

Report of the Director of Finance to the meeting of the Executive to be held on 7th July 2020.

Subject:

BS

Finance Position Statement for 2019-20

Summary statement:

This report provides Members with an overview of the financial position of the Council for 2019-20.

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.

Chris Chapman
Director of Finance

Portfolio:

Leader of the Council and Corporate

Report Contact: Andrew Cross
Business Adviser Management
Accounting
(01274) 436823
andrew.cross@bradford.gov.uk

Overview & Scrutiny Area:
Corporate

FINANCIAL POSITION STATEMENT FOR 2019-20

1.0 INTRODUCTION

This report is the last monitoring report presented to Members on the Council's 2019-20 financial position. It shows the revenue and capital financial position of the Council at the 31st March 2020

. The report provides an update on;

- The year-end position of the Council's revenue budget.
- The delivery of 2019-20 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

Revenue Budget

- 2.1 The Council underspent the £359.9m net revenue budget (£1.130bn gross budget) by £1.4m.

	Gross Expenditure			Gross Income			Net		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	243.0	242.0	-0.9	-122.0	-122.8	-0.8	120.9	119.3	-1.7
Children's Services	478.1	492.4	18.6	-373.6	-381.7	-8.1	100.6	110.7	10.1
Department of Place	180.7	187.7	7.0	-65.0	-73.7	-8.7	115.6	113.9	-1.7
Corporate Resources	236.2	233.5	-2.7	-179.6	-178.1	1.5	56.9	55.4	-1.5
Chief Executive	5.2	6.1	0.8	-0.4	-1.3	-0.9	4.8	4.8	0.0
Non Service Budgets	36.1	35.4	-0.7	-26.9	-27.1	0.2	9.2	8.3	-0.8
General Fund	48.1	40.6	-7.8	-96.1	-94.4	-1.7	-48.0	-53.7	-5.7
Total Council Services	1,223.3	1,237.6	14.3	-863.4	-879.0	-15.6	359.9	358.6	-1.3
Net Revenue Funding	-1.5	-1.5	0.0	-358.5	-358.6	-0.1	-359.9	-360.1	-0.1
Total	1,221.9	1,236.1	14.3	-1,221.9	-1,237.6	-15.7	0.0	-1.4	-1.4

- 2.2 The Council manages approximately 130 different services, and the vast majority of these ended the year largely in line with their budgets. Contained within the overall £1.4m underspend, there are however some significant variances (above + or - £0.3m) to plan, and these exceptions are summarised below.

- 2.3 The financial impact of Covid 19 started to be felt in March 2020. The Council has been provided with £30.5m of Emergency grants by the Government and £2.7m of this has been used to support additional spend and income losses in the 2019-20 financial year. This has therefore mitigated the impact for affected service areas in 2019-20, and has not consequently impacted on the overall Council year end position.

Children's Services

2.4 Children's Services overspent the £100.6 net expenditure budget by £10.1m, due mainly to a £11.0m overspend on Children's Social Care resulting mainly from increasing numbers of Children Looked After (CLA) and Children requiring support.

2.5 The table below shows the average number of CLA in placements over a year has significantly over increased recent years. The movement in CLA and Children receiving support in permanent arrangements is as follows:

	2015-16	2016-17	2017-18	2018-19	2019-20
Children Looked After	874	931	960	1,053	1,231
Children in Permanent Arrangements	617	623	613	617	638
Total	1,491	1,554	1,573	1,670	1,869

2.6 During 2019-20 numbers of CLA grew from 1,167 at the start of the year to 1,245 by year end (averaging out at 1,231 across the year). Although the numbers of placements grew at a rate lower than originally anticipated by Children's Services (1,400 CLA were forecast by year end at the start of the year), there has been a large increase in the number of typically costlier placements, most notably in Purchased Residential Care and Independent Foster Care.

	Apr-19	Mar-20	Change	Approx. Cost per placement per year
CLA in placement on date - Residential				
Purchased	51	68	17	£173k
Residential In-House	51	50	-1	£160k
Fostering Purchased	100	151	51	£43k
Foster Care in House	364	361	-3	£26k
CLA in placement on date - Family and Friends	333	351	18	£12k
Placed for adoption/ with parents or other	268	264	-4	£0
Number of Children Looked After	1,167	1,245	78	
Residence Orders	40	37	-3	£9k
Adoption Orders	239	234	-5	£9k
Special Guardian Orders	338	390	52	£9k
No of Children in Permanent Arrangement	617	661	44	

2.7 The main variances that result from the increase in CLA numbers are;

- A £6.4m overspend on the £12.6m external purchased placements budget.
- A £1.3m overspend on the £15.8m Fees and Allowances budget paid to Foster Carers and Special Guardians amongst others. Use of fostering and special guardianship is cost effective, but rising volumes in placements generate additional cost.

- A £1.1m overspend on the £6.5m Through and After Care services budget due to the need to provide accommodation for young people.
- A £2.2m overspend on the £18.2m Social Work budget due mainly to higher workloads and the continued use of agency staff due to a shortage of staff. Budgets have increased significantly to cover a new staffing structure reflecting a move from 3 to 4 teams, however an overspend occurred due to the high levels of agency staff as outlined below.

			Apr	Jun	Sep	Dec	Mar
Social Work Agency Staff			53	86	95	107	116
Total Agency			130	147	155	162	180

- 2.8 Agency staff numbers are continuing to grow as a result of there being greater workloads, and there being higher numbers of permanent Social Workers leavers than starters.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Leavers	2	2	10	7	1	5	4	2	0	9	6	7	55
Starters	0	1	1	2	4	5	3	2	0	3	2	3	26
Change	-2	-1	-9	-5	3	0	-1	0	0	-6	-4	-4	-29

- 2.9 Overall spend on Agency staff has increased significantly from £4.3m in 2018-19 to £11.7m in 2019-20.
- 2.10 Internal residential homes overspent the £5.9m net budget by £0.8m due mainly to agency staff and premises costs.
- 2.11 The Children with Disabilities service also overspent the £4.1m net budget by £1.1m due mainly to only £0.1m of a £0.4m agreed respite saving being delivered; a £0.4m overspend on Direct Payments, and a £0.4m overspend on staff costs.
- 2.12 The above pressures are partly counter balanced by a one off underspend on the Targeted Early Help service of £1.5m in advance of a £0.9m saving in 2020-21. Work is ongoing to integrate the service more closely with Social Work services, and there will be a £2m investment into these services from April 2020.
- 2.13 The 2019-20 budget included £2.4m of additional investment for Children Looked After to help address additional Purchased Placement costs; £1.0m was also provided for additional Social Worker pay, and £0.6m for new Social Worker posts to help manage higher workloads and reduce staff turnover. Additionally, £1.5m was allocated as an Ofsted Inspection contingency on top of amounts provided for prices and demographic growth.
- 2.14 Furthermore, the Council also allocated a one off £6.5m Children's Investment Fund to help respond to the pressures in Children's Social Care. £6.0m of this has been committed in line with an improvement plan over the next 3 years.

- 2.15 The above budget increases will not however be sufficient to cover the additional Children Looked After numbers/costs expected by Children's Social Care, resulting in the forecast overspend. A £17.65m¹ increase in the Children's Social Care budget in 2020-21 has been approved.
- 2.16 Additionally, Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of agency staff. However, so far Social Work leavers continue to outstrip new starters.
- 2.17 Use of agency staff within the Children's Services team is a necessary part of the improvement journey both to work with the increased numbers of children who have come into the system over a short period of time as legacy issues are addressed, and to bring additional skills and experience. The rise in numbers has been recognised by the Children's Management Team and an urgent action group has been set up chaired by an Assistant Director to drive a recruitment plan which will address the rising number of vacancies and agency staff.
- 2.18 The service is working with Impower in supporting sufficiency in Bradford through the Valuing Care Approach.
- 2.19 The service will also continue to implement the agreed Ofsted improvement plan.
- 2.20 Education & Learning is also underspent by £0.8m, largely due to salary underspends in SEN Services.
- 2.21 Regarding budget savings, Children's Services delivered £5.8m of the £6.1m of budget savings, largely as a result of implementing the £5.7m Targeted Early Help saving in 2018-19. The main underachieved saving relates to respite care (£0.3m).

Travel Assistance

- 3.1 The Travel Assistance service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place has a budgeted savings target of £4.774m.
- 3.2 Due to uncertainties of delivering the Travel Assistance savings without impacting vulnerable groups, a corporate contingency has been set aside to meet any savings shortfall pending a detailed review.
- 3.3 The review has completed and has found that only £2.47m is deliverable by 2021-22, with £0.5m being deliverable in 2019-20.
- 3.4 It should also be recognised that the service has managed to avoid increased costs and absorbed additional demand which could have cost approximately £0.6m.
- 3.5 Contingencies were used to mitigate the underachievement in 2019-20, and

¹ £13.625m Demographic growth, £2m Early help (for 2020-21 and another £2m for 2021-22), £2m increase in Social Work Base budget (to replace £2m funded from one off funds).

the budget saving for 2020-21 has been reduced following the external review of deliverability.

- 3.6 Overspends in Children's Services and on Travel Assistance were however mitigated by underspends in all other departments.

Department of Health & Wellbeing

- 4.1 The Department of Health and Well-Being underspent the £120.9m net expenditure budget by £1.7m.
- 4.2 The net budget includes £4.6m of 2019-20 budget savings; £1.6m linked to demand management and £3.1m of Public Health savings. £0.3m of the demand management savings and £2.4m of the Public Health savings have been achieved, giving an overall shortfall of £1.9m; however, mitigating savings have been found elsewhere within the department.
- 4.3 Although Operational Services underspent by £0.9m overall, there was a £0.5m overspend on Older People (OP) and Physical Disabilities (PD) long term support caused by higher Home Care hours than budgeted. A significant element of the higher Home Care hours is a result of the delayed opening of the new Extra Care facility in Keighley. This scheme will become operational later in 2020-21 and will help to reduce Home Care hours going forward.
- 4.4 Significant changes have taken place throughout the department to ensure social care staff are well prepared to achieve the savings on demand management for the future. Reviews have been undertaken to move our residents to more appropriate placements, the front door has been strengthened and there has been a shift to self-help and a strength based assessment. Care cubed has been purchased which will assist the commissioners with pricing for contracts for people with a Learning disability.

Department of Place

- 5.1 The Department of Place underspent the £115.6m net expenditure budget, by £1.7m, and delivered £2.9m of the planned £3.5m budget savings. The main budget variances include;
- 5.2 Waste Disposal Services overspent the £17.1m budget by £0.9m due mainly to the disposal of dry mixed recycling (DMR) residual waste where falling market prices for recyclable materials are resulting in higher costs to the Council.
- 5.3 The contract for the processing and disposal of Dry mixed recycling tonnes has recently been extended and new recyclate extraction equipment for the Materials Reclamation Facility (MRF) is under consideration, which should help to reduce waste processing costs.
- 5.4 However, although the 2020-21 budget includes £1m for additional demographic growth and contract price increases, this is unlikely to be sufficient to cover the falling market prices for recyclable materials. As prices can go up as well as down, a £1m Waste Services reserve has been created at year end.

- 5.5 Sports and Culture overspent by £0.6m due in part to the delayed openings of the new Sedbergh leisure centre (£0.3m), and the fitness facilities at Bowling Pool (£0.1m). There was also a restructure within Libraries and Museums that took longer than planned (£0.1m), and further cost pressures totalling £0.2m.
- 5.6 Planning Transportation & Highways also overspent by £0.2m caused largely by a £0.3m overspend in Building Control due to lower than budgeted fee income. This has been a recurring issue for a number of years and the 2020-21 budget includes a budget increase to address this.
- 5.7 Additionally, Street Lighting overspent by £0.4m due to higher energy costs than budgeted. The overspends are partly counter balanced by additional income in Highways maintenance (£0.4m) this year, and the Street Lighting capital investment plan should help reduce energy consumption when implemented in the longer term. The project to procure replacement street lighting has commenced.
- 5.8 A £2.2m underspend in Neighbourhoods and Customer services, linked mainly to increased parking and enforcement related revenues in Uniformed Services (£1.6m), and a £1.1m underspend in Economy and Development Services brings the overall Department of Place outturn to a £1.7m underspend.

Corporate Resources

- 6.1 Corporate Resources underspent the £48.3m net budget by £1.5m, and delivered £1.8m of £2.5m of budgeted savings as planned. The main variances are outlined below.
- 6.2 Estates and Property Services overspent by £0.3m. This included both a £0.3m income shortfall in Estates Operational & Investment, and a £0.3m overspend in Industrial Services Group due to significant trading pressures. There are also on-going structural pressures in Architectural Services (£0.2m) and Building Services (£0.2m). These were however partly counter balanced by underspends in other services.
- 6.3 Revenues & Benefits underspent by £2.0m. This included £0.9m relating to benefits payments achieved via a combination of improvements in the recovery of overpayments; savings from a reduction in unsubsidised overpayments, and the net impact of reductions in recovery income and bad debt provision which provided a one off benefit in year. Additionally, £0.7m relates to short term in year savings on salaries due to vacancy control, and £0.4m on court costs (net of lost income) & contracts.
- 6.4 Legal & Democratic Services overspent the £6.3m net budget by £0.3m mainly as a result of cost pressures on both the elections budget. £0.2m, was due in part to the increase costs of postal voting, and Coronial services overspent by £0.3m, partly as a result of one off costs such as backdated pay awards. This was partially offset by underspends across the remaining services, Registrars, Members & Civic and legal services as a whole.

- 6.5 Human Resources overspent the £3.9m net budget by £0.3m, partly due to structural shortfalls in budget, mainly relating to Business Support functions, (£0.2m), and partly to reduction in traded services income (£0.3m). These were partially offset by an underspend of £0.2m on core operational services.
- 6.6 ICT underspent the £12.1m net expenditure budget by £0.2m primarily due to savings on staffing cost due to vacancy control within the core services and on contracts of £0.5m. This more than offset the overspends on school related traded services in Education ICT (£0.2m) and in Curriculum Innovation (£0.1m).

General Fund & Non Service

- 7.0 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others underspent by £5.7m due to;
- £3.4m of Corporate contingencies
 - £1.1m of other underspends (interest income, capital financing & others)
 - £1.3m of remaining one off VAT refund
- 7.1 The Non Service area which includes added pension years for former employees, payments to West Yorkshire Joint Services, Flood defence payments and External Audit costs amongst others, is underspent by £0.9m due mainly to lower pension costs.

Material Changes since Qtr. 4 (Dec)

- 8.1 The overall position improved by £0.5m to an underspend of £1.4m.

£ms	Forecast Variance at Qtr 4	Variance at Year End	Change in Variance
Health and Wellbeing	-2,532	-1,667	865
Children's Services	9,947	10,149	202
General Fund	-6,153	-5,671	483
Corporate Resources	-1,601	-1,476	125
Chief Executives	-31	-18	13
Net Funding	0	-145	-145
Non Service Budgets	-506	-887	-381
Department of Place	-20	-1,715	-1,694
Total Council	-898	-1,429	-531

- 8.2 The underspend in Health and Wellbeing has reduced by £0.9m, due mainly to an increase in Learning Disability (LD) long term support costs. The increase was due to the settlement of £0.2m of previously disputed out of area invoices and £0.6m of additional Supported Living liabilities.
- 8.3 The £0.2m increase in the Children's Services overspend to £10.1m was due to a £0.2m increase Agency Social Worker cost within Children Social Care and Child Protection services.

- 8.4 The £1.7m improvement in the variance in the Department of Place is mainly due to;
- A £0.4m increase in the underspend in Economic Development to £0.9m due to deferred costs.
 - A £0.4m increase in the underspend in Neighbourhoods & Customer services due to higher revenues in Uniformed Services and lower equipment purchase costs in Street Cleansing.
 - A £0.5m reduction in the forecast overspend in Waste Services, as the disposal as direct deliveries income was higher than planned, and the underachievement of income in Trade Waste wasn't as high as previously forecast.

Savings Tracker

- 9.1 The combined budget savings of £22.0m in 2019-20 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £278.2m.
- 9.2 The 2019-20 budget included £16.1m of new budget reductions, however £5.9m of prior year underachieved savings carried forward into 2019-20, meaning that £22.0m of savings are budgeted to be delivered in 2019-20.
- 9.3 In tracking progress made against each individual saving proposal, £14.1m of the £22.0m was delivered as planned, leaving £7.9m that was not delivered.

	Prior year underachieved Savings outstanding at 31/3/19	2019/20 New Savings	Total Savings 2019/20	Variance 2019/20
Health & Wellbeing	0.0	4.7	4.7	1.9
Children's Services	0.0	6.1	6.1	0.3
Place	0.7	2.8	3.5	0.6
Corporate Resources	0.4	2.0	2.4	0.7
Chief Executives Office	0.0	0.1	0.1	0.0
Travel Assistance	4.8	0.0	4.8	4.4
General Fund	0.0	0.5	0.5	0.0
Total	5.9	16.1	22.0	7.9

- 9.4 Although the forecast underachieved savings remain high, they are lower than the last 3 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	13.4
2019/20	7.9

- 9.5 The £7.9m of underachieved savings are largely due to the £4.4m Travel Assistance Saving which was subject to a review, and has been addressed as part of the 2020-21 budget. Additionally, there was a £1.2m underachievement on the £1.5m Adults Demand Management saving linked to higher Home Care hours and costs, and low amounts of Learning Disabilities savings delivered. This underachievement was however counterbalanced by underspends in other parts of Health & Wellbeing.
- 9.6 The other forecast underachieved savings are not expected to have a significant impact in 2020-21.

Capital Expenditure

- 10.1 Against the latest capital budget of £122.8m, the Council made a total investment of £80.6m. The largest proportion of the spend (£32.3m) was on the upkeep of owned buildings, while next in significance (£18.2m) was the creation / acquisition of new buildings.
- 10.2 The main reasons for the variance between capital spend and budget are:
- Children's – The £11.6m includes variances on budgets for Secondary and Primary School Expansion and construction of a new Silsden primary School. The Expansion Programmes were delayed due to inclement weather in January and February and the halting of construction work in March due to Covid-19. The appointment of a contractor for the new Silsden school took longer than planned and start on site was January 2020 rather than mid-2019. These schemes are grant funded and the budgets will be carried over in to 2020-21.
 - Reserve schemes and contingencies - £11.0m 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 – Part of the underspend was across a number of projects, including West Yorkshire Transport Fund Schemes. Spend and funding will move in to future years for these schemes.
- 10.3 The £80.6m of spend was funded by £45.3m grants, £28.6m 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 £3.2m.
- 10.4 Capital expenditure is outlined in greater detail in Appendix 1 Section 5.

Council Tax and Business Rates Collection

- 11.1 Regarding Council Tax and Business Rates, the Council will receive in 2019-20 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2020-21, so only impacts on next financial year, and has already been factored into the budget for 2020-21.

12.0 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.

13.0 LEGAL APPRAISAL

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

14.0 OTHER IMPLICATIONS

15.1 EQUALITY & DIVERSITY

15.2 SUSTAINABILITY IMPLICATIONS

None

15.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

15.4 COMMUNITY SAFETY IMPLICATIONS

None

15.5 HUMAN RIGHTS ACT

None

15.6 TRADE UNION

Any Trade Union implications were discussed during the budget setting process

15.7 WARD IMPLICATIONS

None

15.8 IMPLICATIONS FOR CORPORATE PARENTING

None

15.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

None

15.10 NOT FOR PUBLICATION DOCUMENTS

None

16.1 RECOMMENDATIONS

That the Executive is recommended to:

- Note the financial position of the Council reported for the year ended 31 March 2020.

17.0 APPENDICES

Appendix 1 – Detailed Financial Position Statement for 2019-20

18.0 BACKGROUND DOCUMENTS

- Qtr 4 Finance Position Statement 2019-20 – Executive 24th March 2020
- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20th 2020.
- Qtr 3 Finance Position Statement 2019-20 – Executive 4th February 2020
- Qtr 2 Finance Position Statement 2019-20 – Executive 5th November 2019
- Qtr 1 Finance Position Statement 2019 -20 – Executive 9th July 2019
- 2019-20 Finance Position Statement – Executive 9th July 2019
- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019

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.

Contents

1 Revenue Budget Outturn

2 Service Commentaries

- 2.1 Health and Wellbeing Services
- 2.2 Children's Services
- 2.3 Department of Place
- 2.4 Corporate Resources
- 2.5 Chief Executive
- 2.6 Non Service
- 2.7 General Fund

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
- 4.2 School Balances

5 Capital Investment Plan

6 Council Tax and Business Rate Collection

Annex 1 Reserves Statement at 31/03/2020

Annex 2 Earmarked Reserves Statement at 31/03/2020

Annex 3 Capital Investment Plan by scheme.

Annex 4 Risk Register

1.0 COUNCIL REVENUE OUTTURN

2019-20 Revenue Outturn at 31st March 2020

The Council underspent the £359.9m net expenditure budget by £1.4m. There are however a number of significant departmental budget variances as outlined.

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

Table 1 – Revenue forecast by department

	Gross Expenditure			Gross Income			Net		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	243.0	242.0	-0.9	-122.0	-122.8	-0.8	120.9	119.3	-1.7
Children's Services	473.8	492.4	18.6	-373.6	-381.7	-8.1	100.3	110.7	10.4
Department of Place	180.7	187.7	7.0	-65.0	-73.7	-8.7	115.6	113.9	-1.7
Corporate Resources	236.2	233.5	-2.7	-179.6	-178.1	1.5	56.9	55.4	-1.5
Chief Executive	5.2	6.1	0.8	-0.4	-1.3	-0.9	4.8	4.8	0.0
Non Service Budgets	36.1	35.4	-0.7	-26.9	-27.1	0.2	9.2	8.3	-0.8
General Fund	48.4	40.6	-7.8	-96.1	-94.4	-1.7	-47.8	-53.7	-5.9
Total Council Services	1,223.3	1,237.6	14.3	-863.4	-879.0	-15.6	359.9	358.6	-1.3
Net Revenue Funding	-1.5	-1.5	0.0	-358.5	-358.6	-0.1	-359.9	-360.1	-0.1
Total	1,221.9	1,236.1	14.3	-1,221.9	-1,237.6	-15.7	0.0	-1.4	-1.4

Service budgets and actuals include year-end accounting adjustments for depreciation, impairment and pensions. They also include Facilities Management costs and budgets (utilities and repairs) which during the year are managed and controlled within Corporate Resources. These affect Service's budgets and actual spend but have no impact on the final service variances.

2. SERVICE COMMENTARIES

2.1 Department of Health and Well Being

- The Department of Health and Well-Being underspent the £120.9m net expenditure budget by £1.7m.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Operational Services	118.1	117.3	-59.8	-59.8	58.7	57.4	-0.9
Learning Disabilities	65.8	67.3	-16.0	-16.7	49.7	50.7	1.0
Commissioning & Integration	11.7	11.1	-2.1	-2.2	9.5	8.9	-0.6
SD Health & Wellbeing	3.7	4.0	-0.1	-1.3	3.6	2.7	-0.8
Public Health	43.8	42.3	-44.0	-42.8	0.2	0.5	-0.3
Total	243.0	243.0	-122.0	-122.8	120.9	119.3	-1.7

- 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 underspent the £0.9m net expenditure budget by £0.1m due to vacant posts in 2019-20.
- The table below indicates that the service is continuing to deal with high levels of enquiries for services.

	2018-19	2019-20
Access – Number of Contacts	28,609	27,538
Access – Number of Contacts screened in Access	16,083	16,039

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 £10.5m net expenditure budget by £0.5m due to a planned re profiling of staff in line with the implementation of a new operating model which reflects the three tiered and community led support approach being taken to maximise independence for people.
- The service also undertook a higher level of new assessments and reviews of existing clients in 2019-20.

	2018-19	2019-20
Number of Completed Assessments	14,035	16,534
% of Assessments which are Care Act	28%	24%
% Care Act Assessments resulting in Long Term Support	58%	63%

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

	2018-19 Regional Avg	2016-17 Bradford	2017-18 Bradford	2018-19
Social Care quality of life	19.3	19.4	19.2	19.6
Control over daily life	79%	75.1%	79%	82.1%
Feeling Safe	71.6%	73.1%	69.3%	74.0%
Feeling Safe as a result of services	88.5%	86.0%	84.4%	85.4%
Overall satisfaction of users with care and support	64.7%	64.5%	65.3%	66.1%

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 £81.6m Long Term Support net expenditure budget overspent by £0.6m.
- Overall the £0.6m overspend comprised of a £0.5m overspend on Older People and Physical Disabilities services, a £0.8m overspend on Learning Disabilities and an £0.7m underspend on Mental Health long term support.
- 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 2019-20 compared to the prior years.

Client Numbers	2015-16	2016-17	2017-18	2018-19	2019-20
Total Residential and Nursing – OP	1,289	1,234	1,113	1,016	947
Total Residential and Nursing – PD	85	76	115	103	73
Total Residential and Nursing	1,374	1,310	1,228	1,119	1,020
Total Community Care – OP	1,530	1,702	1,816	1,862	1,865
Total Community Care – PD	335	288	261	267	254
Total Community Care	1,865	1,990	2,077	2,129	2,119
Total	3,239	3,300	3,305	3,248	3,139

OP & PD Residential and Nursing Fees

- The service underspent the £14.8m net expenditure budget (£37.5m gross expenditure budget) by £0.4m.
- 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	2015-16	2016-17	2017-18	2018-19	2019-20
Average OP Residential Population	943	894	787	714	659
Gross Expenditure Residential Fees	£25.9m	£25.0m	£24.6m	£23.8m	£24.3m
Client Contributions	£11.7m	£10.9m	£11.0m	£10.9m	£11.1m
Average Net Cost per Client per Week	£302	£305	£332	£347	£385
Average PD Residential Population	87	76	67	64	49
Gross Expenditure Residential Fees	£2.8m	£2.4m	£2.2m	£2.2m	£1.9m
Client Contribution	£0.5m	£0.4m	£0.4m	£0.4m	£0.3m
Average Net Cost per Client per Week	£528	£504	£517	£540	£627

Nursing Fees	2015-16	2016-17	2017-18	2018-19	2019-20
Average OP Nursing Population	348	343	326	302	288
Gross Expenditure Nursing Fees	£10.5m	£10.2m	£10.2m	£9.6m	£10.2m
Client Contribution	£4.4m	£4.0m	£3.6m	£3.2m	£3.4m
Average Net Cost per Client per Week	£343	£348	£388	£407	£454
Average PD Nursing Population	59	56	48	39	24
Gross Expenditure Nursing Fees	£1.6m	£1.4m	£1.3m	£1.1m	£0.7m
Client Contribution	£0.4m	£0.3m	£0.3m	£0.2m	£0.1m
Average Net Cost per Client per Week	£414	£371	£400	£443	£480

OP & PD Home Support

- The service overspent the £6.8m net expenditure budget by £0.5m. This was due to more home care hours delivered than budgeted.
 - The Home Care budget had assumed a reduction of 5,100 monthly home care hours resulting from the opening of the new Extra Care facility in Keighley (Fletcher Court), which was originally due to open in April 2019; however, the facility will now not become operational until later in 2020-21 and this delay has impacted on the Home Care budget.
- 6.1 The first half of 2019-20 saw an increase in the enablement support hours delivered by private Home Care providers due to capacity issues in the Bradford Enablement Support Team (BEST). This was as a result of supply issues in the market, which resulted in BEST holding a significant number of long term care hours. This position improved in the second half of the year through reviewing packages of care (focusing on the short term cases held with private providers) and working with the market to increase capacity.
- The significant reduction in the number of Residential and Nursing placements will have also resulted in an increase in Home Care hours as an alternative provision. This is however a positive direction of travel.

- Gross costs increased by £1.1m in 2019-20, of which £0.4m is due to the 2019-20 fee uplift and £0.7m due to an increase in home care hours delivered (1.182m hours were delivered in 2019-20, an annual increase of 49,000 from 2018-19).

OP & PD Home Support (incl. ISF1's)	2015-16	2016-17	2017-18	2018-19	2019-20
Average OP in receipt of Home Support	1,426	1,574	1,664	1,701	1,673
Hours of Care provided in year (000s)	757	782	952	1,046	1,095
Gross Expenditure Home Support	£8.7m	£10.3m	£13.0m	£14.7m	£15.9m
Average Gross Cost per Client per Week	£117	£126	£150	£166	£181
Average PD in receipt of Home Support	203	151	123	112	97
Hours of Care provided in year (000s)	108	105	114	121	108
Gross Expenditure Home Support	£2.4m	£1.7m	£1.9m	£1.6m	£1.5m
Average Gross Cost per Client per Week	£225	£212	£297	£275	£297

- Looking to 2020-21, the service is optimistic that the overspend will not re-occur once Fletcher Court is fully operational, clients with external enablement packages continue to be reviewed, strength based approaches become embedded in teams and annual reviews are carried out.
- Covid-19 will also have a significant impact on Care provision, and the impact on this but will be closely monitored and reported on in greater detail in 2020-21.

OP & PD Direct Payments

- The service overspent the £2.6m Direct Payments budget by £0.4m due to an increase in client numbers (+40 clients) in 2019-20. Despite the overspend this is a positive direction of travel as it 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.
- This pressure is non-recurrent as additional budget has been identified for 2020-21.
- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (23.3% Bradford, 26.7% Regional Comparator).

	2015-16	2016-17	2017-18	2018-19	2019-20
Average Older People in receipt of Direct Payments	104	128	152	161	192
Gross Expenditure Direct Payments	£1.20m	£1.48m	£1.78m	£1.90m	£2.30m
Average Cost per Client per Week	£222	£219	£225	£227	£230
Average PD Population in receipt of Direct Payments	132	137	138	150	159
Gross Expenditure Direct Payments	£1.6m	£1.7m	£1.5m	£1.6m	£1.8m
Average Cost per Client per Week	£226	£244	£209	£198	£217

- 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. 2018- 19	Bradford 2017-18	Bradford 2018-19
Perm admissions to care 65+ per 100,000	644.3	493	548.7
Delayed transfers of care from hospital attributable to Social Care	2.4	0.8	0.2
Re-ablement (effectiveness) still at home after 91 days	83.9%	87.9%	82.9%

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 and Physical Disabilities Long Term Support had a £0.8m budget saving to be delivered by further reductions in Residential & Nursing care, and community care services. At the yearend, £0.5m of the saving is unachieved as the planned home care hours' reduction was not met, mainly as a result of the delay in the opening of the new extra care facility, Fletcher Court.
- Further demand management savings of £2.3m are due to be delivered in 2020-21. 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, reviewing and to strengthen the approach and capacity of Re-ablement and Intermediate Care services in conjunction with health.

Learning Disabilities (LD) Purchased Care

- The £47.3m Learning Disabilities Purchased Care net expenditure budget overspent by £0.8m.
- The service is however managing demand by caring for service users in community care services including Home Care, Day Care, Supported Living and Direct Payments, which promote independence and are typically less costly than LD Residential and Nursing placements.
- The Learning Disability Purchased Care budget overspent as a result of the following:

Learning Disabilities Residential Fees

- The £9.9m Residential Fees net expenditure budget overspent by £0.4m. Although the number of clients in a Residential setting has reduced significantly (a reduction of 15 on the average population compared to 2018-19), net expenditure has only reduced by £0.1m. This is due to the weekly average net cost per client increasing by £108 in 2019-20; factors affecting this are:
 - client reductions in 'block contracts' which do not result in expenditure reductions, as a result of the delays due to the capacity within the commissioning team

- backdated payments for care packages spanning a number of financial years and high cost packages as a result of more complex care needs; this is being negotiated with the CCG as several people require CHC assessments.

Learning Disabilities Residential	2015-16	2016-17	2017-18	2018-19	2019-20
Average LD People Residential Population	185	187	176	175	160
Gross Expenditure Residential Population	£11.6m	£12.0m	£12.3m	£12.8m	£12.4m
Income (Client Contribution & CHC)	£0.9m	£1.0m	£1.0m	£1.2m	£0.9m
Average Net Cost per Client per Week	£1,094	£1,137	£1,227	£1,274	£1,382

- The ASCOF framework also indicates that relative to other Councils, Bradford's Adult Services benchmark well with very low permanent admissions to Residential and Nursing care homes for clients aged 18-64 years.

	Regional Avg. 2018-19	Bradford 2017-18	Bradford 2018-19
Perm admissions to care (18/64) per 100,000	15.1	14.6	7.9

- In 2020-21 the demand management plan 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 £0.9m net budget overspent by £0.9m due to part year nursing cost and non-recurrent transition costs associated with the transfer of a number of Nursing Homes to Supported Living. This move to a new model of care was fully complete for all five properties during 2019-20 so the pressure will not recur in 2020-21.

Learning Disabilities Nursing	2016-17	2017-18	2018-19	2019-20
Average LD People Nursing Population	63	60	57	24
Gross Expenditure Nursing Population	£5.7m	£6.4m	£6.1m	£3.2m
Income (Client Contribution & CHC/FNC)	£0.7m	£0.6m	£0.5m	£0.5m
Average Net Cost per Client per Week	£1,526	£1,858	£1,889	£2,163

Learning Disabilities Home Care

- LD Home Care underspent the £7.6m net expenditure budget by £4.3m. This is due to homecare activity on the departments payments system, ContrOCC, being re-classified as Supported Living; there is a compensation overspend on the Supported Living budget. Due to this, it is not possible to accurately compare expenditure and activity from previous years.

- The budgets for 2020-21 have been re-aligned to reflect these changes.

	2015-16	2016-17	2017-18	2018-19	2019-20
Average LD People in receipt of Homecare	501	471	460	382	324
Gross Expenditure	£7.7m	£8.3m	£9.9m	£6.6m	£3.5m

Learning Disabilities Supported Living

- LD Supported Living overspent the £19m gross expenditure budget by £4.4m. This is due to homecare activity on the departments payments system, ContrOCC, being re-classified as Supported Living; there is a compensation underspend on the Home Care budget. Due to this, it is not possible to accurately compare expenditure and activity from previous years.
- The service has seen a significant increase in rental void payments (+£350k to £534k), creating a budget pressure, as a result of new supported living schemes that have become operational in 2019-20.
- Budget reductions of £0.4m have been achieved in 2019-20 through TUPE reductions on the supported living contracts.

	2017-18	2018-19	2019-20
Average LD People in receipt of Supported Living	226	252	408
Gross Expenditure	£14.9m	£16.7m	£23.8m

Learning Disabilities Day Care

- The LD Day Care net expenditure budget of £10.6m underspent by £0.3m in 2019-20. £6.1m of spend relates to a block contract for approximately 600 places per day, £2.1m to spot contract arrangements and £2.2m to day care transport costs. The £0.3m underspend is within transport costs due to surplus budget. This is a non-recurrent underspend as the department has a £0.3m transport saving to be made in 2020-21.
- In 2019-20 the block contract was 94% utilised, however this reduces to 80% when absences are taken into account. The commissioning team in the department is working with the provider to transform the service and to change the contract to a cost and volume basis in 2020-21. Any expenditure reductions as a result of this will form part of the LD demand management saving in 2020-21.
- LD Day Care 'spot contracts' have seen an increase in average client numbers (+13 compared to 2019-20) and gross costs have increased by £0.3m.

	2015-16	2016-17	2017-18	2018-19	2019-20
Average LD Day Care Population – spot contracts	308	352	263	292	305
Gross Expenditure	£1.8m	£2.0m	£1.9m	£2.4m	£2.7m
Average Gross Cost per Client per Week	£112	£109	£139	£158	£170

Learning Disabilities Direct Payments

- The service underspent the £0.4m net expenditure budget by £0.3m. The gross expenditure budget overspent by £0.2m due to an increase in client numbers (+13 from 2018-19) however this was mitigated by a £0.5m overachievement of the Direct Payment Recovery income budget.

	2015-16	2016-17	2017-18	2018-19	2019-20
Average LD people in receipt of Direct Payments	353	389	430	456	469
Gross Expenditure	£4.9m	£6.1m	£6.5m	£6.8m	£7.1m
Average Gross Cost per Client per Week	£264	£293	£291	£287	£291

- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (23.3% Bradford, 26.7% Region Comparator in 2018-19).
- 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 an overall reduction in the average number of Mental Health clients, with reducing numbers receiving Residential and Nursing care in line with the departments strategy.

Mental Health	2015-16	2016-17	2017-18	2018-19	2019-20
Average MH People Residential Population	142	143	140	125	118
Gross Expenditure Residential Fees	£3.9m	£4.0m	£4.0m	£3.7m	£3.8m
Average Gross Cost per Person per Week	£517	£526	£591	£569	£619
Average MH People Nursing Population	50	50	48	48	40
Gross Expenditure Nursing Fees	£1.4m	£1.4m	£1.4m	£1.4m	£1.3m
Average Gross Cost per Person per Week	£526	£517	£549	£560	£625
Average MH People in receipt of Homecare	108	122	153	261	212
Gross Expenditure Homecare	£1.4m	£1.6m	£2.0m	£2.6m	£2.0m
Average Weekly Costs	£251	£253	£251	£191	£181
Average MH People in receipt of Supported Living				60	107
Gross Expenditure Supported Living	£1.9m	£1.5m	£1.3m	£1.4m	£1.9m
Average Weekly Costs				£448	£341
Average MH people in receipt of Direct Payments	21	40	52	52	51
Gross Expenditure Direct Payments	£0.1m	£0.6m	£0.7m	£0.8m	£0.7m
Average Gross Cost per person per Week	£92	£288	£258	£295	£264
Total Average MH Population	321	355	393	546	528
Total Gross Expenditure	£8.7m	£9.1m	£9.4m	£9.9m	£9.7m

The service underspent the £7.7m net expenditure budget by £0.7m due to systematic reviewing with health colleagues (including S117 aftercare) and having a consistent application of the three tier approach within the integrated mental health teams.

Mental Health Residential Fees

- MH Residential fees underspent the £3.3m net expenditure budget by £0.2m due to a reduction in the average population (7 less clients than 2018-19).

Mental Health Nursing Fees

- MH Nursing fees underspent the £0.9m net expenditure budget by £0.2m due to fewer service users than budgeted for.

Mental Health Home Support

- MH Home Support underspent the £2.7m net expenditure budget by £0.8m. This is mainly due to the reclassification of activity on ContrOCC from home support to supported living.

Mental Health Direct Payments

- MH Direct Payments underspent the £0.7m net expenditure budget by £0.1m. The average number of clients receiving Direct Payments has reduced by 1 to 51 and the average gross cost per person has reduced by £31 to £264.

Mental Health Supported Living Services

- MH Supported Living overspent the £1.2m net expenditure budget by £0.6m. This is due to the reclassification of activity on ContrOCC from home support to supported living. The cessation of the block supported living contract in 2018-19 has meant that it is not possible to compare activity for previous financial years.

As part of the 2020-21 Demand Management saving, the Mental Health budget has a reduction of £0.4m. This will be achieved through maintaining current levels of residential and nursing placements and annual reviewing in conjunction with health.

In House Community Care Services

Enablement Services

- The Enablement service provides short team support (typically up to 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 £0.6m net expenditure budget (£5.8m gross budget) by £0.4m mainly due to staffing vacancies

Enablement Services	2015-16	2016-17	2017-18	2018-19	2019-20
Gross Costs	5,045	5,181	5,894	5,876	6,240
Income	-4,903	-4,931	-5,194	-5,164	-5,159
Net Costs	142	250	700	712	1,081
Total number of hours BEST/BEST Plus 000s	130	130	137	141	125
Gross cost per hour £	38.81	39.86	43.03	41.67	49.92

- The BEST team have been assessed in 2019-20 as Outstanding by the Care Quality commission.

In-house Residential and Day Care

- In-house Residential and Day Care underspent the £8.9m net expenditure budget by £0.1m.

In-House Residential Services

In-house Residential Services	2016-17	2017-18	2018-19	2019-20
Gross Costs £000s	8,294	8,345	8,228	*10,878
Income £000s	-3,073	-2,623	-4,825	-4,839
Net Costs £000s	5,221	5,722	3,403	6,039
Number of weeks of care provided	8,887	7,736	6,625	7,469
Average % Occupancy	87%	83%	78%	
Gross Weekly Unit Cost (excluding Corporate Recharges)	£933	£1,079	£1,241	£1,456

*includes capital charges of £1.1m

- 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 42% 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 gross cost increased by £2.6m from 2018-19, however this is mainly due to a £1.2m increase in FRS 17 and capital charges and a further £1.3m increase in employee costs, reflecting pay increases and additional staff costs relating to increased client dependency levels.
- Bed weeks have increased from 2018-19, which was reduced as a result of wing closures to allow refurbishment.
- A new 50 bed residential care home opened in October 2019, Valley View, which has increased the capacity to provide short term reablement across the district.

In-House Extra Care Services

- The service underspent the £2.4m net expenditure budget by £0.2m. This is due to the delayed opening of the new Extra Care facility, Fletcher Court.
- Once opened, this scheme will also provide 69 Extra Care places, to enable people with complex needs to live independently, but with care provided on site. The scheme is fully built, equipped and staffed however the delay is related to issues with the collection of rent and the impact on the HRA account. The scheme should be operational by July 20, depending on the Coronavirus pandemic and government guidance.

In-house Day Care

- The service underspent the £0.4m net expenditure budget by £0.1m due to vacancies and reduced transport expenditure.

Shared Lives / Time Out

- 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 overspent the £0.1m net expenditure budget (£3.1m gross budget) by £0.1m which was shared with the CCG and also utilised £0.6m of capital funding.

	2016-17	2017-18	2018-19	2019-20
Gross Costs (revenue)	3,528	3,149	3,141	3,183
Income	-2,697	-2,633	-2,995	-3,056
Net Costs	831	516	146	127
Capital Expenditure	0	64	256	635
Items Lent	37,212	34,212	*	20,226
Users in receipt of Equipment	10,618	10,194	*	13,258
% delivered with 7 days	93	95	*	98

* Data not available due to a system change

- 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 £0.8m net expenditure budget by £0.2m, maintaining the £0.4m reduced level of expenditure seen in 2018-19, achieved through reducing payments to clients and reductions in accommodation costs as a result of lower cost procurement.

Commissioning and Integration

- Commissioning and Integration underspent the £9m net expenditure budget by £0.6m. This is due to £0.4m in staffing vacancies and £0.2m of non-recurrent reduced grant payments; both underspend areas are non-recurrent.

Strategic Director Health and Well-Being

- The Strategic Director (SD) Health and Well-Being underspent the £3.3m net income budget by £0.8m. This is due to £0.6m of unbudgeted additional Better Care Fund and £0.3m of 2019-20 BCF uplift. This additional income is offset by £0.2m pressures, primarily a number of one-off expenditure items and £0.1m overspend within the Safeguarding budget.

Safeguarding

- The Safeguarding and Mental Capacity Act (MCA) function overspent the £1.6m net expenditure budget by £0.1m as a result of utilising agency staff to address the MCA pressures within the department.

2.1.2 Health and Wellbeing – Public Health

Health and Wellbeing – Public Health

- Public Health underspent the £44.6m gross expenditure budget by £0.3m due mainly to staffing savings within the Environmental Health Service.
- The service delivered £2.4m (77%) of the in-year savings target of £3.1m.
- The Public Health grant conditions allow for underspends to be carried over into the next financial year as part of a ring fenced Public Health reserve. An underspend of £1.3m has been transferred to the Public Health reserve to use towards Public Health outcomes in 2020-21.
- The total annual funding from Department of Health will increase from £40.7m to £42.3m in 2020-21.

0-19 Children's Service

- The service overspent the £12.3m gross expenditure budget by £0.4m. The 0-19 Children's Service was subject to a procurement process with a new service to be in place by 1st April 2019, with a budget saving of £2m to be delivered in 2019-20. This process experienced delays and the new contract start date was 1st August 2019, resulting in a savings shortfall on £0.6m. This was mitigated by a £250k contribution from Bradford City CCG and the balance of £0.4m met from underspends elsewhere within Public Health.
- The new 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.

Living & Ageing Well Programme

- The service underspent the £11.7m gross expenditure budget by £1.1m. This is due to delays in fully setting up the new Living Well scheme in Bradford. Due to the level of underspend permission has been obtained from Public Health England to carry this funding forward to 2020-21.
- Living Well is a whole systems approach incorporating 3 core work streams; Living Well people, Living Well Societies and Living Well Environments (businesses, food retails, 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 launched in 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.

Environmental Health

- The service underspent the £0.5m net expenditure budget by £0.3m due to vacancies and the recharging of staff time related to the Air Quality project.

2.2 Children's Services

- Children Services overspent the £100.6m net expenditure budget (£474.1m Gross budget) by £10.1m.
- Contained within the budget is £295.5m of gross expenditure in relation to schools which is primarily funded from the Dedicated Schools Grant.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Children's Services							
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	-0.0
Children's Social Care	87.4	101.3	-8.8	-11.7	78.6	89.6	11.0
Education & Learning	38.1	37.0	-28.7	-28.3	9.4	8.6	-0.8
Performance, Commissioning & Partnerships	52.4	56.1	-44.9	-48.7	7.5	7.4	-0.1
Schools	295.8	297.6	-291.1	-292.9	4.7	4.7	0.0
Total	474.1	492.4	-373.6	-381.7	100.6	110.7	10.1

2.2.1 Children's Social Care Service

- Children's Social Care overspent the £78.6m net expenditure budget by £11.0m. The overspend was largely attributable to;
 - Increases in the overall numbers of Children Looked After (CLA) and Children requiring support impacting on the cost of Purchased Placements (£6.4m overspend); Fees and Allowances (£1.3m overspend), and Social Work (£2.2m 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; developed an Improvement Plan and allocated resources to support the Improvement Plan. Ofsted has had four monitoring visits since the inspection in September 2018. The Children Services Senior Leadership Team will continue to work on the improvement journey and implement the actions in the improvement plan.
 - The service spent £9.8m in 2019-20 across the service on agency staff to fill vacant roles. At the start of the financial year, the service was spending approximately £0.5m per month on Agency staff, however by year end this increased to £0.9m per month. Total spend on agency staff has increased significantly in recent years
 - The inspectors acknowledge that Bradford is taking action to overcome issues of recruitment and retention which are a result of national social worker shortages. The service continues to address the issue on recruitment and retention in 2020-21. In 2019-20 the Council allocated additional funding to the front line social worker pay levels in Bradford.
 - In setting the 2020-21 budget, the Council has allocated £13.625m of permanent funding to address the current service pressure and demographic growth of numbers of children being supported. A further £2m of permanent funding has been allocated to support the Children's Locality Structure where one off funding was used in 2019-20 to support the social work staffing levels. The Council also allocated £2m of funding in 2020-21 for two years to support Prevention and Early Help Work.

- 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	14-15	15-16	16-17	17-18	18-19	19-20
Placed with Parents	84	86	119	117	129	150
Placed for Adoption	63	38	24	25	26	24
Friends and Families	218	206	232	235	301	357
Foster Parents	349	365	365	371	354	368
Fostering Agencies (Ext)	32	32	38	57	88	131
Residential Care	68	63	58	51	45	51
Residential Care (Ext)	46	50	47	42	42	60
Other *	37	34	48	62	68	90
Total Looked After Children	897	874	931	960	1,053	1,231
Residence Orders	65	69	59	46	40	37
Adoption Orders	270	271	260	247	239	237
Special Guardianship Orders	240	277	304	320	338	364
Total Chd in Permanent Arrangement	575	617	623	613	617	638
Total Children Receiving Support	1,472	1,491	1,554	1,573	1,670	1,869

*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 1,245 Children Looked After at the year end.
- Despite, the growth it should however be noted that benchmarking information indicates that Bradford had relatively low levels of Looked After Children (82 per 10,000), compared with a statistical neighbour average of 86.1 and national average of 65 per 10,000 Children at the date of the last benchmark in 2018-19. Current data shows that district had 86 Looked after Children per 10,000 which is similar to statistical neighbours.

Looked After Children – Purchased Placements

Purchased Placements overspent the £12.3m net expenditure budget by £6.4m.

- 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 51.7% in 2019-20 and at the same time the total number of care nights increased by 56.7% Since 2013-14 the net cost

of Purchased Placements has increased by 181%.

	14-15	15-16	16-17	17-18	18-19	19-20
Gross Costs £000s	6,320	9,150	9,130	10,137	13,331	18,667
Income £000s	-	(592)	(600)	(1,247)	(1,138)	(165)
Net Costs £000s	6,320	8,558	8,530	8,890	12,193	18,502
Foster care Purchased Nights	12,941	12,320	13,632	20,093	32,072	47,864
Secure Residential Care Nights	289	770	676	549	283	
Residential Nights Purchased	13,156	17,829	18,506	14,783	15,189	22,047
Leaving Care Supported Nights	3,204	3,899	3,542	5,532	7,388	16,161
Total	29,590	34,818	36,356	40,957	54,932	86,072
Cost per Purchased Foster care Week £s	792	791	801	851	810	793
Cost per Secure Residential Week £s	5,152	3,381	4,416	4,119	4,612	
Cost per Purchased Residential Care Week £s	2,226	2,421	2,444	2,440	2,908	3,281
Cost per Leaving Care Supported Week £s	1,003	1,076	1,349	1,310	1,894	1,275

- The number of purchased foster care nights increased by 49%, the number of purchased Leaving Care nights increased by 118% and the number of purchased residential care nights increased by 40% in 2019-20.

Fees and Allowances

- The in-house Fees and Allowances budget of £18.7m for Children Looked After and Children in Permanent Arrangements overspent by £1.3m due mainly to a 18.6% increase in number of Friends and Family placements in 2019-20.
- The table below provides a breakdown of the cost of the different placements.

	15-16	16-17	17-18	18-19	19-20
Gross Costs £000s	18,43	18,89	18,38	18,38	20,15
Income £000s	6	0	6	9	0
Net Costs £000s	(663)	(889)	(525)	(56)	(110)
	17,77	18,00	17,86	18,33	20,04
	3	1	1	3	0
Average number of Adoption placements	271	260	247	239	237
Average number of Fostering placements	365	365	371	354	368
Average number of Friends & Family placements	206	232	235	301	357
Average number of Residence Order placements	69	59	46	40	37
Average number of Special Guardian placements	277	304	320	338	364
Overall Placements	1,188	1,220	1,219	1,272	1,363
Cost per Adoption Placement Week £s	233	254	245	256	267
Cost per Fostering Placement Week £s	518	492	492	494	496
Cost per Friends & Family Placement Week £s	233	242	232	233	234
Cost per Residence Order Placement Week £s	130	133	149	143	143
Cost per Special Guardian Placement Week £s	118	120	128	131	140
Average Cost per Placement Week £s	288	284	281	276	283

- The average placement cost has increased by 2.5% compared to 2018-19 with the number of placements increasing by 7% in 2019-20.

Social Work - Care Management

- The service overspent the £18.2m budget by £1.6m mainly due to pressure on the social work staffing budget linked to difficult to fill vacant posts being covered by agency staff.
- There are 138.5 FTE Social Workers in Children's Care Management directly employed (excluding Agency Social Workers) by the Council as at March 2020. The service has been dealing with greater workloads in 2019-20

	2015-16	2016-17	2017-18	2018-19	2019-20
Total Referrals per month	420	520	635	722	826
Total Assessments completed	8,412	10,570	11,091	11,177	14,203
Caseloads per CYP Social Worker		16.5	18.0	19.0	18.8
Children subject to a Child protection plan	598	657	589	1,088	1,187

- At year end there were also approximately 116 Agency Social Workers.
- Department for Education Benchmarking information indicates that Caseloads per Social Worker (18.8) are now above the national (16.9) and regional averages (18.0).
- The 2020-21 budget includes £2.0m for Social Workers to make permanent funding used from the Children Investment Fund to support the current social work structure. The Council also allocated £13.625m permanent funding to support the service pressure around social work and demand management. A further £2m was allocated for two financial years to support Prevention and Early Help work in the district.
- The Council had 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. £5.1m of this fund was used in 2019-20 to support the improvement work including funding for social workers. The remaining £1.4m is committed in 2020-21.

Children In-House Residential Homes

- The In-house Children Residential units overspent the £5.3m budget by £0.9m due to staff turnover, the use of agency staff, overtime and premises related costs.
- There has been an average of 51 Looked after Children placed in in-house residential/respite units during the financial year. 18,483 nights of care were provided at an average weekly cost of approximately £2,339.

Children with Disabilities

- The £4.3m budget overspent by £1.1m in 2019-20. The Children respite home budget of £2.6m was overspent by £0.5m due to undelivered budget savings of £0.3m and premises related cost £0.2m
- Home Support/Direct payments were £0.3m over budget the original budget of 1.2m. There has been an increase in the number of children receiving support payments.
- Children with Complex Health Disabilities Team (CCHDT) and the Family Breakdown service overspent their staffing budget by £0.3m.

Through Care and After Care Services

- Through and After Care services overspent the £5.9m net budget by £1.1m (£0.6m 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	2015-16	2016-17	2017-18	2019-20
Gross Costs £000s	5,950	6,168	7,142	7,371	8,582
Income £000s	(253)	(493)	(1,098)	(935)	(1,583)
Net Costs £000s	5,697	5,675	6,044	6,436	6,999
No of Care Leavers supported	422	430	463	499	573
Average Cost per Week £	259	253	250	247	235

- The number of care leavers has increased by 15% in 2019-20 but the average cost has reduced by 5% in the same period.

Prevention and Early Help

- Prevention and Early Help Service was restructured 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 £8.9m net budget in 2019-20 by £1.4m as outlined below.
- The Youth Offending Team has a break-even position for the year on a budget of £1.0m. The service also received £1.1m of grant income from the Youth Justice Board.
- Family Support Services underspent their £1.8m budget by £0.2m on commissioning services.
- The newly established Family Hubs incorporating the Children Centres had a £1.2m underspend delivered in preparation for the 2020-21 budget savings.

Innovation Fund (“B” Positive Pathways)

- Children’s Social Care Services continued with the delivery of the Innovation Fund (“B” Positive Pathways or BPP) programme in 2019-20. 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 £1.4m in 2019-20 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 £6.7m by £0.1m.
- Child Protection Services overspent the net budget of £2.3m by £0.1m due to the use of agency staff. 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 1,187 plans at 31st March 2020 compared to 1,088 at March 2019.
- The Commissioning Team fully spent the £0.5m net budget.

- The Children's Travel Assistance Service (TAS) budget of £11.1m underspent by £0.2m.
 - 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 and £2.3m of savings shortfall has been addressed as part of the 2020-21 Council budget.
 - In 2019-20, the service has delivered £0.8m of the £2.5m savings. including £0.3m of cost avoidance savings,
- Employment and Skills service has fully spent the £1.2m net budget in 2019-20.
- Bradford Opportunity area balanced its budget in 2019-20. 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.

2.2.3 Education and Learning Service

- The Education and Learning Service underspent by £0.8m as outlined below.

SEND and Behaviour including Integrated Assessments

- The service underspent the £3.1m net budget by 0.7m due to requiring the £0.8m allocated by the Council to support the shortfall in SEND services.

Intelligence & Sufficiency

- The service reported a break-even position for 2019-20 on a £1.2m net budget.

Education Safeguarding

- The Education Safeguarding has balanced the net budget of £0.4m.

School Improvement

- The School Improvement Service underspent the £1.0m net budget by £0.2m due to income generation on the School Governor/Clerking service and Play Services.

Former Teachers/Lecturer Pension Payments/

- The £5.6m budget in relation to pension payments to former teachers and lectures underspent by £0.2m due to a reduction in the number of payments. The number of payments has reduced from 1,553 in April 2019 to 1,494 in March 2020. There was a further £0.1m underspend on non-staffing budgets (e.g. Insurance, ICT licenses etc.).

2020-21

- The budget for 2020-21 includes a £2.975m savings programme linked mainly to the reprofiled Travel Assistance savings and early help services.
- During 2020-21 there will be further Ofsted Monitoring visits with a full inspection before the end of the financial year. The Children's Improvement Board continues to progress the implementation of the agreed improvement plan.

- An SEND inspection is also expected in 2020-21.
- High levels of Social Worker vacancies being covered by Agency staff, are likely to provide a high risk of further overspend in 2020-21.
- The service continues to provide services to vulnerable children of the district during the COVID19 pandemic.

2.3 Department of Place

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	46.3	46.6	-16.2	-15.6	30.1	31.0	0.9
Economy & Development Services	30.4	29.8	-15.7	-16.2	14.8	13.6	-1.1
Neighbourhoods & Customer Services	29.4	29.5	-7.4	-9.7	22.0	19.8	-2.2
Sports & Culture Services	37.6	42.8	-18.6	-23.2	19.0	19.6	0.6
Planning, Transportation & Highways	36.4	38.4	-7.2	-9.0	29.2	29.4	0.2
Total	180.7	187.7	-65.0	-73.7	115.6	113.9	-1.7

- The department underspent the £115.6m net expenditure budget, (£180.7m gross budget) by £1.7m.
- The department's 2019-20 budget includes £3.5m of budget savings. £2.9m 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 2020-21.

2.3.1 Waste, Fleet & Transport Services

- Waste, Fleet and Transport Services overspent the £30.1m net budget (£46.3m gross) by £0.9m. The main area of over spend is within Waste Services which has over spent by £0.9m; the other areas of Fleet Services and Licensing & Land Charges have collectively balanced their budgets.

Waste Disposal

- Waste Disposal over spent the £17.2m net budget (£18.7m gross) by £0.9m, mainly due to an over spend on residual waste disposal costs of £0.6m and an under achievement in income from sale of recyclable materials of £0.3m.
- Regarding disposal costs, actual residual waste tonnes (which includes the end waste product from waste collected as recycling) tonnes exceeded budgeted tonnes, resulting in the over spend.
- This is largely due to a change in the way in which recycling materials were processed from the beginning of this financial year and involved a change in the arrangements with the third party operator who processes the recycling waste.
- In the previous financial year, the recycling waste was effectively processed at net zero cost to the Council; processing and disposal costs were still being incurred, but were netted off by income from material sales. However, due to a downturn in the recycling commodities market, disposal and processing costs outweighed income.
- Also, as prices paid for recyclable materials reduced dramatically during 2019/20, it became financially unviable for the service to separate and sell materials and was more cost effective for the third party to take most of it, process it, then pass on a gain share of any income achieved.
- Not only were prices decreasing, but increased demands from contractors to have much cleaner, better quality products, would have required additional investment by the service to deliver these results.
- The £0.3m under achievement in income was predominantly due to market forces, as sale prices reduced significantly compared with previous years. External factors,

such as the decision by the Chinese government to ban plastic waste imports, have contributed to market volatility and uncertainty.

- Prices for glass in particular saw a huge reduction, with no income being received.
- Contractors were demanding at least an 85-90% quality rating, which could not be achieved with current staffing levels and technology at our Materials Recovery Facility (MRF).
- As an outlet could not be sourced, the service therefore had no alternative but to dispose of glass at the same rate as general waste from January 2020.
- The service is currently considering options for 2020/21, as prices for all materials have been on a downward trajectory for several months. This includes a cost analysis of continuing with the MRF and third party operator, versus bringing all operations back in house and investing in improved separation machinery.

Waste Disposal	2017-18	2018-19	2019-20
Gross Costs £000s	17,307	18,386	18,751
Income £000s	-1,066	-1,232	-1,080
Direct Net Costs £000s	16,241	17,154	17,671
Direct Non Controllable costs	497	599	453
Corporate and Dept Recharges	534	588	
Net Costs	17,273	18,342	
Waste Disposed as Recycling (Tonnes)	71,737	79,662	78,145
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste	135,197	129,000	132,487
Total (Excl Trade Waste)	209,712	208,240	210,632
Trade Waste Tonnes (Funded by Trade Waste)	20,584	19,274	17,563
Total Municipal Waste Disposed of (Tonnes)	230,296	227,514	226,880
Gross cost per tonne (Excl Trade Waste)	£82.52	£88.29	£89.02
Net cost per tonne (Excl Trade Waste)	£77.44	£82.37	£83.90

Waste Collection

- Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, under spent the £12.3m net budget (£16.7m gross) by £0.1m.

Kerbside Residual & Recycling Waste Collection

- The Kerbside Waste Collection Service under spent the £9.9m net budget by £0.2m, comprised largely of a £0.3m under spend on fleet costs, off-set by a £0.1m over spend on employees.
- The under spend in fleet costs was due to delayed delivery of new vehicles, due to COVID-19. The budget for prudential borrowing costs for new vehicle purchases in 2019/20 was not used, as vehicles were not delivered before 31st March.
- 18 refuse collection vehicles are due for delivery in June 2020, half of which were budgeted for in 2019/20.

- This under spend was partly off-set by an over spend in employee costs of £0.1m, which was due to the introduction of an additional Waste Collection round that was not originally budgeted for. This round was required to address increasing demands on the service arising from property growth.
- This budget pressure has been addressed in 2020/21 as part of the Council's recurring investment funding and £0.2m will be added to the budget.

Kerbside Waste & Recycling Collection	2017-18	2018-19	2019-20
Gross Costs £000s	7,232	7,579	7,724
Income £000s	-307	-264	-257
Direct Net Costs £000s	6,925	7,315	7,467
Direct Non Controllable costs	1,481	1,773	2,266
Corporate and Dept Recharges	1,026	933	
Net Costs	9,432	10,022	
Tonnes collected from Recycling bins	27,997	34,498	34,768
Tonnes collected from Waste bins	106,551	101,987	102,512
Kerbside Tonnes collected	134,546	136,492	137,282
Gross Cost per Tonne collected	£53.25	£55.53	£56.27

Trade Waste

- Trade Waste under achieved the £0.3m net income budget by £0.2m. Invoicing delays were experienced during 2019-20 following the implementation of a new invoicing system. Debt levels at the year-end were higher than expected, therefore a bad debt provision of £0.2m has been provided for. When this has been factored in the service made a small operating loss, and did not make a contribution to Corporate and Departmental overheads.

	2017-18	2018-19	2019-20
Gross Costs £000s	2,846	2,851	2,930
Income £000s	-3,393	-3,168	-3,146
Direct Net Costs £000s	-547	-317	-216
Direct Non Controllable costs	248	217	237
Corporate and Dept Recharges	181	158	
Net Costs	-118	59	
Tonnes collected	20,584	19,275	17,563
Direct Net income per tonne	-£26.57	-£16.45	-£12.30
Net income before overheads	-£14.56	-£5.13	£1.18

Garden Waste

- The Garden Waste Service over achieved the £0.4m net income budget (£0.6m gross) by £0.1m, due to higher than budgeted income from subscriptions.

Garden Waste Collection	2017-18	2018-19	2019-20
Gross Costs £000s	618	584	594
Income £000s	-1,112	-1,101	-1,170

Direct Net Costs £000s	-494	-517	-576
Direct Non Controllable costs	54	46	76
Corporate and Dept Recharges	61	82	
Net Costs	-380	-389	
Tonnes collected	8,622	6,866	7,531
Gross Cost per Tonne collected	£71.69	£85.01	£78.81

Licensing

- Licensing under achieved its £0.3m net income budget (gross budget £0.2) by £0.1m.

Licensing	2017-18	2018-19	2019-20
Gross Costs £000s	159	191	178
Income £000s	-392	-422	-414
Direct Net Costs £000s	-233	-231	-236

Land Charges

- Land Charges balanced its net income budget of £0.3m (gross budget £0.1m).

Land Charges	2017-18	2018-19	2019-20
Gross Costs £000s	78	70	73
Income £000s	-277	-618	-347
Direct Net Costs £000s	-199	-548	-274

Emergency Planning

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

Emergency Planning	2017-18	2018-19	2019-20
Gross Costs £000s	214	225	241
Income £000s	0	0	0
Direct Net Costs £000s	214	225	241
Direct Non Controllable costs	19	20	33
Corporate and Dept Recharges	17	17	
Net Costs	249	263	

Fleet Services

- Fleet Services, comprised of Vehicle Workshops and Vehicle Services Management, under achieved the £0.3m net income budget (£7.6m gross) by £0.2m.

Fleet Services	2017-18	2018-19	2019-20
Gross Costs £000s	7,022	7,239	7,156
Income £000s	-7,686	-7,731	-7,502
Direct Net Costs £000s	-664	-492	-446
Direct Non Controllable costs	183	178	297
Corporate and Dept Recharges	524	441	
Net Costs	43	126	
Number of jobs completed within 24 hours	10,278	9,663	8,568
% of jobs completed within 24 hours	84%	83%	82%
Total number of vehicles sent for testing	150	146	124
Number of vehicles passed	141	138	115
% MOT passed	94%	95%	93%
Benchmark comparator pass rate	90%	90%	91%
Cost of Fuel Issued £000s	2,105	2,205	2,109

Hackney Carriages

- The budget is ring fenced with any surplus or deficit during the year being transferred into/from the reserve.

Hackney Carriages & Private Hire	2017-18	2018-19	2019-20
Gross Costs £000s	1,142	1,222	1,286
Income £000s	-1,398	-1,357	-1,407
Direct Net Costs £000s	-256	-135	-121
Direct Non Controllable costs	76	79	127
Corporate and Dept Recharges	138	164	
Net Costs	-43	107	
Number of Hackney carriage/ Private Hire safety inspections	4,052	4,247	4,590
Total Number of vehicles passed	2,769	3,003	3,455
% of vehicle inspections passed	62%	71%	69%

Adult Social Care Taxi Transport

- Adult Social Care Taxi Transport balanced the £1.0m net budget (£1.0m gross).

Adult Social Care Transport – Contracted	2017-18	2018-19	2019-20
Gross Costs £000s	945	1008	964
Income £000s	-825	-1*	0*
Direct Net Costs £000s	120	1,007	964
Direct Non Controllable costs	13	13	18
Corporate and Dept Recharges	65	48	
Net Costs	198	1,068	
Adult - Number of client journeys 000s	69.3	72.8	89.3
Avg number of Service users transported per day	138	145	175
Avg cost per journey	13.64	13.85	10.80
Avg cost per client per year £s	6,831	6,931	5,501

SEN Children's & Adults In-House minibus transport

- The SEN Children & Adults Core In-house Transport service balanced the £0.6m net budget (£3.6m gross).

SEN Children & Adults Core Transport - In House	2017-18	2018-19	2019-20
Gross Costs £000s	3,224	3,425	3,586
Income £000s	-1,675	-94*	-74*
Direct Net Costs £000s	1,549	3,331	3,512
Direct Non Controllable costs	431	451	632
Corporate and Dept Recharges	10	86	
Net Costs	1,991	3,868	
Children - client journeys	143,432	149,284	141,794
Children - Client numbers	370	371	356
Adult - client journeys	206,650	193,286	190,448
Adult - Client numbers	410	385	373
Total Client journeys	350,082	342,570	332,242
Total Client numbers	780	756	729
Avg Gross cost per journey £s	9.21	10.00	10.79
Avg Gross cost per client per year £s	4,134	4,527	4,908

*Internal charging system to SEN Children & Adults Core Transport changed – Gross costs remain comparable.

SEN Children's Taxi Transport

- SEN Children's Taxi Transport balanced the £0m net budget (£6.2m gross) as the service is recharged to Children's services.

SEN Children Transport – Contracted	2017-18	2018-19	2019-20
Gross Costs £000s	5,977	5,914	6,187
Income £000s	-857	0*	0*
Direct Net Costs £000s	5,120	5,914	6,187
Direct Non Controllable costs	126	131	241
Corporate and Dept Recharges	251	326	
Net Costs	5,497	6,371	
Number of client journeys 000s	334,374	359,920	376,566
Avg cost per journey	17.88	16.43	16.43

Training Division

- The Training Division under spent its net nil budget (£0.1m gross) by £0.1m. This was as a result of an over achievement in income from training fees.

The responsibility for Passenger Transport Services' finances will be transferring to Children's Services in 2020/21.

2.3.2 Sports and Culture

Sports and Culture

- Sports & Culture overspent the £19.0m net budget (£37.6m gross) by £0.6m, largely due to overspends in Sports Facilities & Libraries, which were partially offset by underspends achieved within Bereavement and Parks – Business Services.
- Of the £2.1m planned savings, £0.5m were delivered as planned. The main areas of unachieved savings were within Libraries & Museums.

Sports Facilities

- Sports Facilities overspent the £5.9m net expenditure budget (£10.8m gross budget) by £0.8m.
- The overspend was largely due to the delayed opening of the new Sedbergh Leisure Centre which resulted in additional costs at Richard Dunn and lower income at Sedbergh; a restructure that took longer than planned (but is now implemented), and lower income than would have been the case had new fitness centres been created as planned.
- Visitor numbers were down by approximately 160k on the prior year, with approximately 70k visits being accounted for by closures caused by Covid 19, and a further 60k due largely to the closure of Bowling Pool for essential maintenance.

Sports Facilities	2017/18	2018/19	2019/20
Gross Costs £000s	8,364	8,566	8,552
Income £000s	(4,957)	(5,144)	(5,125)
Direct Net Costs £000s	3,408	3,422	3,427
Direct Non Controllable costs	1,865	3,245	2,998
Corporate and Dept Recharges	1,374	1,557	
Net Costs	6,647	8,224	
Total Attendances 000s	1,780	1,829	1,661
Gross Managed Cost per attendance	£4.70	£4.68	£5.15
Income Per Attendance	-£2.79	-£2.81	-£3.05
Direct Net Subsidy per attendance	£1.91	£1.87	
Bottom line subsidy per attendance	£3.73	£4.50	

Sports Development

- The service overspent the £0.4m net budget (£0.6m gross) by £0.1m due mainly 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 £0.3m net budget (£0.4m gross) by £0.1m mainly due to increased footfall and levels of income from school swimming, coaching & diving

Bereavement Services

- The Service has finished the year with a breakeven outturn position against the £0.3m net income budget (£3.4m gross budget).
- This included a transfer to reserves of £177k that will be used for future capital works that need to be undertaken. The Council has a massive future capital requirement to re-align the cremators every 7 years and replace them every 20 years. The intention of the reserve is to remove the need, in the future, for significant capital investment or prudential borrowing to keep the crematoriums fit for purpose.

Bereavement Service	2017/18	2018/19	2019/20
Gross Costs £000s	1,945	2,031	1,572
Income £000s	(3,304)	(3,537)	(3,567)
Direct Net Costs £000s	(1,359)	(1,507)	(1,995)
Direct Non Controllable costs	(29)	127	1,223
Corporate and Dept Recharges	164	166	
Net Costs	(1,223)	(1,214)	
Burials and Cremations Administered	4,289	4,272	
Income / Burials and Cremations Administered	£770.25	£828.03	

Parks – Business & Technical Services and Trees & Woodlands

- The service underspent the £1.1m net budget (£1.3m gross) by £0.1m.

Theatres

- Theatres underspent the £1.8m net budget (£9.7m gross budget) by £0.2m.
- Shows such as Les Miserables, Mamma Mia and the Pantomime achieved excellent ticket and ancillary sales. The impact of Coronavirus in this financial year has been minimal due to large amounts of advanced bookings. Only a small amount of shows had to be cancelled.
- Overall ticket sales were significantly higher due to the reopening of St Georges hall following a major refurbishment.

Theatres	2017/18	2018/19	2019/20
Gross Costs £000s	10,429	13,350	14,013
Income £000s	(10,012)	(12,438)	(13,325)
Direct Net Costs £000s	417	912	688
Direct Non Controllable costs	624	6,232	932
Corporate and Dept Recharges	829	854	
Net Costs	1,871	7,998	
Alhambra Ticket Sales	285,687	315,243	304,572
St Georges Hall Ticket Sales	0	8,839	76,604
Total Ticket Sales	285,687	324,082	381,176
Gross Managed Cost per ticket	£36.51	£41.15	£36.76
Income per ticket	-£35.04	-£38.38	-£34.96
Net Managed subsidy per ticket	£1.45	£2.81	£1.80

Libraries Service

- The service overspent the £3.9m net budget by of £0.2m due to the level of running costs and the book fund / learning resource, within the service.

Libraries	2017/18	2018/19	2019/20
Gross Costs £000s	4,230*	3,541	3,442
Income £000s	(208)	(101)	(155)
Direct Net Costs £000s	4,022	3,440	3,287
Direct Non Controllable costs	471	1,333	809
Corporate and Dept Recharges	753	693	
Net Costs	5,246	5,946	

Museums & Galleries

- Museums overspent the £4.7m net expenditure budget (£4.9m gross budget) by £0.1m due mainly to the delayed implementation of the new service structure and the service pressure generated by the rates revaluation on Cartwright Hall, Cliff Castle & Bradford Industrial Museum, which was partially funded from reserves.

Museums	2017/18	2018/19	2109/20
Gross Costs £000s	2,783	2,554	2,483
Income £000s	(476)	(225)	(268)
Direct Net Costs £000s	2,307	2,329	2,215
Direct Non Controllable costs	828	1,039	2,545
Corporate and Dept Recharges	588	570	
Net Costs	3,723	3,938	

Number of visits	228,186	274,214	235,395
Net direct cost per visit	£10.11	£8.49	£9.41
Bottom Line subsidy per visit	£16.31	£14.36	

- Visitor numbers reduced by 38k, with approximately 15k of this being due to closures caused by Covid-19.

Visits 000s	17/18	18/19	19/20	Increase	%
Industrial Museum	58	74	64	(10)	(13)
Cliffe Castle	73	84	78	(6)	(7)
Cartwright Hall	63	69	59	(10)	(14)
Bolling Hall	24	31	24	(7)	(22)
Art in the Park	12	16	11	(5)	(31)
Total	230	274	236	(38)	(14)

Tourism Service

- The Tourism service ended the year with a small overspend against a £0.5m net budget (£0.6m gross) due to income targets not being fully achieved.

Tourism	2017/18	2018/19	2109/20
Gross Costs £000s	917	641	508
Income £000s	(95)	(83)	(66)
Direct Net Costs £000s	822	557	442
Direct Non Controllable costs	48	41	53
Corporate and Dept Recharges	157	80	
Net Costs	1,028	678	

Culture Policy & Events

- Culture Policy & Events overspent their £1.0m net expenditure budget (£2.1m gross budget) by £0.1m, which was in the main due to a higher than anticipated level of spend on grants to voluntary bodies.
- The Service had a savings target of £270k in developing a more sustainable and balanced events programme (4E8) for the area. Of this total, £250k has been achieved with the remaining £20k on target to be achieved in 2020/21.

Culture Policy & Events	2017/18	2018/19	2019/20
Gross Costs £000s	2,501	3,234	1,082
Income £000s	(1,383)	(2,325)	(31)
Direct Net Costs £000s	1,119	909	1,051
Direct Non Controllable costs	23	18	25
Corporate and Dept Recharges	117	207	
Net Costs	1,259	1,133	

2.3.3 Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services underspent the £22.0m net expenditure budget (£29.4m gross budget) by £2.2m and delivered the £0.8m of planned savings.
- The under spend of £2.2m was achieved as a result of higher than budgeted revenues within Uniformed Services (£1.6m) and underspends within Street Cleansing (£0.3m), Neighbourhood Services (£0.2m) and Customer Services (£0.2m).

Street Cleansing

- Street Cleansing under spent the £5.8m net budget (£6.0m gross) by £0.3m, as a result of lower than budgeted expenditure on transport (£0.3m).
- The service budget for prudential borrowing costs for 32 new vehicle purchases in 2019/20 was not utilised, as vehicles were not delivered during March 2020 as expected.

Street Cleansing	2017-18	2018-19	2019-20
Gross Costs £000s	5,022	4,583	4,670
Income £000s	-225	-139	-37
Direct Net Costs £000s	4,797	4,444	4,633
Non Service Managed costs	1,030	1273	935
Corp & Dept Recharges	825	715	
Net Costs	6,652	6,433	

Parks Depots

- The Service outturned with a breakeven position against a net budget of £4.5m (gross budget £5.1m).

Environmental Services

- Environmental Services, comprised mainly of Environmental Enforcement, balanced the net £0.7m net budget (gross budget £0.7m) as a result of lower than budget expenditure on premises and supplies and services, offset by small overspend on employee costs.

Neighbourhood Services

- There has been a £0.2m underspend of the £4.5m (£5.4m gross budget) for Safer & Stronger Communities and Neighbourhood Support Services.
- Safer & Stronger underspent the £3.1m net budget by £0.1m. The income budget was supported by external funding from West Yorkshire Police and Crime Commissioner, and the Home Office.

- £1.1m was drawn from reserves to fund the integration project in 19-20. An additional £0.1m was received in 2019-20 from the government to fund the Integration - English for Speakers of Other Languages (ESOL) project. This has enabled work on integration in the Bradford district, including communication, engagement & workshops, working with young people and the refugee & asylum community.

Safer & Stronger	2017-18	2018-19	2019-20
Gross Costs £000s	2,665	2,914	4,361
Income £000s	-1,455	-4,288	-1673
Direct Net Costs £000s	1,210	-1,373	2,688
Direct Non Controllable costs	85	84	184
Corp & Dept Recharges £000's	180	160	
Net Costs £000's	1,475	1,129	
Spend per population per year (based on gross cost)	£4.99	£5.45	

- Neighbourhood Support Services under spent the £1.3m net budget by £0.05m 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. During the Covid-19 outbreak the 5 area committees spent an additional £0.1m setting up response hubs, providing support within their wards as well additional expenditure to food banks.

Neighbourhood Service	2017-18	2018-19	2019-20
Gross Costs £000s	1,328	1,104	1,148
Income £000s	-5	-25	-23
Direct Net Costs £000s	1,086	1,080	1,125
Direct Non Controllable costs	127	96	157
Corp & Dept Recharges	349	385	
Net Costs	1,799	1,561	
Spend per head of population per year	£2.48	£2.08	

Uniformed Services

- Uniformed Services over achieved the £0.6m net income budget (£4.4m gross) by £1.6m. Revenues received in Uniformed Services from parking tickets, parking and bus lane fines exceeded the £5.1m budget by £2.0m. This was offset by small overspend in other areas , with supplies and services having the largest overspend of £0.4m.

Uniformed Services	2017-18	2018-19	2019-20
Gross Costs £000s	3,425	3,656	4,043
Income £000s	-5,176	-5,573	-7,046
Direct Net Costs £000s	-1,751	-1,916	-3,003
Direct Non Controllable costs	272	354	766
Corp & Dept Recharges	559	620	
Net Costs	-920	-942	

Customer Services

- Customer Services under spent the £4.1m net budget (£4.1m gross budget) by £0.2m. £0.05m savings were achieved through lower than budgeted employee costs.

Customer Services - Face to Face	2017-18	2018-19	2019-20
Gross Costs £000s	1,259	1,258	1,303
Income £000s	0	-129	-70
Direct Net Costs £000s	1,259	1,129	1,233
Direct Non Controllable costs	117	112	176
Corp & Dept Recharges	-1,376	-1,241	
Net Costs	0	0	
Total Face to Face contacts	135,390	167,200	153,230
Gross cost per contact	£9.30	£7.54	£8.51

Customer Services - Telephony	2017-18	2018-19	2019-20
Gross Costs £000s	2,043	2,329	2,252
Income £000s	0	-12	-20
Direct Net Costs £000s	2,043	2,316	2,232
Direct Non Controllable costs	140	162	277
Corp & Dept Recharges	-2,148	-2,467	
Net Costs	0	0	
Calls Answered 000s	792	686	660
Calls Offered 000s	912	829	777
% Answered	87%	83%	85%
Gross Cost per Call answered	£2.58	£3.40	£3.41

- Due to lockdown following the COVID-19 outbreak there was a reduction in the number of customers presenting at Face to Face offices in March 2020. With a more significant decrease likely in the first quarter of 20/21.
- Offices have remained open but measures have been introduced to limit the number of customers who present.

Youth Services

- The Youth Service balanced the £2.4m net budget (£3.1m gross). £0.2m of the Creative Grant was moved into reserves.
- The service was supported by £0.3m in grants and contributions during 2019-20. The Creative Grant programme started in 2017-18 and is set to continue into 2020-21. 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.

Youth Service	2017-18	2018-19	2019-20
Gross Costs £000s	2,414	2,844	2,737
Income £000s	-365	-459	-496

Direct Net Costs £000s	2,049	2,385	2,241
Direct Non Controllable costs	299	304	397
Corp & Dept Recharges	478	689	
Net Costs	2,826	3,378	

2.3.4 Economy and Development Services

- The service underspent the £14.8m net budget (£30.4m gross) by £1.1m
- There were £14.9m reserves within Economy and Development Services at the start of 2019-20, 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 £15.5m, comprising of; Service Earmarked Reserves (£5.7m), Corporate Earmarked Reserves (£6.4m), Capital Reserves (£0.1m) and Grant Reserves (£3.3m).

Housing Operations

- The service ended the year with a £0.2m underspend. This was due to vacant posts within employee costs as well as an over-achievement on the Disabled Facilities Grant (DFG) agency fee income.

Housing Operations	2017/18	2018/19	2019/20
Gross Costs £000s	1,514	1,643	1,693
Income £000s	(829)	(551)	-877
Direct Net Costs £000s	685	1,092	816
Direct Non Controllable costs	213	221	317
Corporate and Dept Recharges	284	398	
Bottom line Net Revenue Costs/(Income)	1,182	1,711	

- 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). In the last year the number of service requests has increased by 5% and now stands at 28% higher than three years ago. In order to prioritise high risk service requests and ensure capacity for proactive work, a triage system was introduced in 2018/19 which means that some low risk issues are dealt with without the need for an inspection – this largely accounts for the slight drop in Housing Standards inspections in the last year.
- Delivery of the extended mandatory licensing scheme for Houses in Multiple Occupation (HMOs) has increased the number of licensed HMOs by 90.
- 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 continue to work 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. 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.
- The service will take on further new statutory responsibilities relating to electrical standards in private rented accommodation during 2020-21.
- Enforcement of this new area of work will lead to financial penalties for non-compliance in addition to those that the service already applies for Housing Act offences. Income from these Civil or Financial penalties can be retained by the Service as long as it funds delivery of housing enforcement. The Housing team is

working closely with colleagues in Legal and Financial Services to improve the recovery of unpaid debts from these penalties.

- The Service successfully secured Government grant funding from the Private Rented Sector Innovation and Enforcement Fund to develop and deliver a landlord training package, to fund advanced training for officers and to fund the use of external information systems to assist officers to investigate the financial situations of landlords and their ability to pay monetary fines. We believe this will assist us in our ability to recover debts from landlords. The Covid 19 lockdown has delayed the delivery of some of these work areas but they should be completed in 2020/21
- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, remains high with an average of 47 new referrals/month being received by the Housing service during 2019/20. This has resulted in a significant increase in the number of active DFG cases in the system, such that there are currently 611 live cases with an estimated value of £6.8m in the pipeline.
- The indications are that demand is likely to continue at a similar level during 2020-21 in line with the strategy of keeping people independent for longer.
- The number of disabled clients that the service has assisted increased significantly in 2019/20 as the service delivered both an increased number of major adaptations through DFG but also delivered over 50% more stair lifts (74) and Ceiling Track Hoists (45) through the Government grant allocation but outside of the DFG process. This resulted in the highest annual expenditure on major adaptations.
- The Covid 19 outbreak impacted heavily on the delivery of major adaptation and other grant/loan programmes at the end of March 2020. This was due to a combination of the vulnerability of the clients, furloughing of contractors and Government advice. The continued vulnerability of this group of clients along with the need to maintain social distancing and other precautions for the protection of clients, contractors and officers will significantly impact on delivery of the programmes during 2020/21 and the ability of the service to generate agency income. A Better Use of Budget request has been submitted to retain the surplus income generated in 2019/20 to help bridge this shortfall in the revenue budget.
- The number of empty homes brought back in to use through the intervention of the Service fluctuates between years and the figure for 2018/19 was particularly high. The figure for 2019/20 is the lowest figure over the last three years but reflects the increasing complexity of the type of cases that the service is dealing with. During 2019/20 the Empty Homes team has successfully defended 4 Public Inquiries and been recognised with two national awards.
- Overall the number of long term empty properties has reduced by 3,262 over the last 10 years with figures indicating an increase in the rate that long term empty properties are being brought back into use across the District.
- 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 service received 372 enquiries for assistance in 2019/20, an increase of 95% since 2015/16. Over the same period the number of homeowners receiving assistance has increased by 88%. During 2019/20 the service delivered a programme of £949K to help these vulnerable homeowners carry out essential repairs to remove health and safety hazards to their homes.

Housing Development

- The service ended the year with an overspend of £0.1m against the £6.0m net revenue budget. This was due, in the main, to a shortfall on income generation from capitalisation of salaries.
- Reserves of £0.3m were utilised to bring Council Housing in online, this was due to construction delays on site and the Council being liable for Council Tax payments on its housing stock during construction. Further, as a landlord, the Council is under a statutory and regulatory responsibility to undertake cyclical maintenance / servicing and replacement. A combination of both these costs required use of historic reserves to the value of £0.3m - surplus rental income retained in a sinking fund so that the Council can ensure it meets its statutory landlord responsibilities.

Housing Development	2017/18	2018/19	2019/20
Gross Costs £000s	5,197	5,612	6928
Income £000s	-5,162	-5,590	-6323
Direct Net Costs £000s	35	22	605
Direct Non Controllable costs	4,081	4,129	5464
Corporate and Dept Recharges	122	191	
Bottom line Net Revenue Costs/(Income)	4,238	4,342	

- In 2019-20, 85 new council homes were delivered. This included Council's first and flagship Extra Care Scheme, Fletcher Court, which completed in September 2019. It comprises 36 two bed and 33 one bed apartments and is designed to meet the needs of frailer older people, providing 24 hour care and support on site.
- There is one housing development on site; a scheme of 36 affordable homes. It was expected to complete in Quarter 4 2019-20 but was delayed due to Covid 19.
- In 2019-20, one property was sold through the Right to Buy.
- The Ministry of Housing, Communities and Local Government (MHCLG) published guidance in March 2019 which requires local authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Subsequent correspondence with MHCLG confirmed that Bradford will need to account for its housing stock within a HRA from the new financial year, 1 April 2020.
- The Council's Core Strategy Partial Review (CSPR) Preferred Options sets out a revised minimum housing need of 1703 dwellings per annum over a revised plan period of 2020-37 (28,951 units in total). Affordable housing delivery has fluctuated over that last few years but delivery still falls some way short of the target. An undersupply of new affordable housing is not unique to Bradford. Comparisons to other West Yorkshire Local Authorities demonstrate that the delivery of affordable housing falls some way short of the target regionally.

Housing Strategy and Access

- The service ended the year balancing the £2.3m net budget.

Housing Strategy Access to Housing	2017/18	2018/19	2019/20
Gross Costs £000s	3,757	4,234	5,153
Income £000s	(2,042)	(2,373)	-3117
Direct Net Costs £000s	1,715	1,861	2,036
Direct Non Controllable costs	195	201	34

- 7,652 approaches were made to Housing Options in 2019/20 which is a reduction from 9,484 during 2018/19. The reduction reflects a change of business processes by Housing Options which includes measures to more accurately detail customer needs and facilitating sign-posting to meet relevant support needs.
- The Homelessness Reduction Act was introduced in April 2018 to reduce homelessness but unless wider factors such as Welfare Reform, Universal Credit, and impact of cuts to support services (e.g. mental health services) are tackled it is unlikely to have any significant impact on reducing homelessness.
- In 2019/20, 191 new private tenancies were created overall for customers in housing need. This consisted of 171 general Private Sector Lettings Scheme lets, 10 Direct Lets and 9 Housing First. The Council Private Rented Lettings Team actively promotes the service, and recruits new landlords/agents onto the scheme.
- During 2019/20 there were 14,259 nights of Bed & Breakfast used (consisting of over 1,000 people) – a significant increase from 2018/19 (9,403 nights). Whilst factors such as Universal Credit and Welfare Reform effected the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. Our use of B&B hotels will be significantly reduced from 20/21 as we have procured a housing provider, Concept Housing, that will accommodate people in crisis. Already Concept has reduced use of B&B to a few by using its own procured accommodation and by moving people on swiftly into appropriate accommodation such as Intensive Housing Management, Supported Housing, Social or Private Tenancies.
- The Council resettled 99 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2019/20. The scheme is delivered in partnership with Horton Housing Association.
- The number of clients who received housing related support for 2019/20 through our commissioned provision total 1,321 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.

Client Services

- Client Services ended the year with an underspend of £0.2m against their net budget of £1.8m. In the main this was due to a vacancies and delays in recruitment, professional/consultants/legal fees being refunded from the PFI Unitary Charge Reserve fund, and unexpected income.

Client Services	2017/18	2018/19	2019/20
Gross Costs £000s	1,505	1,681	1,542
Income £000s	(131)	(32)	-146
Direct Net Costs £000s	1,374	1,649	1,396
Direct Non Controllable costs	112	114	173
Corporate and Dept Recharges	167	185	
Bottom line Net Costs/(Income)	1,652	1,048	

- CS 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. 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 CS manages 2 multi-million pound grants from the Department for Education. 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.

CS Team Activity	2010-2019 delivered	Outturn 2019-2020	Future Years
Number of Schools Expanded	59	11	23
School Expansion Projects Delivered (in phases)	118	0	0
Number of New School Places Created	8,582 to date	610	1110
School Expansion Capital Spent	£130.2m	£10,563m	£17,583m
Number of Major Schools Repair Projects	165	52	50
Major School Repair Capital Spent	£23.5m	£3.8m	£5.9m
Academy Conversions Completed	75	4	14
School Crossing Patrols Maintained	94	94	91
Swimming Pool Schemes		0	0
PFI Contract Deductions Administered	£3.690m + £150,000 disputed	£230k + £165k disputed	Unestimatable
PFI contract change notices	2,054 to date	263	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	£57k	£214k
Grant Income Secured	£114m		
New schemes for Place	St Georges Hall - completed Bradford Live – started April 2018	<ul style="list-style-type: none"> • Market (£22m) on going • Bradford Live on going • Coroners (£4.5m) on going City Hall (£8m) on going 	<ul style="list-style-type: none"> • City Hall on going • Markets on going • Bradford Live on going • Coroners on going Social Care Residential Unit (£5.3m)

Economic Development

- The service underspent the £3.6m net expenditure budget (£7.1m gross) by £0.9m.

Economic Delivery

- Economic delivery under spent the £0.5m net budget (£2.5m gross) by £0.3m
- £0.1m of this was due to the WYCA Secretariat being covered by the Business Rates pool rather than revenue budget.
- The City Centre Delivery cost centre also under spent by £0.1m.
- Employee costs in Economic Delivery under spent by £0.1m due to vacant posts not being recruited to; all staffing budgets will be reviewed in 2020/21.

Economic Delivery	2017/18	2018/19	2019/20
Gross Costs £000s	1,679	6,157	2,224
Income £000s	(816)	(2,309)	(2,068)
Direct Net Costs £000s	863	3,848	155

Economic Development Programmes

- Economic Development Programmes under spent the £1.0m net budget (£2.2m gross) by £0.4m.

Economic Development Programmes	2017/18	2018/19	2019/20
Gross Costs £000s	1,843	1,558	1,807
Income £000s	(132)	(152)	(1,343)
Direct Net Costs £000s	1,711	1,406	464
Direct Non Controllable Costs £000s	71	92	138
Corporate & Dept Recharges £000s	98	87	
Net Costs	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.
- Also within the Economic Development Programmes area are costs relating to the operation and maintenance of the City Park area & Mirror Pool.
- Significant expenditure was incurred in 2019/20 on repairs, following a flood in the pump room service had forecasted to use funding from base budget, mitigated by savings from vacant posts in other areas, as City Park Sinking Fund reserve exists specific for this, the cost centre balances to a nil variance.

Business Investment & Enterprise

- Business Investment & Enterprise under spent the £0.3m net budget (£0.4m gross) by £0.1m.

- This was due to vacant posts not being recruited to.

Business Investment & Enterprise	2017/18	2018/19	2019/20
Gross Costs £000s	238	404	288
Income £000s	(85)	(124)	-77
Direct Net Costs £000s	153	280	211
Direct Non Controllable costs	27	32	44
Corporate and Dept Recharges	20	29	
Net Costs	200	340	

Programme Delivery

- Programme Delivery, funded by both base budget and income from WYCA, slightly under spent the £0.2m net budget by £0.04m, again, due to a vacant post not being filled.

Programmes Delivery	2017/18	2018/19	2019/20
Gross Costs £000s	257	155	170
Income £000s	(29)	(31)	-44
Direct Net Costs £000s	228	124	126
Direct Non Controllable costs	16	10	23
Corporate and Dept Recharges	65	70	
Net Costs	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 under spent the £1.6m net budget (£1.7m gross) by £0.1m.
- This was as a result of a vacant post in the Regen Development Team and under spends in the Property Fund.
- Under spends in the Property Fund occurred due to funding allocations for essential feasibility study works (such as site investigations & development appraisals) being replaced by grant funding secured by the Combined Authority).

Regen Development	2017/18	2018/19	2019/20
Gross Costs £000s	345	399	398
Income £000s	(319)	(87)	-100
Direct Net Costs £000s	26	312	298
Direct Non Controllable costs	20	-118	1194
Corporate and Dept Recharges	37	23	
Net Costs	83	217	

Markets Service

- The Markets Service under achieved the £0.1m net income budget by £0.1m 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 2019-20 from £0.4m to £0.1m, with £0.3m being transferred out to cover the service's underachievement.

Markets	2017/18	2018/19	2019/20
Gross Costs £000s	2,030	1,838	1,533
Income £000s	(2,566)	(2,484)	(2,080)
Direct Net Costs £000s	(536)	(646)	-547
Direct Non Controllable costs	(1,140)	191	497
Corporate and Dept Recharges	464	485	
Net Costs	(1,212)	31	

2.3.5 Planning Transportation and Highways

- Planning, Transport and Highways overspent the £29.2m net expenditure budget (£36.4m gross) by £0.2m.
- Building Control Fees had a shortfall on income (£0.3m) and a higher than planned spend on Street Lighting (£0.4m). Planning Fees produced a surplus of £0.3m and Transportation Development underspent by £0.3m
- A milder winter helped Winter Maintenance underspend by £0.1m

Policy/Local Plan

- The service continues to lead on the delivery of the Local Plan for the District and expenditure totalled £520K in 19/20.

Building Control Services

- Building Control under achieved the £1.2m Building Control Fees budget by £0.3m. The 2020-21 has reduced the income budget going forward.

Development Management

- Development Management underspent the £0.25m net budget by £0.1m. The Service collected £2.1m of Planning Fees in 2019-20 compared to £2.03m in 2018-19. This was a result of receiving a greater number of medium sized and complex applications which attract a higher fee

Development Services	2017/18	2018/19	2019/20
Major Planning applications processed	83	86	64
Minor Planning applications processed	937	789	843
Other Planning application processed	2,410	2,399	2,391
Total	3,430	3,274	3,298

Highways Asset Management including Highways Delivery Unit

- The Service overspent the £25.2m budget by £0.1m with underspends in Highways Maintenance (£0.2m) and the Highways Delivery Unit (£0.16m). This was netted off by overspends within Highways Asset Management (£0.1m) and Street Lighting (£0.38m).
- Highways Maintenance underspent by £0.2m due to the increase in fee recovery from capital schemes. In addition, within the Highways Delivery Unit, Winter Maintenance underspent by £54k due to a reduction in staff call out costs compared to 18/19. Gully Operations spent £0.1m less than planned due to a reduction in third party contractor costs .
- Highway Asset Management `overspent by £0.1m due to pressures on CCTV income and the under recovery to chargeable schemes from the Highway Structures unit

- Street Lighting operations and utilities energy costs were £0.38m overspent against budget, this was mostly down to increases in energy prices and pass through costs which is outside of the Service's control.
- 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.
- The service maintains approximately 1,840kms of highway. The investment of £1.5m in the highway network between 2017/18 to 2019/20 from the Department for Transport Pot Hole Fund has resulted in the need for fewer repairs. Capital expenditure on the highway was comparable to 2018-19, resurfacing approximately 92kms of highway.

	2018-19	2018-19
Capital Spend	£4.9m	£4.9m
Potholes repaired	8,671	6,077
Cat 1 Repair Jobs	187	173
Cat 2 Repair Jobs	5,087	4,060

- Highways services continued to work on the Challenge Fund schemes with the Urban Traffic Management Control Unit delivering Transport Management schemes with a Capital Funded Grant of £3.5m.
- Savings (3R13) – A strategy for increasing commercialisation within the CCTV unit has been approved by Place Programme Board based on additional revenues for the introduction of the Clean Air Zone (CAZ) in 20/21.
- Savings (3R14 & 4R11) 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 2020-21 and beyond.

Transport Development

- Transport Development contributed an additional £0.25m due to an increase in Network Resilience income and additional output in the delivery of our capital programme works
- Due to the expansion of the Highway Permit Scheme, Network Resilience Management increased income to £1.9m in 19/20. This was partly offset by the costs to the increase in the number of staff to administer the scheme and increased IT costs as the service prepares to move to the mandated Street Manager co-ordination system
- Transportation Development officers have a significant capital works programme and 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 for completion in the autumn of 2020 and Harrogate New Line Junction Improvement planned to start imminently. Total forecast spend on all Bradford's Transport fund projects from 20/21 onwards is expected to total £159m

- The Service is also leading on the implementation/delivery of the Transforming Cities Fund programme of schemes which are to be completed by March 2023. Schemes include improved access to Bradford Interchange, South Bradford Park and Ride/Manchester Road bus expressway, the western extension to the City Connect cycle route and pedestrianisation of the City Centre representing a further significant capital programme of schemes for delivery
- (5R2) – The £25K relating to increased charges for activities on the highway and review of the charging schedule has been achieved.

2.4 Corporate Resources

- The department underspent the £56.9m net expenditure budget (£236.2m gross budget) by £1.5m

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Corporate Resources							
Director of Corporate Resources	0.5	0.4	0.0	0.0	0.4	0.4	-0.1
Finance & Procurement	6.0	5.8	-0.5	-0.6	5.4	5.2	-0.2
Estates and Property Services	57.4	57.6	-37.0	-36.8	20.5	20.8	0.3
Human Resources	6.6	6.7	-2.0	-1.8	4.6	4.9	0.3
ICT	15.2	14.7	-2.1	-1.8	13.1	12.9	-0.2
Legal & Democratic	9.4	10.2	-2.2	-2.8	7.1	7.5	0.3
Revenues & Benefits	141.1	138.0	-135.5	-134.3	5.7	3.7	-2.0
Total	236.2	233.5	-179.4	-178.1	56.9	55.4	-1.5

2.4.1 Finance & Procurement

- The service underspent by £0.2m, due mainly to a combination of lower employee costs due to vacancies and reduced contract costs.
- The 2020-21 budget includes a £0.25m saving linked to reducing Insurance costs across the Council.

2.4.2 Revenues & Benefits

- Revenues and Benefits underspent the £4.2m net expenditure budget (£139.7m gross budget) by £2.0m mainly due to a combination of improvements in the recovery of overpayments and savings from a reduction in unsubsidised overpayments. Additionally, £0.65m relates to short term in year savings on salaries due to vacancy control plus £0.4m on court costs (net of lost income) & contracts.
- There is an on-going pressure on payroll services school income, down £0.1m on budget, partly mitigated by staffing reductions. Summons income also fell from its high in 19/20 and was £0.2m below budget, however this was outweighed by the reduction in court costs.

2.4.3 ICT

- ICT underspent the £12.1m net expenditure budget by £0.2m primarily due to savings on staffing costs due to vacancy control within the core services, and on contracts, offsetting the overspend on school related traded services.
- The year-end position allows for £1.9m funding for the cost of medium to long term transformational projects, split between £1.2m of capital and £0.7m of revenue. This has come from the corporate reserve set aside for this purpose.
- The service has a pressure on its traded areas as a result of a reduction in school work, there having been no improvements in the position from 18/19. Education ICT was £200k over budget and only achieved a breakeven position while Curriculum Innovation were £0.1m over budget and 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 from approximately £3,400 in 2014/15 to £2,500 in 2018-19.

2.4.4 Estates and Property Services

- Estates and Property Services overspent the £16.6m net budget by £0.3m due to £0.3m income shortfalls in Estates Operational & Investment, and a £0.3m overspend in Industrial Services Group due to significant trading pressures. There are also on-going structural pressures in Architectural Services (£0.2m) and Building Services (£0.2m).
- Offsetting these pressures, the service has seen an improvement in the trading position of School Catering resulting in an underspend of £0.5m, and underspends in Energy, £0.1m, and School & Building Cleaning, £0.2m.

Estates – Operational, Investment & Programmes

- Estates as a whole overspent by £0.25m of which Estates Operations had an overspend of £0.2m. This is due to a combination of pressure on rental income linked to the voluntary sector, and an overall reduction in rental properties and increase costs associated with the cost of maintaining and vacant properties prior to disposal or redevelopment. The structural income shortfall relating to the voluntary sector has been addressed in 20/21 via a budget realignment.
- The £0.1m income shortfall in Estates Investments is linked to underachieved savings that were planned to be delivered by expanding the investment estate. In respect of investment property, the Council purchased a site in Ilkley to generate additional rental income. However due to market conditions, the prospect of additional income generation looks limited with a consequent budget pressure for 20/21.
- The Estates Property Programme had a small underspend of £0.05m, work on CAT's continues to be funded from a reserve which is expected to be used by summer 2020. A report on progress in this area is being prepared which will also look at whether this work needs going forward to be provided for from base budget as business as usual.
- 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/legal support & 3rd party costs. This funding has been almost depleted and a request to top this up to £0.15m for 2020-21 has been made.

Built Environment - Building & Technical, Architects, Energy Unit and ISG

- **Building & Technical services** overspent the net budget by £0.2m partly as a result of a smaller capital programme and partly as a result of an increase in contractor costs on major projects that required revenue, rather than capital, funding. It should also be noted that this was on a reducing budget, assuming savings relating to Richard Dunn which were not achievable in full, and against a background of reducing capital works which have seen income

levels drop from £14m in 2015-16 to £11.7m in 2019-20.

- **Architects Services** overspend of £0.2m is primarily due to a structural budgetary shortfall as a result of a reducing contribution to overheads, due to an historic decline in workloads linked to a smaller capital programme, Income levels having fallen from £1.2m in 2015-16 to £0.9m in 2019-20 although this is slightly up on 18/19. The reduced contribution has been addressed via a budgetary realignment of £0.15m for 20/21.
- 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	2019-20
Operational	85	50	49	46	44
Non Operational	16	5	8	5	8
Approx. Total Backlog Maintenance £ms	101	55	57	54	52
Of which Priority 1 £ms	70	28	25	24	22
Operational GIAm2 000s	319	256	237	228	230
Non-Operational GIAm2 000s	27	23	37	37	33
Total	346	279	274	265	263

GIAm2 = Gross Internal Area metres squared

- The **Energy Unit** manages the Councils energy contracts, and leads on initiatives to reduce energy consumption. In 2019-20 the service underspent the £4.4m budget by £0.1m due to the receipt of a 1 off closing credit relating to the end of CRC charges. The energy account itself had a small overspend of £0.05m, due primarily to increased prices, a sum which was covered for the reserve set aside for this purpose. The outturn balance was also affected favourably by a reduction in the estimated liability for historic accounts.
- To mitigate the increase in rates, the service has continued to reduce energy consumption. The table below outlines the year on year reductions in energy usage. The reduction in Energy consumption since 2014-15 equates to approximately £800k of savings per year at 2017-18 prices.

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Electric (Non Street Lighting)	21.7	20.0	18.7	16.4	16.4	16.3
Gas	46.2	46.7	43.8	45.1	38.8	37.4
Total Electric & Gas Kwh ms	67.9	66.7	62.5	61.5	55.2	53.7

- **ISG** while no longer being in receipt of a direct subsidy, overspent its operating budget by £0.3m. The service continues to provides work based training and employment opportunities to disabled people from across the Bradford district although it's grant has fallen by £0.05m. Workload levels and trading position have declined significantly since 2017-18 as the service was subject to considerable trading pressures relating to the market for fire retardant windows. Manufacturing sales levels have fallen from £2.3m in 2017-18 to £1.3m in 2019-20 and resulted in an over spend against budget of £0.3m. Festival lights was £0.05m under budget. A recovery plan has been prepared, however current market conditions may mean that this will take longer to have an impact than originally envisaged.

FM – Catering & Office Services

- School Catering achieved an underspend of £0.5m due to a combination of improved productivity and the securing of additional secondary contracts which offset the loss of a number of Primary schools in the year. Operational efficiencies were achieved through the increased use of ICT, including electronic payment which is now available in over 80% of schools, and the achievement of procurement savings. For 20/21 £0.3m has redirected to offset structural shortfalls as part of a realignment of budgets.
- 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.
- School & Building Cleaning Services underspent their budget by £0.2m via a combination of improvements in productivity and increases in charge out rates for external work. Other Catering, although showing an improvement on the 18/19 position, had an £0.05m overspend due to the ongoing issues of reduced levels of trade and fixed staffing levels which has minimised the services flexibility to make savings.
- Admin Buildings covers the main Council Office buildings including City Hall, Britannia House, Margaret Macmillan Tower, Sir Henry Mitchell and the Town Halls etc. In 2019-20 spend was £0.05m over the £4.7m net budget, the main pressure being in relation overtime costs associated with evening and weekend opening which was partly reduced in year. Mail services had an overspend of £0.05m 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.

2.4.5 Human Resources

- HR overspent the £3.9m net budget by £0.3m, partly due to structural shortfalls in budget, mainly relating to Business Support functions and partly to reduction in traded services income as identified below.
- HR Business Support was £0.2m overspent due mainly, to structural budget issues which have been addressed for 20/21 through a combination of a planned service wide restructure and through budgetary realignments for 20/21.
- The services trading arm with schools, PACT HR, has seen a further decrease in income as Multi Academy trusts especially have chosen not to continue using the service. Income fell by £0.1m from 18/19 levels and was £0.36m down on budget. Despite a reduction in employee costs and additional savings the service had an overspend of £0.3m and a deficit on operating costs of £0.1m.
- HR Core operational services had a net underspend of £0.2m which served to partially offset the overspends highlighted above. This was mainly due to

additional income received in relation to training to students via the college and from recharges to schools for medicals. Outturn figures allows for £0.1m of work on Council priority programmes for the Learner Management System being funded via dedicated reserves, and for spending of £40k to fund software enhancement for traded services.

2.4.6 City Solicitor

- Legal & Democratic Services overspent its £6.3m net budget by £0.3m, inclusive of a £0.3m overspend in Democratic Services.
- Within Democratic services the overspend was mainly as a result of cost pressures on both the elections budget, £0.2m, due in part to the increased costs associated with postal voting and Coronial services, £0.3m, partly as a result of one off costs such as backdated pay awards. This was partially offset by underspends across the remaining services, Registrars, Members & Civic.
- Legal Services (including the City Solicitors office) had a small total underspend of £0.05m mainly due to the additional income recovered by charging out rising from £623k in 18-19 to £572k in 19-20.
- Due to the postponement of district elections due to Covid-19, the 20/21 budget will be transferred to the dedicated Elections Reserve which will mitigate, at least in 20/21, any remaining pressure on the Elections service.
- Savings of £120k are budgeted for 2020-21.

2.5 Chief Executive

- The Chief Executive's Office had a balanced position on its £4.8m net expenditure budget. This area now includes the Children's and adults safeguarding boards with a net budget of £0.3 which were also balanced in 19/20. Funding of £0.22m was provided from the Implementation fund in year to fund a short/medium requirement to support transformational project.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Corporate Resources							
Chief Executive's Office	0.8	0.8	0.0	0.0	0.8	0.8	-0.0
Policy Programmes & Change	1.3	1.4	-0.0	-0.1	1.3	1.3	-0.0
Political Offices	0.3	0.2	-0.0	-0.0	0.3	0.2	0.0
Programme Management	0.9	1.8	-0.0	-0.9	0.9	0.9	0.1
Safeguarding	0.6	0.6	-0.2	-0.3	-0.4	0.4	0.0
Public Affairs & Communications	1.4	1.3	-0.1	-0.8	1.3	1.2	-0.1
Total	5.2	6.1	-0.4	-1.3	4.8	4.8	-0.0

2.6 Non Service Budgets

- Non Service budgets underspent by £0.9m 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 which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others underspent by £5.7m due to;

- £3.4m of Corporate contingencies
- £1.1m of other underspends (interest income, capital financing & others)
- £1.3m of remaining one off VAT refund

3.1 Delivery of Budgeted Savings proposals

The combined budget savings of £22.0m in 2019-20 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £278.2m.

The 2019-20 budget includes £16.1m of new budget reductions, however £5.9m of prior year underachieved savings have carried forward into 2019-20, meaning that £22.0m of savings are budgeted to be delivered in 2019-20.

In tracking progress made against each individual saving proposal, £14.1m of the £22.0m was delivered as planned, leaving £7.9m that was not delivered.

	Prior year underachieved Savings outstanding at 31/3/19	2019/20 New Savings	Total Savings 2019/20	Variance 2019/20
Health & Wellbeing	0.0	4.7	4.7	1.9
Children's Services	0.0	6.1	6.1	0.3
Place	0.7	2.8	3.5	0.6
Corporate Resources	0.4	2.0	2.4	0.7
Chief Executives Office	0.0	0.1	0.1	0.0
Travel Assistance	4.8	0.0	4.8	4.4
General Fund	0.0	0.5	0.5	0.0
Total	5.9	16.1	22.0	7.9

Although the forecast underachieved savings remain high, they are lower than the last 3 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	13.4
2019/20	7.9

The £7.9m of underachieved savings are largely due to the £4.4m Travel Assistance Saving which was subject to a review, and has been addressed as part of the 2020-21 budget. Additionally, there was a £1.2m underachievement on the £1.5m Adults Demand Management saving linked to higher Home Care costs and low amounts of Learning Disabilities savings delivered. This underachievement was however counterbalanced by underspends in other parts of Health & Wellbeing.

4.0 BALANCE SHEET

4.1 Cash Reserves

4.1.1 At 31st March 2020 reserves stand at £238.1m (Council £206.2m and Schools £31.9m).

	Closing Balance 2017-18 £m	Closing Balance 2018-19 £m	Opening Balance 2019-20 £m	Net Movement	Balance as at 31 st March 2020 £m
Council reserves	127.8	181.6	181.6	24.6	206.2
Schools Delegated budget	25.2	27.2	27.2	4.7	31.9
Total	153.0	208.8	208.8	29.3	238.1

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
- +£0.4m City of Culture 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 School Reserves (including Schools Contingencies) at 31st of March 2020.

	Balance 1 st April 2019		Balance 31 st March 2020		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	651	7	964	0	(313)
Primary	84	7,648	82	7,517	2	131
Secondary	7	(509)	6	(2,108)	1	1,599
Special	4	969	3	1,284	1	(315)
Pupil Referral Units (PRU)	6	432	3	243	3	189
Subtotal	108	9,191	101	7,900	7	1,291
School Contingency		16,278		21,987	0	(5,709)
Other Activities/Closed Schools		544		890	0	(346)
Total	108	26,013	101	30,777	7	(4,764)

- The school balances reserve has increased by £4.8m in 2019-20 from £26.0m to £30.8m.
- The overall reduction in individual school balances was £1.3m.
- There have been four schools (Carlton Bolling College, Delius, Oldfield Primary and Princeville Primary) that converted to academy status in 2019-20. Two Education in Hospital pupil referral units are now managed by the local authority from the 1st September 2019 and Ellar Carr pupil referral unit is now part of Beechcliffe Special School. These seven schools held revenue balances of £1.6m at 31st of March 2019.
- Therefore, the actual increase in individual school balances is £0.3m by the adjusting for the seven schools that converted to academy or closed in 2019-20
- The gross value of total surpluses held at 31st of March 2020 is £12.3m (vs £12.9m at March 2019). The gross value of deficits is £4.4m (6 Schools) (vs £3.7m at March 2019). The main concern remains Hanson Secondary where the deficit balance increased by 0.7m from £3.6m at the end of 2018-19 to £4.3m in 2019-20.

5.0 CAPITAL

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 for a library.
- The Capital Investment Plan originally budgeted 2019-20 spend at £146.5m (Full Council, 21 February 2019). This budget was reprofiled to £121.3m in the 1st quarter monitoring report (Executive, 9th July 2019). Since the agreement of the 2019-20 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 £121.0m with the spend forecast being £89.5m (Executive, 24 March 2020).
- The latest budget at April 2020 is £122.8m, an increase of £1.8m. The increase in budget is made up of:
 - £1.1m Finance leases and PFI capital spend.
 - £0.4m for St Georges Hall funded by revenue.
 - £0.3m of Grant funding for Transforming Cities.
- Against the latest reprofiled budget of £122.8m, the Outturn was £80.6m. This is summarised by department in the Table below and is outlined in greater detail in Annex 3.

Capital Investment Plan 2019-20 by Department

	April 2020 Budget	Outturn	Variance
	£'m	£'m	£'m
Health and Wellbeing	4.6	4.3	-0.3
Children's Services	28.3	16.7	-11.6
Place – Economy and Development Services	17.7	13.2	-4.5
Place – Planning, Transportation and Highways	28.2	21.6	-6.6
Place – Other	15.3	10.4	-4.9
Corp Services – Estates and Property Services	17.7	14.4	-3.3
Total - Services	111.8	80.6	-31.2
Reserve schemes and contingencies	11.0	0	-11.0
TOTAL	122.8	80.6	-42.2

- As shown in the table above, the 2019-20 Outturn had a £42.2m underspend compared to the budget. Part of the underspend was on Place – Planning, Transportation and Highways, across a number of projects, including West Yorkshire & York Transport Fund (WYTF) Schemes. The funding received from WYTF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes.
- In Economy and Development Services it was on the City Centre Growth Zone and Disabled Housing Facilities Grants (DFG). DFG expenditure in 2019-20 was £4.740m the highest expenditure on DFG that the Council has ever achieved with expenditure exceeding the annual grant allocation but within the budget due to the carry forward of 2018-19 grant. The unspent budget will be carried forward to honour individual grants already approved.
- The most significant underspend related to Children's Services on budgets for Secondary and Primary School Expansion and construction of a new Silsden primary School. The Expansion Programmes were delayed due to inclement weather in January and February and the halting of construction work in March due to Covid-19. The appointment of a contractor for the new Silsden school took longer than planned and start on site was January 2020 rather than mid-2019. These schemes are grant funded and the budgets will be carried over in to 2020-21.
- Also there was an underspend on Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions, Affordable Housing Programme 2016-21 and Godwin Street (former Odeon). Strategic Acquisition budgets are part of a policy to invest to promote economic development and generate on going income that funds Council support across the District. 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 2020-21 budget (Full Council, 20 February 2020, The Council's Investment Plan for 2020-21 onwards, Appendix 1).
- The 2020-21 Plan has been updated following the 2019-20 Outturn. This update includes an additional £46.5m carry forward from 2019-20. 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 2019-20 Outturn of £80.6m represents a substantial investment in the District. Of the total amount, £72.3m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' houses, for example grants funding disabled adaptations.
- The largest proportion of the £80.6m spend was on the upkeep of the Council's buildings, with further significant spend on new builds and increasing school capacity. An analysis of the 2019-20 capital spend showing its purpose is set out in the table below.

2019-20 Budget, outturn and underspend analysed by purpose

	Budget £m	Actual Spend £m	Under- spend £m
Maintenance of Council Fixed Assets	44.9	32.3	-12.6
Invest to Save	11.4	7.2	-4.2
New Build or Acquisition	28.9	18.2	-10.7
Schools Capacity	21.2	14.0	-7.2
Regeneration	6.3	0.6	-5.7
Grants to Third Parties	10.1	8.3	-1.8
Total	122.8	80.6	-42.2

- The 2019-20 spend includes innovative approaches and schemes that have improved services in the District. For example, it includes the construction of a new Sports Centre at Sedbergh, providing the citizens of Bradford with a modern, fit for purpose, multi sport facility. This facility was completed £1m under budget, without compromising the quality of the sporting services offered. Since the centre opened in November 2019, until March 2020, the use and popularity of it has exceeded expectation.
- Also there was the completion of further affordable housing units in 2019-20, 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 2019-20 spend enabled the completion of a new Residential Care Home and an Extra Care facility, both located in Oakworth. The extra care facility (Fletcher Court) consists of 69 beds and the residential home (Valley View Court) provides 50 beds. Valley View Court is a dementia specialist unit and will be used for the delivery of short-term services including assessment and intermediate care, in partnership with health.
- There was continued spend on primary and secondary school expansion, improving education, another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.
- The 2019-20 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 £17.0m. 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 £80.6m was funded from a variety of sources, shown in the table below:

Sources of funding	£m
Capital Grants and Contributions	45.3
Direct Revenue Funding and reserves	3.8
Capital Receipts	2.0
Invest to save Borrowing	11.6
Corporate Borrowing	17.0
PFI and Other Finance Lease	0.9
Total resources used to fund capital spend	80.6

- The above table shows that out of the £80.6m spend, there was no future capital financing requirement for £51.1m of it, as it was financed from available funding in 2019-20.
- The £51.1m includes £45.3m of grants. Such grants were used in the 2019-20 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. 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 £51.1m also includes £2m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £3.8m 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 £0.9m funding from Finance Leases represents a technical accounting adjustment which reclassified on going Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is no future additional draw.
- In contrast to the funding sources described above, the Invest to Save spend of £11.6m 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 on going 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 2019-20 Outturn Corporate Borrowing of £17.0m 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 2019-20 financial year. These balances are shown in the two tables below.

Capital Grants and Contributions

- The Council had a balance of £58.4m in unused capital grants and contributions at the beginning of the year. A further £33.7m was received in year. Of this £31.1m was used to fund capital expenditure on the Council's own assets and a further £14.1m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £46.9m.

Capital grants and contributions

	£m
Balance B/fwd at 01.04.2019	58.4
Capital grants received in year	33.8
Repayment of Grant	0
Applied to fund spend on Council assets	-31.2
Applied to fund spend on third party assets, REFCUS ²	-14.1
Balance C/fwd 31.03.2020	46.9

- 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 £46.9m will enable significant investment in the District in future years.

Capital Receipts

- The Council received £3.2m of receipts from the disposal of assets and repayment of loans. £2.0m 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 where available. Also £1.2m has moved to deferred capital receipt as the payments will be received over the next three years.

Capital receipts

	£m
Balance B/fwd at 1.4.2019	0
Capital receipts received in year	3.2
Deferred Capital Receipt	-1.2
Applied to fund spend on Property Plant & Equipment	-2.0
Balance C/fwd 31.3.2020	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 2019-20. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3m 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 2020-21 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2020.
- Overall there has been a £20m decrease in the value of the Council's property portfolio. The Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £80.6m spend, £16.4m was on residents houses and other schools, leaving £64.2m additions to the balance sheet.
- Other outcomes for capital in 2019-20 were a net £19.2m downward revaluation of the Council's property by a qualified in house property valuer. While this revaluation is not a decrease, it reflects the expectation of the valuer of decreases 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

² 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.

£32.9m of depreciation reflecting the cost of their wear and tear from delivering services over the 2019-20 financial year. There was also £31.5m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such schools are removed from the Council's balance sheet.

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

	Opening balance sheet 31/03/19	Additions	Asset disposal	Depreciation	Revaluation / Impairment	Reclassify	Closing balance sheet 31/03/20
	£m	£m	£m	£m	£m	£m	£m
Land, Buildings & vehicles	958.7	57.5	-30.9	-32.6	-14.2	-2.7	935.8
Investment Property	53.6	6.5	-0.2	0	-5.3	-0.1	54.5
Heritage Property	37.1	0	0	0	0.4	0	37.5
Mainly software licences	0.5	0.2	0	-0.3	0	0	0.4
Assets ready to sell	0.2	0	-0.4	0	-0.1	2.8	2.5
Total	1,050.1	64.2	-31.5	-32.9	-19.2	0.0	1,030.7

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 2019-20 forecast collection fund surpluses have been factored into the 2020-21 budget.

Reserves Statement as at 31st March 2020

Appendix 1

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	10,300	0	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	241	87	328	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	103	-103	0	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	490	0	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	-1	0	
Single Status	23	-23	0	To cover any residual implementation of Single Status costs.
Better Use of Budgets	789	-789	0	To cover deferred spend on priority work from 2018-19
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's programme
Regional Growth Fund	4,222	-481	3,741	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,622	-127	1,495	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	16,759	-6,193	10,566	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,388	-442	946	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	-222	0	Available to fund projects that lead to greater integration between the

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	0	700	Council and its Health partners. Match funding against capital spend – using capital grants first.
Strategic Site Assembly	698	-90	608	To be moved to Local Plan reserve in 2020
Implementation Reserve	2,557	-1,449	1,108	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	2,735	0	2,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	
Redundancy Reserve	5,430	0	5,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	-10	0	Professional advice on MRP policy – moves to Finance Works reserve
Review of Council's Pension Guarantees	4	-4	0	Moved to Finance Works reserve
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
Financing Reserve	47,401	6,520	53,921	Reserve created as a result of change in Minimum Revenue provision accounting policy.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	360	288	648	Statutory compensation obligation for terminating tenancies
ICT Programmes Budget	4,951	-1,818	3,133	To fund future ICT projects
Children Services Investment Fund	0	1,039	1,039	
S31 Business Rate Grants Reserve	0	16,854	16,854	
Covid 19 funding allocation Reserve	0	14,011	14,011	
Finance Works Reserve	56	38	94	Reserve to fund additional project Finance Work including Housing Revenue Account.
Sub Total	99,610	27,085	126,695	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	390	-289	101	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,527	-289	5,238	
D. Service Earmarked Reserves	32,473	-707	31,766	See Appendix 2

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
E. Revenue Grant Reserves	18,636	-1,476	17,160	
F General Reserves				
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	27,276	4,647	31,923	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	42,276	4,647	46,923	
Grand total	208,822	29,260	238,082	

Departmental Earmarked Reserves Statement at 31st March 2020

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	-690	64	Funding to support invest to save projects
Integrated Care	838	1,211	2,049	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	0	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Total Adult and Community Services	2,251	521	2,772	
Children Services				
BSF Unitary Charge	7,852	720	8,572	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	5,747	836	6,583	See above
Travel Training Unit	331	23	354	To provide travel training to Children with SEND to encourage independent travel.
Early Help Enabler Support	397	-120	277	To help support Early Help programme
Early Help Workforce Development	34	0	34	To fund time limited Prevention & Early Help Work
Retail Academy (Skills for Employment)	338	-141	197	Skills for work
Prevention & Early Help	500	0	500	To fund time limited Prevention & Early Help Work
SEND Inspection Resource	194	-100	94	To provide resource to assist with preparation for inspection.
One Workforce Reserve	641	269	910	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	187	29	216	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	105	232	337	Training for post 16 Children through Industrial Centres of Excellence.
Training Work Programme (Skills for Work)	663	-198	465	Skills for Work
Total Children	16,989	1,550	18,539	
Department of Place				
Marley & other pitch and gyms	106	0	106	To provide match funding under the terms of grants

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
City centre regeneration	51	0	51	given to maintain Sports and Leisure venues across the District.
Customer Service Strategy	46	-46	0	Delivery of City Centre Growth Zone
Taxi Licensing	499	-80	419	Non recurring investment to be used to fund the Customer Service Strategy.
Theatres Box Office	346	0	346	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Cricket Pitch Refurbishment	310	-310	0	Work associated with the restoration of St Georges Hall and signage at the Alhambra
Culture Service Transition	76	0	76	Maintenance & improvement work associated with 6 Council owned cricket pitches.
HLF Building Maintenance	10	-10	0	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	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.
Tourism reserve	15	0	15	To address e-Govt targets and improve service delivery.
Culture Company	73	0	73	To develop a new model of volunteer tourism.
Gym Equipment	133	0	133	Help create a Culture Company
Museum Restoration	76	0	76	To fund replacement gym equipment in Sports Facilities
Council Housing Reserve	790	-288	502	Fund for museum improvement
Housing Development Programme	75	0	75	To meet future costs associated with later stages of the affordable housing programme
Bradford District Improvement District	9	0	9	Fee income generated to be used to subsidise the delivery of projects in future years.
HMO Licencing Scheme	383	85	468	Development and enablement costs for establishment of BIDs
VCS Transformation Fund	362	-45	317	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
Tree & Woodland Planting Fund	76	0	76	Developing peer to peer solutions to building capacity within the VCS
City Park Sinking Fund	812	-102	710	District wide Tree & Woodland planting fund as part of Woodland Strategy.
European Structural Investment Programme	1,463	0	1,463	Funding set aside to meet the lifetime maintenance costs of City Park.
				Used as match funding for ESIf and future WYCA calls for enterprise

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
				activity
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord incentives
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	88	13	101	Set aside for lifetime maintenance costs of 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	-211	50	Contingency for temporary accommodation/B&B expenditure
Housing Options IT System	173	-173	0	Housing IT
PT&H Local Plan	216	-216	0	To complete the local plan
PT&H Local Plan Transport Modelling	250	-250	0	To complete the local plan
Ad:venture & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	91	-91	0	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	500	313	813	
Housing CPNI Reserve	0	250	250	
Well England Reserve	100	-18	82	Programme provides a range of initiatives to support Health & Wellbeing in Gillingham, Holme Wood and Keighley.
Department of Place	9,385	-1,179	8,206	
Corporate Resources				
Schools Traded HR Reserves	147	-58	89	To mitigate the risk of changes in customer base.
Workforce Development	122	-88	34	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	208	-78	130	To smooth the cost of District Elections over a four year period.

	Opening Balance £000	Movement in 2019-20 £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	322	-20	302	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
UC Admin Reserve	546	-546	0	To help cover the cost of the implementation of universal credit administration.
Additional cost of Estate projects including legal and 3rd party costs Reserve	350	-323	27	Legal and other costs associated with estates projects
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	313	-255	58	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	228	-175	53	Residual funding for on-going programme promoting and facilitating community asset transfers
Payroll Reserve	100	0	100	To mitigate any reductions in schools trading
Central Admin Estates Security	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	540	-56	484	To help smooth effect of price spikes.
Total Corporate Resources	3,848	-1,599	2,249	
Total Service Earmarked Reserves	32,473	-707	31,766	

Capital Expenditure

Annex 3

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing										
CS0237a	Great Places to Grow Old	500	0	0	0	0	0	0	0	0
CS0237b	Keighley Rd Extra Care Fletcher Court	33	2,202	1,928	2,205	-3	0	357	1,848	2,205
CS0237c	Keighley Rd Residential Care Valley View	89	988	677	838	150	838	0	0	838
CS0373	BACES DFG	443	980	700	959	21	0	0	959	959
CS0239	Community Capacity Grant	606	50	86	34	16	34	0	0	34
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	1	1	1	0	1	0	0	0	0
CS0451	The Third Place	0	250	250	250	0	250	0	0	250
CS0275	Bfd Dementia Friendly Environ Pilot	0	0	0	1	-1	0	0	1	1
Total - Health and Wellbeing		1,672	4,580	3,751	4,287	293	1,122	357	2,808	4,287
Children's Services										
CS0249	Schools DRF	0	0	0	197	-197	197	0	0	197
CS0278	Targeted Basic Needs	31	33	0	0	33	0	0	0	0
CS0022	Devolved Formula Capital	750	2,685	2,690	1,501	1,184	1,501	0	0	1,501
CS0030	Capital Improvement Work	15	626	550	316	310	316	0	0	316
CS0240	Capital Maintenance Grant	1,500	1,000	522	416	584	416	0	0	416
CS0240b	Capital Maintenance Grant	2,900	3,870	3,685	3,040	830	3,040	0	0	3,040
CS0240c	School Cap Inv Prog 19-20	0	2,002	132	340	1,662	340	0	0	340
CS0244a	Primary Schools Expansion Progr	7,700	5,600	3,000	3,373	2,227	3,373	0	0	3,373
CS0244b	Silsden School	5,588	3,424	1,000	554	2,870	554	0	0	554
CS0244c	SEN School Expansions	2,000	2,363	1,800	1,835	528	1,835	0	0	1,835
CS0362	Secondary School Expansion	6,136	6,198	4,600	4,800	1,398	4,800	0	0	4,800
CS0377	LA SEN Free School	4,650	0	0	-3	3	-3	0	0	-3
CS0421	Healthy Pupil Capital Grant	220	227	77	57	170	57	0	0	57
CS0448	CS0448 PFI 1920	0	162	0	162	0	162	0	0	162
CS0447	CS0447 19-20 Finance Leases	0	142	0	142	0	142	0	0	142

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total - Children's Services		31,490	28,332	18,056	16,730	11,602	16,730	0	0	16,730
Place - Economy & Development Services										
CS0134	Computerisation of Records	0	10	10	10	0	0	0	10	10
CS0136	Disabled Housing Facilities Grant	2,628	5,575	4,500	4,740	835	4,740	0	0	4,740
CS0137	Development of Equity Loans	1,468	1,000	1,000	949	51	949	0	0	949
CS0144	Empty Private Sector Homes Strat	1,087	1,206	1,206	880	326	880	0	0	880
CS0465	Civica Housing IT system	0	189	0	179	10	179	0	0	179
CS0225	Afford Housing Prog 11-15	0	0	62	116	-116	0	116	0	116
CS0308	Afford Housing Prog 15 -18	383	2,021	2,521	2,617	-596	450	2,167	0	2,617
CS0250	Goitside	1	1	0	0	1	0	0	0	0
CS0280	Temp Housing Clergy House	0	55	55	9	46	0	9	0	9
CS0335	Bfd Cyrenians 255-257 Mnghm Ln	0	9	9	0	9	0	0	0	0
CS0084	City Park	190	192	5	0	192	0	0	0	0
CS0085	City Centre Growth Zone	1,550	1,720	200	237	1,483	129	0	108	237
CS0189	Buck Lane	60	53	90	48	5	0	0	48	48
CS0228	Canal Road	100	100	0	0	100	0	0	0	0
CS0241	Re-use of Frmr College Builds Kghly	533	570	220	214	356	0	0	214	214
CS0266	Superconnected Cities	841	846	25	17	829	0	0	17	17
CS0446	Staithgate La Enterprise Zone Site Investigation works	0	85	85	71	14	71	0	0	71
CS0291	One City Park (fmr Tyrls)	500	0	0	0	0	0	0	0	0
CS0265	LCR Revolving Econ Invest Fund	1,151	625	0	0	625	0	0	0	0
CS0345	Develop Land at Crag Rd, Shply	0	43	0	0	43	0	0	0	0
CS0107	Markets	0	26	5	5	21	0	0	5	5
CS0363	Markets Red'mnt - City Cntr	2,815	2,779	3,000	3,129	-350	0	0	3,129	3,129
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	596	0	0	596	0	0	0	0
Total - Place - Economy & Development Serv		13,903	17,701	12,993	13,221	4,480	7,398	2,292	3,531	13,221

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Planning, Transportation & Highways										
CS0131	Kghly Town Cntr Heritage Initi	0	151	0	0	151	0	0	0	0
CS0178	Ilkley Moor	0	14	0	0	14	0	0	0	0
CS0179	Landscape Environ Imp	0	21	0	0	21	0	0	0	0
CS0285	Strategic Development Fund	1,167	1,167	0	0	1,167	0	0	0	0
CS0071	Highways S106 Projects	386	249	30	21	228	21	0	0	21
CS0372	Countryside S106 Projects	135	226	10	16	210	16	0	0	16
CS0091	Capital Highway Maint	4,953	5,006	5,006	4,971	35	4,971	0	0	4,971
CS0095	Bridges	0	200	700	650	-450	650	0	0	650
CS0096	Street Lighting	0	132	80	96	36	96	0	0	96
CS0099	Integrated Transport	108	140	140	33	107	33	0	0	33
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	0	15	19	17	-2	17	0	0	17
CS0172	Saltaire R/bout Cong& Safety Works	281	279	0	0	279	0	0	0	0
CS0252	Measures to Support Hubs	45	45	0	0	45	0	0	0	0
CS0264	Highway to Health	0	0	437	484	-484	484	0	0	484
CS0282	Highways Strategic Acquisi	0	176	0	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	11,908	7,529	6,680	5,874	1,655	5,874	0	0	5,874
CS0396	WYTF Corr Imp Projects	2,893	768	1,482	1,307	-539	842	0	465	1,307
CS0296	Pothole Funds	0	431	377	490	-59	490	0	0	490
CS0306a	Strategic Transp Infrastr Priorit	1,000	1,090	0	0	1,090	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	0	97	33	38	59	0	0	38	38
CS0310	Clean Vehicle Technology Fund	3	3	0	0	3	0	0	0	0
CS0317	VMS Signage	0	39	0	0	39	0	0	0	0
CS0319	Challenge Fund	0	425	1,611	1,310	-885	1,310	0	0	1,310
CS0323	Flood Risk Mgmt	0	30	50	68	-38	68	0	0	68
CS0329	Damens County Park	0	106	106	0	106	0	0	0	0
CS0332	Flood Funding	0	6	0	0	6	0	0	0	0
CS0334	Air Quality Monitoring Equip	0	9	9	0	9	0	0	0	0
CS0350	Street Lighting Invest to Save	0	312	312	0	312	0	0	0	0
CS0365	National Productivity Invest Fund	0	3	43	43	-40	43	0	0	43
CS0370	LTP IP3 Safer Roads	779	1,619	124	2	1,617	2	0	0	2
CS0371	LTP IP3 Public Transport	0	247	228	287	-40	287	0	0	287

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0375	Sign Shop	0	19	0	0	19	0	0	0	0
CS0379	NPIF UTMCI	1,770	1,247	1,247	1,247	0	753	0	494	1,247
CS0386	Cycling & Walking Schemes LTP3	0	18	18	1	17	1	0	0	1
CS0414	LTP IP3 Safer Rds	0	214	206	222	-8	222	0	0	222
CS0398	Bfd City Ctre Townscape Herit	475	500	50	55	445	55	0	0	55
CS0430	Hwys Maint Fund Oct18	0	2,553	2,553	2,170	383	2,170	0	0	2,170
CS0432	Steeton/Silsden Crossing	0	189	110	105	84	105	0	0	105
CS0423	Highways IT upgrade	0	83	83	33	50	0	33	0	33
CS0433	Gain Lane / Leeds Rd Jct	0	30	30	1	29	1	0	0	1
CS0450	CILS payments	0	0	40	40	-40	40	0	0	40
CS0453	IP3 Safer Rds 1920	0	120	120	66	54	66	0	0	66
CS0454	Area Comm ITS 1920	0	660	660	638	22	638	0	0	638
CS0434	Smart Street Lighting	4,181	209	209	165	44	0	165	0	165
CS0455	IP4 projects	0	828	777	698	130	698	0	0	698
CA0456	WY Integrated UTMCI Centre	0	200	270	340	-140	340	0	0	340
CS0464	Ben Rhydding Railway Station Car Park	0	20	20	6	14	6	0	0	6
CS0467	Transforming Cities Fund (TCF)	0	300	20	154	146	154	0	0	154
Total Place - Planning, Transportation & Highways		30,084	28,220	23,890	21,648	6,572	20,453	198	997	21,648
Dept of Place - Waste, Fleet & Transport										
CS0060	Replacement of Vehicles	3,000	3,000	5,000	1,644	1,356	62	1,582	0	1,644
CS0063	Waste Infrastructure & Recycling	0	26	26	32	-6	32	0	0	32
CS0283	Above Ground Fuel Storage	0	22	35	34	-12	12	0	22	34
CS0438	Harris St Fencing	0	59	68	68	-9	9	0	59	68
CS0435	Sugden End Landfill Site	856	856	150	317	539	0	0	317	317
CS0415	Shearbridge Depot Security	0	100	0	11	89	0	0	11	11
CS0416	Fleet Management IT systems upgrade	0	39	39	39	0	0	0	39	39
CS0417	Keighley Transfer Loading Station electrical systems	0	34	34	1	33	0	0	1	1
CS0359	Community Resilience Grant	0	18	0	5	13	5	0	0	5
Total Place - Waste, Fleet & Transport		3,856	4,154	5,352	2,151	2,003	120	1,582	449	2,151

Scheme No	Scheme Description	Budget at Feb 19 £'000	Revised Outturn 2019-20 Budget £'000	Forecast £'000	Spend 31 Mar 20 £'000	Variance Budget - Spend £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
Dept of Place - Neighbourhoods & Customer Services										
CS0066	Ward Investment Fund	0	35	0	0	35	0	0	0	0
CS0378	Cust Serv Strategy	0	158	158	0	158	0	0	0	0
CS0462	Ilkley Parking scheme £320k Invest to Save	0	100	300	457	-357	137	320	0	457
Total Place - Neighbourhoods & Customer Services						-164	137	320	0	457
Dept of Place - Sports & Culture										
CS0151	Building Safer Commun	0	47	21	21	26	21	0	0	21
CS0328	Cliffe Castle Various	0	15	15	0	15	0	0	0	0
CS0430	Cartwright Hall Café	50	105	105	116	-11	10	106	0	116
CS0340	St George's Hall	0	263	400	230	33	216	0	14	230
CS0129	Scholemoor Project	0	0	0	0	0	0	0	0	0
CS0162	Capital Projects - Recreation	0	602	510	244	358	244	0	0	244
CS0229	Cliffe Castle Restoration	19	110	91	90	20	90	0	0	90
CS0347	Park Ave Cricket Ground	0	7	45	35	-28	35	0	0	35
CS0004	S106 Recreation	0	0	100	124	-124	124	0	0	124
CS0367	King George V Playing Fields	1,017	0	0	0	0	0	0	0	0
CS0403	Bereavement Strategy	0	400	523	511	-111	91	0	420	511
CS0277	Wyke Manor Sports Dev - demolitn	102	177	400	1	176	1	0	0	1
CS0277b	Wyke Community Sports Hub	1,896	739	0	302	437	176	0	126	302
CS0245	Doe Park	37	37	0	0	37	0	0	0	0
CS0459	Ilkley Lido Tank	0	460	460	86	374	0	0	86	86
CS0461	Shipley Gym extension & equipment	0	305	305	142	163	0	142	0	142
CS0458	Doe Park Drainage	0	40	40	0	40	0	0	0	0
CS0356	Sedbergh SFIP	8,859	7,479	6,136	5,842	1,637	0	0	5,842	5,842
CS0354	Squire Lane Sports Facility	300	0	0	0	0	0	0	0	0
CS0132	Community Hubs	0	25	25	0	25	0	0	0	0
Total - Dept of Place - Sports & Culture						3,067	1,008	248	6,488	7,744

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corp Resources - Estates & Property Services										
CS0094	Property Programme (bworks)	500	200	0	0	200	0	0	0	0
CS0333	Argus Chambers / Britannia Hse	600	218	120	29	189	0	29	0	29
CS0366	Property Programme 17-18	10	0	0	-19	19	0	0	-19	-19
CS0391	Property Programme 18-19	511	1,022	1,022	1,502	-480	380	0	1,122	1,502
CS0443	Property Programme 19-20	2,000	630	1,530	730	-100	0	0	730	730
CS0460	Property Programme 19-20 Mitre Court CPU	0	1,400	200	0	1,400	0	0	0	0
CS0230	Beechgrove Allotments	274	148	0	0	148	0	0	0	0
CS0050	Carbon Management	820	900	900	367	533	-50	0	417	367
CS0420	Electric vehicle charging infrastructure	400	200	200	135	65	135	0	0	135
CS0385	ULEV Taxi scheme LTP3	0	50	50	0	50	0	0	0	0
CS2000	DDA	50	50	30	0	50	0	0	0	0
CS0361	Strategic Acquisitions	0	6,540	6,540	6,541	-1	0	6,541	0	6,541
CS0381	Godwin St (fmr Odeon)	290	1,964	1,700	1,405	559	1,405	0	0	1,405
CS0409	Coroner's Court and Accommodation	2,330	650	550	452	198	0	0	452	452
CS0383	Jacobs Well demolition	0	255	200	168	87	168	0	0	168
CS0427	Coroner's Equipment	0	600	288	315	285	0	0	315	315
CS0457	Simpson Green - roof	0	25	25	14	11	0	0	14	14
CS0445	Core IT Infrastructure 1920	0	2,100	1,850	1,997	103	1,943	0	54	1,997
CS0449	Council Finance Leases 1920	0	746	0	746	0	746	0	0	746
Total Corp Resources – Estates & Property Services		7,785	17,698	15,205	14,382	3,316	4,727	6,570	3,085	14,382
Reserve Schemes & Contingencies										
CS0395	General Contingency	2,000	387	387	0	387	0	0	0	0
CS0399	Strategic Acquisition	20,000	3,460	0	0	3,460	0	0	0	0
CS0403	Bereavement Strategy	4,000	0	0	0	0	0	0	0	0
CS0400	Keighley One Public Sector Est	500	500	0	0	500	0	0	0	0
CS0402	Canal Road Land Assembly	450	450	0	0	450	0	0	0	0
CS0404	Sports Pitches	5,000	0	0	0	0	0	0	0	0
CS0405	City Hall / RFL	1,000	0	0	0	0	0	0	0	0

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend
		£'000	£'000	£'000	£'000	£'000
CS0407	Affordable Housing	3,500	3,845	0	0	3,845
CS0410	Godwin St (fmr Odeon)	8,000	2,000	0	0	2,000
CS0436	Childrens Home (A)	500	200	0	0	200
CS0437	Childrens Home (B)	500	100	0	0	100
CS0468	Bowling Pool extension	0	50	0	0	50
Total - Reserve Schemes & Contingencies		45,450	10,992	387	0	10,992
TOTAL - All Services		146,520	122,781	89,268	80,620	42,161

Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
£'000	£'000	£'000	£'000
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
51,695	11,567	17,358*	80,620

* = Includes £0.3m of general capital receipts that have been used to fund capital spen

