

Learning Disabilities Day Care

- The LD Day Care net expenditure budget of £9.9m underspent by £0.1m in 2018-19. £6.4m of spend relates to a block contract for approximately 600 places per day, £1.6m to spot contract arrangements and £1.9m to day care transport costs.
- In 2018-19 the block contract was 95% utilised, however this reduces to 81% when absences are taken into account. The contract is being reviewed in 2019-20 as part of the Adult Services transformation plan.
- LD Day Care 'spot contracts' have seen an increase in client numbers (+29 compared to 2017-18), and the inclusion of care hours supporting clients in day care settings (£0.6m) which were previously coded to the home support budget have contributed to the increase in the average gross cost per person per week.

	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD Day Care Population – spot contracts	241	308	352	263	292
Gross Expenditure	£1.8m	£1.8m	£2.0m	£1.9m	£2.4m
Average Gross Cost per Client per Week	£143	£112	£109	£139	£158

Learning Disabilities Direct Payments

- The service overspent by £0.1m due to higher numbers of people in receipt of Direct Payments.

	2014-15	2015-16	2016-17	2017-18	2018-19
Average LD people in receipt of Direct Payments	280	353	389	430	456
Gross Expenditure	£3.3m	£4.9m	£6.1m	£6.5m	£6.8m
Average Gross Cost per Client per Week	£226	£264	£293	£291	£287

- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (21.1% Bradford, 27.2% Comparator).
- The numbers of clients in receipt of Direct Payment is planned to continue to grow further in future years.

Mental Health (MH) Purchased Care

- The table below shows reductions in Mental Health Residential fees and increases in homecare and supported living in line with the strategy.

Mental Health	2014-15	2015-16	2016-17	2017-18	2018-19
Average MH People Residential Population	138	142	143	140	125
Gross Expenditure Residential Fees	£3.8m	£3.9m	£4.0m	£4.0m	£3.7m
Average Gross Cost per Person per Week	£546	£517	£526	£591	£569
Average MH People Nursing Population	57	50	50	48	48
Gross Expenditure Nursing Fees	£1.5m	£1.4m	£1.4m	£1.4m	£1.4m
Average Gross Cost per Person per Week	£494	£526	£517	£549	£560
Average MH People in receipt of Homecare	141	108	122	153	261
Gross Expenditure Homecare	£0.9m	£1.4m	£1.6m	£2.0m	£2.6m
Average Weekly Costs	£123	£251	£253	£251	£191
Average MH People in receipt of Supported Living					60
Gross Expenditure Supported Living	£2.1m	£1.9m	£1.5m	£1.3m	£1.4m
Average Weekly Costs					£448
Average MH people in receipt of Direct Payments	22	21	40	52	52
Gross Expenditure Direct Payments	£0.1m	£0.1m	£0.6m	£0.7m	£0.8m
Average Gross Cost per person per Week	£87	£92	£288	£258	£295
Total Average MH Population	356	322	357	393	475
Total Gross Expenditure	£8.4m	£8.7m	£9.1m	£9.4m	£9.9m

- The service overspent the £7.1m net expenditure budget by £0.1m; included in this position is £0.2m of additional re-invested Public Health funding.

Mental Health Residential Fees

- MH Residential fees overspent the £3.1m net expenditure budget by £0.1m. Despite the overspend the average population reduced by 15 from 2017-18 to 125 clients.
- The MH Reviewing Team will continue to review all residential placements, to reduce the cost of care and to move service users onto independent living where appropriate.

Mental Health Nursing Fees

- MH Nursing fees underspent the £1m net expenditure budget by £0.2m due to fewer service users than budgeted for.

Mental Health Home Support

- MH Home Support overspent the £2.3m net expenditure budget by £0.1m. The average number of service users have significantly increased however this is due to the breaking up of the block supported living contract which has resulted in some clients and support hours transferring to home support.

Mental Health Direct Payments

- MH Direct Payments overspent the £0.5m net expenditure budget by £0.2m. The number of clients receiving Direct Payments has remained static at 52, however gross costs have increased by £0.1m, indicating that the service is funding clients with higher needs via Direct Payments.

Mental Health Supported Living Services

- MH Supported Living balanced the £1.1m net expenditure budget. The cessation of the block supported living contact in 2018-19 has meant that it is not possible to compare activity for previous financial years.

Although Mental Health services don't have a budget saving to deliver in 2019-20, the service is focusing on systematic reviewing with health colleagues (including S117 aftercare) and having a consistent application of the three tier approach within the integrated mental health teams.

In House Community Care Services

Enablement Services

- The Enablement service provides short team support (typically 6 weeks), with the aim of helping to enable service users to live as independently as possible after a stay in hospital for example, and reduce the need for Long Term support.
- The service underspent the £1m net expenditure budget (£6.1m gross budget) by £0.3m mainly due to staffing vacancies. Funding has been provided by health via Winter Pressures for the Rapid Response service delivered by the in-house team across the district.

Enablement Services	2014-15	2015-16	2016-17	2017-18	2018-19
Gross Costs	4,458	5,045	5,181	5,894	5,876
Income	-3,441	-4,903	-4,931	-5,194	-5,164
Net Costs	1,017	142	250	700	712
Total number of hours BEST/BEST Plus 000s	124	130	130	137	141
Gross cost per hour £	35.96	38.81	39.86	43.03	41.67

- The ASCOF measure (2B1) indicates that re-ablement services are relatively effective with a high proportion of Older People still at home 91 days after discharge from hospital into reablement services (87.9% in Bradford vs a regional average of 84.2%).

In-house Residential and Day Care

- In-house Residential and Day Care overspent the £7.5m net expenditure budget by £0.2m.

In-house Residential Services	2015-16	2016-17	2017-18	2018-19
Gross Costs £000s	8,209	8,294	*8,345	8,228
Income £000s	-2,582	-3,073	-2,623	-4,825
Net Costs £000s	5,627	5,221	5,722	3,403
Number of weeks of care provided	8,791	8,887	7,736	6,625

Average % Occupancy	86%	87%	83%	78%
Gross Weekly Unit Cost (excluding Corporate Recharges)	£933	£933	£1,079	£1,241

*less impairment charges of £0.6m

- The In-house residential care service focuses on delivering intermediate care which is multidisciplinary re-ablement support to service users, respite care (either planned or as a response to a carer/service user need), and short term beds to enable an assessment period for service users who are considering options for longer term support. The NHS fund 50% of the cost of the service (£4m) to prevent hospital admission and to facilitate/enable a speedier hospital discharge.
- The service overspent the £3.3m net expenditure by £0.1m, mainly due to additional expenditure incurred on property repairs.
- The reduction in bed weeks is due to the full year effect of the closure of Holmeview, which closed during 2017-18. Thompson Court has also been re-furbished during this financial year, therefore there were less beds available as a wing at a time was closed (10 beds) from April to November 2018.
- A new scheme is due to open in summer 2019 in Keighley which includes a 50 bed residential care home that will provide a large increase in the capacity to provide short term reablement across the district. The scheme will also provide 69 Extra Care places, to enable people with complex needs to live independently, but with care provided on site.
- The Shared Lives/Time Out service overspent the £1m net expenditure budget by £0.1m due to an increase in both the number of clients accessing the service and an increase in fees to providers.

BACES Equipment Service

- The Bradford and Airedale Community Equipment Service (BACES) provides equipment to aid independent living through a pooled budget arrangement with the NHS. The service balanced the £0.2m net expenditure budget (£3.1m gross budget) and utilised £0.3m of capital funding.

	2015-16	2016-17	2017-18	2018-19
Gross Costs (revenue)	3,715	3,528	3,149	3,141
Income	-2,191	-2,697	-2,633	-2,995
Net Costs	1,524	831	516	146
Items Lent	36,297	37,212	34,212	*
Users in receipt of Equipment	10,382	10,618	10,194	*
% delivered with 7 days	94	93	95	*

* Data to be published

- There have been further savings of £0.2m on the Safe and Sound equipment budgets which provide Telecare and other remote alarmed equipment, due to staffing vacancies and the service utilising stock levels.
- Adult Services are seeking to significantly improve and expand the use of Assistive Technology in the coming years to help client remain independent.

No Recourse to Public Funds

- The service underspent the £1m net expenditure budget by £0.5m; this is a reduction of £0.4m on gross expenditure compared to 2017-18. This underspend occurred despite an increase in the number of cases supported.
- The £0.4m underspend is due to a combination of factors; reducing payments to

clients by £0.1m and a £0.3m reduction in accommodation costs as a result of lower cost procurement.

	2014-15	2015-16	2016-17	2017-18	2018-19
Number of Cases	77	104	122	124	162
Number of Families (Adults)	58	78	92	101	89
Number of Dependants	146	224	222	200	216
Number of Adults	19	26	30	23	73

Commissioning and Integration

- Commissioning and Integration underspent the £9.2m net expenditure budget by £0.9m. Of this, £0.2m relates to re-invested Public Health funding incurred in-line with Public Health Outcomes.
- Further underspends resulted from £0.2m in staffing vacancies, £0.4m of non-recurrent reduced grant payments across Carers and Health and Well Being and a £0.1m increase in rental income.

Strategic Director Health and Well-Being

- The Strategic Director (SD) Health and Well-Being overspent the £2m net income budget by £4.3m due to the following:
- The budget saving of £2.1m relating to efficiencies in the contracting regime of all discretionary services (5A7) remains unachieved at 31st March 2019. It has not been allocated to specific budgets as it was unclear where the saving was to derive from and therefore was held within the SD budget area. This pressure has been addressed on a recurrent basis through the 2019-20 budget process.
- There is also an additional £0.5m cost in 2018-19 as a result of an agreement to pay the CCG for a further year in relation to a CCG re-basing saving (4PH9); this is a non-recurrent pressure as the agreement relates to 2018-19 only.

Safeguarding

- The Safeguarding and Mental Capacity Act (MCA) function overspent the £0.9m net expenditure budget by £1.5m. Of this, £1.2m is a staffing overspend due to recruitment to unfunded posts and additional capacity obtained through agency staff to address the Safeguarding and MCA pressures within the department.
- A business case for an additional £1m has been approved through the 2019-20 budget process to address this recurrent pressure; the level of expenditure should reduce as permanent posts are recruited to.
- In addition, at the year end a £0.3m provision was accounted for in relation to a potential IR35 liability for Best Interest Assessors employed as agency workers.

2.1.2 Health and Wellbeing – Public Health

Health and Wellbeing – Public Health

- Public Health underspent the £0.7m net expenditure budget (£44.6m gross expenditure budget) by £0.2m due mainly to reduced expenditure within the Environmental Health Service.

- The service delivered £3.8m (88%) of the in-year savings target of £4.4m. Unachieved savings were the £0.5m CCG Rebasing saving (4PH9), as the SD Health and Well Being agreed to provide funding for a further year, and a £40k saving (4PH11) linked to a management restructure which was unachieved, however compensating savings from salary underspends elsewhere in the service were made.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health reserve. An under spend of £0.4m has been transferred to the Public Health reserve to use towards Public Health outcomes.
- The total annual funding from DoH will reduce from £41.8m to £40.7m in 2020-21 and Public Health continues to plan for the reductions.

Public Health

- Public Health has planned budget reductions of £1.310m between 2019-20 and 2020-21. To achieve this, the department is currently subject to a restructure. The new structure will comprise of 3 main themes – Children and Young People, Living Well and Healthy Places and will be under pinned by commissioning support, health protection, health care and public health and health intelligence/analytical.
- The new structure comes into effect on 3rd June 2019 and provides the opportunity for staff to cross cut across all areas of Public Health to be able to respond better to changing priorities. This will enable Public Health to be able to demonstrate how we add value to council priorities, council teams and the district.

0-19 Children's Service

- The 0-19 Childrens Service has recently been commissioned and will commence on 1st August 2019. The service incorporates health visiting, school nursing and oral health provision placing focus on prevention and early intervention, ensuring consistency of early help offer and embedding full partnership working. The aim of the service is to improve the health and wellbeing of babies, children, young people and families from pre-conception, antenatal, birth, up to 19 years with transitional support for children and young people with Special Educational Needs (SEN) and/or Disabilities (SEND) up to the age of 25 years.

Drugs & Alcohol Misuse – Adults and Young People

- The Substance Misuse Recovery Service for adults works with any individual with a substance misuse issue, their families and concerned others. The service commenced in October 2017 replacing 14 separate services. Public Health are working with the provider to increase the number of individuals in treatment and reduce the proportion of opiate users in treatment 6 years or more which is currently above national average.
- A community pharmacy needle exchange service which provides wide coverage across the district has been commissioned to reduce harm and minimise the risk of infection and damage to service users and communities.
- An internal prevention and early help team has been developed targeting young people in schools in high priority areas, the service is called Alcohol Drugs Education Prevention Team (ADEPT). A specialist young person's substance misuse service is currently out to tender.

Living Well Programme

- Living Well is a whole systems approach incorporating 3 core work streams; Living Well people, Living Well Societies and Living Well Environments (businesses, food retailers, schools). Living Well is an approach to tackle rising levels of obesity, low levels of physical activity, smoking, excessive alcohol consumption and ill health such as diabetes and heart disease that often occur as a result of lifestyle behaviours and will launch on 22nd June 2019. Its aim is to reduce preventable mortality and ill health by making it easier for people in the District to adopt healthier lifestyles, behaviours and be better able to care for themselves.

Sexual Health

- Sexual Health remains one of the mandated areas of Public Health. As part of the budget reduction proposals, a planned redesign of service with a full service review to assess need and service provision is to be undertaken during 2019-20 with recommendations for future provision. The service redesign is being undertaken with providers to ensure minimal disruption to front line services.

Smoking Cessation Services

- Smoking rates in the district are at the lowest ever recorded with universal access to stop smoking support provided across the Bradford District. Reducing smoking in pregnancy continues to be a priority; the partnership work in Bradford to achieve this was highlighted as good practice in November 2018 by the Health Secretary Matt Hancock at the launch of his '*Prevention is Better than Cure*' vision.
- Despite the decline in smoking prevalence locally, smoking remains the leading cause of preventable death and health inequalities. Sustained action is needed to continue to reduce smoking rates further with the vision for the Bradford District to inspire a smokefree generation; preventing young people from starting smoking and encouraging smokers to quit. Funding reductions in public health will impact on the universal offer of stop smoking support to all smokers. From April 2020 support will be targeted to those at the highest risk of tobacco related harm.

Wider Determinants

- A transformation programme has been established to scope new ways of managing and delivering a range of front facing services including customer services, welfare advice and housing options. The timescale in which reductions to Voluntary sector contracts are required will hamper the outcome/s of pilot activities which are needed to understand the impact of changes in the services with agencies and the public. Officers are trying to secure short term additional funds to extend the contracts for 6 months to ensure a smoother transition officers time to undertake the lead work.
- Negotiations with CCG and Adult Services have secured support from the Council's winter resilience fund of £20k and a continuation of the CCG funding of £30k for the Warm Homes Health People programme (WHHP).
- The Specialist Domestic Abuse and Sexual Violence service across the district are currently subject to a multi-agency tender project which hopes to award to a new provider by end of May 2019 The new contract will require considerable change in services; creation of a single access route; merging of sexual violence and domestic abuse services and a single integrated children's service across the board.

Environmental Health

- The service underspent the £0.5m net expenditure budget by £0.2m. A £40k saving, (4PH11) linked to a management restructure was unachieved, however compensating savings from salary underspends elsewhere in the service were made.

- The £0.2m under spend is within the Environment Health staffing areas due primarily to vacancy factor.

Public Health are in the process of recruiting a Principle Environmental Health Officer to help shape Environmental Health Services in light of the Public Health restructure.

2.2 Children's Services

- Children Services overspent the £53.6m net expenditure budget (£449.9m Gross budget) by £4.6m. In arriving at this position the service delivered £0.4m of the £0.5m approved budget savings.
- Contained within the budget is £309.9m of gross expenditure in relation to schools which is primarily funded from the Dedicated Schools Grant.

	Gross expenditure			Income			Net expenditure		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Children's Services	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.5	0.5	0.0	-	-	-	0.5	0.5	0.0
Children's Social Care	78.1	85.2	7.1	-6.3	-7.4	-1.1	71.8	77.8	5.9
Performance, Commissioning & Partnerships	32.9	30.9	-2.0	-54.9	-53.1	1.7	-21.9	-22.3	-0.3
Schools	307.7	309.9	2.2	-313.2	-315.4	-2.2	-5.5	-5.5	0.0
Education & Learning	30.7	28.5	-2.2	-21.9	-20.8	1.1	8.8	7.7	-1.1
Total	449.9	455.0	5.0	-396.3	-396.7	-0.4	53.6	58.2	4.6

2.2.1 Children's Social Care Service

- Children's Social Care overspent the £71.8m net expenditure budget by £5.9m. The overspend was largely attributable to;
 - Increases in the overall numbers of Looked after Children (LAC) and Children requiring support impacting on the cost of Purchased Placements (£4.1m overspend); Fees and Allowances (£0.3m overspend), and Social Work (£2.7m overspend) resulting from difficult to fill vacancies being covered by Agency staff.
 - The service was inspected by Ofsted in September 2018 and received an Inadequate judgement. In response to this judgement, the Council has established an Improvement Board in the Office of the Chief Executive; developed an Improvement Plan and allocated resources to support the Improvement Plan. Ofsted will monitor the service progress with a full re-inspection in two years.
 - The service spent £3.8m in 2018-19 across the service on agency staff to fill vacant roles. At the start of the financial year, the service was spending approximately £150k per month on Agency staff, however by year end this increased to over £500k per month.
 - The inspectors acknowledge that Bradford is taking action to overcome issues of recruitment and retention which are a result of national social worker shortages. This financial pressure has been addressed in 2019-20 through the budget process with funding allocated for social workers and addressing pay levels in Bradford.
 - Increases in costs have resulted partly from risks which attract a higher cost package of care (e.g. Child Sexual Exploitation, Children going missing, violent aggressive behaviour and self-harm amongst others).
 - The table below shows the overall increases in the average number of Children receiving support which is contributing to the budget overspends.

Type of Placement	12-13	13-14	14-15	15-16	16-17	17-18	18-19
Placed with Parents	90	82	84	86	119	117	129
Placed for Adoption	39	53	63	38	24	25	26
Friends and Families	201	189	218	206	232	235	301
Foster Parents	386	383	349	365	365	371	354
Fostering Agencies (Ext)	39	37	32	32	38	57	88
Residential Care	60	70	68	63	58	51	45
Residential Care (Ext)	40	41	46	50	47	42	42
Other *	34	32	37	34	48	62	68
Total Looked After Children	889	886	897	874	931	960	1,053
Residence Orders	78	81	65	69	59	46	40
Adoption Orders	213	224	270	271	260	247	239
Special Guardianship Orders	122	157	240	277	304	320	338
Total Chd in Permanent Arrangement	413	462	575	617	623	613	617
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,670

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

- Though the above table shows the average numbers of Children receiving support across the year, the service had 1,160 Looked After Children at the year end, indicating that the average numbers are likely to continue to grow further in 2019-20.
- Despite, the growth it should however be noted that benchmarking information indicates that Bradford had relatively low levels of Looked After Children (70 per 10,000), compared with a statistical neighbour average of 84 and national average of 64 per 10,000 Children at the date of the last benchmark in 2017-18. Though continued growth since then is likely to have reduced this gap.

Looked After Children – Purchased Placements

Purchased Placements overspent the £8.1m net expenditure budget by £4.1m.

- A Purchased Placement is an independent fostering placement, an external residential placement, a leaving care placement, or secure residential provision.
- There are several issues contributing to the pressure on purchasing external placements:
 - A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
 - An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated, has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
- The table below outlines that costs increased by 37.2% in 2018-19 and delivered higher numbers of care nights. Since 2013-14 the net cost of Purchased Placements has increased by 85%.

Gross Costs £000s	6,686	6,320	9,150	9,130	10,137	13,331
Income £000s	(104)	-	(592)	(600)	(1,247)	(1,138)
Net Costs £000s	6,582	6,320	8,558	8,530	8,890	12,193
Foster care Purchased Nights	16,775	12,941	12,320	13,632	20,093	32,072
Secure Residential Care Nights	443	289	770	676	549	283
Residential Nights Purchased	14,125	13,156	17,829	18,506	14,783	15,189
Leaving Care Supported Nights	1,641	3,204	3,899	3,542	5,532	7,388
Total	32,984	29,590	34,818	36,356	40,957	54,932
Cost per Purchased Foster care Week £s	813	792	791	801	851	810
Cost per Secure Residential Week £s	4,215	5,152	3,381	4,416	4,119	4,612
Cost per Purchased Residential Care Week £s	2,037	2,226	2,421	2,444	2,440	2,908
Cost per Leaving Care Supported Week £s	827	1,003	1,076	1,349	1,310	1,894

- The number of purchased foster care nights increased by 60%, the number of purchased Leaving Care nights increased by 34% and the number of purchased residential care nights increased by 3% in 2018-19. There was also a 48% reduction in secure residential care nights.

Fees and Allowances

- The in-house Fees and Allowances budget of £18.1m for Looked After Children and Children in Permanent Arrangements overspent by £0.3m due mainly to a 6% increase in number of Special Guardian Orders in 2018-19.
- The table below provides a breakdown of the cost of the different placements.

	14-15	15-16	16-17	17-18	18-19
Gross Costs £000s	18,496	18,436	18,890	18,386	18,389
Income £000s	(953)	(663)	(889)	(525)	(56)
Net Costs £000s	17,543	17,773	18,001	17,861	18,333
Average number of Adoption placements	270	271	260	247	239
Average number of Fostering placements	349	365	365	371	354
Average number of Friends & Family placements	218	206	232	235	301
Average number of Residence Order placements	65	69	59	46	40
Average number of Special Guardian placements	240	277	304	320	338
Overall Placements	1,142	1,188	1,220	1,219	1,272
Cost per Adoption Placement Week £s	225	233	254	245	256
Cost per Fostering Placement Week £s	554	518	492	492	494
Cost per Friends & Family Placement Week £s	222	233	242	232	213
Cost per Residence Order Placement Week £s	135	130	133	149	143
Cost per Special Guardian Placement Week £s	108	118	120	128	131
Average Cost per Placement Week £s	295	288	284	281	276

- The average placement cost has reduced by 2% compared to 2017-18 with the number of placements increasing by 4% in 2018-19.
- The 2019-20 budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend, and £0.6m for demographic growth.

Social Work - Care Management

- The service overspent the £11.9m budget by £2.7m mainly due to pressure on the social work staffing budget linked to difficult to fill vacant posts being covered by Agency staff.
- There are 142 Social Workers (132 full time equivalents) in Children's Social Care directly employed (excluding Agency Social Workers) by the Council as at September 2018. The service has been dealing with greater workloads in 2018-19

	2015-16	2016-17	2017-18	2018-19
Total Referrals per month	420	520	635	722
Total Assessments completed	8,412	10,570	11,091	11,177
Caseloads per Social Worker		16.5	18.0	19.0
Children subject to a Child protection plan	598	657	589	1,088

- At year end there were also approximately 45 Agency Social Workers.
- Department for Education Benchmarking information indicates that Caseloads per Social Worker (19) are now above the national (17.4) and regional averages (17.9).
- The 2019-20 budget includes an additional £1.0m for Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency, to address staffing issues in Care Management.
- The Council has also created a £6.5m one off Children's Investment Fund to support Children's Services respond to the Inadequate Ofsted inspection judgement for Children's Social Care

Children In-House Residential Homes

- The In-house Children Residential units overspent the £5.1m budget by £0.7m due to staff turnover, the use of agency staff, overtime and premises related costs.
- There has been an average of 45 Looked after Children placed in in-house residential/respite units during the financial year. 16,413 nights of care were provided at an average weekly cost of approximately £2,667.

Children with Disabilities

- The £4.5m budget overspent by £0.1m in 2018-19. The Children respite home/Home Support/Direct payments budget (£4.0m) was fully spent in 2018-19, but Children with Complex Health Disabilities Team (CCHDT) overspent their staffing budget by £0.1m.

Through Care and After Care Services

- Through and After Care services overspent the £5.9m net budget by £0.6m (£0.1m on staffing and £0.5m on placement costs). The service has continued to benefit by £0.2m from the Staying Put grant allocation which supports young people to continue to live with their foster carers once they turn 18 (the "Staying Put" duty). This duty came into force in May 2014.

	2015-16	2016-17	2017-18	2018-19
Gross Costs £000s	5,950	6,168	7,142	7,371
Income £000s	(253)	(493)	(1,098)	(935)

Net Costs £000s	5,697	5,675	6,044	6,436
No of Care Leavers supported	422	430	463	499
Average Cost per Week £	259	253	250	247

- The number of care leavers has increased by 6% in 2018-19 but the average cost has reduced by 1% in the same period.

Prevention and Early Help

- Prevention and Early Help Service was restricted in 2018-19 and the new service was operational from October 2018. The service is required to make budget savings in 2019-20 and 2020-21. The service underspent the £12.8m net budget in 2018-19 by £2.6m as outlined below.
- Early Help/Supervised contact service underspent the £2.3m budget by £0.4m on salaries.
- The Youth Offending Team has a break-even position for the year on a budget of £1.2m. The service also received £1.2m of grant income from the Youth Justice Board.
- Family Support Services underspent their £1.8m budget by £0.3m on commissioning services.
- The newly established Family Hubs incorporating the Children Centres had a £1.9m underspend delivered in preparation for the 2019-20 budget savings.

Innovation Fund (“B” Positive Pathways)

- Children’s Social Care Services started the delivery of the Innovation Fund (“B” Positive Pathways or BPP) programme in 2017-18. The Government allocated £3.2m of funding over 2 years to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care.
- The service spent £1.3m in 2018-19 in delivering the programme. The BPP has three key elements; Hub Home/Specialist Children’s Homes, Mockingbird Fostering Model and PACE model of care.

2.2.2 Performance Commissioning and Development

- Performance Commissioning and Development underspent the net budget of £21.9m by £0.3m.
- Bradford Children’s Safeguarding Board (BCSB) fully spent the £0.2m net budget. The service will be reported under the Office of Chief Executive from 2019-20.
- Child Protection Services fully spent the budget of £1.5m in 2018-19. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 1,088 plans at 31st March 2019 compared to 589 at March 2018.
- The Commissioning Team underspent by £0.2m due to staff vacancies and delay in recruitment.
- The Children’s Travel Assistance Service (TAS) budget of £10.6m underspent by £0.1m.
 - EDGE Public Solutions have been appointed to support the delivery of TAS budget savings across the Council (Children’s and Adults (Clients), and Passenger Transport Services in the Dept of Place (Providers)).

- The Council previously approved £5.94m of Travel related savings and to date only £1.17m have been delivered, leaving £4.8m outstanding.
- EDGE have reported that only £2.5m of the remaining £4.8m saving can be delivered over 3 years, meaning that £2.3m of savings will need to be addressed as part of the 2020-21 Council budget.
- Employment and Skills service has fully spent the £1.5m net budget in 2018-19.
- Bradford Opportunity area balanced its budget in 2018-19. Bradford is one of the Education Secretary's 12 Opportunity Areas (OAs) - these are social mobility 'coldspots' each receiving a share of £72 million to improve opportunities for young people in this community.
- Bradford will receive an allocation of £6m from the Opportunity Area funding plus a further £5.5m from the Essential Life Skills Funding targeted towards helping disadvantaged young people to develop life skills such as resilience, emotional wellbeing and employability.
- The £11.5m investment will be across the Education sector in Bradford, and the Bradford Opportunity Area Service has been allocated £7.0m of this funding for the programme.

2.2.3 Education and Learning Service

- The Education and Learning Service underspent by £0.9m as outlined below.

SEND and Behaviour

- SEND and Behaviour services overspent the £3.4m budget by £0.2m due to income generation requirements from September 2018. The service has been unable to fully trade and the full year shortfall of £0.8m has been addressed through the 2019-20 budget process.

Intelligence & Sufficiency

- The service reported a break-even position for 2018-19.

Education Safeguarding

- The Education Safeguarding net budget of £0.7m underspent by £0.2m due to income generation from penalty notices from school absences.

Education and Learning

- The Employment and Skills service underspent the £1.6m net budget by £0.5m due to staffing vacancies (£0.4m) and income generation (£0.1m).

Former Teachers/Lecturer Pension Payments/

- The £5.7m budget in relation to pension payments to former teachers and lectures underspent by £0.3m due to a reduction in the number of payments. The number of payments has reduced from 1,615 in April 2018 to 1,559 in March 2019. There was a further £0.1m underspend on non-staffing budgets (e.g Insurance, ICT licenses etc).

2019-20

- The budget for 2019-20 includes a £6.1m savings programme linked mainly to prevention and early help services. A restructure occurred in October 2018, and the

service is on track to deliver the savings in 2019-20.

- During 2019-20 there will be further Ofsted Monitoring visits. An improvement board has been set up in the Office of the Chief Executive to establish and deliver progress against the Improvement plan.
- An SEND inspection is also expected in 2019-20.
- Growth in the numbers of Looked After Children and high levels of Social Worker vacancies being covered by Agency staff, are likely to provide a high risk of further overspend in 2019-20.

2.3 Department of Place

Department of Place

- The department overspent the £103.2m net expenditure budget, (£166.7m gross budget) by £2.7m.
- The department's 2018-19 budget includes £5m of budget savings. £3.3m of these were delivered as planned. Of the remainder, budget has either been provided to cancel the saving or budget recovery plans have been put in place so that the underachievement won't recur in 2019-20.
- Better use of budget requests for deferred expenditure total £0.5m and have been detailed within the service narratives below.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Outturn £m	Budget £m	Outturn £m	Budget £m	Outturn £m	Variance £m
Directors Office	0.5	0.5	0.0	0.0	0.5	0.5	0.0
Waste, Fleet & Transport Services	41.2	43.2	-16.5	-16.2	24.7	27.0	2.3
Economy & Development Services	25.6	27.5	-11.3	-13.7	14.3	13.8	-0.5
Neighbourhoods & Customer Services	20.9	20.6	-9.8	-10.6	11.1	10.0	-1.1
Sports & Culture Services	46.2	53.6	-18.8	-24.9	27.4	28.7	1.3
Planning, Transportation & Highways	32.3	33.9	-7.1	-8.0	25.2	25.9	0.7
Total	166.7	179.3	-63.5	-73.4	103.2	105.9	2.7

2.3.1 Waste, Fleet & Transport Services

- Waste, Fleet and Transport Services overspent the £24.7m net budget (£41.2m gross) by £2.3m. The main area of overspend is within Waste Services and totals £2.7m, this has been offset by underspends within Fleet & Transport services and Licensing and Land Charges.
- Waste Services over spent the £25.4m net budget (£31.6m gross) by £2.7m, comprised of a £1.6m over spend on Waste Disposal, £0.9m over spend on Waste Collection and £0.2m unbudgeted spend on Waste Programme costs as outlined below which was required to continue to deliver major change in Waste Services.

Waste Disposal

- Waste Disposal over spent the £16.1m net budget (£17.5m gross) by £1.6m, mainly due to an over spend on residual waste disposal costs of £1.3m and an under achievement in income from sale of recyclable materials of £0.3m.
- Regarding disposal costs, actual residual waste tonnes of 136,000 tonnes exceeded budgeted tonnes of 123,000 by 13,000, resulting in the over spend.
- Kerbside residual tonnages reduced as originally anticipated with the introduction of Alternate Weekly Collections (AWC), however contamination issues, coupled with the methods by which recycling waste was processed, resulted in approximately 10,000 tonnes of kerbside collected recycling being disposed of as Waste.
- Disposal costs did however see a reduction from October as the service adopted an alternative approach to dealing with kerbside collected recycling.
- Following a soft market test to assess whether there were more cost effective ways of dealing with collected recycling, the service was able to source a local operator to deal with the waste, some of which had been previously delivered to contractors

outside the district. This resulted in virtually all kerbside recycling tonnes being processed more cheaply at our Materials Reclamation Facility (MRF), and also avoided additional haulage costs.

- This process change also included service improvements at the MRF where efforts were concentrated on separating out fewer materials, with the intention being to produce cleaner, better quality end products attracting higher sales figures. This also resulted in lower contamination, which equated to less residual waste to dispose of.
- This improved efficiency also saw a reduction in employee costs (agency staff) as it enabled the removal of a shift at the MRF.
- As illustrated in the table below, recycling initiatives including awareness campaigns in areas with high contamination, enforcing the bin policy and service improvements at the MRF), have resulted in a significant increase in recycling tonnage.
- The £0.3m under achievement in income was predominantly due to market forces, as sale prices have reduced significantly compared with previous years. External factors, such as the decision by the Chinese government to ban plastic waste imports, have contributed to this volatility and uncertainty.
- During 2017 a number of contracts with recycling merchants came to an end, and have been retendered, but the service has also endeavoured to attain best prices possible by using a monthly spot market (for paper) whereby several bidders are invited to submit prices and the best option is selected, with no commitment to long term contracts at present.

Waste Disposal	2016-17	2017-18	2018-19
Gross Costs £000s	18,300	18,982	20,107
Income £000s	-1,441	-1,066	-1,232
Direct Net Costs £000s	16,859	17,916	18,875
Direct Non Controllable costs	1,359	1,213	851
Corporate and Dept Recharges	779	616	685
Net Costs	18,996	19,745	20,411
Waste Collected as Recycling (Tonnes)	68,409	69,792	79,240
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	143,462	139,920	129,000
Total (Excl Trade Waste)	211,871	209,712	208,240
Trade Waste Tonnes (Funded by Trade Waste)	20,273	20,584	19,274
Total Municipal Waste Disposed of (Tonnes)	232,144	230,296	227,514
Gross cost per tonne (Excl Trade Waste)	£86.37	£90.51	£96.56
Net cost per tonne (Excl Trade Waste)	£79.57	£85.43	£90.64

Waste Collection

- Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, over spent the £6.8m net budget (£11.5m gross) by £0.9m.
- This £0.9m was largely due to a significant under achievement of budgeted savings.
- The combined £1.97m of savings over the last two years was predicated on a reduction of 13 collection rounds and management reductions; however, due to operational requirements and increasing property numbers the number of rounds has reduced by 7. The financial impact of this variance to plan is £0.9m.

- Going forward, there will be no scope to further reduce collection rounds and £1m has been added back to budgets in 2019-20 to address this pressure, and introduce a new waste collection round.
- Kerbside Residual Waste & Recycling Collections overspent the £7.6m net budget (£7.9m gross) by £0.9m, due to aforementioned underachievement of savings.
- Tonnage data indicates that methods deployed to enact the diversion of waste from the residual bin to the recycling bin are having the desired effect, with collected recycling tonnes increasing by 23% from 2017-18 to 2018-19.

Kerbside Waste & Recycling Collection	2016-17	2017-18	2018-19
Gross Costs £000s	7,882	7,165	7,476
Income £000s	-270	-307	-264
Direct Net Costs £000s	7,612	6,858	7,212
Direct Non Controllable costs	1,392	1,477	1,763
Corporate and Dept Recharges	874	1,022	914
Net Costs	9,878	9,357	9,889
Tonnes collected from Recycling bins	20,534	27,997	34,498
Tonnes collected from Waste bins	128,441	106,551	101,987
Kerbside Tonnes collected	148,975	134,548	136,485
Gross Cost per Tonne collected	£52.91	£53.25	£54.78

- Garden Waste balanced the £0.5m net income budget.

Garden Waste Collection	2016-17	2017-18	2018-19
Gross Costs £000s	630	618	584
Income £000s	-1,025	-1,112	-1,101
Direct Net Costs £000s	-395	-494	-517
Direct Non Controllable costs	34	54	46
Corporate and Dept Recharges	49	61	82
Net Costs	-312	-380	-389
Tonnes collected	8,085	8,622	6,866
Gross Cost per Tonne collected	£77.92	£71.68	£85.06

- Trade Waste under achieved the £0.3m net income by £0.1m, largely due to a shortfall in income.
- During 2018/19, intensive efforts were focused on tackling debt, particularly aged debt.
- A new invoicing system is currently being procured with the intention of improving service efficiency, enabling tighter controls on payments and avoidance of long term debt.

Trade Waste	2016-17	2017-18	2018-19
Gross Costs £000s	2,747	2,846	2,851
Income £000s	-3,210	-3,393	-3,168
Direct Net Costs £000s	-463	-547	-317
Direct Non Controllable costs	198	248	217
Corporate and Dept Recharges	139	181	158

Net Costs	-126	-118	59
Tonnes collected	20,273	20,584	19,275
Direct Net income per tonne	-£22.84	-£26.57	-£16.45

Licensing

- Licensing under achieved its £0.3m net income budget by £0.1m. It did however process more applications.

Licensing	2016-17	2017-18	2018-19
Gross Costs £000s	168	159	191
Income £000s	-437	-392	-422
Direct Net Costs £000s	-269	-233	-231
Number of licence applications	2,118	2,124	2,179

Land Charges

- Land Charges over achieved the net income budget of £0.3m by £0.2m. This was partly due to a one-off request for a housing portfolio where 900 requests were received from one client.

Land Charges	2016-17	2017-18	2018-19
Gross Costs £000s	69	78	70
Income £000s	-544	-277	-618
Direct Net Costs £000s	-475	-199	-548
Number of search requests	3,299	3,254	3,885

Emergency Planning

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

Emergency Planning	2016-17	2017-18	2018-19
Gross Costs £000s	180	214	225
Income £000s	0	0	0
Direct Net Costs £000s	180	214	225
Direct Non Controllable costs	12	19	20
Corporate and Dept Recharges	11	17	17
Net Costs	203	249	263

Fleet Services

- Fleet Services, comprised of Vehicle Workshops and Vehicle Services Management, balanced the £0.5m net income budget (£7.3m gross).

Fleet Services	2016-17	2017-18	2018-19
Gross Costs £000s	6,815	7,022	7,239
Income £000s	-7,662	-7,686	-7,731
Direct Net Costs £000s	-847	-664	-492

Direct Non Controllable costs	120	183	178
Corporate and Dept Recharges	541	524	441
Net Costs	-186	43	126
Number of jobs completed within 24 hours	11,320	10,278	9,663
% of jobs completed within 24 hours	86%	84%	83%
Total number of vehicles sent for testing	157	150	146
Number of vehicles passed	155	141	138
% MOT passed	98%	94%	95%
Benchmark comparator pass rate	90%	90%	90%
Cost of Fuel Issued £000s	2,010	2,105	2,205

Hackney Carriages

- The budget is ring fenced with any surplus or deficit during the year being transferred into/from the reserve.
- The number of safety inspections continues to increase due to the number of new drivers / vehicles being licenced.

Hackney Carriages & Private Hire	2016-17	2017-18	2018-19
Gross Costs £000s	975	1,142	1,222
Income £000s	-1,285	-1,398	-1,357
Direct Net Costs £000s	-310	-256	-135
Direct Non Controllable costs	45	76	79
Corporate and Dept Recharges	112	138	164
Net Costs	-151	-43	107
Number of Hackney carriage/ Private Hire safety inspections	3,688	4,052	4,247
Total Number of vehicles passed	2,372	2,769	3,003
% of vehicle inspections passed	64%	62%	71%

Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport balanced the £0.2m net budget (£1m gross).
- The number of client journeys has shown an increase since 2017-18 of 5%, but gross costs have risen by 6.7%, hence the increase in average cost per journey.

Adult Social Care Transport - Contracted	2016-17	2017-18	2018-19
Gross Costs £000s	1,029	945	1008
Income £000s	-836	-825	-1*
Direct Net Costs £000s	193	120	1,007
Direct Non Controllable costs	63	13	13
Corporate and Dept Recharges	70	65	48
Net Costs	326	198	1,068
Adult - Number of client journeys 000s	78.5	69.3	72.8
Avg number of Service users transported per day	154	138	145
Avg cost per journey	13.11	13.64	13.85
Avg cost per client per year £s	6,668	6,831	6,954

*Internal charging system to Adult Socail Care changed – Gross costs remain comparable.

SEN Children's & Adults In-House minibus transport

- The SEN Children & Adults Core In-house Transport service balanced the £0.2m net budget (£4m gross).

SEN Children & Adults Core Transport - In House	2016-17	2017-18	2018-19
Gross Costs £000s	3,297	3,224	3,425
Income £000s	-1,730	-1,675	-94
Direct Net Costs £000s	1,567	1,549	3,331
Direct Non Controllable costs	345	431	451
Corporate and Dept Recharges	-66	10	86
Net Costs	1,847	1,991	3,868
Children - client journeys	141,468	143,432	149,284
Children - Client numbers	366	370	371
Adult - client journeys	209,498	206,650	193,286
Adult - Client numbers	411	410	385
Total Client journeys	350,966	350,082	342,570
Total Client numbers	777	780	756
Avg Gross cost per journey £s	9.40	9.21	10.00
Avg Gross cost per client per year £s	4,243	4,134	4,530

SEN Children's Taxi Transport

- SEN Children's Taxi Transport balanced the net income budget of £0.2m as the service is recharged to Children's services.

SEN Children Transport – Contracted	2016-17	2017-18	2018-19
Gross Costs £000s	5,954	5,977	5,914
Income £000s	-856	-857	0
Direct Net Costs £000s	5,098	5,120	5,914
Direct Non Controllable costs	83	126	131
Corporate and Dept Recharges	284	251	326
Net Costs	5,465	5,497	6,371
Number of client journeys 000s	340,286	334,374	359,920
Avg number of Service users transported	879	797	816
Avg cost per journey	17.50	17.88	16.43
Avg cost per client per year £s	6,767	7,499	7,248

Training Division

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

2.3.2 Sports and Culture

Sports and Culture

- Sports & Culture overspent the £27.4m net budget (£46.2m gross) by £1.3m, largely due to overspends in Sports Facilities & Culture Policy & Events. Of the £1.1m

planned savings, £0.7m were delivered as planned. The unachieved savings relate to Sports and Culture Management Restructure & Future Operational Service Delivery - £0.2m, Events & Festivals, supporting a number of key activities & events - £0.1m and the Review of Tourism - £0.1m. The full year effect of these saving will be delivered in 2019-20.

Sports Facilities

- Sports Facilities overspent by £0.6m mainly due to the on-going requirement to utilise casual staff in support of the established structure. A budget recovery plan has been put in place to mitigate the overspend and deliver savings in 2019/20 & 2020/21.
- The opening of the new Sedbergh sports centre will reduce running costs and generate additional income. Richard Dunn and Queensbury are planned to close at the end of August 2019.
- There has been a noticeable increase in footfall at 3 of the Council's Gym's (Keighley, Richard Dunn & Thornton) resulting in increased levels of income. This is in addition to the additional income generated at Ilkley Lido due to the hot summer.
- The table below shows that Sports Facilities have had an increase in direct net costs, with both gross costs & income showing an increase over the previous 2 years. With higher attendances than in previous years, the direct net subsidy per attendance is continuing to show a decrease compared to prior years.

Sports Facilities	2016/17	2017/18	2018/19
Gross Costs £000s	8,319	8,364	8,566
Income £000s	(4,741)	(4,957)	(5,144)
Direct Net Costs £000s	3,578	3,408	3,422
Direct Non Controllable costs	1,747	1,865	3,245
Corporate and Dept Recharges	1,215	1,374	1,557
Net Costs	6,540	6,647	8,224
Total Attendances 000s	1,818	1,780	1,829
Gross Managed Cost per attendance	£4.58	£4.70	£4.68
Income Per Attendance	-£2.61	-£2.79	-£2.81
Direct Net Subsidy per attendance	£1.97	£1.91	£1.87
Bottom line subsidy per attendance	£3.60	£3.73	£4.50

Sports Development

- The service overspent the £0.3m net budget (£0.5m gross) by £0.1m mainly due to support that was provided for events such as the Tour De Yorkshire, the Dragon Boat Festival, support to programmes to create a more active and healthy district & support to capital scheme application and development plans.

Swimming Development

- The service underspent the £0.2m net budget (£0.4m gross) by £0.1m mainly due to increased school swimming income, and preparation for future budget savings.

Bereavement Services

- Bereavement Services underspent the £1.4m net income budget (£2.0m gross) by £0.1m.

- The Service has submitted a better use of budget request of £75k to support the funding of a temporary Project Officer & infrastructure repairs.
- The number of Burials & Cremations administered by the service has decreased slightly from 2017-18.

Bereavement Service	2016/17	2017/18	2018/19
Gross Costs £000s	1,860	1,945	2,031
Income £000s	(3,303)	(3,304)	(3,537)
Direct Net Costs £000s	(1,443)	(1,359)	(1,507)
Direct Non Controllable costs	101	(29)	127
Corporate and Dept Recharges	152	164	166
Net Costs	(1,190)	(1,223)	(1,214)
Burials and Cremations Administered	4,402	4,289	4,272
Income / Burials and Cremations Administered	£750.40	£770.25	£828.03

- The service is working on a £17m capital scheme to replace cremators in the coming years.

Theatres

- Theatres balanced the budget, and achieved their allocated savings due to strict control of expenditure and increasing income.
- Highlights in the year included the Royal Shakespeare Companies first UK tour of Matilda which produced excellent attendance figures, as did Cameron Mackintosh's only Yorkshire date of "Miss Saigon" and last year's pantomime 'Aladdin'.

Theatres	2016/17	2017/18	2018/19
Gross Costs £000s	13,483	10,429	13,350
Income £000s	(12,912)	(10,012)	(12,438)
Direct Net Costs £000s	571	417	912
Direct Non Controllable costs	529	624	6,232
Corporate and Dept Recharges	1,157	829	854
Net Costs	2,256	1,871	7,998
Alhambra Ticket Sales	343,209	285,687	315,617
St Georges Hall Ticket Sales	0	0	8,839
Total Ticket Sales	343,209	285,687	324,082
Gross Managed Cost per ticket	£39.29	£36.51	£41.15
Income per ticket	-£37.62	-£35.04	-£38.38
Net Managed subsidy per ticket	£1.67	£1.45	£2.81

- The £9.8m major refurbishment of St George's Hall also completed in year, and the venue re-opened on 15th February 2019 with Barbara Dickson at the first concert. The venue has since been awarded the Best Public Service Building at the Local Authority Building Control (LABC) Building Excellence awards.

Community Halls

- Community Halls overspent the £0.1m net budget (£0.1m gross) by £0.1m.
- The service has undertaken a number of Community Asset Transfers to community organisations and the programme is expected to complete in 2019-20.

Community Halls	2016/17	2017/18	2018/19
Gross Costs £000s	396	296	81
Income £000s	(162)	(138)	(4)
Direct Net Costs £000s	234	158	77
Direct Non Controllable costs	108	413	89

Corporate and Dept Recharges	76	57	53
Net Costs	418	629	220
Total Sessions	4,393	4,006	*
Direct Net subsidy per session*	£53.27	£39.44	*
Bottom Line subsidy per session	£126.11	£198.95	*

* Data no longer published

Libraries Service

- As anticipated the service outturned with a small underspend against a net budget of £4.6m (£4.8m gross) having achieved savings of £0.1m (4E9) by reducing the number of libraries directly provided by the Council.
- Libraries are showing a continued downward trend in the number of visitors over recent years, however this is partially due to the number of libraries directly provided, and the changing nature of the Service where more people are renewing on line rather than visiting the Library.

Libraries	2016/17	2017/18	2018/19
Gross Costs £000s	4,050	4,230*	3,541
Income £000s	(107)	(208)	(101)
Direct Net Costs £000s	3,943	4,022	3,440
Direct Non Controllable costs	330	471	1,333
Corporate and Dept Recharges	686	753	693
Net Costs	4,959	5,246	5,946
Books and Media Loans (Sitelib13)	1,072,853	1,000,810	1,009,299
Number of New Borrowers (Sitelib_08)	14,190	12,486	12,817
Number of Visits (Sitelib01)	1,362,386	1,231,005	1,149,066
Gross direct cost per visit	£2.97	£3.44	£3.08
Bottom line subsidy per visit	£3.64	£4.26	£4.76

*Includes one off costs associated with redundancies

Museums and Galleries

- The Museums and Galleries service over spent the £3.0m net budget (£3.2m Gross) by £0.2m due mainly to employee and premises costs.

Museums	2016/17	2017/18	2018/19
Gross Costs £000s	2,795	2,783	2,554
Income £000s	(572)	(476)	(225)
Direct Net Costs £000s	2,223	2,307	2,329
Direct Non Controllable costs	731	828	1,039
Corporate and Dept Recharges	475	588	570
Net Costs	3,429	3,723	3,938
Number of visits	211,922	228,186	274,214
Net direct cost per visit	£10.49	£10.11	£8.49
Bottom Line subsidy per visit	£16.18	£16.31	£14.36

- Overall, the increase in visitors from 2017-18 to 2018-19 is due to more events and better marketing of these events. Individual movements were due to the following:

Visits 000s	16/17	17/18	18/19	Increase	%
Industrial Museum	62	58	74	16	27
Cliffe Castle	60	73	84	11	15

Cartwright Hall	42	63	69	6	9
Bolling Hall	27	24	31	7	31
Art in the Park	21	12	16	4	34
Total	212	230	274	44	19

- Bolling Hall held a successful Halloween event which attracted a large number of visitors.
- Cartwright Hall has had the full year effect of the opening of the Hockney Gallery which opened in 2017-18.
- Cliffe Castle also had the grand opening of the park following a major improvement, resulting in more visitors at Cliffe Castle Museum.
- The Industrial Museum had its busiest Christmas Market to date.

Tourism Service

- The Tourism service over spent the £0.5m net budget (£0.6m gross) by £0.1m, linked to unachieved savings during 2018-19.
- Savings of £50k have been unachieved during 2018-19 for 4E7 (Remodel of visitor information & frontline services) which was due to the delayed closure of Saltaire and Haworth. Both were planned to be closed from March 2018, Saltaire closed on 15th April 2018 and Haworth closed on 6th January 2019. Staff working at these facilities were redeployed prior to the restructure profile of the service being agreed.

Tourism	2016/17	2017/18	2018/19
Gross Costs £000s	785	917	641
Income £000s	(96)	(95)	(83)
Direct Net Costs £000s	688	822	557
Direct Non Controllable costs	30	48	41
Corporate and Dept Recharges	118	157	80
Net Costs	836	1,028	678

Culture Policy & Events

- The service overspent the £0.3m net budget (£1.8m gross) by £0.6m. This was due to an unsuccessful year for Bingley Music Live, and a strategic requirement to support a number of key activities and events.
- Savings unachieved during 2018-19 for 4E8 (Sustainable & balanced events programme) were due to the involvement in supporting a number of additional key events that were not part of the services original programme.

Culture Policy & Events	2016/17	2017/18	2018/19
Gross Costs £000s	2,533	2,501	3,234
Income £000s	(906)	(1,383)	(2,325)
Direct Net Costs £000s	1,627	1,119	909
Direct Non Controllable costs	15	23	18
Corporate and Dept Recharges	134	117	207
Net Costs	1,776	1,259	1,133

2.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services underspent the £11.1m net expenditure budget (£20.9m gross budget) by £1.1m and delivered the £0.5m of planned savings.
- The under spend of £1m was achieved as a result of higher than expected revenues and staff vacancies within Uniformed Services, Customer Services and Street Cleansing.

Street Cleansing

- Street Cleansing under spent the £5.6m net budget (£5.8m gross) by £0.3m, as a result of lower than budgeted expenditure on employees (£0.2m) and transport (£0.2m), off-set by small over spends on premises, supplies and services and a slight under achievement of income, which totalled £0.1m.
- The service submitted three better use of budget carry forward requests.
 - Street Cleansing £90k; to facilitate community clean-ups to specifically tackle the problem of high street littering.
 - Street Cleansing £40k; to fund vehicle software that will improve route planning in street sweeping vehicles; the service had originally planned to procure the software in 2018-19 but this was put on hold following discussions with IT.
 - Street Cleansing £15k, in conjunction with the Environmental Enforcement Service; to deal with a large fly-tip of hazardous waste on private land. There is a possibility that funds could be recouped from the private land owner, but due to the nature of the waste and potential threat to public health, the Council will have to fund the works initially and have already engaged the services of a contractor to commence with the clearance
- £0.5m of savings are planned to be delivered in 2019/20.

Street Cleansing	2016-17	2017-18	2018-19
Gross Costs £000s	4,932	5,022	4,583
Income £000s	-175	-225	-139
Direct Net Costs £000s	4,757	4,797	4,444
Non Service Managed costs	861	1,030	1273
Corp & Dept Recharges	732	825	715
Net Costs	6,350	6,652	6,433
Spend per population per year (based on gross cost)	£9.28	£9.40	£8.60
Bottom line spend per head per year	£11.95	£12.45	£12.03

Environmental Services

- Environmental Services, comprised mainly of Environmental Enforcement, balanced the net £0.4m net budget (£0.5m gross).
- The Pest Control service ceased to exist from April 2018, and have been winding down operations.

Neighbourhood Services

- There has been a £0.1m overachievement of the net budget for Safer & Stronger Communities and Neighbourhood Support Services. The combined net income budget was £0.2m (£3.7m gross).
- Safer & Stronger balanced the £1.3m net income budget, supported by external funding from West Yorkshire Police and Crime Commissioner, and government.
- £2.7m income was received from the government to fund the Integration project in 2018-19. This is to enable work on integration in the Bradford district, including communication, engagement & workshops, working with young people and the refugee & asylum community. Of the £2.7m received £50k has been spent the remainder having been transferred into reserves.

Safer & Stronger	2016-17	2017-18	2018-19
Gross Costs £000s	2,751	2,665	2,914
Income £000s	-883	-1,455	-4,288
Direct Net Costs £000s	1,918	1,210	-1,373
Direct Non Controllable costs	36	85	84
Corp & Dept Recharges £000's	114	180	160
Net Costs £000's	2,068	1,475	1,129
Spend per population per year (based on gross cost)	£5.18	£4.99	£5.45

- Neighbourhood Support Services under spent the £1.1m net budget by £0.1m as a result of lower than budgeted employee costs.
- The service comprises of five Area Committees, covering the costs for Area Co-ordinators, Ward Officers and a fund for small grants to local organisations, schools, community groups and charities

Neighbourhood Service	2016-17	2017-18	2018-19
Gross Costs £000s	1,328	1,328	1,104
Income £000s	-1	-5	-25
Direct Net Costs £000s	1,323	1,086	1,080
Direct Non Controllable costs	86	127	96
Corp & Dept Recharges	203	349	385
Net Costs	1,616	1,799	1,561
Spend per head of population per year	£2.50	£2.48	£2.08

Uniformed Services

- Uniformed Services over achieved the £1.2m net income budget (£3.8m gross) by £0.6m. Revenues received in Uniformed Services from parking tickets, parking and bus lane fines exceeded the £5.1m budget by £0.5m.
- Savings of £0.2m were made on staffing costs through vacancy control.
- Further savings in 2019-20 of £0.3m are expected to be delivered as planned.

Uniformed Services	2016-17	2017-18	2018-19
Gross Costs £000s	3,483	3,425	3,656

Income £000s	-5,420	-5,176	-5,573
Direct Net Costs £000s	-1,937	-1,751	-1,916
Direct Non Controllable costs	201	272	354
Corp & Dept Recharges	552	559	620
Net Costs	-1,184	-920	-942
9301 Tickets	-1,930	-1,946	-2,076
9303 Contract Parking	-149	-129	-135
9343 Fix Penalty Fines	-1,932	-1,486	-1,597
9345 Parking Fines	-1,313	-1,469	-1,556
Other	-96	-146	-209
TOTAL Revenues	-5,420	-5,176	-5,573

Customer Services

- Customer Services under spent the £3.8m net by £0.1m.

Customer Services - Face to Face	2016-17	2017-18	2018-19
Gross Costs £000s	1,286	1,259	1,258
Income £000s	0	0	-129
Direct Net Costs £000s	1,286	1,259	1,129
Direct Non Controllable costs	77	117	112
Corp & Dept Recharges	-1,363	-1,376	-1,241
Net Costs	0	0	0
Total Face to Face contacts	128,117	135,390	167,200
Gross cost per contact	£10.04	£9.30	£7.54

Customer Services - Telephony	2016-17	2017-18	2018-19
Gross Costs £000s	1,776	2,043	2,329
Income £000s	0	0	-12
Direct Net Costs £000s	1,776	2,043	2,316
Direct Non Controllable costs	81	140	162
Corp & Dept Recharges	-1,857	-2,148	-2,467
Net Costs	0	0	0
Calls Answered 000s	753	792	686
Calls Offered 000s	947	912	829
% Answered	80%	87%	83%
Gross Cost per Call answered	£2.36	£2.58	£3.40

- The direction of travel for Customer Services is to reduce Face to Face contacts, and increase telephony, improve the website and automate high volume, low complexity calls.
- However, in 2018-19 the Department of Work and Pensions funded the service to support customers claiming Universal Credit which increased the number of people visiting Face to Face offices. The team are also managing the Bradford Leisure Card application process.

Youth Service

- The Youth Service balanced the net £2.4m net budget (£2.9m gross)
- The service was supported by £0.4m in grants and contributions during 2018-19 and funds have been secured for the next two years. The Creative Grant programme started in 2017-18 and is set to continue into 2019-20. The programme delivers support to 800 young people with mental health problems.

- The service received £0.1m from the Education Opportunities Fund which has been granted for 3 years. This is to be used to promote activities that will improve social mobility outcomes of children and young people, to provide targeted support that addresses social mobility barrier and support activities that seek to improve personal development; including a focus on mental health, future aspirations and communication skills.

Youth Service	2016-17	2017-18	2018-19
Gross Costs £000s	2,772	2,414	2,844
Income £000s	-176	-365	-459
Direct Net Costs £000s	2,596	2,049	2,385
Direct Non Controllable costs	484	299	304
Corp & Dept Recharges	588	478	689
Net Costs	3,669	2,826	3,378

2.3.4 Economy and Development Services

- The service underspent the £14.3m net budget (£25.6m gross) by £0.5m, and achieved the £0.2m of targeted savings.
- There were £15.2m reserves within Economy and Development Services at the start of 2018-19, inclusive of Markets. A number of transfers were made during the year including surplus rental income on Housing Development and Housing Strategy, HMO Licensing within Housing Operations, and a number of smaller movements within Economic Development. The balance at the end of the financial year was £15.1m, comprising of; Service Earmarked Reserves (£6.1m), Corporate Earmarked Reserves (£6.5m), Capital Reserves (£0.4m) and Grant Reserves (£2.1m).
- Two Better Use of Budget requests have been submitted by Economic Development. The first due to the delays outlined above relating to the Adventure programme which subsequently has impacted on the development of the Community Enterprise Support commissioning (£0.2m) and the second to create a resource to fund costs associated with developing the Future High Streets Fund programme and preparing bids to the Stronger Towns Fund (£0.1m).

Housing Operations

- The service ended the year with a £0.1m underspend. This was due to an underspend on employee costs due to vacant posts as well as an over-achievement on the Disabled Facilities Grant (DFG) agency fee income.

Housing Operations	2016/17	2017/18	2018/19
Gross Costs £000s	1,145	1,514	1,643
Income £000s	(419)	(829)	(551)
Direct Net Costs £000s	727	685	1,092
Direct Non Controllable costs	1,509	213	221
Corporate and Dept Recharges	270	284	398
Bottom line Net Revenue Costs/(Income)	2,506	1,182	1,711
Disabled Facilities Grants Cumulative £000s	3,681	4,242	4,147
No of Long Term Empty Homes in the district	3,944	3,931	4,090
No of Long Term Empty homes bought back into use	4,784	4,559	5,037
No of Long Term Empty homes bought back into use by Service intervention	114	75	125

Number of service requests - Empty Homes	456	335	299
Number of service requests - Housing Standards	1,727	1,834	2103
No of Housing Standards inspections	1,219	1,136	1492
Number of Disabled Facilities Grants enquiries	561	532	570
Number of Disabled Facilities Grants completed	317	323	308

- There has been a continued trend in the increase in requests for service from the Housing Standards team which deals with the enforcement of housing standards in the private rented sector (PRS) with a 15% increase in requests received in the last year.
- The extension of the mandatory licensing scheme for Houses in Multiple Occupation (HMOs) has further increased pressure on the service during 2018-19.
- In the aftermath of the Grenfell tragedy, the Housing Operations team has been given enforcement responsibility for the replacement of defective cladding on high rise residential buildings. Officers within the team are working closely with officers from Building Control and the West Yorkshire Fire and Rescue Authority to inspect affected buildings in the district in order to ensure the removal of the defective cladding.
- Officers are also working closely with the Ministry of Housing, Communities and Local Government (MHCLG) on this issue. This is an extremely resource intensive area of work due to the very complicated ownership structures of these buildings and the size and complexity of the construction.
- Delivery of this significant additional workload has had to be accommodated within the existing service as no additional resources have been made available.
- The service will take on further new statutory responsibilities relating to minimum energy efficiency standards during 2019-20.
- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, has continued to increase with an average of 48 new referrals/month being received by the Housing service during 2018-19. This has resulted in a significant increase in the number of active DFG cases in the system, such that there are currently over 550 live cases with an estimated value of £5.6m in the pipeline.
- The indications are that demand is likely to continue at a similar level during 2019-20 in line with the strategy of keeping people independent for longer.
- Whilst the number of completed DFGs reduced slightly (by 5%) in 2018-19 the Service has in fact assisted an increased number of clients with major adaptations as the service has also funded 27 stairlifts and 50 Ceiling Track Hoists through the Government grant allocation but outside of the DFG process.
- The empty homes team have significantly increased the number of long term empty properties that have been brought back in to use through their intervention compared to last year (+67%). This increase represents a 11% increase compared to three years ago (2015/16). This work not only brings properties back into use, but also contributes to the New Homes Bonus that the Council receives.
- The Housing Operations team delivers the Council's financial assistance programmes for vulnerable homeowners. Assistance is offered through equity share loans with a minimal grant available as a last resort where no equity is available. The number of enquiries received in the last year was 52% higher than 3 years ago

(2015-16). Over the same period the number of homeowners receiving assistance has increased by 77%.

Housing Development

- The service balanced the £0.3m net revenue budget. The work of both the Empty Homes and Housing Development and Enabling teams contributes towards the Council's New Homes Bonus (NHB) which will result in a NHB payment of £13.2m for 2018-19.

Housing Development	2016/17	2017/18	2018/19
Gross Costs £000s	4,855	5,197	5,612
Income £000s	-4,614	-5,162	-5,590
Direct Net Costs £000s	241	35	22
Direct Non Controllable costs	1,095	4,081	4,129
Corporate and Dept Recharges	38	122	191
Bottom line Net Revenue Costs/(Income)	1,374	4,238	4,342
NI155 No of affordable homes delivered	194	232*	
CIS_05 NI154 No of additional homes (net)	1,488	1,642*	

*2017/18 figures currently still being reviewed. 2018-19 figures to be published

- The Council has delivered just short of 300 new council homes for affordable rent since 2011.
- There are currently 3 new build housing schemes on site delivering 120 new Council homes. These will all complete in 2019-20.
- Developments onsite include an extra care housing scheme in Oakworth, Keighley and 69 one and two bedroom apartments offering older people independent living and support when required.
- Alongside the extra care scheme, a residential care facility offering respite and 50 community care beds is also underway. Funding from the Department of Health of £2.76m has been secured through Homes England to support the delivery of the extra care element of the scheme.
- Delivery of new homes and affordable homes is increasing year on year. Delivering housing growth within the District to meet the target of 8,000 new homes by 2020 continues to be a challenge, as it is reliant on market forces but the Council seeks to work collaboratively with stakeholders to facilitate and support growth.
- In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Options and next steps are being considered.

Housing Strategy and Access

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

Housing Strategy Access to Housing	2016/17	2017/18	2018/19
Gross Costs £000s	2,625	3,757	4,234
Income £000s	(434)	(2,042)	(2,373)
Direct Net Costs £000s	2,191	1,715	1,861
Direct Non Controllable costs	129	195	201

Corporate and Dept Recharges	687	616	850
Bottom line Net Costs/(Income)	3,007	2,526	2,911
Bed & Breakfast nights commissioned	5,934	6,710	9,403
No of Households in Temp Accom	968	928	1,043
Average Bed & Breakfast Stay Length	9.0	11.18	12.14
Number of approaches	8,176	9,066	9,484
Total Prevention Cases	4,762	4,750	1,944
No of Successful PR Outcomes	4,054	3,889	1,300
Private Tenancies Started	132	155	240

- 9,484 homelessness prevention cases were started during 2018-19 which is in line with the upward trend of rising homelessness. The Homelessness Reduction Act was introduced in April 2018 to reduce homelessness but unless wider factors such as welfare reform Universal Credit, and related service reductions (eg mental health services) are tackled it is unlikely to have any significant impact.
- In 2018-19, 240 new private tenancies were created overall for customers in housing need. This consisted of 231 general PSLS lets 16 Direct Lets and 7 Housing First. The scheme actively promotes the service, and recruits new landlords/agents onto the scheme.
- During 2018-19 there were 9,403 nights of Bed & Breakfast used – a significant increase from 2017-18 (6,710 nights). Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of Local Authorities nationally. Average stay in B&B also went up from 11 nights in 2017-18 to just over 12 nights, but operational changes during the year means it is now on a downward trend with the month of March 2019 showing just under 6 nights.
- The Council resettled 102 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2018-19. The scheme is delivered in partnership with Horton Housing Association.
- The number of clients who received housing related support for 2018-19 through our commissioned provision total 1,225 in the form of hostel based and floating support which includes services provided to young people at risk, homeless, complex and multiple need and high risk offenders.
- In addition, refuge based support was provided to 75 victims of Domestic Abuse, which contained households with 304 children. Resettlement support for the victims was provided for 124 people. A review of Housing Related Support is currently underway which is expected to help shape future commissioning arrangements.
- In 2018-19 the No Second Night Out service provided emergency short term accommodation to 160 people at Discovery House, 117 people left the service in a planned way. Outreach workers engaged with 174 rough sleepers, 86 of whom were provided with accommodation.
- NSNO also provided emergency accommodation to rough sleepers over the extended winter period for 117 people, with a total of 258 bed-spaces when the temperature fell below zero as part of our cold weather provision. NSNO was able to provide settled accommodation for 39 of cold weather clients.

- The Council has recently started a major review of the Housing Strategy, *A Place to Call Home*, and a separate Homelessness & Rough Sleeping Strategy. Extensive consultation with partners and stakeholders are currently taking place which will lead to revised strategies by December 2019 setting out our approach to meeting key housing and homelessness challenges beyond 2020.

Education Client Services

- In delivering the Council's strategic education investment priorities, the team ended the year balancing their net budget of £1.7m.

Education Client Services	2016/17	2017/18	2018/19
Gross Costs £000s	1,547	1,505	1,681
Income £000s	(17)	(131)	(32)
Direct Net Costs £000s	1,530	1,374	1,649
Direct Non Controllable costs	82	112	114
Corporate and Dept Recharges	190	167	185
Bottom line Net Costs/(Income)	1,800	1,652	1,048

- ECS has a team of professional specialists in Project, Programme and Contract Management. The team manages the contractual arrangements of the Private Finance Initiative schools encompassing 7 secondary and 3 Special Educational Needs schools.
- The team also leads on academy conversions, school expansion projects, major school repairs and crossing patrols and bids for funding to create new facilities. Pupil Place Planning was managed by ECS until the 1st April, but it has now moved to another service area. In recent years the team has also led on major corporate projects such as Swimming Pools, St Georges Hall, the Odeon, Markets relocation, Coroners Court and City Hall projects.
- Each Year ECS manages 2 multi-million pound grants from the DfE. Basic Need is used to expand schools to meet demand from increasing pupil numbers. The School Condition Allocation Grant is used to pay for major capital improvements identified in school condition surveys.

ECS Team Activity	2010-2018 delivered	Outturn 2018-19	Future Years
Number of Schools Expanded	55	4	17
School Expansion Projects Delivered (in phases)	118	0	0
Number of New School Places Created	8,582 to date	267	1,791
School Expansion Capital Spent	£130.2m	£2.5m	£26m
Number of Major Schools Repair Projects	165	46	94
Major School Repair Capital Spent	£23.5m	£3m	£7.4m
Academy Conversions Completed	75	17	9
School Crossing Patrols Maintained	94	95	95
Swimming Pool Schemes		1	
PFI Contract Deductions Administered	£3.690m + £150,000 disputed	£160,000 +£40,000 disputed	Unestimatable
PFI contract change notices	2,054 to date	165	Unestimatable
Additional Schemes Delivered: <ul style="list-style-type: none"> • 2YOO (2 year old offer) • UIFSM (Universal Free School Meals) • PRU (Pupil Referral Unit) • 30 Hour Offer Nursery Places 	102 schemes (£7.7m) 66 schemes - £4.3m 33 schemes - £1.96m 2 scheme - £1.39 5 schemes £487k	Healthy Pupil Capital Fund £87k	Healthy Pupil Capital Fund balance £241k
Grant Income Secured	£114m		
New schemes for Place	St Georges Hall - completed Odeon – started April 2018	St Georges Hall - completed Markets Relocation - ongoing Odeon - work ongoing Coroners Court - ongoing	City Hall Bid On-going £9m £22m £4.5m

Economic Development

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

Economic Delivery

Economic delivery ended the year with an underspend of £0.2m against the net budget. Over half of this was due to the WYCA Secretariat being covered by the Business Rates pool rather than revenue budget, with the remainder being made up of smaller underspends – the largest of which was due to a vacant post not yet having being filled.

Economic Delivery	2016/17	2017/18	2018/19
Gross Costs £000s	2,256	1,682	464
Income £000s	(340)	(819)	(223)
Direct Net Costs £000s	1,916	863	241

- The team secured further external funding to deliver the Enterprise Europe Network service, providing support for businesses wanting to trade in Europe and beyond.
- EDS led on the development of a Master Delivery Plan for the area known as City Village, supporting an initiative to create a new community in the heart of the city centre.

Economic Development Programmes

Economic Development Programmes came in at £0.1m underspent against its net budget. A significant amount of the unspent budget is used to match fund ESIF calls. WYCA has delayed issuing calls which has impacted on the Services ability to spend the funds. The service has requested Better Use of Budgets for this as well as business growth funds. The carry forward would allow added value as additional match funding can be drawn down allowing the scale of support to be increased beyond the current budget provision.

Economic Development Programmes	2016/17	2017/18	2018/19
Gross Costs £000s	2,213	1,843	1,558
Income £000s	(125)	(132)	(152)
Direct Net Costs £000s	2,088	1,711	1,406
Direct Non Controllable Costs £000s	319	71	92
Corporate & Dept Recharges £000s	118	98	87
Net Costs	2,525	1,880	1,585

- EDS are responsible for large scale initiatives supporting the local economy. Among these are the City Centre Growth Scheme, The District Growth Scheme and the Leader Programme.
- The Team have provided Accountable Body support for the two Community Led Local Development Programmes in Bradford Central and Keighley. The programmes are now live and calls for activity are being issued.
- A successful bid to the Open Door's Scheme will see Bradford as pilot area for this Government initiative. The team have also delivered on the submission of a bid to the Future High Streets Fund, the outcome of which will be announced in Summer.

- The service has submitted a BUB request for the Adventure programme which subsequently has impacted on the development of the Community Enterprise Support commissioning (£0.2m).

Business Investment & Enterprise

Business Investment & Enterprise balanced their net budget of £0.3m.

Business Investment & Enterprise	2016/17	2017/18	2018/19
Gross Costs £000s	273	238	404
Income £000s	(48)	(85)	(124)
Direct Net Costs £000s	225	153	280
Direct Non Controllable costs	20	27	32
Corporate and Dept Recharges	26	20	29
Net Costs	271	200	340

- The Inward Investment team work with a number of existing larger businesses both foreign and overseas owned to facilitate significant investment in the district. 600 businesses were supported over the period leading to over £40 million investment.
- A second 'Northern Max' business accelerator programme, part-funded through Ad: Venture, has been commissioned and is providing an intensive market-access focussed support for digital start-ups

Programme Delivery

Programme Delivery ended the year with a small underspend of £38k due to a vacant post.

Programmes Delivery	2016/17	2017/18	2018/19
Gross Costs £000s	318	257	155
Income £000s	(9)	(29)	(31)
Direct Net Costs £000s	309	228	124
Direct Non Controllable costs	15	16	10
Corporate and Dept Recharges	38	65	70
Net Costs	362	308	204

- The team actively supported the development of the Business Improvement Districts for both Bradford and Ilkley and will continue to support and work collaboratively with the newly formed companies.

Regen Development

Regen Development ended the year with a small underspend on £49k, most of which was attributed to a vacant post.

Regen Development	2016/17	2017/18	2018/19
Gross Costs £000s	317	345	399
Income £000s	(84)	(319)	(87)

Direct Net Costs £000s	233	26	312
Direct Non Controllable costs	19	20	-118
Corporate and Dept Recharges	18	37	23
Net Costs	269	83	217

- The team are currently undertaking a procurement process to secure a suitable development partner for the One City Park development, to be appointed later in 2019.
- Work on the Baildon Business Park development was completed in December 2018. All the units are now either occupied or under offer, providing approx 150,000 sq ft of new commercial floor space.
- EDS Delivery team have continued to support the development of the Enterprise Zone sites and have recently commissioned land use studies for the creation of new Business Development Zones in Bradford, Keighley and Shipley.

Markets Service

- The Markets Service under achieved the £0.8m net income budget by £0.3m due mainly to increases in vacant market stalls at the indoor and outdoor venues. This has meant not only a loss of income but in the case of indoor markets increased expenditure in terms of increased Business Rates liabilities. Council policy is for the surplus or deficit balance on the markets account to be paid into or out of the Markets Reserve. The closing balance on the reserve reduced in 2018-19 from £0.7m to £0.4m, with £0.3m being transferred out to cover the service's underachievement.

Markets	2016/17	2017/18	2018/19
Gross Costs £000s	1,765	2,030	1,838
Income £000s	(2,703)	(2,566)	(2,484)
Direct Net Costs £000s	(938)	(536)	(646)
Direct Non Controllable costs	97	(1,140)	191
Corporate and Dept Recharges	394	464	485
Net Costs	(446)	(1,212)	31
Avg Units Occupied	597	537	
Visitor Numbers 000s	5,562	5,233	
Gross Service Managed Cost per unit occupied	3,206	3,976	
Income per occupied unit	(4,553)	(4,797)	
Net Cost per occupied unit	(1,346)	(821)	
Bottom Line Net Cost per occupied unit	(486)	(2,052)	

- In recent years both the Oastler Centre and Kirkgate Markets have faced difficult trading environments. A number of reasons can be attributed to this but most significantly has been the changing nature of consumer shopping habits and a shift in the retail core which has been brought about by the opening of a new City Centre shopping destination at the Broadway Shopping Centre, which opened in November 2015 and the subsequent closure of the Morrisons Supermarket in April 2016.
- To address the on-going decline at both city centre markets, the Council is seeking to create a new Market and adjacent Public Realm at Darley Street, Bradford. When the new market opens, the Oastler Centre will be closed and market traders will be offered the opportunity to either relocate to the new Darley Street Market or the existing Kirkgate Market.

2.3.5 Planning Transportation and Highways

- Planning, Transport and Highways overspent the £25.2m net expenditure budget (£32.3m gross) by £0.7m.
- In 2018-19 PTH had a shortfall in income for Building Control Fees (£0.3m), higher than planned spend on both Street Lighting (£0.7m) and Highways Delivery Unit (£0.1m). Planning Fees produced a surplus of £0.2m and Planning & Transport Strategy underspent by £0.2m. Structural pressures in Building Control and the Highways Delivery Unit are to be subject to budget recovery plans in 2019-20.
- As a result of the mild winter, Winter Maintenance underspent by £40K

Policy/Local Plan

- The service continues to lead on the delivery of the Local Plan for the District and expenditure totalled £384K in 18/19. A further £466K is in reserve which is critical to progress the Local Plan in 19/20 towards a Site Allocation Plan for consultation, in particular putting in place external technical/specialist evidence/advice and the completion of the strategic transport model for the district.

Building Control Services

- Building Control under achieved the £1.2m Building Control Fees budget by £0.3m which represented an improvement of £0.1m compared to 2017-18.

Development Management

- Development Management underspent the £0.2m net budget by £0.2m. The Service collected £2.03m of Planning Fees in 2018-19 compared to £2.26m in 2017-18 which was a result of receiving fewer medium sized applications. The anticipated surplus as a result of the 20% increase has been reinvested to help deliver the allocation element of the Local Plan

Development Services	2016/17	2017/18	2018/19
Major Planning applications processed	83	83	86
Minor Planning applications processed	948	937	789
Other Planning application processed	2,593	2,410	2,399
Total	3,624	3,430	3,274

Highways Asset Management including Highways Delivery Unit

- The service overspent the £22.5m budget by £0.6m due to Highway Delivery Unit of £0.1m, Street Lighting £0.7m, a reduction in the Public Liability Insurance premium of £0.1m and a less than planned spend on Gully operations of £0.1m.

- Street Lighting operations and utilities energy costs were £0.7m above the £2.6m budget, this was mostly down to energy prices and pass through costs.
- Capital investment of £45m for the replacement of 59,000 lanterns and 17,000 street lighting columns over the next 5 years is expected to deliver energy reduction of at least 65% with energy savings of approximately £166m and maintenance savings of £23.6m over the next 50 years.
- Due to a mild winter, Winter Maintenance underspent by £40K. The operation used 6,446 tonnes of salt in 2018-19 compared to 18,800 tonnes in 2017-18. One off reduction of £0.1m in the Public Liability Insurance Premium helped to alleviate the pressure overall in Highways Asset Management
- The service maintains approximately 1,840kms of road. During 2018-19 more potholes were repaired as a result of the mild winter and capital expenditure on carriageway work was comparable to 2017-18 resurfacing approximately 90kms of highway.

	2017-18	2018-19
Capital Spend	£4.9m	£4.9m
Potholes repaired	8,290	8,671
Cat 1 Repair Jobs	210	187
Cat 2 Repair Jobs	3,981	5,087

- Highways services continued to work on the Challenge Fund schemes in conjunction with Kirklees MDC and the Urban Traffic Management Control Unit delivered Transport Management schemes with a Capital Funded Grant of £3.5m.
- Included in the above figure is the non-achievement of savings amounting to £0.2m
- (R19) - The £0.2m saving linked to Highways cost reduction from 2016-17. Progress has been made to reduce the energy load of street lighting which while delivering cashable benefits (£0.1m) was offset by price increases
- (3R13 and 3R14) – £0.1m savings relating to CCTV and Partial Street Lighting switch off were unachieved as the timing in modernising facilities affected CCTV. Discussions are still on-going into determining Corporate support for the Lone Working Application. Consultation arrangements regarding Street Lighting switch off have been abandoned due to the implementation of the Smart Street Lighting Project which will deliver these savings in 2019-20 and beyond

Transport Development

- Transport Development overspent the £0.4m net income budget by £0.2m which was due to a reduction in Network Resilience income. The street work permit scheme and associated income achieved £1.2m.
- Despite a challenging climate for front line highways services, Transportation Development officers are leading on the delivery of West Yorkshire plus Transport Fund projects. These major highways schemes form part of a regional capital programme to improve local infrastructure of which Hard Ings Road Improvement Project is scheduled to commence construction in May 2019 and Harrogate New Line Junction Improvement planned to start early 2020. Between 1st April 2019 to March 2021 forecast spend on Bradford's Transport schemes are expected to total £26.6m.
- The service are also leading on making the case for a City Centre Northern Powerhouse Rail Station. The work has been successful in Bradford being included on the preferred NPR route within the Transport for the North Strategic Transport Plan and the City Centre Options being included in the Strategic Outline Business Case for NPR.
- Included in the above figures is non-achievement of savings amounting to £0.03m.
- (5R2) – The £25K relating to increased charges for activities on the highway and review of the charging schedule is forecast to be unachieved.
- (4R11) – The £60K saving linked to the introduction of limited lighting hours is forecast to underachieve by £10K. The implementation of the Smart Street Lighting Project will ensure these savings are achieved in 2019-20

2.4 Corporate Resources

- The department underspent the £49.3m net expenditure budget (£260.5m gross budget) by £1.6m. £0.9m of underspends are proposed to be transferred to reserves or carried forward to 2019-20.
- £1.8m of budget savings are planned for 2019-20.

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Corporate Resources	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Resourc	0.3	0.3	-	-	-	-	-	-	-
Finance & Procurement	5.2	4.7	-0.5	-0.4	-0.5	-0.1	4.7	4.2	-0.6
Revenues & Benefits	171.8	165.9	-6.0	-166.8	-162.8	4.0	5.0	3.1	-1.9
ICT	17.3	16.8	-0.5	-2.5	-2.3	0.2	14.7	14.5	-0.2
Estates and Property Services	50.5	50.6	0.1	-36.9	-36.3	0.6	13.6	14.3	0.7
Human Resources	6.2	6.5	0.2	-2.0	-1.8	0.2	4.2	4.6	0.4
Legal Services	9.1	9.6	0.4	-2.1	-2.5	-0.3	7.0	7.1	0.1
Total	260.5	254.3	-6.2	-210.9	-206.3	4.6	49.3	47.7	-1.6

2.4.1 Finance & Procurement

- Financial Services underspent the £2.7m net budget by £0.2m due to vacancies.
- CIPFA benchmarking data shows that the Council spends the lowest on Financial Services relative to other Councils.

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

- Indicatively if Financial Services in Bradford operated at the same average cost of benchmark Councils, the total cost of service would be approximately £5.8m rather than £2.7m.
- The 2019-20 budget includes a £0.3m saving linked to reducing Insurance costs across the Council.
- Commissioning & Procurement underspent the £2.0m net budget by £0.4m. Of this £0.3m is on employee costs due to vacancies and £0.1m was through a combination of reduced contract costs and increased income.

2.4.2 Revenues & Benefits

- Revenues and Benefits underspent the £4.0m net expenditure budget (£171.8m gross budget) by £1.9m mainly due to a reduction in overpaid and unrecovered benefits, lower agency costs and lower court costs.
- There is an on-going pressure on payroll services school income, however summons income increased over the year and there have been additional one-off savings relating to the cost of new burdens activity compared to funding.
- A better use of budget request has been put forward to carry forward £0.1m of this underspend relating to New Burdens funding provided to carry out on-going work associated with the move to Universal Credit.

- Requests to create two new reserves have also been made, £0.1m as a contingency against legal fees relating to Council Tax insolvency cases, and £0.1m as reserve to mitigate future pressures on schools payroll income.

2.4.3 ICT

- ICT underspent the £14.1m net expenditure budget by £0.3m as a result of an on-going review of contracts after the service returned in-house in 2015-16.
- The year-end position allows for the provision of £1.76m of funding for the cost of medium to long term transformational projects via the previously identified reserve.
- The service has a pressure on its traded areas as a result of a reduction in school work. Education ICT was £200k over budget and only achieved a breakeven position while Curriculum Innovation were £0.1m in deficit.
- Spend on ICT has significantly reduced since the end of the IBM contract in September 2015. Spend per user also reduced significantly over the years although it increased in 2018-19 as a result of spend on transformation projects funded by reserves.

	2014/15	2015/16	2016/17	2017/18	2018/19
Gross Spend	£22.8m	£16.4m	£13.0m	£12.8m	£14.1m
Bradford Gross Cost per user £s	3,404	2,656	2,196	2,252	2,555
Bradford Net Cost per user £s	3,176	2,442	2,034	2,067	2,439

- Further savings of £0.25m are budgeted for 2019-20 to result from reductions in 3rd party contract spend and restructuring.

2.4.4 Estates and Property Services

- Estates and Property Services overspent the £11.3m budget by £0.7m. However, this is after taking into account transferring £0.3m to the energy reserve relating to fortuitous in year savings and the transfer to reserve of £0.2m of funding to support CAT transfers.
- Offsetting a number of pressures, the service has seen an improvement in the trading position of School Catering and underspends in Energy, Residential Catering and Cleaning.

Estates – Operational, Investment & Programmes

- Estates as a whole overspent by £0.8m of which Estates Operations had an overspend of £0.4m primarily due to developing pressure on rental income linked to the voluntary sector, a reduction in rental properties and a £0.1m write off on historic accounts. Overall rental income fell from £2.6m in 2017-18 to £2.5m, short of the total budget of £2.8m and there is expected to be little increase in income in 19/20.
- Estates Investments did not add any additional properties in year resulting in a £0.3m shortfall against budget. A review of the investment strategy is due

to take place in 2019-20 with a view to maximising use of the funding set aside. However, it should be noted that generating income via investment is dependent on market conditions and opportunities.

- The Estates Property Programme overspent by £0.1m, mainly relating to having to facilitate a number of moves in year and the refurbishment of Appleton House. The balance includes allowing for the transfer to reserve of £0.2m of funding for CAT support work.
- Since 2008-09 when the Programme Started, over 90 operational buildings have now been vacated saving over £7.8m per year. The reduction in the size of the estate is over 90,000m², equivalent to over 6 City Halls.
- £41m of capital receipts have been generated from the disposal of surplus property and backlog maintenance on the Councils estate has reduced by £47m as a result of building vacations, and targeted investment.
- The service area as a whole has seen an increasing pressure from one off projects and as such a central reserve of £0.35m was established in 2018-19 to provide contingency funding to cover both internal costs of managerial and legal support and 3rd party costs, a request to top this back up for 2019-20 has been made.
- In 2019-20, £0.2m of additional income is also budgeted to result from income streams linked to property investment.

FM – Built Environment

Building, Technical & Architectural Services

- Building, Technical & Architectural Services overspent the net budget by £0.6m, of which £0.5m was a reduced contribution to central overheads from Architects (£0.2m deficit compared to a £0.3m budgeted contribution).
- The reduction in contribution from Architects is due to an historic and on-going decline in workloads which has fallen from £1.2m in 2015-16 to £0.8m in 2018-19
- Building & Technical Services as a whole had an overspend of £0.6m on its net revenue primarily relating to an increase in 3rd party costs which were not recovered via either capital or revenue recharging. However, it should be noted that this was on a reducing budget and against a background of reducing capital works which saw income levels drop from £14m in 2015-16 to £10.6m in 2018-19.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

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

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

GIAm2 = Gross Internal Area metres squared

Energy Unit

- The Energy Unit manages the Councils energy contracts, and leads on initiatives to reduce energy consumption. In 2018-19 the service underspent the £3.9m budget¹ by £0.65m linked to a warm winter after allowing for the transfer of £0.3m of fortuitous savings the Energy Reserve.
- These savings have come from a combination of a reduction in the Council's estate and the unit's efficiency work which has also helped reduce energy consumption and mitigate the financial impacts of price rises since 2016.
- Additional benefits in water cost savings from more precision billing and shutting down unused supplies have further assisted the bottom line. The outturn balance was also affected favourably by a reduction in the estimated potential liability for historic accounts.
- The table below outlines continued reductions in energy usage. The reduction in Energy consumption since 2014-15 equates to approximately £750k of savings per year at 2017-18 prices.

	2014/15	2015/16	2016/17	2017/18	2018/19
Electric (Non Street Lighting)	21.7	20.0	18.7	16.4	16.4
Gas	46.2	46.7	43.8	45.1	38.8
Total Electric & Gas Kwh ms	67.9	66.7	62.5	61.5	55.2

Industrial Services Group

- ISG provides work based training and employment opportunities to disabled people from across the Bradford district. Workload levels and trading position had improved in 2017-18, however 2018-19 saw a worsening of the position as the service was subject to considerable trading pressures relating to the market for fire retardant windows. Manufacturing sales levels fell from £2.3m in 2017-18 to £1.6m in 2018-19, and resulted in an over spend against budget of £0.3m. Festival lights was also £0.1m under budget.
- The service area as a whole, while no longer being in receipt of a direct subsidy, overspent its operating budget by £0.2m. This was however offset by the services traded reserve which was established to smooth gains and losses over years.

FM – Catering & Office Services

- School Catering achieved an underspend of £0.4m due primarily to improved

¹ The budget is managed by the Energy unit during the year, but charged out to user services at year end in line with accounting practice.

productivity even though overall volumes reduced due to the loss of contracts. Operational efficiencies were achieved through the increased use of ICT, including electronic payment which is now available in approximately 75% of schools, and the achievement of procurement savings via new contracts.

- School Catering is however under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints. A better use of budget application for £155k has been put forward to fund on-going pre-planned dining room & menu development work in 2019-20.

FM - School Catering	2015/16	2016/17	2017/18	2018/19
Number of Meals 000s	6,476	6,654	6,117	*
Other activity - e.g. Breakfast clubs meals 000s	179	176	150	*
Number of Primary Schools Catered For	149	147	141	137
Number of Secondary Schools Catered For	5	5	5	6
Take up of school lunches	69%	69%	67%	*
Primary school children's satisfaction with school meals	72%	72%	74%	72%

* To be published

- School & Building Cleaning Services both underspent their budget by £0.1m each via a combination of improvements in productivity and increases in charge out rates for external work. Residential Catering also had an £0.1m underspend due to a combination of a reduction in sites and improvements in productivity levels. Other Catering had an £0.1m overspend due to a combination of reduced levels of trade and fixed staffing levels which has minimised the services flexibility to make savings.
- Admin Buildings is the budget that funds the main Council Office buildings including City Hall, Britannia House, Margaret Macmillan Tower and Keighley Town Hall amongst others. In 2018-19 spend was in line with the £4.8m net budget while delivering the expected savings predominantly relating to the vacation of Jacobs Well offices. Mail services had an overspend of £0.1m relating primarily to the increasing volume and cost of mail associated with Electoral Services.
- The increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in cost. Buildings vacated include Future House, Jacobs Well, Flockton House, City Exchange, No 1 the Interchange & Olicana House amongst others.

Admin Buildings	2015/16	2016/17	2017/18	2018/19
Occupants	3,221	3,396	3,225	3,424
Gross internal area (m2)	73,711	54,494	54,494	*
Backlog Maintenance £000s	8,281	6,595	6,595	*

* To be published

- Further savings of £1.0m across the FM Built Environment area are budgeted for 2019-20, to be delivered via building vacations (e.g. Richard Dunn and Community Asset Transfers) and the restructuring of Building Services.

2.4.5 Human Resources

- HR overspent the £3.8m net budget by £0.3m. A restructuring of workforce

development took place at the start of the new financial year to enable the delivery of planned savings for 2018-19. A further review of all service areas is planned for 2019-20.

- The service is seeing an increasing pressure on its traded services due to the increasing number of Multi Academy trusts with income down £0.3m, however this was balanced by a £0.2m reduction in employee costs and additional savings on 3rd party spend. Offsetting the trading/cost pressures the service raised additional income through providing training to students via the college and from recharges to schools for medicals.
- Outturn figures allows for £0.2m of work on Council priority programmes such as Organisational Change & Learner Management System being funded via dedicated reserves, £0.1m remains in reserve for 2019-20.
- A better use of budget request has been made requesting the carry forward of £40k to fund software enhancement for traded services.

2.4.6 City Solicitor

- Legal & Democratic Services overspent the £6.5m net budget by £0.1m. Democratic Services have seen pressures upon both the cost of elections and the coroners/mortuary service (£0.3m combined). This has been partially offset in year by one off savings via vacancy control (£0.1m), and additional external income of £0.1m raised by charging out for Legal Services.
- A better use of budget request has been made requesting the carry forward of £47k of funding provided in 2018-19 to cover the cost of legal matters as determined by the City Solicitor.
- A request has also been made to top up the Elections Reserve by £62k to replace the sum that has been recently spent on by elections and increased cost of postal voting.
- Savings of £75k are budgeted for 2019-20.

2.5 Chief Executive

- The Chief Executive's Office underspent the £3.7m net expenditure budget by £0.3m while achieving £0.5m of targeted savings following a restructuring of the programme support function in 2017-18. Planned funding of £0.4m was provided from the Implementation fund in year to fund a short/medium requirement to support transformational project work.

	Gross Expenditure			Income			Net Expenditure		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Chief Executives Office	£m	£m	£m	£m	£m	£m	£m	£m	£m
Chief Executive's Office	0.7	0.6	-0.1	-0.0	-0.0	-0.0	0.7	0.6	-0.2
Policy Programmes & Change	1.0	1.0	-0.0	0.0	0.0	0.0	1.0	1.0	-0.0

Political Offices	0.2	0.2	-0.0	0.0	0.0	0.0	0.2	0.2	-0.0
Programme Management	0.9	1.1	0.2	0.0	-0.2	-0.2	0.9	0.9	0.0
Public Affairs & Communications	1.2	1.2	-0.0	-0.1	-0.1	-0.0	1.1	1.0	-0.1
Total	4.1	4.1	0.0	-0.1	-0.4	-0.3	4.0	3.7	-0.3

- Programme Management now includes the Air Quality Project, £0.2m of spend being matched by £0.2m of funding.

2.6 Non Service Budgets

- Non Service budgets underspent by £0.7m as a result of lower Pension related costs for people that were made redundant in prior years where there was an agreement to pay added years as part of the redundancy agreement.

2.7 Central Budgets & Contingencies

- The General Fund underspent by £11.2m due mainly to,
 - £3.0m of corporate contingencies.
 - £6.5m of lower redundancy costs resulting in reduced provisions (£3m has been moved to reserves to cover the cost of future redundancies).
 - £3.6m of capital financing underspend linked to the change in the Minimum Revenue Provision policy (£1.9m), and £1.6m of lower interest costs resulting from matured debt being replaced with lower cost financing.
 - £0.3m of VAT refund (£1.6m has been applied for, and £1.3m is now expected to be received in 2019-20)
 - £1.0m of other centrally held underspends.

Partly offset by

- £0.8m of better use of budget requests
- £2.5m of movements to the reserves to cover known risks and future decisions.

3.1 Better use of budgets requests – Re-profiled spend

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

	£000s
Street Cleansing - IT Routing System for Street Cleansing	40
Street Cleansing - Work with community groups, local clean ups, equipment and materials	90
Street Cleansing - Additonal cost of dealing with a large fly tip of hazardous waste	15
Youth Service - Part fund premise improvements at Laisterdyke Youth and Community Centre	13
Economic Delivery - AdVenture 'op in' accelerated in 2019-20, schedule of community enterprise support programmes	94
Economic Delivery - AdVenture 'op in' accelerated in 2019-20, schedule of community enterprise support programmes	60
Economic Development - Developing the Future High Streets programme, bids to the Stronger Towns	100
Bereavement Services - Bereavement strategy costs, additional salary (temp project officer) £35k and £40k for infrastructure repairs.	75
Total Dept of Place	487
Legal & Democratic - Help cover Legal Services workload	47
Revenues & Benefits - help with work related to Universal Credit	100
School Catering - Introduce new neworked digital menu to help secure existing clients and gain new ones.	155
Total Corporate Resources	302
Total	789

3.2 Delivery of Budgeted Savings proposals

The combined budget savings of £20.6m in 2018-19 brings the total savings the Council has had to find in the eight years following the 2010 Comprehensive Spending Review (CSR) to £261.7m.

The 2018-19 budget includes £20.6m of new budget reductions, however £6.8m of prior year underachieved savings have carried forward into 2018-19, meaning that £27.4m of savings were budgeted to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £13.9m (51%) of the £27.4m was delivered, leaving £13.5m undelivered.

Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/18	2018/19 New Savings	Total Savings 2018/19	Variance 2018/19
Health & Wellbeing	0.8	12.4	13.2	6.6
Children's Services	0.0	0.5	0.5	0.1
Dept of Place	1.3	3.6	5.0	1.7
Corporate	0.0	3.5	3.5	0.5
Chief Executives	0.0	0.5	0.5	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	6.8 ²	20.6	27.4	13.5

Although the underachievement is lower than last year, it is higher than prior years.

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.5

The 2019-20 budget has taken steps to address the savings that have not been delivered in 2018-19 where there was a high likelihood of further underachievement in 2019-20.

² Underachieved savings from prior years include the value of underachieved savings from 2017/18 that were not achieved by 31/3/2018.

4.0 BALANCE SHEET

4.1 Cash Reserves

4.1.1 At 31st March 2019 reserves stand at £208.8m (Council £181.6m and Schools £27.2m).

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement in year	Closing Balance at 31st March 2019 £m
Council reserves	133.9	127.8	145.2	36.4	181.6
Schools Delegated budget	33.8	25.2	20.5	6.7	27.2
Total	167.8	153.0	165.7	43.1	208.8

4.1.2 Movements in reserves led to a £44.9m increase in total reserves from Qtr 4.

4.1.3 The main changes (+ or - £1m) since Qtr 4 include,

- +£25m to the Financing Reserve as a result of the change in MRP policy
- +£6.7m School Balances
- +£5m of Grant Reserves
- +£4m to the Transition & Risk reserve to cover known risks and support future decisions
- +£3m to the Redundancy Reserve for redundancy costs beyond 2019-20
- +£2m to the NDR Volatility Reserve
- +£1.5m for PFI Schools Credits Reserve

- £1.1m from the Essential Life Skills grant reserve
- £1.4m from the Implementation reserve for transformation work in 2018-19
- £1.8m from the ICT Programmes budget

A full breakdown of movements in the year are shown in Annex 1.

4.2 School Balances

The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2019.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	651	0	203
Primary	100	6,694	84	7,648	16	(954)
Secondary	7	(1,538)	7	(509)	0	(1,029)
Special	4	654	4	969	0	(315)
Pupil Referral Units (PRU)	7	457	6	432	1	25
Subtotal	125	7,121	108	9,191	17	(2,070)
School Contingency		12,721		17,541	0	(4,820)
Other Activities		708		544	0	164
Total	125	20,550	108	27,276	17	6,726

- The school balances reserve has increased by £6.7m in 2018-19 from £20.5m to £27.3m.
- The overall increase in individual school balances was £2.1m.
- Balances held by academies schools are not included within the Authority's reporting. At March 2019, 17 fewer schools were maintained by the Local Authority than at 31st of March 2018. 17 schools that have converted to academy status during 2017-18 held revenue balances of £1.0m at 31st of March 2018.
- Therefore, the actual increase in individual school balances is £3.1m by the adjusting the 17 schools that converted to academy status in 2018-19
- The gross value of total surpluses held at 31st of March 2019 is £12.9m (vs £9.4m at March 2018). The gross value of deficits is £3.7m (5 Schools) (vs £3.3m at March 2018)
- In setting the 2019-20 School's Budget, £2.9m of the School Contingency balance of £17.5m was allocated to support the overall schools budget from April 2019 with the rest to support future year school budgets.

5.0 CAPITAL

- The Capital Investment Plan deals with investment in land, buildings and equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an on going basis are dealt with in the revenue budget, for example the payment of salaries to staff a library.
- The Capital Investment Plan originally budgeted 2018-19 spend at £176.2m (Full Council, 22 February 2018). This budget was reprofiled to £150.4m in the 1st quarter monitoring report (Executive, 10th July 2018). Since the agreement of the 2018-19 budget in the first monitoring report the only changes to budgets have been for new approved schemes and the budget in the 4th quarter monitoring report was £155.4m with the spend forecast being £86.8m (Executive, 3 April 2019).
- Against the latest reprofiled budget of £155.4m, the Outturn was £84.3m. This is summarised by department in the Table below and is outlined in greater detail in Annex 3.

Capital Investment Plan 2018-19 by Department

	April 2019 Budget	Outturn	Variance
	£'m	£'m	£'m
Health and Wellbeing	9.8	7.3	-2.5
Children's Services	17.7	12.8	-4.9
Place – Economy and Development Services	21.7	18.9	-2.8
Place – Planning, Transportation and Highways	46.3	22.0	-24.3
Place – Other	20.7	18.7	-2.0
Corp Services – Estates and Property Services	10.8	4.6	-6.2
Reserve schemes and contingencies	28.4	0	-28.4
All Services	155.4	84.3	-71.1

- As shown in the table above, the 2018-19 Outturn had a £71.1m underspend compared to the budget. Part of the underspend was on Place – Planning, Transportation and Highways, across a number of projects, including Bradford City Centre Townscape and West Yorkshire Transport Fund.

- The most significant underspend related to Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions. Strategic Acquisition budgets are part of a policy to invest to promote economic development and generate ongoing income that funds Council support across the district (Executive, 9 January 2018, A strategy for Growth from Council Tax, Business Rates and investments). However, the underspend on Strategic Acquisitions was in accordance with the Council's Capital Strategy (Full Council, The Council's Investment Plan for 2018-19 onwards, see Appendix A, 2.3). Such acquisitions should only happen when an investment meets high threshold against criteria including risk and yield.
- The latest Capital Investment Plan was set as part of the 2019-20 budget (Full Council, 21 February 2019, The Council's Investment Plan for 2019-20 onwards, Appendix 1). The planned expenditure included in the 2019-20 CIP rolled forward the 2018-19 approved CIP as shown in the quarter 3 monitoring but after excluding the forecast 2018-19 spend: £91.4m against a £154.8m budget. The forecast underspend of £63.4m was therefore reprofiled from the current year into future ones.
- The 2019-20 Plan has been updated following the 2018-19 Outturn. This update includes an additional £11.2m carry forward from 2018-19. Other capital schemes are proposed for addition to the Capital Investment Plan, following approval from Executive. Further, existing schemes have been reprofiled to better reflect the expected date of spend.

Analysis of Spend by Type of Expenditure

- Despite the underspend, a 2018-19 Outturn of £84.3m represents a substantial investment in the district. Of the total amount, £76.6m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' housing, for example grants funding disabled adaptations.
- The largest proportion of the £76.6m spend was on the upkeep of the Council's buildings, with further significant spend on new builds. An analysis of the 2018-19 capital spend showing its purpose is set out in the table below.

2018-19 Budget, outturn and underspend analysed by purpose

	Budget £m	Actual Spend £m	Underspend £m
Maintenance of Council Fixed Assets	63.0	34.8	-28.2
Invest to Save	17.2	1.4	-15.8
New Build or Acquisition	41.9	31.1	-10.8
Schools Capacity	17.6	9.0	-8.6
Regeneration	2.7	0.3	-2.4
Grants to Third Parties	13.0	7.7	-5.3
Total	155.4	84.3	-71.1

The 2018-19 spend includes innovative approaches and schemes that have improved services in the district. For example, it includes the construction of affordable housing units in 2018-19, which will be available to rent. This project is in partnership with the Homes and Communities Agency. These new housing units will represent an important achievement for the Council Plan, which set out targets to improve housing in the district.

- Further, the 2018-19 spend enabled the completion of works to St Georges Hall, protecting the district's heritage in the centre of the city and further encouraging visitors to the area.
- There was continued spend on primary school expansion, improving education,

another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.

- The 2018-19 spend in the Capital Investment Plan creates an additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement for spend was £20.0m. To help explain this, the funding of the spend is set out in the table below.

Funding of Capital Investment Plan

- In year the total capital expenditure of £84.3m was funded from a variety of sources, shown in the table below:

Sources of funding	£m
Capital Grants and Contributions	42.9
Direct Revenue Funding and reserves	5.0
Capital Receipts	4.8
Invest to save Borrowing	11.3
Corporate Borrowing	20.0
PFI and Other Finance Lease	0.3
Total resources used to fund capital spend	84.3

- The above table shows that out of the £84.3m spend, there was no future capital financing requirement for £52.6m of it, as it was financed from available funding in 2018-19.
- The £52.6m includes £42.9m of grants. Such grants were used in the 2018-19 year, so up to their full amount, there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes within the spend. For instance, £3.5m was received from the Homes and Communities Agency to help fund the new Bolton Woods Regeneration Scheme. The majority of the grants are from the Department of Education and the West Yorkshire Transport Fund. Also these grants include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £52.9m also includes £4.8m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £5.0m of funding comes from on going revenue budgets or one off reserves. Again there is no future financing requirement on any of the spend funded from these sources.
- The £0.3m funding from Finance Leases represents a technical accounting adjustment which reclassified an ongoing Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is future additional draw.
- In contrast to the funding sources described above, the Invest to Save spend of £11.3m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate ongoing savings matching the future financing requirement, so there is no net draw on the revenue budget. For example, the affordable housing units are partly funded by Invest to Save, with a future financing requirement funded from the rentals.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating on going savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. For the 2018-19 Outturn Corporate Borrowing of £20.0m is needed.
- The Council looked to maximise flexibility to fund spend using grants and income from sales of land and building. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2018-19 financial year. These balances are shown in the two tables below.

Capital Grants and Contributions

- The Council had a balance of £47.4m in unused capital grants and contributions at the beginning of the year. A further £53.9m was received in year. Of this £29.4m was used to fund capital expenditure on the Council's own assets and a further £13.5m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £58.4m.

Capital grants and contributions

	£m
Balance B/fwd at 01.04.2018	47.4
Capital grants received in year	53.9
Repayment of Grant	0
Applied to fund spend on Council assets	-29.4

- The above tables show the Council has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £58.4m, will enable significant investment in the district in future years.

Capital Receipts

- The Council received £4.8m of receipts from the disposal of assets and repayment of loans. The full amount of £4.8m was applied to fund capital expenditure on the Council's own assets. To reduce revenue, spend all capital receipts have been applied to fund capital spend this year.

Capital receipts

	£m
Balance B/fwd at 1.4.2018	0
Capital receipts received in year	4.8
Applied to fund spend on Property Plant & Equipment	-4.8
Balance C/fwd 31.3.2019	0.0

- The Council can use capital receipts to fund any capital spend, so has fully used the balances, as shown in the tables above, to reduce using Corporate Funding in 2018-19. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3.5m per year in capital receipts.
- Overall, the Council has maximised the use of balances of capital grants and receipts to reduce the use of Corporate Borrowing. The capital financing costs included in the 2019-20 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2019.
- A positive outcome is that the Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £84.3m spend, £16.7m was on residents houses and other schools, leaving £67.5m additions to the balance sheet.
- Other outcomes for capital in 2018-19 were a net £14.4m upward revaluation of the Council's property by a qualified in house property valuer. While this revaluation is not an increase, it reflects the expectation of the valuer of increases in the service benefit that can be derived from the Council's property portfolio.
- Other changes to the property portfolio's value shown on the balance sheet included £32.1m of depreciation reflecting the cost of their wear and tear from delivering services over the 2018-16 financial year. There was also £40.2m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such schools are removed from the Council's balance sheet.
- The changes on the property portfolio described above, which impact on its value, are summarised in the table below.

³ Revenue Expenditure Funded from Capital under statute, is revenue expenditure where the Secretary of State has given specific approval for it to be funded using capital financing.

	Opening balance sheet 31/03/18	Additions	Asset disposal	Depreciation	Revaluation	Reclassify	Closing balance sheet 31/03/19
	£m	£m	£m	£m	£m	£m	£m
Land, Buildings & vehicles	946.5	67.3	-37.7	-31.9	15.4	2.7	962.3
Investment Property	58.9	0.1	-0.1	0.0	-1.0	-4.3	53.6
Heritage Property	37.1	0.0	0.0	0.0	0.0	0.0	37.1
Mainly software licences	0.6	0.1	0.0	-0.2	0.0	0.0	0.5
Assets ready to sell	1.0	0.0	-2.4	0.0	0.0	1.6	0.2
Total	1,044.1	67.5	-40.2	-32.1	14.4	0.0	1,053.7

6.0 COUNCIL TAX AND BUSINESS RATES

- The Council holds a separate account (Collection Fund) for the collection of Council Tax and Business Rates. All Council Tax and Business Rates collected across the district are held in this Fund. Relevant shares are distributed out of this Fund to the Council and also other bodies. However, the amount of these distributions are agreed in advance, before the start of the financial year, to aid budget stability. When forward projecting these distributions, the aim is to breakeven with the amount collected during the year, but inevitably a variance arises.
- In terms of background, while the Council receives a significant share of Council Tax from the Fund, relevant shares are also distributed to the other preceptors: West Yorkshire Police and Crime Commissioner (WYPCC); West Yorkshire Fire and Rescue Authority (WYFRA) and Local Parishes. Business Rates are also distributed to the Government and WYFRA.
- The 2018-19 variances between the amounts collected and distributed for both Council Tax and Business Rates are discussed in more detail below.

Council Tax

- At the end of 2018-19, the overall variance between amounts collected and distributed for Council Tax was a £73,000 surplus. Of this, the Council's share was £62,000, after applying the same ratio used to distribute overall shares of the total amounts collected. This is a very small variance in the context of the overall Council Tax collection.
- At the point of forecasting the 2019-20 budget, Bradford's share of the 2018-19 result was estimated to be a £33,000: so this £33,000 shortfall was factored into the 2019-20 budget assumptions. This means there is a small gain of £96,000 (difference between the estimated shortfall and actual surplus) which will be realised in 2020-2021. However, in the context of the overall Council Tax collection, this variance is small, demonstrating the distributed shares for 2018-19 were forecast accurately. The overall result is shown in the table below.

	2018-19 Budget £m	2017-18 Actual £m	(Deficit)/Surplus £m
Previous year (Deficit)	(0.4)	(1.1)	(0.7)
Recovery of previous year deficit	0.4	0.4	0
Chargeable Council Tax	257	255	(2)
Council Tax Support	(30.6)	(28.8)	1.8
Bad Debt Provision	(5.8)	(4.8)	1
Police payment	(22.9)	(22.9)	0
Fire distribution	(8.8)	(8.8)	0
Parish distribution	(1.9)	(1.9)	0
Bradford's distribution	(187)	(187)	0
Current Year surplus	0.00	0.073	0.073
Bradford's share of surplus	0.00	0.062	0.062

- Further the collection rate for 2018-19 Council Tax debt to date has remained very close to the collection target.

Council Tax Collection	2016/17	2017/18	2018/19
Council Tax - Dwellings administered	213,645	214,856	214,856
BV9 Council Tax collected in year to 31 Mar £000s	182,085	182,085	193,475
BV9 % of Council Tax Collected to 31 Mar	94%	94.00%	94.20%
Council Tax Collection Target at 31 Mar	95%	94.50%	94.50%

Business Rates

- The overall variance between amounts collected and distributed for Business Rates was a deficit of £88,000. However, this overall balance has been shared out as follows: a £1.1m deficit to the Government; a £1,000 deficit to WYFRA and a £1.2m surplus for Bradford Council.
- The background to this distribution of the overall balance is that the Council received 99% of Business Rates collected in 2018-19, due to its participation in the 100% Business Rate Pool. However, it only received a 49% share of Business Rates in 2017-18, the year in which there was a significant deficit. This change in the share of Business Rates retained accounts for the allocation of a small overall deficit between a large surplus to the Council and a deficit to the Government.
- This surplus is available for future years. However, it is already factored into the 2019-20 budget, which at the point of construction, correctly anticipated a surplus of £1.2m.
- The table below summarises the variances on Business Rates collection.

	2018-19 Budget £m	2018-19 Actual £m	(Deficit)/Surplus £m
Total Rateable Value	390.587	391.931	1.344
Gross Rates Yield (@0.48p)	187.481	188.127	0.646
Less discounts (Reliefs)	(47.039)	(47.288)	(0.249)
Less bad debt provision	(2.607)	(0.740)	1.867
less appeal provision	(8.448)	(8.448)	0
Less allowance for collection	(0.730)	(0.730)	0
Business Rates Collection Total	128.658	130.921	2.264
Previous year (Deficit)	(1.383)	(3.735)	(2.352)
Recovery of previous year deficit	1.383	1.383	0
Less 2017-18 additional deficit		(2.352)	(2.352)
Total	128.658	128.569	(0.088)
Bradford Council share			1.089
Government share			(1.176)
WYFRA			(0.001)

- The table below also shows that Business Rates collected in year was on target.

Business Rates Collection	2016/17	2017/18	2018/19
Number of Business Rates bills issued plus the number of summonses	37,766	41,523	40,918
CIS_034 (BV10) - Business Rates collected in year to 31 March £000s	142.4	137.3	137.9
BV10 % Business Rates collected in year to the March	97.01%	97.5%	97.6%
Business Rates Collection Target at the 31 March	97.9%	97.2%	97.6%

Reserves Statement as at 31st March 2019

Annex 1

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	-4,197	10,300	
Total available Unallocated Corporate Reserves	14,497	-4,197	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,227	-986	241	Funding to support young and disadvantaged people into employment
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	279	-176	103	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	684	-194	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	1,670	-881	789	To cover deferred spend on priority work from 2017-18.
Economic Partnership Reserve	162	-5	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-445	4,222	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	-527	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,719	-97	1,622	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	10,911	5,848	16,759	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	-240	1,388	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly	756	-58	698	
Implementation Reserve	3,970	-1,413	2,557	To fund Projects associated with delivering 2017-18 savings plans.

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	735	2,000	2,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	2,430	3,000	5,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	-6	4	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration initiatives
Financing Reserve	23,738	23,663	47,401	MRP policy changed to annuity method.
Financing Reserve 2019/20	0	1,000	1,000	
Markets Compensation	0	360	360	
Finance Works Reserve	0	56	56	
Sub Total	63,760	30,899	94,659	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	-278	390	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	-278	5,527	
D. Service Earmarked Reserves	37,355	69	37,424	See Appendix 2
E. Revenue Grant Reserves	12,937	5,699	18,636	
F General Reserves				
General Fund	10,803	4,197	15,000	Statutorily required reserve which the Director of Finance deems to the minimum that can be prudently recommended. of External Auditors.
Schools delegated budget	20,550	6,726	27,276	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	31,353	10,923	42,276	
Grand total	165,707	43,115	208,822	

Departmental Earmarked Reserves Statement at 31st March 2019

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	-453	838	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	-57	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	-626	368	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	-1,136	2,251	
Children Services				
BSF Unitary Charge	7,318	534	7,852	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,777	970	5,747	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	-132	0	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Travel Training Unit	368	-37	331	
Early Help Enabler Support	500	-103	397	To help support Early Help programme
Early Help Workforce Development	81	-47	34	
Recruitment & Retention	42	-42	0	
Retail Academy (Skills for Employment)	262	76	338	Skills for work
Prevention & Early Help	0	500	500	
SEND Inspection Resource	0	194	194	
One Workforce Reserve	0	641	641	
Creative Skills	0	187	187	
ICE Advanced Skills	0	105	105	
Training Work Programme (Skills for Work)	798	-135	663	Skills for Work
Total Children	14,377	2,612	16,989	
Department of Place				
Marley pitch replacement	305	-199	106	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
City centre regeneration	51	0	51	
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	546	-47	499	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	-300	346	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	-45	76	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	
Tour De Britain	8	-8	0	
Tour De Yorkshire	87	-87	0	To help fund the Tour De Yorkshire
Lidget Moor YC	9	-9	0	To support Youth Services in Lidget Green Area
Council Housing Reserve	616	174	790	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Business Improvement District Development	125	-116	9	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	319	64	383	It is a statutory requirement that fees can only be generated and retained to deliver the HMO licensing function
VCS Transformation Fund	160	202	362	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	27	812	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIF
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord Rent Guarantees and Incentives

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	74	14	88	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing's allocations & options system
PT&H Local Plan	600	-384	216	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To completed the local plan
Ad:venture & community enterprise Reserve	83	0	83	Match funding for Business and enterprise support
Economic Strategy Reserve	186	0	186	For delivery of the Economic Growth Strategy
Bereavement Strategy	0	91	91	
Housing Development Growth Fund	0	500	500	
Well England Reserve	200	-100	100	
Department of Place	9,624	-239	9,385	
Corporate Resources				
Schools Traded HR Reserves	106	41	147	To mitigate the risk of changes in customer base.
Workforce Development	249	-127	122	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	-81	0	Software/system implementation etc. in support of workforce development.
District Elections	235	-27	208	To smooth the cost of District Elections over a four year period.

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	-30	322	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	-111	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	0	211	211	
ICT Programmes Budget	6,712	-1,761	4,951	To fund future ICT projects
UC Admin Reserve	546	0	546	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	0	350	
ISG over achievement trading reserve	257	-206	51	To support ISG
Bradford Learning Network (Broadband)	128	185	313	
Estates CAT Support	0	228	228	
Payroll Reserve	0	100	100	
Central Admin Estates Security	0	100	100	
Energy unit	230	310	540	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-1,168	8,799	
Total Service Earmarked Reserves	37,355	69	37,424	

Capital Expenditure

Annex 3

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Health and Wellbeing											
CS0237a	Great Places to Grow Old	0	0	0	0	0		0	0	0	0
CS0237b	Keighley Rd Extra Care	5,870	6,115	5,200	5,201	-914		928		4,273	5,201
CS0237c	Keighley Rd Residential Care	2,645	2,648	1,749	1,749	-899		0	1,412	337	1,749
CS0373	BACES DFG	443	793	793	256	-537		0	0	256	256
CS0239	Community Capacity Grant	1,452	78	78	54	-24		54	0	0	54
CS0348	Whiteoaks Respite Centre	0	90	0	0	-90		0	0	0	0
CS0311	Autism Innovation Capital Grant	0	19	19	0	-19		0	0	0	0
CS0312	Integrated IT system	0	90	90	0	-90		0	0	0	0
CS0352	Electric vehicle charging infrastructure	0	1	0	0	-1		0	0	0	0
CS0442	Safe & Sound PNC upgrade	0	0	46	46	46		46	0	0	46
Total - Health and Wellbeing		10,410	9,834	7,975	7,306	-2,528		1,028	1,412	4,866	7,306
Children's Services											
CS0249	Schools DRF	0	0	549	615	615		615	0	0	615
CS0256	2yr old Nursery Educ Expansion	0	5	5	4	-1		4	0	0	4
CS0278	Targeted Basic Needs	0	34	1	1	-33		1	0	0	1
CS0286	Outdoor Learning Centres	0	27	31	31	4		31	0	0	31
CS0022	Devolved Formula Capital	0	0	2,361	1,447	1,447		1,447	0	0	1,447
CS0030	Capital Improvement Work	27	69	69	60	-9		60	0	0	60
CS0240	Capital Maintenance Grant	3,331	4,500	2,603	2,436	-2,064		2,436	0	0	2,436
CS0240b	Capital Maintenance Grant	0	2,200	500	494	-1,706		494	0	0	494
CS0244a	Primary Schools Expansion Progr	1,409	1,700	2,200	2,521	821		2,521	0	0	2,521
CS0244b	Silsden Sch £7.265m Exec 12/04/16	2,979	2,922	200	184	-2,738		184	0	0	184
CS0244c	SEN School Expansions	2,391	2,805	400	442	-2,363		442	0	0	442
CS0360	Early Yrs 30 hrs childcare	0	6	6	6	0		6	0	0	6
CS0314	Foster Homes Adaptation	0	1	0	0	-1		0	0	0	0

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
CS0345	Develop Land at Crag Rd, Shply	573	262	262	219	-43		219	0	0	219
CS0382	New Bolton Woods Regen Sch P3	0	3,507	3,507	3,507	0		3,507	0	0	3,507
CS0363	Markets Red'mnt - City Cntr	2,219	340	500	536	196		0	536	0	536
Total - Place - Economy & Development Serv		24,555	21,739	18,904	18,932	-2,807		11,539	6,465	928	18,932
Place - Planning, Transportation & Highways											
CS0131	Kghly Town Cntr Heritage Initi	0	156	5	5	-151		5	0	0	5
CS0178	Ilkley Moor	0	18	4	4	-14		4	0	0	4
CS0179	Landscape Environ Imp	0	21	0	0	-21		0	0	0	0
CS0281	Saltaire - Public Realm imp	0	0	0	0	0		0	0	0	0
CS0285	Strategic Development Fund	0	1,167	0	0	-1,167		0	0	0	0
CS0071	Highways S106 Projects	100	135	375	372	237		372	0	0	372
CS0372	Countryside S106 Projects	0	0	9	9	9		9	0	0	9
CS0091	Capital Highway Maint	0	4,958	4,953	4,907	-51		4,907	0	0	4,907
CS0095	Bridges	0	729	1,267	1,552	823		1,552	0	0	1,552
CS0096	Street Lighting	0	144	144	179	35		179	0	0	179
CS0099	Integrated Transport	0	587	450	447	-140		447	0	0	447
CS0103	WY Casualty Reduction Ptner	0	0	0	0	0		0	0	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	0		0	0	0	0
CS0168	Connecting the City (Westfield)	0	16	1	1	-15		1	0	0	1
CS0172	Saltaire R/bout Cong& Safety Works	0	281	20	2	-279		2	0	0	2
CS0252	Measures to Support Hubs	0	45	0	0	-45		0	0	0	0
CS0264	Highway to Health	0	0	2,183	1,789	1,789		1,789	0	0	1,789
CS0282	Highways Strategic Acquisi	0	176	1	0	-176		0	0	0	0
CS0289	Local Pinch Point Fund	0	495	0	0	-495		0	0	0	0
CS0293	West Yorks & York Transport Fund	19,383	14,692	5,269	5,154	-9,538		5,154	0	0	5,154
CS0396	WYTF Corr Imp Projects	0	10,595	486	624	-9,971		624	0	0	624
CS0296	Pothole Fund	0	74	74	57	-17		57	0	0	57

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
CS0306a	Strategic Transp Infrastr Priorit	90	90	0	0	-90		0	0	0	0
CS0306b	Connectivity Project	1,196	1,196	0	0	-1,196		0	0	0	0
CS0302	Highways Prop Liab Redn Strat	0	97	0	0	-97		0	0	0	0
CS0307	Bus Hot Spots	0	0	0	0	0		0	0	0	0
CS0310	Clean Vehicle Technology Fund	0	3	0	0	-3		0	0	0	0
CS0317	VMS Signage	0	39	0	0	-39		0	0	0	0
CS0319	Challenge Fund	0	1,389	900	964	-425		942	0	22	964
CS0323	Flood Risk Mgmt	0	196	151	166	-30		166	0	0	166
CS0325	Street Lighting Invest to Save	0	0	0	0	0		0	0	0	0
CS0329	Damens County Park	60	108	2	2	-106		0	0	2	2
CS0332	Flood Funding	0	387	375	381	-6		381	0	0	381
CS0334	Air Quality Monitoring Equip	0	9	0	0	-9		0	0	0	0
CS0350	Street Lighting Invest to Save	825	825	250	513	-312		0	513	0	513
CS0353	Strategic land purch for Highways Hard Ings Keighley (corp)	4,415	0	0	0	0		0	0	0	0
CS0355	Strategic land purch for Highways Harrogate Rd/ New Line Jct	154	0	0	0	0		0	0	0	0
CS0365	National Productivity Invest Fund	0	27	27	28	1		28	0	0	28
CS0370	LTP IP3 Safer Roads	779	1,182	375	342	-840		342	0	0	342
CS0371	LTP IP3 Public Transport	300	686	300	439	-247		439	0	0	439
CS0375	Sign Shop	0	19	1	0	-19		0	0	0	0
CS0379	NPIF UTMC	3,500	1,730	2,500	2,253	523		1,576	0	677	2,253
CS0384	Pothole Fund 1819	0	829	890	762	-67		762	0	0	762
CS0386	Cycling & Walking Schemes LTP3	0	19	1	1	-18		1	0	0	1
CS0414	LTP IP3 Safer Rds 1819 Shipley	0	120	80	103	-17		103	0	0	103
CS0415	LTP IP3 Safer Rds 1819 Bfd West	0	144	100	133	-11		133	0	0	133
CS0416	LTP IP3 Safer Rds 1819 Kghly	0	123	100	119	-4		119	0	0	119
CS0417	LTP IP3 Safer Rds 1819 Bfd South	0	128	80	62	-66		62	0	0	62
CS0418	LTP IP3 Safer Rds 1819 Bfd East	0	145	80	117	-28		117	0	0	117

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
CS0419	IP3 Safer Rds Strat Proj 1819	0	120	15	32	-88		32	0	0	32
CS0398	Bfd City Ctre Townscape Herit	2,000	2,000	0	0	-2,000		0	0	0	0
CS0430	Hwys Maint Fund Oct18	0	0	0	186	186		186	0	0	186
CS0432	Steeton/Silsden Crossing	0	0	0	21	21		21	0	0	21
CS0423	Highways IT upgrade	0	350	350	267	-83		0	267	0	267
CS0433	Gain Lane / Leeds Rd Jct	0	30	30	0	-30		0	0	0	0
						0					0
Total Place - Planning, Transportation & Highways		32,802	46,280	21,848	21,991	-24,289		20,510	780	701	21,991
Dept of Place - Waste, Fleet & Transport											
CS0060	Replacement of Vehicles	3,000	3,000	3,000	3,088	88		483	2,605	0	3,088
CS0063	Waste Infrastructure & Recycling	204	205	150	180	-25		180	0	0	180
CS0283	Above Ground Fuel Storage	0	150	127	128	-22		0	0	128	128
CS0438	Harris St Fencing	0	59	59	0	-59		0	0	0	0
						0					
Total Place - Waste, Fleet & Transport		3,204	3,414	3,336	3,396	-18		663	2,605	128	3,396
Dept of Place - Neighbourhoods & Customer Services											
CS0066	Ward Investment Fund	35	35	0	0	-35		0	0	0	0
CS0132	Community Hubs	25	25	25	0	-25		0	0	0	0
CS0378	Cust Serv Strategy	299	233	233	75	-158		0	0	75	75
CS0359	Community Resilience Grant	0	22	22	4	-18		4	0	0	4
Total Plase – Neighbourhoods & Customer Services		359	315	280	79	-236		4	0	75	79
Dept of Place - Sports & Culture											
CS0151	Building Safer Commun	47	47	0	0	-47		0	0	0	0
CS0328	Cliffe Castle Various	0	35	35	20	-15		20	0	0	20
CS0374	Cartwright Hall CCTV	0	0	0	47	47		47	0	0	47

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
CS0430	Cartwright Hall Café	0	57	57	2	-55		0	0	2	2
CS0340	St George's Hall	5,889	5,194	5,424	5,501	307		319	0	5,182	5,501
CS0121	Roberts Park	0	0	0	1	1		0	0	1	1
CS0162	Capital Projects - Recreation	0	0	100	131	131		131	0	0	131
CS0187	Comm Sports Field & Facili	0	28	28	39	11		39	0	0	39
CS0229	Cliffe Castle Restoration	52	150	131	41	-109		41	0	0	41
CS0347	Park Ave Cricket Ground	20	21	21	14	-7		14	0	0	14
CS0367	King George V Playing Fields	1,096	1,067	50	47	-1,020		0	0	47	47
CS0392	Russell Hall Comm Grn	0	14	14	1	-13		1	0	0	1
CS0393	Queensbury Play Areas	0	24	24	26	2		26	0	0	26
CS0394	Harold Walk	0	20	20	19	-1		19	0	0	19
CS0425	Littlemoor Park Footpath £11k	0	11	11	10	-1		10	0	0	10
CS0426	Wibsey Park Outdoor Gym £13.7k	0	14	14	14	0		14	0	0	14
CS0428	Woodhead Road Recreation Ground Fencing	0	13	13	13	0		13	0	0	13
CS0403	Bereavement Strategy - Consultants Fees	0	250	200	159	-91		159	0	0	159
CS0424	Mir Park & Springmill Street	0	13	13	13	0		13	0	0	13
CS0429	Menston Recreation Ground £15k	0	15	15	15	0		15	0	0	15
CS0242	War Memorial	0	1	1	1	0		0	0	1	1
CS0277	Wyke Manor Sports Dev - demolitn	0	252	150	75	-177		75	0	0	75
CS0439	Pocket Parks 2019	0	0	0	41	41		41	0	0	41
CS0245	Doe Park	0	37	0	0	-37		0	0	0	0
CS0349	Chellow Dene	8	51	51	51	0		0	0	51	51
CS0356	Sedbergh SFIP	8,865	9,571	8,100	8,768	-803		0	0	8,768	8,768
CS0354	Squire Lane Sports Facility	0	0	0	0	0		0	0	0	0
CS0107	Markets	35	40	40	14	-26		14	0		14
CS0444	Thornton Gym Equipment	0	0	199	199	199		199	0	0	199
Total - Dept of Place - Sports & Culture		16,012	16,925	14,711	15,261	-1,664		1,209	0	14,052	15,261

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018- 19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000
Corp Resources - Estates & Property Services											
CS0094	Property Programme (bworks)	609	609	109	0	-609		0	0	0	0
CS0318	Property Programme 15/16	0	10	0	0	-10		0	0	0	0
CS0333	Argos Chambers / Britannia Hse	0	751	151	33	-718		0	0	33	33
CS0366	Property Programme 17/18	750	771	679	771	0		0	0	771	771
CS0391	Property Programme 18/19	2,000	2,219	1,800	1,197	-1,022		0	0	1,197	1,197
CS0368	Dishwasher	0	31	31	30	-1		0	0	30	30
CS0230	Beechgrove Allotments	274	274	0	0	-274		0	0	0	0
CS0269	Burley In Whrfdle Culvert repair	0	17	0	5	-12		0	0	5	5
CS0050	Carbon Management	1,000	797	797	456	-341		0	0	456	456
CS0305	Healthy Heating Scheme	77	136	136	138	2		138	0	0	138
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	0	270	270	0	-270		0	0	0	0
CS0385	ULEV Taxi scheme LTP3	0	50	0	0	-50		0	0	0	0
CS2000	DDA	50	100	100	0	-100		-20	0	20	0
CS0361	Strategic Acquisitions	576	0	0	64	64		0	64	0	64
CS0381	Godwin St	0	2,190	1,900	1,583	-607		1,393	0	190	1,583
CS0422	Soup Kitchen	0	57	57	57	0		0	0	57	57
CS0409	Coroners Court & Accommdation	0	2,000	20	0	-2,000		0	0	0	0
CS0383	Jacobs Well demolition	0	495	495	240	-255		240	0	0	240
						0		0	0	0	0
Total Corp Resources – Estates & Property Services		5,336	10,777	6,545	4,575	-6,202		1,751	64	2,760	4,575
Reserve Schemes & Contingencies											
CS0395	General Contingency	2,000	178	178	0	-178		0	0	0	0
CS0441	Ilkley Parking Review (Invest to Save)	0	321	0	0	-321		0	0	0	0
CS0391	Property Programme 18/19 Additional funds	0	0	0	0	0		0	0	0	0

Scheme No	Scheme Description	Budget at Feb18	Budget April 19 Capital Monitor 2018-19	Spend Forecast for 2018-19	Spend 31 March 2019)	Variance Budget - Spend		Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
CS0422	Soup Kitchen	0	0	0	0	0		0	0	0	0
CS0399	Strategic Acquisition	10,000	10,000	0	0	-10,000		0	0	0	0
CS0427	Coroner's Equipment	0	600	600	0	-600		0	0	0	0
CS0340b	St George	0	0	0	0	0		0	0	0	0
CS0277b	Wyke Manor Ph2 Sports Dev	493	493	0	0	-493		0	0	0	0
CS0403	Bereavement Strategy	8,500	0	0	0	0		0	0	0	0
CS0306c	Strategic Acq - Highways	550	550	550	0	-550		0	0	0	0
CS0400	Keighley One Public Sector Est	10,000	0	0	0	0		0	0	0	0
CS0402	Canal Road Land Assembly	450	450	0	0	-450		0	0	0	0
CS0401	Depots	3,000	0	0	0	0		0	0	0	0
CS0404	Sports Pitches	1,500	1,500	0	0	-1,500		0	0	0	0
CS0405	City Hall / RFL	5,000	2,000	0	0	-2,000		0	0	0	0
CS0407	Affordable Housing	5,845	5,845	345	0	-5,845		0	0	0	0
CS0408	Top of town	1,500	1,500	0	0	-1,500		0	0	0	0
CS0409	Coroner's Court & Accommodation	2,000	0	0	0	0		0	0	0	0
CS0410	Godwin St (fmr Odeon)	12,000	2,000	0	0	-2,000		0	0	0	0
CS0411	Parry Lane	2,500	2,500	0	0	-2,500		0	0	0	0
CS0412	Borg Warner	450	450	0	0	-450		0	0	0	0
CS0413	LD Home - Branshaw	1,200	0	0	0	0		0	0	0	0
Total - Reserve Schemes & Contingencies		66,988	28,387	1,673	0	-28,387		0	0	0	0
TOTAL - All Services		176,179	155,368	88,837	84,343	-71,025		49,506	11,329	23,508*	84,343

*= includes 3.5m of general capital receipts that have been applied to fund capital spend

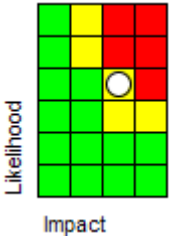
Corporate Risk Register May 2019



Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

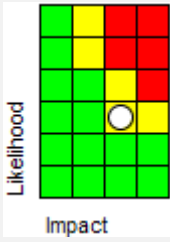
Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
Description	Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.	
Potential Effect of risk	The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register	
Internal Controls	All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team The Emergency Management Team coordinates the Council's approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility which are to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified Service on call 24 hours per day, 365 days a year and are responsible for co-ordinating the Council's approach in an incident or emergency situation. In place a range of plans which include contingencies for extreme weather, flooding,	

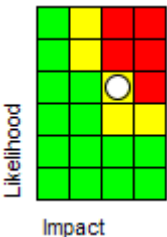
	<p>evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews.</p> <p>Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>
Actions/controls under development	<p>Following staff changes within the Emergency Planning Service, a revised plan format has been developed to make them simpler and more useable. Emergency Planning are working with identified service leads to review/reformat plans into the new style. Draft plans have been requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Plans are now in place for all except Childrens services who have been unable to commit resources to this until after the Ofsted inspections. Annual reviews will now be diarised as a rolling programme signed off annually by service AD's. A training and exercising programme linked to an electronic version of each plan is being developed to support the annual review process.</p>
Ownership Managed By	John Major

Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Finance is considering the options and next steps. This could affect the council's direct delivery programme.</p>	
Potential Effect of risk	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p> <p>Negative impact on regeneration priorities and neighbourhoods.</p> <p>Negative impact and wasted resources associated with a large number of empty homes.</p> <p>Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community</p> <p>Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p> <p>Negative impact on homelessness and greater use of temporary accommodation</p>	
Internal Controls	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions.</p> <p>Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Strategy is currently under review as it expires in 2019: this will result in two separate strategies, a Homelessness Strategy and a Housing Strategy Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes</p>	

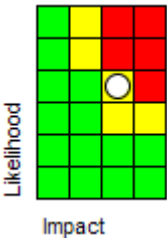
	<p>Delivery Plan and Private Sector Housing Enforcement Policy and area plans</p> <p>Arc4 have recently been commissioned by Planning to undertake a Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study. These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs. Analysis of the Council's land bank / land holdings is underway with a view to identifying a pipeline of sites suitable for housing / disposal.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered over 400 affordable homes for rent.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2103 requests for assistance during 2018/19</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>
Actions/controls under development	<p>Development of new housing and Homelessness Strategies underway to replace current strategy 'A Place to Call Home' Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council. Document awaiting final approval.</p> <p>Local Plan development.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units.</p>

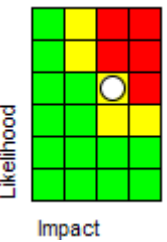
Ownership Managed By	Shelagh O'Neill
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Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
Description	Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.	
Potential Effect of risk	<ul style="list-style-type: none"> ~ Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast ~ Inability to raise funds for projects and regeneration projects not completed ~ Potential damage to the Council's reputation and the Economic Partnership ~ Not able to meet member, government and the public's expectations ~ Deteriorating physical and infrastructure assets ~ Young people are not equipped to achieve their potential within the district 	
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p>	
Actions/controls under development	<p>Implementation of Economic Strategy – Delivery Plan</p> <p>Development of the Bradford District Workforce Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Maximising opportunities to attract Government funding to support for urban centre regeneration</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Development of Local Plan</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p> <p>Support for business post Brexit with the LEP</p> <p>Engagement in plans for Shared Prosperity funding in order to maximise future resources</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners.</p>	
Ownership Managed By	Shelagh O'Neill	

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
Description	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
Potential Effect of risk	<p>Negative impact on trust - between citizens, the Council and its partner agencies.</p> <p>Widening inequality.</p> <p>Cost of managing response is not contained within existing resources (council, police & partners).</p> <p>Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed.</p> <p>Loss of community cohesion within the district.</p> <p>Adverse media and reputational damage for the district and key agencies.</p> <p>Ineffective engagement with citizens, community groups</p> <p>Communities continue to believe that some sections are treated better than others</p> <p>Impact of welfare reform on the district's most vulnerable communities</p>	
Internal Controls	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board.</p> <p>Neighbourhood Service supported multi agency Place Based Meetings - reporting community tensions as part of standard agenda – including police, youth service, RSLs etc.</p> <p>Council Wardens record issues that may lead to increased community tensions.</p> <p>Ward Assessments provide an annual assessment of community tensions based on above.</p> <p>West Yorks Police share their community tension monitoring with Safer Communities team.</p> <p>Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group.</p> <p>Police incidents which may have an impact on tension are shared with relevant partners.</p> <p>Hate Crime reports are being monitored on a weekly basis in the lead up to EU exit.</p> <p>The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
Actions/controls under development	<p>A local strategy has been developed and a programme of work is underway in response to the government's Integrated Communities Strategy £2.6 million has been allocated to support a two-year programme of work.</p> <p>A new 'Stronger communities Partnership' is in place to oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p>	
Ownership Managed By	Ian Day	

Risk Code & Title	CBMDC Corp – Brexit Resilience & Opportunities	Current Risk Matrix
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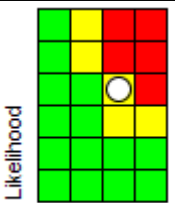
Description	The exact nature of the UK departure from the European Union remains uncertain. Negotiations remain fraught. Risk is based on a no deal scenario, which is currently a possibility and could lead to issues including short term supply chain issues for food and energy, skills shortages and impacts on the local economy.	
Potential Effect of risk	<p>There are a number of potential issues that may arise, including:</p> <ul style="list-style-type: none"> - An inability to fill skills gaps in social care which have in the recent past, relied in part on a European Union workforce. - Financial consequences linked to the reduction in overall public sector finances following Brexit and the potential for businesses to leave the district, reducing overall business rates. - impact on the UK Economy and local economy. <p>The Council as community leader must consider not only direct impacts on its operations and services but also on the District, its businesses and citizens, visitors and wider relations.</p>	
Internal Controls	<p>CMT have developed a proportionate approach around mitigating for the scenario of no deal Brexit.</p> <p>The reserve position for worst case planning for adverse events/incidents, supply chain disruption, civil unrest and the like rests with existing Civil Contingency, emergency planning, community leadership and operational response/business continuity arrangements.</p>	
Actions/controls under development	CMT have developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with a no deal Brexit. This was revisited in January 2019 and CMT are now regularly updated on the Brexit implications for the Council.	
Ownership Managed By	Kersten England	

Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	Rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council's credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.</p> <p>Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels</p>	

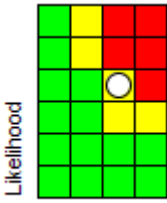
	<p>77-87CM by 2100 and water stress / drought</p> <p>Actions identified in corporate energy cost reduction plan not delivered</p> <p>Funding for renewable energy and energy efficiency projects not available</p> <p>Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year.</p> <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.</p>
Actions/controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction.</p> <p>Development of logic model to prioritise interventions and investments.</p>
Ownership Managed By	Ben Middleton

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	<p>Central Government funding is likely to continue to reduce.</p> <p>The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services</p>	
Potential Effect of risk	<p>Services run the risk of failing to deliver statutory minimum standards</p> <p>Budget is overspent.</p> <p>Suboptimal decisions could be made.</p> <p>Achievement of priorities delayed or not delivered.</p> <p>Service delivery not achieved.</p> <p>Challenges to governance framework.</p>	

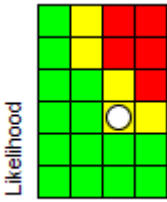
	<p>Deterioration in reputation with knock on consequences.</p> <p>Scarce resources may not be utilised / prioritised to maximum effect.</p> <p>Reduced effectiveness of Council Leadership</p> <p>The Council's budget & setting of Council Tax is challenged.</p> <p>The risk remains for future years though already being planned for through organisational review and new operating models workstream.</p> <p>Central Government funding is still reducing and the future is uncertain beyond 2020.</p> <p>Service demand pressures could cause disproportionate budget pressure if not properly funded by government.</p> <p>Potential for S114 Decision to be made by the S151 Officer.</p>
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2018</p> <p>Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</p> <p>Budget process fully integrated with the Authority's strategic service and value for money planning.</p> <p>Political engagement in place for budget process.</p> <p>Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals</p> <p>Medium term planning extended over a six year time line.</p> <p>Controls on procurement and workforce changes in place</p> <p>Meaningful budget consultation process in place</p> <p>Strict adherence to Reserves Policy.</p> <p>Project Appraisal Group established to scrutinise individual capital business cases</p>
Actions/controls under development	<p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi.</p> <p>Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.</p> <p>Raise financial acumen across the Council to improve decision making.</p>
Ownership Managed By	Chris Chapman

Risk Code & Title	CRR_New_FSE 2 Information Security	Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
Potential Effect of risk	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p> <p>Penalty arising from reference of data security breach to Information Commissioner.</p> <p>Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>	
Internal Controls	<p>Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources</p> <p>Assistant Directors Assigned Information Asset Owners.</p> <p>Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities.</p> <p>Security breach notice and protocol is well established.</p> <p>IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p>	

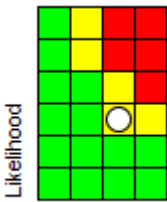
	<p>GDPR Implementation Plan in place</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p> <p>Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express</p> <p>Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place.</p> <p>Required encryption in place.</p> <p>Online Training distributed incorporating new requirements of the Data Protection Act 2018. Monitoring of participation taking place.</p> <p>The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
Actions/controls under development	<p>Revised Management Report being prepared breaking down performance on information governance at departmental level for FOIs, Subject Access Requests and data breaches. Report to be reviewed at CMT.</p> <p>GDPR Implementation Plan will need to be progressed through 2019/20</p>
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining performance.</p> <p>Critical inspection/ external/ scrutiny report.</p> <p>Non-compliance with statute or regulations.</p> <p>Prosecution / financial penalty.</p> <p>Outcomes not delivered</p> <p>Resources not effectively or efficiently allocated and utilised</p> <p>Financial loss.</p> <p>Reputational damage</p> <p>Failure to deliver value for money.</p> <p>Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	<p>Strong Governance & Audit Committee (GAC) and scrutiny arrangements.</p> <p>Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor.</p> <p>New Code of Corporate Governance Adopted by the Council in December 2017.</p> <p>Assurance exercise completed April 2018. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government"</p> <p>Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan.</p> <p>Established whistle blowing policy and procedure available to all staff.</p> <p>Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 27.9.18</p>	

	<p>Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 27.9.18</p> <p>External Audit independent overview.</p> <p>Annual review of governance framework including Strategic Directors' compliance statements.</p> <p>Established insurance principles & processes</p> <p>New Corporate indicator set established</p> <p>Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes</p> <p>Increased demand on services/requests for assistance</p> <p>Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report</p>
Actions/controls under development	<p>Review of Transition Arrangements currently being undertaken.</p> <p>Back to Basics Approach</p> <p>Review of Risk Strategy</p>
Ownership Managed By	Joanne Hyde

Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual.</p> <p>Damage to the Council's reputation.</p> <p>Financial consequences.</p> <p>Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007.</p> <p>Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.</p>	
Internal Controls	<p>The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes:</p> <ul style="list-style-type: none"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to significant reductions in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCOs - Improving data quality and reporting through prioritising and implementation of the SystemOne DoLS module 	
Actions/controls under development	<p>In Feb 2019, CMT approved business case for additional resources to support the DoLS, MCA and Safeguarding Service.</p> <p>New safeguarding procedures have been implemented which have resulted in screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires.</p> <p>SystemOne is being developed and a new workspace for Safeguarding is expected to be completed by end of 2019, while amendments to the DOLS workspace are expected to go live in early 2019. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p>	

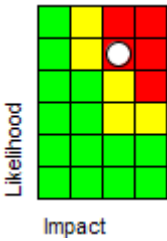
Ownership Managed By	Bev Maybury
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Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users. 	
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP). Senior management representation on Safeguarding Adults Board. Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so. Safeguarding Adults Board now managed by CXO – as part of joint support for Childrens and Adults Safeguarding Boards Work underway on delivering the training plan for 2019/20.</p>	
Actions/controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put in place. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns</p>	

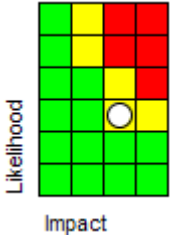
	from the risk of adults being radicalised.
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely.</p> <p>Budget proposals highlight this particular pressure as an ongoing concern for the Council.</p> <p>There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>	
Internal Controls	<p>Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management mode have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams H&WB Transformation and Change Board in place which includes Assistant Directors (AD) within the dept, Service Managers and AD Finance and Transformation. Meetings held on a monthly basis to review progress on saving plans.</p> <p>Monthly Finance and Performance meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>Transformation activity, budget and performance monitoring is being embedded in Service Management and Team Management Meetings.</p> <p>At both meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure</p>	
Actions/controls under development	Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.	
Ownership Managed By	Bev Maybury	

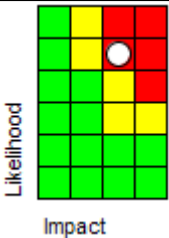
Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
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Description	Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.	
Potential Effect of risk	<p>Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.</p> <p>Inability to attract high value-added employment.</p> <p>Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.</p>	
Internal Controls	<p>Annual risk assessment of schools in July and the start of an academic year – at risk schools targeted for focused intervention, challenge and closer monitoring.</p> <p>Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors.</p> <p>Provisional end of key stages for Early Years, KS1 and KS2 data collated and shared in July and for KS4 in September before the SFRs to allow the LA to identify underperformance and target resources accordingly.</p> <p>Half termly risk assessment of governing boards using the rag rating model</p> <p>Use of LA intervention powers – additional governors or Executive Interim Board (IEB)</p> <p>Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns</p> <p>Letter of concerns sent to underperforming schools</p> <p>Letter of congratulation sent to improving schools</p> <p>Challenging conversations held with weak leaders and governors</p> <p>Sharing of best practice at LA termly HT briefing</p>	
Actions/controls under development	<p>December 2018- . Transformation and restructure process timeline and milestones met and on track.</p> <p>Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018 and July 2019</p> <p>Introduction of termly school improvement focused area meetings from November 2018</p> <p>LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 27 identified schools using local and external system leaders.</p> <p>LA working closely with Burley Woodhead which is an English Hub in the delivery of phonics workshops to the 22 schools with Year 1 phonics scores of 10% or more below the national average of 82%.</p> <p>Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019.</p> <p>In March 2019 79% of schools had leadership judged good or better. This is an improvement from 72% in August 2018.</p> <p>A more robust approach to challenging underperforming schools has included the introduction of CEO meetings with the Deputy Director for E&L.</p> <p>School Improvement Management Committees as a replacement for IEB are now in place and proving to be effective at challenging weak governance and school leadership.</p>	
Ownership Managed By	Yasmin Umarji	

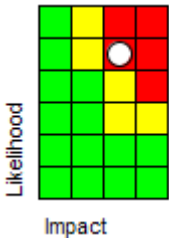
Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
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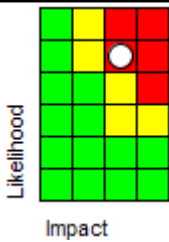
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities.</p> <p>Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected</p> <p>Get Bradford Working outcomes not realised</p> <p>Funding bodies releasing new contracts in isolation. Underspend of current funding</p>	
Internal Controls	<p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019.</p> <p>Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme.</p> <p>Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2019-2020 Contract Variation with the Maximum Contract Value allocated by the ESFA with a 22% funding uplift.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>Performance monitoring of post-16 provision and sharing of best practice through heads of post-16.</p>	
Actions/controls under development	<p>Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's ESIF commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio.</p> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 supporting the opening of two new post-16 free schools in September and exploiting options for A Level provision in the North of the District, increasing the number of young people having a level 3 upon reaching working age.</p> <p>The LA is working through differing post-16 partnerships in the development and implementation of Workforce Development Plan collaboratively developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. The Council, and encourage other anchor institutions to work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; Explore approaches to using the Apprenticeship Levy and other funding to develop a</p>	

	<p>support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p> <p>Seek an improved public funding settlement, potentially as part of a skills devolution deal, to facilitate the up-skilling of people of working age.</p> <p>Build a career and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p>
Ownership Managed By	Jenny Cryer;

Risk Code & Title	CS - Children & Young People – SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	
Potential Effect of risk	<p>Services are not compliant with legislative requirements leading to a risk of Judicial Reviews</p> <p>Education, Health and Care Assessments are not undertaken within statutory timeframes</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>	
Internal Controls	<p>SEND Strategic Partnership Board established with clear ToRs.</p> <p>Work streams in place to focus on priority areas.</p> <p>Creation of the SEND Transformation and Compliance Team to lead on ensuring compliance with the SEND reform agenda.</p> <p>Additional Management capacity in place to support the creation of efficient and effective teams.</p> <p>Targeted Assessment Team in place to deal with backlog of EHC assessments, provide additional capacity for quality assuring EHCPs, support and modelling EHCP writing and deal with parental enquiries/complaints</p> <p>Ensuring accuracy of data and effective use of Capita data base</p>	
Actions/controls under development	<p>Permanent recruitment to key newly created posts – two permanent senior members of staff appointed</p> <p>Establishment of new team structures to enable EHC compliance measures to be met</p> <p>Development of an accurate SEF with supporting evidence</p> <p>Creation of effective systems to collate and analyse data accurately</p> <p>Consulting on 0-25 Integrated Assessment Team – increasing staffing levels for Casework Officers</p> <p>Caseload allocation system introduced with clear monitoring and accountability procedures</p>	
Ownership Managed By	Mariam Haque	

Risk Code & Title	CS - Children & Young People – Inspection Outcome	Current Risk Matrix
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Description	Inability to demonstrate timely improvements which affects reputation and budget as detailed in the Improvement Plan and poor outcomes from Ofsted Monitoring Visits.	
Potential Effect of risk	Poor reputation Takeover of local authority services Financial	
Internal Controls	Improvement Board in place Partner in Practice (PiP) in place New DCS and Deputy Director Social Care Continuous Improvement Self Evaluation Toolkit QA Framework Audit Cycle	
Actions/controls under development	Plan Inspection Timetable Regulation 44	
Ownership Managed By	Gladys Rhodes White	

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation	
Internal Controls	<u>Bradford Safeguarding Children Board (BSCB)</u> The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team. <u>Children's Social Care</u> An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues Social work remuneration is the subject of review along with enhanced CPD and support to strengthen the package to support recruitment and retention <u>MASH/Front Door</u> Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities	
Actions/controls under development	May 2019 A review of caseload allocation has been put in place to ensure resources are aligned to	

	<p>need. There remain high caseloads across the social work teams at this time.</p> <p>The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Children's Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels.</p> <p>A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat.</p> <p>A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p> <p>The risk has been increased to recognise the recent increasing demands and resourcing challenges.</p> <p>The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review.</p> <p>Quality and performance dashboards are also in place to monitor the quality of social work practice.</p>
Ownership Managed By	Jenny Cryer