



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 14 February 2019 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Azam Duffy Bacon Green Kamran Hussain Watson	Cooke Hargreaves M Smith	Sunderland

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Akhtar Dunbar T Hussain Nazir Thirkill Salam	M Pollard Townend	Ward

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar
City Solicitor
Agenda Contact: Yusuf Patel
Phone: 01274 434579
E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 15 November and 13 December 2018 be signed as a correct record (previously circulated).

(Yusuf Patel - 01274 434579)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Yusuf Patel - 01274 434579)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

No referrals were made at the time of the publication of this agenda.

(Yusuf Patel – 01274 434579)

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. PERIOD AND HYGIENE POVERTY IN THE BRADFORD DISTRICT 1 - 10

The Strategic Directors Health and Wellbeing and Corporate Resources will submit a joint report (**Document “AA”**) which updates the Corporate Overview and Scrutiny Committee on work across the Bradford district in relation to ‘Period and Hygiene’ Poverty.

Recommended –

It is recommended -

- (1) That options 9.2 and 9.3 set out in Document “AA” are adopted by this committee.**
- (2) That officers are asked to work closely with current providers across the district to better understand the impacts of period and/or hygiene poverty and that a further report be prepared for this committee in 12 months time.**

(Sarah Possingham – 01274 431319 / Paul Bland - 01274 43 7874)

7. QTR. 3 FINANCE POSITION STATEMENT FOR 2018-19

11 - 68

The Director of Finance will submit a report (**Document “AB”**) which provides Members with an overview of the forecast financial position of the Council for 2018-19.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council’s current balances and reserves and forecasts school balances for the year.

Recommended –

That the Corporate Overview and Scrutiny Committee review and comment on the Qtr 3 Finance Position Statement for 2018-19.

(Andrew Cross - 01274 436823)

8. UNIVERSAL CREDIT

69 - 84

From 20 June 2018, working-age households, with up to two children, across the Bradford District became eligible to claim Universal Credit.

The Strategic Director Corporate Resources will submit a report (**Document “AC”**) which examines the progress of, and future plans for, the roll out of Universal Credit, its impact, and the arrangements in place to support claimants.

Recommended –

That Corporate Overview and Scrutiny Committee;

- (1) Note progress made in the development of arrangements to support residents, and in responding to adverse impacts on Council service delivery.**
- (2) Consider the issues raised in this report, the likely impacts on the district’s residents, the Council, and other providers and agencies and provide any comments and views for consideration by the local delivery partnership.**

(Martin Stubbs - 01274 432056)

9. BREXIT PREPAREDNESS

85 - 98

The Corporate Resources Director will submit a report (**Document “AD”**) which advises members on progress to date in preparing for the impact of Brexit, including a no deal Brexit, and the actions proposed to deal with identified issues.

It must be stressed that the current situation is highly uncertain and liable to change. At the time of writing, a range of options remain open, including a no deal Brexit. The Prime Minister will be negotiating with EU partners and due to return to Parliament on the 14th February for a vote on a final deal.

Recommended –

That the Committee note the report and offer their views on the issues and actions identified.

(Phil Witcherley - 01274 431241)

10. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2018/19

99 - 114

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “AE”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2018/19.

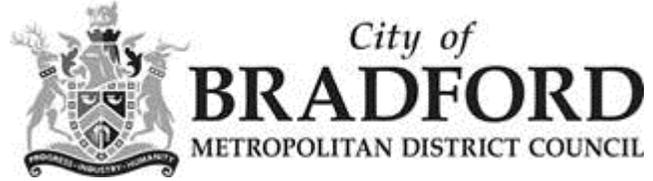
Recommended –

(1) That members consider and comment on the areas of work included in the work programme.

(2) That members consider any detailed scrutiny reviews that they may wish to conduct.

(Mustansir Butt - 01274 432574)

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Report of the Strategic Directors of Health and Wellbeing and Corporate Resources to the meeting of Corporate Overview and Scrutiny committee to be held on 14th February 2019

AA

Subject:

PERIOD AND HYGIENE POVERTY IN THE BRADFORD DISTRICT

Summary statement:

To update Corporate Overview and Scrutiny Committee on work across the Bradford district in relation to 'Period and Hygiene' Poverty

Bev Maybury
Strategic Director Health and Wellbeing
Joanne Hyde
Strategic Director Corporate Resources

Portfolio:
Health and Wellbeing
Corporate Services

Report Contact/s:
Sarah Possingham
Senior Manager –Wider Determinants
Phone: (01274) 431319
E-mail: sarah.possingham@bradford.gov.uk

Overview & Scrutiny Area:
Corporate

Paul Bland - Transport, Education and Discretionary Payments Manager
Phone: (01274) 43 7874
E-mail: paul.bland@bradford.gov.uk

1. SUMMARY

In the last few years there has been a growing understanding that some households in the United Kingdom are financially challenged to the point where they are turning to projects such as food banks and 'pay as you can' markets to supplement their food requirements. Bradford District is no exception and in response there has been a rise in the number of free and 'pay as you can' food projects established to meet these needs.

What is not so well understood is the impact that this type of poverty can have in relation to the need for sanitary and hygiene products. By its very nature this is a more hidden problem due to the sensitivities surrounding personal hygiene; particularly menstruation and the reluctance felt by some people to discuss these and related issues openly.

The following report seeks to outline current activity in relation to period and hygiene poverty in Bradford and what is already understood relating to the impacts of these. The report will also suggest future research work which could help to improve our understanding of the issues and inform service response/s.

2. BACKGROUND

2.1 Support projects in Bradford, the foodbanks and 'pay as you can' markets, recognise that poverty and deprivation manifests itself across the whole of a households' needs, it is wider than just food and nutrition. It encompasses personal hygiene; the needs of babies and small children and 'Period poverty'. This includes but is not limited to shavers; shaving cream; nappies; wipes; lotion; sanitary towels; tampons; incontinence pads; deodorant; body and hair cleansers; hair brushes; toothpaste and toothbrushes.

2.2 Households using the foodbanks and 'pay as you can' markets come from many different backgrounds; some are employed; working in low income positions; others claim welfare benefits, some do both. Many households include children and other dependants whereas others do not, some are single people. All have in common however, that at times; economic pressures are such that money for food and personal hygiene is stretched to breaking point.

2.3 Whilst gathering information for this report, the Feeding Bradford Co-ordinator (whose role supports the food poverty networks across the district) spoke to seven foodbanks in the area. These represented a range of large; medium and small providers working in different parts of the wider district where poverty relating to food and other needs have been identified. These were Bradford Central; Bradford North; Wyke; St Pauls in Wibsey; St Hughes in Baildon; Salvation Army in Keighley and Bingley Foodbank.

2.4 Of these; six offered period and personal hygiene products routinely and all noted that they often 'run out' of supplies and have to ration what they have until further donations come in. The one project that has not been offering these goods alongside food will be doing so in the future.

2.5 The way that these products are made available also needs to be considered. Many people prefer to keep their hygiene and/or period poverty needs confidential due to their personal nature. This makes it necessary to carefully consider the distribution routes for goods such as menstruation supplies; incontinence pads etc and offer a more discreet way of accessing them for those in need. Some projects have found that routinely including them in food parcels for households with resident women and girls is effective; whilst others leave that open to the individual preferring to offer a separate 'box' for

people to access the goods. Both have been found to be effective.

2.6 In the last financial year; concerns relating to period and/or hygiene poverty have been formally raised, twice with Bradford Council elected members and the Leader of Council.

2.7. *Hygiene Poverty Scheme*

The first approach came via staff based in the Customer Contact service. Through their work they identified that Period and Hygiene poverty was a hidden and possibly unmet need. As a result of this, a scheme was created for the donation and collection of personal hygiene products in Britannia House and Argus Chambers. The scheme has collection points in all the communal kitchens in Britannia House and takes donations of the following;

- Sanitary supplies; pads and tampons
- Incontinence pads
- Nappies and wipes
- Deodorants
- Shampoos and body wash
- Toothpaste and toothbrushes

2.8 The scheme started on the 13th August 2018 and is a collaboration between the Council's Facilities Management; Customer Services; Health and Wellbeing and a local voluntary organisation; Innchurches which manages the Storehouse project.

2.9 When the boxes are full the facilities management team collect them from each kitchen and Innchurches then picks these up centrally from Britannia House. They are sorted and distributed via the food banks and pay-as-you can fresh food markets which the Storehouse supplies, using separate discreet boxes.

2.10 The scheme has generated goods for two collections from inception (in November and December 2018) and there is another collection due shortly. Donations have comprised of 190 different goods; shampoo; deodorant; sanitary supplies and other hygiene oriented goods.

These have been distributed through;

The Anchor Project;

Rockwell Project;

Family Action (Canterbury Project)

St John's Project;

Together Women's Project;

Safety First

All of which provide community based services

2.11 The Leader of Council was further approached in autumn 2018 prior to the full council meeting held on the 16th October 2018 regarding period poverty. This came from a group of local women seeking to raise awareness of period poverty in schools and other youth settings by developing on and expanding a 'Redbox' scheme across the Bradford district.

2.12 Subsequently a motion was passed by full council requesting the following;

This Council notes:

- Because of Government cuts more than one in four children in the UK are living in poverty (27.1% in 2015-16) and this will rise to almost one in three (31.3%) by 2021-22, according to the Institute for Fiscal Studies.

- Food bank use has risen rapidly in recent years with the Trussell Trust reporting it gave out a record 1.3m food parcels to an estimated 66,000 people in 2017-18, up 13% on the previous year.
- People who are unable to afford food might also be unable to afford other essentials such as sanitary products. Young girls may be particularly vulnerable to the impact as it could lead to them missing school or having to choose between buying food or sanitary protection.

This Council will:

1. Carry out more detailed research to identify the causes and extent of the issue, what good practice is already taking place and what more can be done to address the problem most effectively across the district.
2. Work with partners such as the Clinical Commissioning Group, schools, the Red Box project and the Storehouse to establish the best ways to tackle the problem.
3. Ask officers to report back to the Health and Social Care Overview and Scrutiny Committee before the end of December with their findings and options for scaling up our activity with partners.
4. Call on Government to remove VAT from all sanitary products.

2.13 **Research**

The Local Welfare Assistance Scheme has, since 2015, supported the work of the Metropolitan Food Bank with funding for food parcels distributed to advice centres throughout the district. Take up of these parcels has been at the point where welfare advice and other support services has been offered along with help towards on going fuel costs and applications for help from the Assisted Purchase Scheme.

In an effort to ensure that the needs of the most vulnerable were being met a piece of research was carried out on behalf of the Council in January of 2018. One of the indicative findings from this was that there is a need for non food items to be considered; including feminine and other hygiene products. Following this research the Council's Executive at its meeting on 6 March 2018 resolved to implement the recommendations. This included extending the existing funding for emergency food items to include non food items such as cleaning materials, baby products, toiletries and feminine hygiene products.

Support has been made available from the Local Welfare Assistance fund to assist with researching current needs, specifically into period poverty in schools, and this has yet to conclude. Whilst work is taking place to identify what is needed and the extent of the issue, food banks and providers continue, through their own network of contributors, to maintain a steady supply of products.

A snap shot survey is planned by the Feeding Bradford campaign to examine foodbank usage in 2018/19/20. As part of this it is proposed to ask service users about their experiences of period and/or hygiene poverty. It is hoped this will gather better information to inform service responses and interventions for the future.

Work will also be explored in the coming year with the Red Box project and Educational establishments to see if a clearer picture of period poverty issues can be identified.

2.14. **Practical multi-agency service responses**

Redbox Bradford

'Redbox' nationally is a programme set up by communities in recognition of the impact

period poverty can have on young women, particularly in terms of how it can prevent and/or disrupt school and/or college attendance. These projects are effective and growing in numbers, there are 216 different Red Box projects operating nationally across Scotland, Northern Ireland; Wales and England. All offer direct practical support for those in period poverty and also aim to encourage dialogue relating to periods and menstruation issues thereby empowering women and girls.

Redbox Bradford has been spearheaded by local women; Charlotte Furness and Victoria Raw amongst other co-ordinators. It has been using advertisements at key meetings such as Full Council meetings; as well as working through word of mouth, Metropolitan Foodbank and social media contacts to collect sanitary products; pads; tampons and underwear supplies to distribute through educational establishments across the district.

They are offering their services to all schools in the area who wish to join and who have pupils of menstruating age; this includes secondary; primary; pupil referral units and special educational needs schools. Out of a possible 212 schools they have successfully set up Red Box schemes in 56 schools with two more wishing to join.

By experience they have found that positive implementation of the scheme requires a time-commitment from the school and that the most successful schemes have a single point of contact for pupils, acting as a 'champion'. The champion's role is to raise awareness of the scheme across the student body and teaching staff as well as practically managing the project ensuring that the red boxes are maintained.

Period Dignity Project

As a result of a recent approach from the Unite Union Regional Secretary, Karen Reay and Unite Bradford Council Branch Equality Officer Patricia Tillotson Bradford Council is preparing a 'Period Dignity' project starting in February 2019. Unite requested that Bradford Council provide sanitary products in the workplace and that places of education provide sanitary products for students and employees too. They believe that workplaces who make sanitary products accessible to their employees and girls in education, will reduce days lost through menstruation and will also increase morale and wellbeing. Through this campaign Unite hopes to ensure that all women and girls have period dignity in the future.

Since the launch of the Unite campaign, many organisations have joined including Leeds Council and have adopted a Period Dignity Policy as well as providing sanitary products within their workplace.

The Period Dignity trial in Bradford District will be situated in Sir Henry Mitchell House, Bradford City Hall and Keighley Town Hall; chosen as they are accessed by the public as well as Council staff. It consists of a 'Redbox' type service which will make sanitary products available anonymously from the women's toilets; including accessible toilets so that Council staff and/or the general public who may be experiencing period poverty or unexpectedly need to access sanitary products will be able to access them freely. This will be run on a pilot basis and reviewed in two months time.

2.15 Council Reportage

Included in the resolution made at the Full Council meeting on the 16th October was a request that officers report back on Period Poverty to the Health and Social Care Overview and Scrutiny Committee before the end of December 2018.

Subsequently the Health and Social Care Overview and Scrutiny Committee discussed this at their meeting held on 25th October 2018 resolving that;
'Following consultation with the Chair and Deputy Chair of Corporate Overview and Scrutiny Committee, and in the view of the fact that the issue is related to poverty rather than health or social care, that the recommendation of Council be referred to Corporate Overview and Scrutiny Committee for consideration'

At their meeting on the 15th November 2018 the Corporate Overview and Scrutiny Committee formally resolved to include the Period Poverty report into their work programme and set the date of that for the report as 14th February 2019.

OTHER CONSIDERATIONS

3.1 There has been little research undertaken regarding period poverty in the UK, with the main study being undertaken by the girls' rights charity Plan International UK. In 2017, the study found that in girls and young women aged 14-21 years:

- One in ten girls have **been unable** to afford sanitary protection
- One in seven girls have **struggled** to afford sanitary protection
- One in seven girls have had to ask to borrow sanitary protection from a friend due to affordability issues
- More than one in ten girls has had to improvise due to affordability issues
- One in five of girls have changed to a less suitable sanitary product due to cost

3.2 In Bradford District there are 27,193 girls and young women aged 14-21 years. Applying the results from the study to the Bradford population would mean that between 2,719 and 4,079 girls and young women would either struggle or be unable to afford sanitary supplies.

3.3 *Always* –a subsidiary of Proctor and Gamble who manufacture and sell a variety of sanitary products commissioned research from 'We are Futures' in 2018 and found the following;

- 137,700 children missed school due to period poverty in 2017/18
- 68% of young women say they lose concentration in school and/learning environments when menstruating
- Menstrual products cost up to £13 per month, aggregating to £18,000 over an average woman's lifetime

3.4 The Scottish parliament recognised issues relating to period poverty in August 2018 and have invested £5.2 million in tackling the associated problems. These funds are to be distributed through Fareshares Scotland and Hey Girls (an East Lothian social enterprise company) with the aim of supplying free sanitary products through community based organisations and local authorities for all menstruating women.

3.5 A legal campaign has recently been launched by #Free Periods and Red Box led by an individual (19-year-old Amika George) to ask the government to invest in period poverty across all schools in the same way as Scotland has chosen to. This could be resolved in the coming months.

3.8 Anecdotally it is clear that many teachers have supported their students in the past

with ad hoc arrangements around access to sanitary goods. Extending a scheme such as Redbox however gives more opportunity to open a positive dialogue around menstruation tackling some of the taboos and mythology which surround this.

3.9 It is positive that Foodbanks and other projects make arrangements for period and hygiene poverty needs however there can be a 'stigma' associated with using such establishments that prevents some who need this help from accessing it.

3.10 The Council has a multi-agency group charged with considering the impact that Poverty has across the district and ensuring that recently adopted Anti-poverty is implemented. It has been agreed that issues relating to period poverty will be incorporated into their future work plan.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 Project funding of £5,000 has been made available to support the Redbox Project via dedicated staff time from Wellsprings Bradford and created a positive link to the Feeding Bradford Campaign. Redbox are also seeking access to storage facilities for the donations they receive.

4.2 Accessing the schools networks and raising awareness of what is possible is now a key activity requiring some support from the Council. Experience has shown that internal 'buy in' from a dedicated champion within the school environment helps make Redbox type projects more successful and sustainable.

4.3 Money for the provision of all or some non food items remains available from the Local Welfare Assistance fund

4.4 Officer time from the Council is invested via the Health and Wellbeing department; Facilities Management; Schools/education and Revenues and Benefits.

4.5 Support for the scheme from Council staff in Britannia House and Argus Chambers has been steady; with a regular collection of personal hygiene products being received and redistributed. Picking up the items and distributing them via food poverty networks and the pay and you can markets by the Storehouse is free

4.6 Facilities Management staff time dedicated to the project will be increased as the Period Dignity project is developed to work from Sir Henry Mitchell House and Bradford and Keighley Town Halls.

4.7 The estimated financial outlay in the initial supply of sanitary products is the following;

An example cost is:-

Initial layout for basket £2.99

Box 18 Tampons £2.49

Packet of Sanitary Pads £1.19

Total Cost £ 6.67

4.7 At the end of the Council based initiatives' pilot periods a review will be undertaken to look at the outcomes of the two schemes and identify if there are more streamlined ways of delivering them.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Funding granted has been managed through the Council's Procurement standing orders and the outcomes will be used to inform any future service needs.

6. LEGAL APPRAISAL

6.1 The Local Authority has a duty to identify, assess and make provision to meet the special educational and wider needs of children within its area and to monitor progress against outcomes taking account of educational, health and care needs, outcomes and appropriate provision

6.2 The Local Authority has statutory duties to ensure that efficient education is available to meet the needs of the population of the area, ensure that its education functions are exercised with a view to promoting high standards ensuring fair access to opportunity for education and learning, and promote the fulfilment of learning potential;

6.3 The Children Act 1989 sets out the provision of services for children and their families. Section 17 places a duty on every local authority to safeguard and promote the welfare of children who are in need within their area.

6.4 The Local Authority has duties under the Childcare Act 2016 to improve well-being of young children & reduce inequalities between them.

6.5 The Local Authority has statutory Public Health responsibilities, including a duty to improve Public Health.

6.6 In exercising its statutory responsibilities under the Care Act 2014 towards those 16+ years of age has a duty to promote the individuals well-being, including in matters relating to personal dignity, physical and mental health and emotional well-being, control by the individual over day-to-day life, participation in work, education, training or recreation.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 All women and girls of menstruating age in the Bradford District can be affected by period poverty. This is more like to be felt in areas of multiple deprivation and in families of low income and/or who are dependant on state benefits.

7.1.2 Homeless women and girls; those rough sleeping and/or in uncertain housing circumstances (sofa surfing) and those who are destitute are at greater risk of period poverty.

7.1.3 Women from BME origins who are fleeing violence and /abuse in the home may be particularly disadvantaged in relation to period and/or hygiene poverty. It is not uncommon for women in this situation to have unclear legal status to reside in this country and therefore they may have 'no recourse to public funds' of any kind. This means that food and period poverty support is even more vital.

7.1.4 In exercising its functions and making decisions, the Council must comply with its Public Sector Equality Duty under section 149 of the Equality Act 2010 when exercising education functions.

7.2 SUSTAINABILITY IMPLICATIONS

7.2.1 Tackling period and hygiene poverty strengthens the wider social, education and economic position of women and girls. It removes additional barriers to education, study and employment supporting stronger communities overall.

7.2.2 The dialogue that the 'Red box' programme encourages around menstruation can also help tackle mis-information and the embarrassment that young women can feel in relation to this routine and natural part of life.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

7.3.1 The packaging of sanitary and personal hygiene products can cause environment issues if not disposed of properly. This can be minimised through recycling packaging and encouraging the disposal of used sanitary goods through the appropriate routes.

7.3.2 There are reusable sanitary products available on the market however these are more expensive and harder to source than the products sold from local retailers. They may not suit all women particularly those living in insecure, shared or temporary housing settings as they need to be maintained regularly.

7.3.3 No aerosols are accepted as part of the Council collections in Britannia House.

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

7.5.1 Tackling gender inequality underpins the work in respect of period poverty. As noted above these issues if not actively challenged can act as additional barriers to accessing work; education and school.

7.5.2 Hygiene poverty affects a wider population including men and boys due to its often hidden nature

7.6 TRADE UNION

7.6.1 The Council's Period Dignity pilot has been prompted directly by the approach of the Unite Trade Union. This will create a resource for the public and also Bradford Council staff who may be experiencing period poverty.

7.7 WARD IMPLICATIONS

Areas of the district with wards which fall into the definition of multiple deprivation may see higher rates of households at risk of/ or in period and hygiene poverty.

It should be noted that even in areas where statistically multiple deprivation is lower, this type of poverty often remains 'hidden' by its nature and research planned into

understanding needs should be extended to representatives and wards from a wide sample across the district.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

Corporate parenting issues arise for those children of menstruating age for whom the Council has a corporate parenting duty.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

9.1 That members of the Corporate Overview and Scrutiny Committee note the contents of the report

9.2 That members of the Corporate Overview and Scrutiny Committee note the contents of the report and request a future report be prepared for the committee including more detailed information on service needs and responses re period poverty locally.

9.3 That officers are asked to liaise and work with The Red Box Project; The Storehouse; Fareshares and other local organisations to understand the impacts of period poverty better in the Bradford district

10. RECOMMENDATIONS

It is recommended -

Those options 9.2 and 9.3 are adopted by this committee.

That officers are asked to work closely with current providers across the district to better understand the impacts of period and/or hygiene poverty and that a further report be prepared for this committee in 12 months time

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

None



Report of the Director of Finance to the meeting of the Corporate Overview & Scrutiny Committee to be held on 14th February 2019.

AB

Subject:

QTR. 3 FINANCE POSITION STATEMENT FOR 2018-19

Summary statement:

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

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current balances and reserves and forecasts school balances for the year.

Andrew Crookham
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

QUARTER 3 FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the third monitoring report presented to Members on the Council's 2018-19 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2019.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where significant issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements in the 3rd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Forecast Outturn of the Revenue Budget

- 1.1) Based on December 31st 2018 projection, the Council is forecast to overspend the £358.1m net budget by £0.4m (£6.1m at Qtr 2). The main issues are outlined below.
- 1.2) The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £5.3m (£6.9m at Qtr 2), all of which falls within Adult Services.
- 1.3) The overspend largely results from a £6m under achievement of the £8m 2018-19 demand management saving; a £1m overspend on Safeguarding staffing costs and recurrent pressures from 2017-18.
- 1.4) The above have been partly offset by £2.2m of additional Winter Pressures money for Bradford that was announced by Government as part of the October 2018 budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in £2m reduction in the overspend.
- 1.5) The 2019-20 draft budget is seeking to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget. Furthermore, time limited money from Government will be replaced by Council resources (+£3.3m to replace Improved Better Care Fund), +£1.4m to replace the Adult Social Care Grant), and previously agreed savings for 2019-20 are being significantly reduced (£8m to £1.5m). Additional amounts are also being provided for prices and demographic growth.
- 1.6) The Department of Place is forecast to overspend the £64.7m net expenditure budget by £3.8m. The overspend is largely attributable to;
 - A £2.8m overspend on Waste Management comprised mainly of a £1.6m over spend in Waste Disposal, a £0.9m overspend in Waste and Recycling Collection and £0.3m of unbudgeted Waste Programme Costs.
 - A £1.0m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted staffing costs.
 - A £0.3m underachievement on Building Control trading income.
 - A £0.2m overspend in the Highways Delivery Unit linked to cost pressures in routine highways maintenance for which a recovery plan is being drawn up
 - A £0.2m overspend on Bingley Music Live.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.

- 1.7) Revenue budget increases to address the overspends in Waste Services (+£1.9m) and Street Lighting (+£1m) have been factored into the draft 2019-20 budget, and a £45.6m Street Lighting capital investment is also being evaluated. Other overspending areas have mitigation plans/ budget recovery plans, and further savings are planned for 2019-20.
- 1.8) Children's Services are forecast to overspend the £92.9m net expenditure budget by £3.7m. The overspend is largely due to;
- A £4.2m overspend on Children's Social Care, caused mainly by
 - A £3.6m overspend on the £8.1m external purchased placements budget due to higher numbers of placements for Looked After Children. The overspend includes £0.5m linked to outstanding income where health partners make a contribution to Children's care packages.
 - A £0.5m overspend on the £4.8m In-House residential home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
 - A £2.1m overspend on the £11.9m Social Work budget due to difficult to fill vacant posts being covered by Agency staff.
 - The above overspends are partly offset by a £2.3m underspend on Targeted Early Help as a result of cost reductions in advance of next year's savings target.
- 1.9) Although Education and Learning is forecast to underspend by £0.2m, there is however a £0.6m overspend in relation to Special Educational Needs and Disability (SEND) traded services (£0.8m full year effect).
- 1.10) The 2019-20 draft budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements and In-House Residential Care overspend, and £0.8m to address the SEND traded services issue.
- 1.11) £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency. Additional amounts are also provided for prices and demographic growth, before £3.6m of Early Help Savings; £0.4m Respite review savings, and £0.1m of savings linked to Connexions are deducted.
- 1.12) Travel Assistance is a service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place. £4.8m of budget savings are still to be delivered. The underachievement is currently being offset by Corporate Contingencies.
- 1.13) The above overspends are partly offset by £11.3m of underspends in the General fund inclusive of
- £3.0m of corporate contingencies
 - £2.1m of Bradford's share of the National Levy Account Surplus
 - £2.0m of forecast lower redundancy costs.
 - £1.2m of capital financing underspend linked to the change in the Minimum Revenue Provision policy
 - £1.0m of other centrally held underspends.
 - £1.6m of VAT refund.
 - £0.3m of additional S31 grant from Government to compensate for changes to Business Rates thresholds.
- 1.14) Corporate Resources are also forecast to underspend by £1.1m mainly as a result of a £0.7m underspend in Revenues and Benefits resulting from lower overpayments and better recovery of overpayments; lower agency costs and lower court costs, and a £0.3m underspend in Estates and Property linked to the capitalising of £0.4m of Building works.
- 1.15) Any Council wide overspend at year end will have to be funded from reserves.

Material Changes to the forecast since Qtr 2

- The overall Council position has improved by £5.7m to a forecast overspend of £0.4m. However, the improvement is largely down to one off unplanned additional income partly offset by a deteriorating position regarding costs and savings.
- The General Fund forecast underspend has increased by £4.0m to £11.3m. This results from;
 - £2.1m of additional one off income resulting from Bradford's share of the national Levy Account Surplus announced by Government in December 2018.
 - A £1.6m forecast reimbursement of VAT payments resulting from a 4 year backdated VAT claim.
 - £0.3m of additional Section 31 grant to compensate the Council for reduced Business Rates income resulting from Government Policy changes.
- The forecast overspend in Health and Wellbeing has reduced by £1.6m to £5.3m.
 - The Government announced £2.2m of additional Winter Pressures money for Bradford as part of the October budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in a £2m reduction in the overspend.
 - The improvement has been partly eroded by a £0.7m increase in expenditure on Learning Disabilities resulting from increases in costs across a range of Learning Disability services.
 - Furthermore, there has been a £0.5m increase in forecast costs as a result of the agreement to pay the CCG for a further year meaning that the planned saving will not be delivered in 2018-19.
- The forecast overspend in Children's Services has increased by £1.3m to £3.7m. The major changes include:
 - A £1.2m increase in the Social Work overspend to £2.1m resulting from higher Agency costs.
 - A £1.0m increase in the Purchased Placement overspend to £3.6m resulting from further increases in the numbers of Looked After Children.
 - The above increases have been partly offset by a £1.2m increase in the Targeted Early Help underspend to £2.3m as a result of the new Family Hubs being established from October in advance of next year's budget savings.
- The forecast underspend in Corporate Resources has increased by £0.8m to £1.1m. The major changes include
 - A £0.4m increase in the Estates and Property underspend to £0.4m resulting from the plan to capitalise £0.4m of qualifying building expenditure, and funding it from Corporate Capital financing budgets instead.
 - A £0.4m increase in the Revenues and Benefits underspend to £0.7m resulting from lower costs.
- The forecast overspend in the Department of Place has reduced by £0.4m to £3.8m. The major changes include
 - A £0.4m reduction in the Waste Services underspend to £2.8m following the adoption of an alternative approach to dealing with kerbside collected recycling from October 2018.
 - A £0.2m increase in the forecast overspend on Bingley Music Live to £0.2m.
 - The above are partly offset by other small scale changes across the Department

Reserves

- At 31st December reserves stand at £164.1m (Council £143.6m and Schools £20.5m). Net movements in reserves have led to a £0.6m decrease in reserves since Qtr 2. Section 4 details reserves.
- Unallocated reserves stand at £14.5m. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- School balances are currently £20.5m but are forecast to reduce to £9.2m by March 2019.
- Hanson School was £3m in deficit at the end of 2017-18 and the deficit is forecast to increase to £4.1m by the end of 2018-19. The Council is working with the school, the Department for Education and the Regional Schools commissioner to identify options to resolve the issues.

Capital Expenditure

- Regarding Capital Expenditure, the latest forecast for expenditure for 2018-19 for the Capital Investment Plan (CIP) is £91.4m, compared to a revised budget of £154.8m. Spend incurred at 31st December is £55.3m. The Council will endeavour to maximise spending on the programme in 2018-19 but some projects and their sources of funding may carry over and result in re-profiling budgeted spend into future years.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.44m for additional works as part of the Council's property programme. £0.4m is to complete additional essential works on Thompson Court and Cliffe Castle Depot. Also it includes £0.04m additional funding for ground works required for the replacement of the Council's underground fuel tanks.
 - £0.1m for a new café at Cartwright Hall, subject to final PAG approval. It is an invest to save scheme and the additional income will fund the capital financing costs over ten years.

Council Tax and Business Rates Collection

- Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2019-20, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates.
- As the Council Tax and Business Rates collected in 2017-18 was less than budgeted and this impacts on 2018-19, reserves totalling £1.275m (£0.7m Business Rates, £0.575m Council Tax) were created from last year's underspend to offset this. However, because of higher amounts collected in 2018-19, it is now estimated that these reserves will now not need to be used in 2018-19, so will be retained to provide a buffer against adverse variations between budgeted Council Tax and Business Rates, and actual collections in the future (See 8 January 2019 Executive: Tax Base report). This provides some additional resilience for budgeted Council Tax and Business Rates funding in future years.

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 31st December 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £0.4m. There are however a number of significant departmental budget variances as outlined.

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

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

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	218.8	225.2	6.4	-115.8	-116.9	-1.1	103.0	108.3	5.3
Children's Services	479.3	482.6	3.3	-386.4	-386.0	0.4	92.9	96.6	3.7
Department of Place	117.7	124.5	6.8	-53.0	-56.0	-3.0	64.7	68.5	3.8
Corporate Resources	255.1	251.6	-3.5	-211.0	-208.6	2.4	44.1	43.0	-1.1
Chief Executive	4.1	4.0	-0.1	-0.1	-0.1	0.0	3.9	3.9	0.0
Non Service Budgets	6.6	6.6	0.0	-0.8	-0.9	-0.1	5.8	5.7	-0.1
General Fund	78.4	71.1	-7.3	-34.6	-38.6	-4.0	43.8	32.5	-11.3
Total Council Spend	1,159.9	1,165.8	5.9	-801.8	-807.3	-5.5	358.1	358.5	0.4

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

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Better Health Better Lives	439.9	453.1	13.1	-273.2	-275.1	-1.9	166.7	178.0	11.3
Better Skills, More Good Jobs And A Growing Economy	94.4	96.9	2.5	-49.8	-51.1	-1.3	44.6	45.7	1.2
Safe, Clean And Active Communities	59.8	61.7	1.9	-19.7	-19.2	0.5	40.1	42.5	2.4
A Great Start And Good Schools For All Our Children	413.6	411.0	-2.6	-388.3	-387.5	0.9	25.3	23.5	-1.8
Decent Homes That People Can Afford To Live In	4.2	4.0	-0.2	-0.7	-0.7	-0.1	3.5	3.2	-0.3
A Well Run Council	86.9	85.6	-1.3	-31.3	-30.9	0.5	55.6	54.8	-0.8
Non Service, Fixed and Unallocated	60.9	53.5	-7.5	-38.7	-42.7	-4.1	22.3	10.8	-11.5
Total Council Spend	1,159.9	1,165.8	5.9	-801.8	-807.3	-5.5	358.1	358.5	0.4

2.2 Delivery of Budgeted Savings proposals

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

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

In tracking progress made against each individual saving proposal, £14.1m (52%) of the £27.4m is forecast to be delivered, leaving £13.3m that is forecast not to be delivered.

Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/18	2018/19 New Savings	Total Savings 2018/19	Forecast Variance 2018/19
Health & Wellbeing	0.8	12.4	13.2	6.6
Children's Services	0.0	0.5	0.5	0.1
Place	1.3	3.6	5.0	1.4
Corporate	0.0	3.5	3.5	0.4
Corporate (CEO)	0.0	0.5	0.5	0.0
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	6.8 ¹	20.6	27.4	13.3

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

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.3 (Forecast)

The planned savings that are at risk of not being delivered in full are outlined in Section 3 Service Commentaries.

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

¹ Underachieved savings from prior years include the value of underachieved savings from 2017/18 that were not achieved by 31/3/2018.

3. SERVICE COMMENTARIES

3.1 Health and Wellbeing

Health & Wellbeing	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Operational Services	106.8	106.5	-44.6	-45.0	62.2	61.5	-0.6
Commissioning & Integration	10.1	10.5	-1.9	-2.0	8.2	8.5	0.2
Learning Disabilities	59.0	62.9	-24.2	-24.7	34.8	38.2	3.4
Strategic Director	-1.2	1.2	-1.7	-1.7	-3.0	-0.5	2.5
Public Health	44.1	44.0	-43.4	-43.5	0.7	0.5	-0.2
Total	218.8	225.2	-115.8	-116.9	103.0	108.3	5.3

- The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £5.3m (£6.9m at Qtr 2), all of which falls within Adult Services.
- The overspend largely results from a £6m under achievement of the £8m 2018-19 demand management saving; a £1m overspend on Safeguarding staffing costs and recurrent pressures from 2017-18
- The above have been partly offset by £2.2m of additional Winter Pressures money for Bradford that was announced by Government as part of the October budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in £2m reduction in the overspend.
- The main financial issues and mitigating actions are outlined below:

3.2 Learning Disabilities (£3.4m overspend)

- The table below shows that Learning Disability services are being transformed in line with the strategy of reducing residential and nursing care and caring for people in the community, where appropriate.

Average Population	2016-17	2017-18	2018-19
Residential	134	127	126
Residential Block Contract	53	49	46
Nursing	18	16	15
Nursing Block Contract	60	44	42
Residential & Nursing	265	236	229
Day Care	1,007	932	935
Direct Payments	389	430	464
Home Care	471	460	350
Supported Living	226	226	248
Community Care	2,039	2,048	1,997
Total	2,304	2,284	2,226

- The transformation has not gone as far as planned, and the service is forecast to overspend the £34.8m net expenditure budget by £3.4m, this is a £0.1m reduction from the Qtr 2 position; the main issues are:
- **LD Residential Fees** is forecast to overspend the £8.0m net expenditure budget by £2.2m due to a combination of unachieved savings (£1.7m) and a recurring pressure from 2017-18. Total spend is however forecast to be £0.1m lower than last year.

In Year Mitigation

- The service is continuing to review client packages of care and are working closely with the NHS to share the cost of high cost placements where there is a likelihood of clients being eligible for Continuing Health Care support.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

Future Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.
- **LD Nursing Fees** paid to providers forecast to overspend the £4.4m net budget by £0.6m; this is a recurrent pressure from 2017-18, primarily associated with a nursing block contract arrangement.

Mitigation

- Work is on-going to change the model of care from nursing to supported living, where appropriate, which will result in a reduced cost base for the Council. It is likely that this work will be complete by early 2019 and a balanced budget should be delivered in 2019-20. The forecast overspend in 2018-19 is however unlikely to change significantly before year end, and consequently the overspend will be funded by other parts of the Department/ Council.
- **LD Transport Costs** is also forecast to overspend by £0.4m as a result of an unachieved saving from 2017-18 (£0.2m) and a recurrent pressure from 2017-18 relating to Taxi costs (£0.2m).

Future Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.
- **Commissioning Savings** - Part of the department's £8m demand management saving is a £2.1m saving regarding efficiencies in contracts (5A7) which remains unachieved. Work is ongoing to identify how this saving will be achieved but it is unlikely that the saving will be delivered in 2018-19.

In Year Mitigation

- Current contract arrangements are being reviewed with Legal Services and providers to ensure service provision aligns with the departments strategy.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

Future Year Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.

- **Older People and Physical Disabilities Purchased Care (£0.5m overspend after applying £1.6m of Winter Pressure Funding)**
- The table below shows that Older People and Physical Disability services are being transformed in line with the Home First strategy which seeks to keep people independent and at home, rather than in Residential and Nursing care, where appropriate.

Average Population	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – Older People	1,368	1,289	1,234	1,113	996
Total Residential and Nursing – Physical Disabilities	83	85	76	115	96
Total Residential and Nursing	1,451	1,374	1,310	1,228	1,092
Total Community Care – Older People	1,521	1,530	1,609	1,816	1,853
Total Community Care – Physical Disabilities	370	335	353	261	283
Total Community Care	1,891	1,865	1,962	2,077	2,136
Total	3,342	3,239	3,272	3,305	3,228

- This budget area has had two budget savings totalling £3m attributed to it in 2018-19. A £1m demand management saving, and the £2m Access Saving (5A6).
- Activity data at the half year is showing a forecast reduction of 136 residential and nursing clients resulting in a £2.2m full year cost reduction. This however has been partly offset by an increase in 1,962 homecare hours per week (from 20,516 hours in 2017-18, to a forecast of 22,478 in 2018-19) due to the department's strategy of keeping people at home.
- Taking into account the increase in home support hours and number of clients, £1m of demand management savings have been delivered, however the £2m Access saving is forecast to be unachieved in 2018-19.

In Year Mitigation

- £1.6m of the £2.2m Winter Pressures funding has been received from the Department of Health in 2018-19 and this is helping to offset the underachieved £2m Access Saving.
- The department is also working to reduce the overall demand for homecare by continuing to embed the community led support strategy and working with the NHS where a client has a health need and will be eligible for Continuing Health Care.

Future Year Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.

Integration and Transitions Staffing overspends (£1m)

- Within Integration & Transitions, the employee budget is forecast to overspend by £1m. This is due to a significant number of temporary posts which have been required in order for the department to meet the statutory obligations for Safeguarding Adults.
- A business case for additional funding has been prepared and presented to management; and will feed into the 2019-20 budget process.

- **Clinical Commissioning Group Payment (£0.5m)**
- There has been a £0.5m increase in forecast costs for the department as a result of the agreement to pay the CCG for a further year in relation to a CCG rebasing saving (4PH9). This is a non-recurrent pressure as the agreement relates to 2018-19 only.

Remaining Department

- Other than the specific mitigating actions outlined in the above sections, the forecast overspends are being partly offset by underspends in other parts of the department in 2018-19.
- Based on the current forecast, the £5.3m overspend will have to be funded from other parts of the Council in 2018-19.
- Further options to mitigate the main issues in the longer term are being examined as part of the 2019-20 budget setting process.

3.2 Children's Services

- Children Services are forecast to overspend the £92.9m net expenditure budget (£479.3m Gross budget) by £3.7m (£2.5m at Qtr 2).

Children's Services	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	0.0
Children's Social Care	74.5	79.6	-6.2	-7.1	68.3	72.5	4.2
Education & Learning	32.3	30.9	-20.6	-19.4	11.7	11.5	-0.2
Performance, Commissioning & Partnerships	63.3	62.8	-48.2	-48.0	15.1	14.8	-0.3
Schools	308.8	309.0	-311.4	-311.6	-2.6	-2.6	0.0
Total	479.3	482.7	-386.4	-386.1	92.9	96.6	3.7

- The main Children's Services financial issues are in Children's Social Care, and these include:

External Purchased Placements (£3.6m overspend)

- The £8.1m external purchased placements budget is forecast to overspend by £3.6m. The overspend has increased by £0.9m since Qtr 2 mainly due to increasing number of children being placed in external Foster placements.
- The table below shows how the average numbers of Looked After Children, and Children requiring support has increased in recent years, resulting in increased costs.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Qtr3	% Increase from 2012-13
Placed with Parents	90	82	84	86	119	117	124	38%
Placed for Adoption	39	53	63	38	24	25	27	-31%
Friends and Families	201	189	218	206	232	235	291	45%
Foster Parents	386	383	349	365	365	371	351	-9%
Fostering Agencies	39	37	32	32	38	57	88	126%
Residential Care (In House)	60	70	68	63	58	51	43	-28%
Residential Care (Ext)	40	41	46	50	47	42	40	0%
Other	34	32	37	34	48	62	68	100%
Sub Total (Number of Children Looked After)	889	886	897	874	931	960	1,029	16%
Residence Orders	78	81	65	69	59	46	41	-47%
Adoption Orders	213	224	270	271	260	247	239	12%
Special Guardianship Orders	122	157	240	277	304	320	334	174%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	623	613	614	49%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,643	26%

- The overspend includes £0.5m linked to outstanding income where health partners make a contribution to Children's care packages.

Mitigation

- The service is placing children in less costly external fostering instead of external residential placement where appropriate.
- A new project to move placement coordination into the commissioning team in Performance Commissioning and Partnerships has been initiated. This will enable commissioning expertise to support the procuring of placements, and reduce the cost of placements.
- The service is also continuing to work with other nearby authorities to maximise respite capacity.
- Discussions with health partners to resolve outstanding contributions are on-going.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.
- The current budgetary pressure has been addressed as part of the 2019-20 budget setting process. The 2019-20 draft budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend.

Social Work Services

- Social Work services are forecast to overspend the £11.9m budget by £2.1m as a result of agency staff being used to cover difficult to fill vacant posts.

Mitigation

- Children's Social Care are actively recruiting to vacant Social Work posts to reduce the spend on agency Social Workers. The service has also introduced a retention payment scheme (commencing January 2019) to reduce staff turnover. The retention scheme is one off pending a salary review.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.
- The 2019-20 budget proposals that are currently being consulted on are seeking to ensure that the Ofsted inspection is appropriately responded to, and the overspend doesn't recur in 2019-20. £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency.

In-House Residential Care

- In-House Residential Care is forecast to overspend the £4.7m net budget by £0.5m. This is due mainly to the use of overtime/ agency / casual staffing to cover for vacancies and sickness, and some unbudgeted premises costs.

Mitigation

- Rotas are under review to reduce overtime use, and posts are being recruited to in order to reduce agency costs.

Within Children's Social Care, the above overspends are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m; support costs for children with disabilities £0.1m, the new Prevention and Early Help service (including Children Centres) now sits within the Children Social Care service and is forecasting a £2.3m one-off saving. The service has to deliver savings from April 2019.

Remaining Department

- The overspend in Children's Social Care, is partly offset by underspends in other parts of the Department.
- Performance Commissioning and Development are forecast to underspend the £15.1m net expenditure budget by £0.2m as a result of staff vacancies and £0.1m on Travel Assistance.
- Education and Learning is also forecast to underspend by £0.2m.
- £0.3m results from lower pension payments to former teachers and lecturers due to a reduction in claimants, and £0.4m results from vacancies across the service. Income generation by the Play Service of £0.1m and £0.1m income from penalty notices due to pupil absences.
- The SEND and Behaviour Services within Education & Learning is forecast to overspend by £0.7m due to a pressure to traded services of £0.7m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 (the full year effect of the pressure is £0.8m). This pressure has been included within the consultation for the 2019-20 budget.

In Year Mitigations

- It is unlikely that the forecast overspend will reduce significantly in year. Consequently, the Department overspend will have to be funded from other parts of the Council in 2018-19.

3.3 Department of Place

The Department of Place is forecast to overspend the £64.7m net expenditure budget (£117.7m gross budget) by £3.8m and deliver £3.5m of the £5m savings as planned. The main issues are outlined below.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Waste, Fleet & Transport Services	38.6	40.9	-16.5	-16.2	22.1	24.7	2.6
Economy & Development Services	9.0	8.6	-2.3	-2.4	6.6	6.2	-0.5
Neighbourhoods & Customer Services	19.2	19.2	-6.1	-6.5	13.1	12.7	-0.4
Planning, Transportation & Highways	19.4	20.3	-7.0	-6.9	12.4	13.5	1.1
Sports & Culture Services	30.9	34.8	-21.1	-24.1	9.8	10.7	0.9
Total	117.7	124.5	-53.0	-56.0	64.7	68.5	3.8

Waste Services

- Waste Services within Waste, Fleet and Transport Services are forecast to overspend the £23m net expenditure budget (£29.2m gross budget) by £2.8m. This results from a £1.6m over spend in Waste Disposal²; a £0.9m over spend in Waste Collection, and unbudgeted Waste Programme costs of £0.3m.
- The £2.8m forecast overspend is however a £0.4m improvement from Qtr 2 and is largely due to a reduction in disposal costs as outlined below.
- Performance data indicates that service provision is being transformed in line with the strategy of collecting more recyclable waste and having less waste disposal.

Kerbside Waste & Recycling Collection	2015-16 to end of Qtr 3	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3
Tonnes collected from Recycling bins	13,000	15,000	22,000	25,000
Tonnes collected from Waste bins	101,000	96,000	80,000	77,000
Kerbside Tonnes collected	114,000	111,000	102,000	102,000

Waste Disposal	2015-16 to end of Qtr 3	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3
Waste Collected as Recycling (Tonnes)	52,000	54,000	57,000	64,000
Waste to Landfill or Alternative Treatment	111,000	109,000	100,000	96,000
Total before Trade Waste	163,000	163,000	157,000	160,000
Total Municipal Waste Disposed of (Tonnes)	178,000	178,000	175,000	175,000

Waste Disposal

- Waste Disposal is forecast to over spend the £17.2m budget by £1.6m as a result of a £1.2m overspend on disposal costs, £0.2m overspend on the Materials Recovery Facility (MRF) operations and £0.2m of lower recycle income than budgeted.
- Regarding the £1.2m over spend on disposal costs; for the first half of the financial year residual waste tonnages did not reduce as originally anticipated following the introduction of Alternate Weekly Collection. Contamination issues, coupled with the

² "Waste Disposal" is inclusive of all services, i.e. operational transfer loading sites, transfer haulage, disposal contract costs and household waste recycling centres

methods by which recycling waste was processed, resulted in approximately 10,000 tonnes of kerbside collected recycling being disposed of as costly residual waste.

- Disposal costs have reduced since October as the service has adopted an alternative approach to dealing with kerbside collected recycling.
- This improvement has been achieved as the service has changed the way in which recyclates are processed through the MRF, which resulted in cleaner materials; lower contamination and lower residual waste to dispose of.
- Current performance is predicting that residual kerbside waste will be 4,600 tonnes less than the previous year and kerbside recycling will be 3,400 more, with overall contamination rates currently at 27% compared to 40% previously.
- In the first half of the year the MRF was running with two shifts, with an average of 33 employees. Since October, the shift pattern was changed, which requiring fewer employees, saving £0.2m on the April to September costs, reducing the overspend from £0.4m to £0.2m.
- There has also been a £0.2m shortfall in income from sales of recyclable materials; the market remains volatile and long term contracts and consistent prices cannot be secured. However, the service continuously strives to attain best prices possible and to keep contracts under review and the position has improved since Qtr2 by £0.13m.
- The forecast over spend is being partly off-set by other areas of Waste Disposal.

In Year Mitigation

- Changes in the way in which recyclates are processed at the MRF were made in early October 2018. Results are showing that this method of processing is having a positive effect on income; has reduced operating costs and reduced the tonnages being processed as costly residual waste.
- In the short term the service is tackling high levels of contamination by raising awareness across the district. Specific, targeted intervention has been undertaken in areas across the district where contamination levels were identified to be very high when compared to other parts of the district.
- Of the two areas targeted, Ravenscliffe and Fagley, both have shown significant improvement in contamination rates, reducing from 40% to 24% in Ravenscliffe and to 23% in Fagley. Ravenscliffe has seen an increase of 9% in their recyclates.
- Over 100 members of the public have signed up to be a recycling champion and 60 of these have undergone formal training so that they can promote, raise awareness and support residents in their local areas.
- As discussed above, following a soft market test, an alternative approach to dealing with kerbside collected tonnage has been implemented by securing an agreement with a third party recycling operator. The MRF is now able to process all of the district's recycling tonnage by increasing the processing speed by removing certain high value recyclates. The balance of the recyclate is sent to a 3rd party operator. This approach will reduce costs at the MRF; reduce transport costs and minimise the amount of contaminated recyclate being disposed of as costly residual waste. The potential full year effect of the new operating model should help ensure that the overspend doesn't recur next year.

Future Year Mitigation

- The above in year mitigation has been evaluated and a new procurement will be out to market for the processing of certain recyclates given the success so far. The contract will be in place for the 1st April 2019. The proposed budget for 2019-20 has recognised the structural difficulties the service has, and £1.0m is proposed to be added to the Waste Disposal service budget in 2019-20.
- All of our existing contracts for the disposal of recyclates and the disposal of other items collected at our Household Waste Recycling Centres such as carpets and mattresses are under constant review, some of these items we take for free but have to pay for their disposal. New arrangements have resulted in either a much lower disposal cost or in some cases free disposal all of which is contributing to reducing the budget deficit.

Waste Collection

- The £0.9m forecast over spend in Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, is largely due to a significant under achievement of the 2017-18 & 2018-19 savings.
- The combined £1.97m of savings over the two years was predicated on a reduction of 13 collection rounds, plus spares and management reductions; however, due to operational requirements and increasing property numbers, the number of rounds has reduced by 7. The financial impact of this variance to plan is an estimated £0.9m.
- The service is currently undertaking a full re-route to ensure parity between rounds with all able to finish on the day. Going forward, there will be no scope to further reduce residual rounds, and there will be a need to add extra rounds in future years depending on the speed of property growth.

Future Year Mitigation

- As the unachieved savings are undeliverable, the 2019-20 budget proposals include adding back the value of underachieved budget savings. Therefore, £0.9m will be added to the Waste Collection service budget in 2019-20 in acknowledgement of rounds being unable to reduce as originally planned, and to cover the additional round required for all of the new builds.

Sports Facilities

- Sports Facilities are forecast to overspend the £1.3m net expenditure budget by £0.6m. This is due to a £0.6m overspend on staff costs linked to casual staff and allowances, and £0.3m of other premises and supplies & services overspends. In the short term the £0.9m overspend outlined above is being partially mitigated by additional income from Ilkley Lido, Keighley Fitness Centre & Swimming Development of £0.3m.
- Of the planned savings within Sports Facilities, £0.1m of the £0.3m will be delivered during the year. Replacement in year savings have been identified (Tier 5 Staff Reorganisation & Increased Income from Swimming Lessons) which will provide a part year benefit in 2018-19 of £0.1m, with further savings of £0.1m being recognised in 2019-20.

Future Mitigation

- The service's budget recovery plan has identified savings, totalling £0.9m, that are

scheduled to be achieved over the next 2 years.

Sports Facilities	2019-20	2020-21
Budget Recovery Plan	£0.5m	£0.4m

- This will enable the service to show a balanced budget position by the end of 2020-21. The savings will be achieved through a number of measures including reduction in operating costs and an increase in income following the opening of Sedbergh. Further income streams have been identified from new fitness facilities and swimming lessons.

Policy Culture & Events

- Policy Culture & Events is forecast to overspend the £0.8m net expenditure budget by £0.2m largely due to Bingley Music Live which operated at a £0.2m loss (£0.2m profit in 2017-18).
- Major outdoor events can be susceptible to many issues that can affect the financial position. The significant changes from last year's position are, event management costs, Health and Safety issues increasing expenditure, ticket sales were lower than expected and this also had a detrimental effect on the sale of food, drink and promotional items. These issues are being reviewed and there will be plans in place to resolve them in any future festival.

Street Lighting

- Street Lighting is forecast to overspend the £2.7m net budget by £1.0m.
- Over the past four years there has been an increase in the number of streetlights due to road improvement schemes and housing developments. Despite this, there has been a reduction in overall energy usage linked to measures taken.
- Energy costs have however increased by approximately 16% in 2018-19. The greatest proportion of this increase arises from pass-through charges from the supplier.
- Additionally, there remains a continuing challenge to deliver savings carried forward from previous years, e.g. adjusted street lighting hours (4R11) and other street lighting savings (R19) which in aggregate equate to £0.1m of unachieved savings.

Future Year Mitigation

- In response to increasing energy costs the service is preparing for large scale investment in energy efficient lighting equipment (LEDs). The viability of the business case for this investment rests on payback assumptions based on savings in energy and maintenance costs.
- The 2019-20 budget proposals include £1m of additional budget to ensure that the overspend doesn't recur in 2019-20.

Building Control

- Building Control is forecast to underachieve fee income by £0.3m in 2018-19.

In Year Mitigation

- A budget recovery plan for Building Control is being formulated which potentially seeks to charge for discretionary services to increase income generation. The service has seen an increase in income this year from Local Authority Building Control partnership working with developers and companies across the district and it is hoped this can be extended in the coming year which again would increase revenue for Building Control.

Highways Delivery Unit

- The Highways Delivery Unit is forecast to overspend the £1.4m budget by £0.4m. Despite securing additional capital works to achieve its targeted income of £0.46m historic structural funding pressures within the unit has placed an additional impetus upon the service to increase income generation by as much again.
- Whilst the service has a been able to secure a good work programme of capital projects its ability to competitively bid for further capital works has been reduced due to the delay in implementing the service restructure proposals which will create a dedicated commercial business development team. This restructure is anticipated to be completed before the end of Qtr 4.

Mitigation

- In year mitigation has been introduced to address the amount of anticipated overspend, including suspending expenditure on revenue highway repairs in the last two quarters until further income generating work has been secured.
- Strict vacancy control measures have been introduced in relation to the current service vacancies where posts are non-critical.
- A plant management strategy is currently being implemented which will see more of the service's fleet being provided through short-term hire / lease rather than through ownership which will reduce on-going Transport Services charges.

Compensating Savings in Other Service Area's

- The above overspends are partially offset by underspends in Economy and Development Services, and Neighbourhoods and Customer Services.

3.4 Corporate Resources

Corporate Resources	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Director of Corporate Resources	0.3	0.3	0.0	0.0	0.3	0.3	0.0
Financial & Procurement	4.7	4.5	-0.4	-0.5	4.3	4.0	-0.3
Estates and Property Services	50.4	47.7	-37.0	-34.5	13.4	13.2	-0.3
Human Resources	5.6	5.7	-2.0	-1.9	3.6	3.8	0.2
ICT	14.6	14.4	-2.5	-2.3	12.1	12.1	-0.1
Legal & Democratic	8.5	8.8	-2.1	-2.3	6.4	6.5	0.1
Revenues & Benefits	170.7	170.3	-166.9	-167.1	3.8	3.2	-0.7
Total	255.1	251.6	-211.0	-208.6	44.1	43.0	-1.1

- The department is forecast to underspend the £44.1m net expenditure budget (£255m gross budget) by £1.1m, and deliver £3.0m of the £3.5m savings as planned.
- This is an improvement of £0.8m on the Qtr2 position due mainly to an increase in forecast underspends in Revenues & Benefits and Estates and Property.
- The Revenues & Benefits underspend has increased by £0.5m to £0.7m due to lower overpayments and better recovery of overpayments; lower agency costs and lower court costs
- Estates and Property has improved by £0.4m to a £0.3m underspend primarily due to the capitalising of £0.4m of building works.
- Within Estates and Property, the Industrial Services Group (ISG) has seen a downturn in projected turnover levels due to reduced orders for fire doors pending new safety requirements. The £0.2m negative impact this causes will require ISG to draw on their trading reserve to achieve a balanced position for the year. The trading reserve will however not then be available for any further deficits should they occur in future years.
- The shortfall in achieving the departmental savings is also primarily within Estates and Property, and results from the £0.4m underachievement of additional income linked to the acquisition of investment properties.
- An acceleration in the planned acquisition of investment properties is planned to alleviate this shortfall and also meet the additional target for 2019-20.
- Finance and Procurement is also forecast to underspend by £0.3m as a result of vacant posts.

3.5 Chief Executive

- The Chief Executive's Office is forecast to balance the £3.9m net expenditure budget. This includes delivering £0.5m of previously planned for savings in 2018-19 via the restructuring of the service. The forecast assumes that work on projects to the value of £0.4m is being funded by the centrally held Implementation budget.
- There are no significant issues to report.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Chief Executive							
Chief Executive Core Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Policy Programmes & Change	1.0	1.0	0.0	0.0	1.0	1.0	0.0
Political Offices	0.2	0.2	0.0	0.0	0.2	0.2	0.0
Programme Management	0.9	0.9	0.0	0.0	0.9	0.9	0.0
Public Affairs & Communications	1.3	1.2	-0.1	-0.1	1.1	1.1	0.0
Total	4.1	4.1	-0.1	-0.1	3.9	3.9	0.0

3.6 Non Service Budgets

- Non service budgets are forecast to underspend the £5.8m budget by £0.1m. Non-service budgets include payments to Joint Committees, External Audit and bank interest amongst others.

3.7 General Fund - Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies amongst others.
- There is a forecast £11.3m underspend which includes
 - £3.0m of corporate contingencies.
 - £2.1m of one off additional income resulting from Bradford's share of the National Levy Account Surplus.
 - £2.0m of forecast lower redundancy costs.
 - £1.6m of VAT refund resulting from a 4 year backdated claim.
 - £1.2m of capital financing underspend linked to the change in MRP policy.
 - £1.0m of other centrally held underspends.
 - £0.3m of additional S31 grant from Government to compensate for changes to Business Rates thresholds.
- The forecast underspend is £4.0m more than reported at Qtr 2, and results mainly from the notification of Bradford's share of the National Levy account surplus in December 2018, and new information about the extent and likely success of the VAT refund claim.
- The main financial issue within Central Budgets and Contingencies is that the £4.8m Travel Assistance saving continues to be undelivered.
- A preferred partner has been selected to assist with the delivery of the remaining £4.8m Travel Assistance Savings. The partner will initially agree a revised baseline in respect of the budgetary savings before starting the actual savings delivery.
- The underachievement will continue to be mitigated by £4.8m of Contingencies in 2018-19.

4. BALANCE SHEET

4.1 Cash Reserves

- Net movements in reserves have led to a £0.6m decrease in total reserves from £164.7m at 30th September 2018 to £164.1m at 31st December. At 31st December 2018 unallocated reserves stand at £14.5m.

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement	Reserve Balance at 31st Dec 2018 £m
Council reserves	133.9	127.8	145.2	-1.6	143.6
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	-1.6	164.1

- The £0.6m net decrease in reserves include:

Releases from

- £56k from Trade Waste VAT to the new Finance Works Reserve
- £200k from Regional Growth reserve
- £612k from Grant reserves
- £81k from Learner Management System Reserve
- £77k from District Elections Reserve
- £50k Additional Costs of Projects Reserve

Transfers to

- £56k to the Finance Works Reserve
- £500k to the Prevention & Early Help Reserve

Appendices 1&2 outline Council and school's reserves

4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2019. The forecast is based on information submitted by school at the end of quarter two, schools do not report their quarter three financial position for 2018-19 until the end of January 2019.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	416	0	438
Primary	100	6,694	84	5,182	9	1,512
Secondary	7	(1,538)	7	(3,221)	0	1,683
Special	4	654	4	430	0	224
Pupil Referral Units (PRU)	7	457	7	257	0	200
Subtotal	125	7,121	109	3,064	9	4,057
School Contingency		12,721		12,993	0	(272)
Other Activities		708		339	0	369
Total	125	20,550	116	16,396	16	4,154

- The school balances reserve is currently forecasted to reduce by £4.2m in 2018-19. There have been sixteen schools (Byron Primary, Crossley Hall Primary, Cullingworth Primary, Eastwood Primary, Farnham Primary, Fearnville Primary, Greengates Primary, Hollingwood Primary, Holycroft Primary, Laycock Primary, Lowerfields Primary, Nessfield Primary, Parkland Primary, Shipley CoE Primary, Woodlands CoE Primary and Wycliffe Primary) that converted to academy status in 2018-19.
- There are six schools (four primary and two secondary) currently in deficit with a combined deficit total of £4.3m. The main concern remains on Hanson Secondary where the deficit balance is forecast to increase from £3m at the end of 2017-18 to £4.1m in 2018-19
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

5.0 Capital Expenditure

- The Council continues to seek to deliver a large capital programme across the District which will provide improved facilities and infrastructure to support the delivery of the Council Plan.

Overall Capital Programme 2018-19 to 2021-22

- The revised capital budget for 2018-19 to 2021-22 is £536.5m. The revised budget position for 2018-19 for the Capital Investment Plan stands at £154.8m.

Revised Capital Programme 2018-19 to 2021-22

	Budget Q2 monitor 2018	Changes	Revised Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	TOTAL
	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	9.8	0	9.8	7.7	4.9	0.5	22.9
Children's Services	17.7	0	17.7	29.8	12.9	0.5	60.9
Place - Economy & Development	21.2	0	21.2	10.2	27.7	8.0	67.1
Place - Planning, Transportation & Highways	46.0	0	46.0	39.7	35.8	27.0	148.5
Place - Other	20.1	0.3	20.4	10.6	7.5	7.5	46.0
Corporate Resources – Estates & Property	8.3	2.1	10.4	1.6	0.0	0.1	12.1
Reserve Schemes & Contingencies	31.3	-2.0	29.3	78.9	52.3	18.5	179.0
TOTAL - All Services	154.4	0.4	154.8	178.5	141.1	62.1	536.5

- There have been some changes to where individual schemes are within Directorates but there has been an increase in the budget of £0.4m for 2018-19 and overall £1.2m. This relates to additional grant or reserve funding for:
 - £0.25m for Bereavement Strategy
 - £0.07m for sport and recreation grants
 - £0.75m for devolved formula capital grant in 2019-20
- Also there is additional budget, subject to final PAG approval, for the following new capital scheme:
 - £0.1m Cartwright Hall Art Gallery Café.

Capital Programme 2018-19 Update

- The latest forecast for expenditure for 2018-19 is £91.4m, compared to a revised budget of £154.8m. Spend to the end of December is £55.3m.

- We are not proposing to change budget profiles in this monitoring report. However, the capital programme is undergoing continuous review to analyse and challenge the current approved spending profiles and updates will be reported to the Executive in the 2019-20 Budget report. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date as at 31 December for 2018-19

	Revised Budget 2018-19 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 2018 £m	Spend to date as a % of forecast %
Health and Wellbeing	9.8	10.2	0.4	5.4	52.9%
Children's Services	17.7	10.5	-7.2	6.6	62.9%
Place - Economy & Development	21.2	19.0	-2.2	14.8	77.9%
Place - Planning, Transportation & Highways	46.0	24.6	-21.4	13.7	55.7%
Place – Other	20.4	17.8	-2.6	12.1	67.9%
Corporate Resources – Estates & Property	10.4	6.2	-4.2	2.7	43.5%
Reserve Schemes & Contingencies	29.3	3.1	-26.2	0	0%
TOTAL - All Services	154.8	91.4	-63.4	55.3	60.5%

- There is a forecast capital programme variance of £63.4m between the budget and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of a number of capital schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.
- The main reasons for the reduction in the projected spend are:
 - Children's – staff shortages mean that school capital maintenance and investment programmes have not started as early as planned. Schemes are now underway and £3.3m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school and SEN schools expansion, delays in planning and site surveys mean £4.2m will be re-profiled into 2019-20.
 - Economy and Development Service –The Leeds City Region Revolving Investment Fund has a budget of £1.2m this year (from an initial capitalisation of £4m in 2013). Five loans have been made from the fund to date. Further loans are in the pipeline. Capital interest repayments are recycled back into the fund. It is expected that unspent funds budget will roll forward to 2019-20.
 - Planning, Transportation & Highways – Majority, £18.7m of the variance, are West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
 - Place Other – Within Leisure there have been delays in starting projects due to completing site investigations, obtaining planning permission. Work has progressed well on the new Sedbergh Sports facilities but it is likely that £1.8m will slip into 2019-20. Also £1m of spend on King George V Playing Fields is expected to move in to 2019-20.
 - Corporate Resources - Property Programme, some of the larger projects on Council property will slip into next year.
 - Reserve schemes and contingencies - £26m will slip in to next year or beyond

and further work required in the scoping of these schemes. These schemes have not been reviewed by PAG or formally committed in the CIP.

- It should be noted that there are a number of significant elements of the Corporate Property programme, such as the Strategic Acquisitions programme, which are dependent on negotiations with third parties in order to achieve a successful outcome for projects such as land acquisition. This means that there is a risk that additional slippage could be required later in the year if the negotiations take longer than anticipated.

New Capital Schemes

The Project Appraisal Group (PAG) has considered the following capital bids and recommends the approval by Executive for inclusion in the Capital Investment Plan (CIP).

- **Property Capital Programme** – £0.44m for additional works as part of the Council's annual property programme. £0.4m is to complete additional essential works on Thompson Court and Cliffe Castle Depot. It also includes £0.04m additional funding for ground works that are required for the replacement of the Council's underground fuel tanks. Both schemes will be funded from the General Contingency Budget.
- **Cartwright Hall Café** - £0.1m for a new café at Cartwright Hall, the scheme has been appraised and is subject to final PAG approval between Q3 and Q4. It is an invest to save scheme and additional income will fund the capital financing costs over ten years.

Capital Resources

- The capital programme is reviewed on an on-going basis to confirm the capital resources required to finance 2018-19 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2018-19, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council priorities; projections on interest rates; and the Council's balance sheet to fund capital spend.
- Capital receipts from the sale of fixed assets exceed £2.4m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £33.5m in capital grants and contributions so far this year.
- The Council has had £9.4m of debt mature in May and August this year at an average interest rate of 6.8%. In December 2018 the Council entered a competitive bidding process to purchase one of its LOBO loans. The Council was successful with the bid and the loan valued at £5.2m has been purchased. The interest rate on this loan was 4.5% and it was replaced as part of a PWLB loan of £6.4m at 2.77%. This means that even with a premium payment of £1.145m the Council makes an annual revenue saving.

6.0 COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- In 2018-19 the Council will receive its budgeted Council Tax of £187.1m. Any in year variance against the budgeted Council Tax and previous year deficit therefore does not impact in 2018-19 but is carried forward with an impact in 2019-20.
- However, the 2017-18 Council Tax deficit was carried forward into 2018-19. Bradford's share of this 2017-18 Council Tax deficit was £0.975m which was £0.575m higher than anticipated when the 2018-19 budget was set. To bridge the

gap an earmarked reserve was created from the overall Council underspend in 2017-18.

- As a result of a lower bad debt provision, and lower expected costs of the Council Tax reduction scheme in 2018-19, it is now expected that only £33k of the £0.575m reserve will need to be used in 2018-19. The remaining reserve will now be retained to provide a buffer against adverse variations between budgeted Council Tax and actual collections in the future (See 8 January 2019 Executive: Tax Base report), rather than be used in 2018-19. This provides some resilience for budgeted Council Tax funding in future years.

Business Rates

- In 2018-19 the Council will receive its budgeted £126.7m share of Business Rates. As with Council Tax, any in year variance between budgeted Business Rates and the actual result is carried forward into the 2019-20 financial year.
- Bradford's share of the previous year Business Rate deficit in 2017-18 was £1.8m, compared to a budgeted deficit of £0.7m. However, the expectation is that this will be fully recovered by an improved financial performance in 2018-19. This improved performance is because the reliefs/discounts grants to Business Rate payers are lower than budgeted.
- A surplus on Business Rates is now expected, of which Bradford's share will be £1.2m. This will be carried forward into 2019-20.
- £0.7m had already been set aside in earmarked reserves to fund Bradford's share of the carried forward 2017-18 deficit. The plan is also for this reserve to be retained to provide a buffer against adverse variations between budgeted Council Tax and actual collections in future years (See 8 January 2019 Executive: Tax Base report).
- Bradford is also budgeted in 2018-19 to receive grants as compensation for the impact on Business Rates from the additional discounts/reliefs given by the Government to Business payers. There have been a number of changes in recent years to the way the Government has calculated these grants. However, £0.3m additional grants compared to the budget are also anticipated.

Council Tax and Business Rates collection.

Council Tax Collection	2016/17	2017/18	2018/19
Council Tax - Dwellings administered	214,776	216,169	217,772
BV9 Council Tax collected in year to 30 Nov £000s	130,289	138,589	152,426
BV9 % of Council Tax Collected to 30 Nov	66.9%	67.4%	67.1%
Council Tax Collection Target at 30 Nov	67%	67%	67%

Business Rates Collection	2016/17	2017/18	2018/19
Number of Business Rates bills issued plus the number of summonses	31,799	34,231	27,499
CIS_034 (BV10) - Business Rates collected in year to 30 Nov £000s	107,015	101,895	102,277
BV10 % Business Rates collected in year to the 30 Nov	70.6%	70.9%	71.2%
Business Rates Collection Target at the 30 Nov	71%	71%	71%

7.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Councils risk register has been provided in Appendix 4

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 LEGAL APPRAISAL

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

11.0 NOT FOR PUBLICATION DOCUMENTS

None

12.0 RECOMMENDATIONS

That the Corporate Overview and Scrutiny Committee

- 12.1 Review and comment on the Qtr 3 Finance Position Statement for 2018-19.

13.0 APPENDICES

Appendix 1	Reserves Statement
Appendix 2	Service Earmarked Reserves
Appendix 3	Capital Investment Plan
Appendix 4	Council Risk Register

14.0 BACKGROUND DOCUMENTS

- Qtr 2 Finance Position Statement for 2018-19 Executive 6th November 2018
- Annual Finance and Performance Outturn Report 2017-18 Executive 10th July 2018
- Medium Term Financial Strategy 2019-20 2022-23 Executive Report 10th July 2018
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017

Reserves Statement as at 31st December 2018

Appendix 1

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,227	0	1,227	Funding to support young and disadvantaged people into employment
Managed severance	0	0	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	279	-176	103	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	684	0	684	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	1,670	-1,669	1	To cover deferred spend on priority work from 2016-17.
Economic Partnership Reserve	162	-5	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-380	4,287	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	0	1,152	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,719	0	1,719	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	10,911	1,852	12,763	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	0	1,628	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly	756	0	756	

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18 savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
S31 offset to NDR deficit	735	0	735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	2,430	0	2,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	-6	4	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	
Financing Reserve	23,738	0	23,738	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Finance Works Reserve	0	56	56	
Sub Total	63,760	-328	63,432	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	0	668	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	0	5,805	
D. Service Earmarked Reserves				
	37,355	-561	36,794	See Appendix 2
E. Revenue Grant Reserves				
	12,937	-720	12,217	
F General Reserves				
General Fund	10,803	0	10,803	Statutorily required reserve which the Director of Finance deems to the minimum that can be prudently recommended. of External Auditors.
Schools delegated budget	20,550	0	20,550	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	31,353	0	31,353	
Grand total	165,707	-1,609	164,098	

Departmental Earmarked Reserves Statement at 31st December 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	0	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	0	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	0	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	0	3,387	
Children Services				
BSF Unitary Charge	7,318	0	7,318	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,777	0	4,777	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	-132	0	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Travel Training Unit	368	0	368	
Early Help Enabler Support	500	0	500	To help support Early Help programme
Early Help Workforce Development	81	0	81	
Recruitment & Retention	42	-42	0	
Retail Academy (Skills for Employment)	262	0	262	Skills for work
Prevention & Early Help	0	500	500	
Training Work Programme (Skills for Work)	798	0	798	Skills for Work
Total Children	14,377	227	14,604	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	546	0	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	-277	369	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	-25	96	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	87	0	87	To help fund the Tour De Yorkshire
Lidget Moor YC	9	-9	0	To support Youth Services in Lidget Green Area
Council Housing Reserve	616	0	616	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	125	-29	96	
HMO Licencing Scheme	319	0	319	
VCS Transformation Fund	160	0	160	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	0	785	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord Rent Guarantees and 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

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Clergy House/Jermyn Court	74	0	74	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing I
PT&H Local Plan	600	0	600	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To completed the local plan
Ad:venture & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	-100	100	
Department of Place	9,624	-456	9,168	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	-23	226	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	-81	0	Software/system implementation etc. in support of workforce development.
District Elections	235	-77	158	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,712	0	6,712	To fund future ICT projects

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
UC Admin Reserve	546	0	546	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	-151	199	
ISG over achievement trading reserve	257	0	257	To support ISG
Bradford Learning Network (Broadband)	128	0	128	
Energy unit	230	0	230	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-332	9,635	
Total Service Earmarked Reserves	37,355	-561	36,794	

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor		Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Funding			Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		2018-19	Changes				Budget 2019-20	Budget 2020-21	Budget 2021-22				
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing													
CS0237a	Great Places to Grow Old	0	0	0	0	0	4,638	4,500	0	0	0	9,138	9,138
CS0237b	Keighley Rd Extra Care	6,115	0	6,115	6,570	3,953	488	0	0	690	1,000	4,913	6,603
CS0237c	Keighley Rd Residential Care	2,648	0	2,648	2,648	1,240	89	0	0	0	2,400	337	2,737
CS0373	BACES DFG	793	0	793	793	180	443	443	443	0	0	2,122	2,122
CS0239	Community Capacity Grant	78	0	78	78	47	2,016	0	0	2,094	0	0	2,094
CS0348	Whiteoaks Respite Centre	90	0	90	0	0	0	0	0	90	0	0	90
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	90	0	0	90
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	0	1	0	0	1
Total - Health and Wellbeing		9,834	0	9,834	10,198	5,420	7,674	4,943	443	2,984	3,400	16,510	22,894
Children's Services													
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	5	0	5	5	4	0	0	0	5	0	0	5
CS0278	Targeted Basic Needs	34	0	34	12	1	0	0	0	34	0	0	34
CS0286	Outdoor Learning Centres	27	0	27	18	11	0	0	0	27	0	0	27
CS0022	Devolved Formula Capital	0	0	0	868	1,831	750	0	0	750	0	0	750
CS0030	Capital Improvement Work	69	0	69	54	37	0	0	0	69	0	0	69
CS0240	Capital Maintenance Grant	4,500	0	4,500	3,000	1,954	0	0	0	4,500	0	0	4,500
CS0240b	Capital Maintenance Grant	2,200	0	2,200	400	340	1,100	0	0	3,300	0	0	3,300
CS0244a	Primary Schools Expansion Progr	1,700	0	1,700	1,700	1,026	7,700	600	0	9,928	0	72	10,000
CS0244b	Silsden Sch £7.265m Exec 12/04/16	2,922	0	2,922	750	58	5,588	0	0	8,510	0	0	8,510

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244c	SEN School Expansions	2,805	0	2,805	805	114	0	0	0	2,805	0	0	2,805
CS0360	Early Yrs 30 hrs childcare	6	0	6	6	6	0	0	0	6	0	0	6
CS0314	Foster Homes Adaptation	1	0	1	0	0	0	0	0	1	0	0	1
CS0362	Secondary School Expansion	3,100	0	3,100	2,800	1,151	7,633	6,900	0	17,633	0	0	17,633
CS0377	LA SEN Free School	0	0	0	0	0	7,000	5,350	647	12,997	0	0	12,997
CS0421	Healthy Pupil Capital Grant	328	0	328	108	100	0	0	0	328	0	0	328
Total - Children's Services		17,697	0	17,697	10,526	6,633	29,771	12,850	647	60,893	0	72	60,965
Phase - Economy & Development													
CS0134	Computerisation of Records	10	0	10	10	0	0	0	0	10	0	0	10
CS0136	Disabled Housing Facilities Grant	4,600	0	4,600	4,000	2,700	2,028	5,753	2,028	4,600	0	9,809	14,409
CS0137	Development of Equity Loans	1,013	0	1,013	845	574	1,300	1,200	1,195	0	0	4,708	4,708
CS0144	Empty Private Sector Homes Strat	862	0	862	600	47	0	0	0	0	0	862	862
CS0308	Afford Housing Prog 15 -18	7,640	0	7,640	8,640	7,834	1,383	0	0	3,000	6,023	0	9,023
CS0250	Goitside	1	0	1	0	0	0	177	0	0	0	178	178
CS0280	Temp Housing Clergy House	232	0	232	232	163	0	0	0	0	0	232	232
CS0335	Bfd Cyrenians 255-257 Mngm Ln	14	0	14	14	5	0	0	0	0	0	14	14
CS0084	City Park	205	0	205	15	13	0	0	0	0	0	205	205
CS0085	City Centre Growth Zone	600	0	600	200	16	1,150	4,400	0	0	0	6,150	6,150
CS0189	Buck Lane	110	0	110	50	2	0	0	0	0	0	110	110
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	523	0	523	50	0	60	0	0	0	0	583	583
CS0266	Superconnected Cities	66	0	66	66	0	841	0	0	0	0	907	907
CS0291	One City Park (fmr Tyrls)	0	0	0	0	0	500	4,300	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	1,151	0	1,151	0	0	0	0	0	1,151	0	0	1,151
CS0345	Develop Land at Crag Rd, Shply	262	0	262	262	219	0	0	0	262	0	0	262

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor		Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget			Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19	Changes				2019-20	2020-21	2021-22		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0382	New Bolton Woods Regen Sch P3	3,507	0	3,507	3,507	3,050	0	0	0	3,507	0	0	3,507
CS0363	Markets Red'mnt - City Cntr	340	0	340	500	165	2,975	11,850	4,760	15,225	4,700	0	19,925
Total - Place - Economy & Development		21,236	0	21,236	18,991	14,788	10,237	27,680	7,983	32,555	10,723	23,858	67,136
Place - Planning, Transportation & Highways													
CS0131	Kghly Town Cntr Heritage Initi	156	0	156	156	6	0	0	0	156	0	0	156
CS0178	Ilkley Moor	18	0	18	18	4	0	0	0	18	0	0	18
CS0179	Landscape Environ Imp	21	0	21	21	0	0	0	0	21	0	0	21
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	135	0	135	135	375	386	0	0	521	0	0	521
CS0372	Countryside S106 Projects	0	0	0	0	9	135	0	0	135	0	0	135
CS0091	Capital Highway Maint	4,958	0	4,958	4,958	4,149	0	0	0	4,958	0	0	4,958
CS0095	Bridges	729	0	729	729	1,125	0	0	0	729	0	0	729
CS0096	Street Lighting	144	0	144	144	182	0	0	0	144	0	0	144
CS0099	Integrated Transport	587	0	587	479	327	0	0	0	587	0	0	587
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	6	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	16	0	16	16	1	0	0	0	16	0	0	16
CS0172	Saltaire R/bout Cong& Safety Works	281	0	281	0	2	0	0	0	281	0	0	281
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	45	0	0	45
CS0264	Highway to Health	0	0	0	2,183	1,552	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	176	1	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	495	495	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	14,692	0	14,692	5,832	1,859	32,878	35,795	27,014	110,379	0	0	110,379
CS0396	WYTF Corr Imp Projects	10,595	0	10,595	754	221	0	0	0	10,595	0	0	10,595
CS0296	Pothole Fund	74	0	74	74	39	0	0	0	74	0	0	74
CS0306a	Strategic Transp Infrastr Priorit	90	0	90	0	0	2,600	0	0	0	0	2,690	2,690
CS0306b	Connectivity Project	1,196	0	1,196	0	0	400	0	0	0	0	1,596	1,596
CS0302	Highways Prop Liab Redn Strat	97	0	97	97	0	0	0	0	97	0	0	97

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Funding						
							Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	3	0	0	3
CS0317	VMS Signage	39	0	39	39	0	0	0	0	39	0	0	39
CS0319	Challenge Fund	1,389	0	1,389	1,389	451	0	0	0	1,389	0	0	1,389
CS0323	Flood Risk Mgmt	196	0	196	196	151	0	0	0	196	0	0	196
CS0325	Street Lighting Invest to Save	0	0	0	0	3	0	0	0	0	0	0	0
CS0329	Damens County Park	108	0	108	108	2	0	0	0	0	0	108	108
CS0332	Flood Funding	387	0	387	387	319	0	0	0	387	0	0	387
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	9	0	0	9
CS0350	Street Lighting Invest to Save	825	0	825	825	192	0	0	0	0	825	0	825
CS0365	National Productivity Invest Fund	27	0	27	27	31	0	0	0	0	27	0	27
CS0370	LTP IP3 Safer Roads	1,182	0	1,182	1,182	283	779	0	0	1,961	0	0	1,961
CS0371	LTP IP3 Public Transport	686	0	686	686	231	0	0	0	686	0	0	686
CS0375	Sign Shop	19	0	19	19	1	0	0	0	0	19	0	19
CS0379	NPIF UTMC	1,730	0	1,730	1,730	1,292	1,770	0	0	3,500	0	0	3,500
CS0384	Pothole Fund 1819	829	0	829	829	562	0	0	0	829	0	0	829
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	50	0	0	50
CS0386	Cycling & Walking Schemes LTP3	19	0	19	19	1	0	0	0	19	0	0	19
CS0414	LTP IP3 Safer Rds 1819 Shipley	120	0	120	120	59	0	0	0	120	0	0	120
CS0415	LTP IP3 Safer Rds 1819 Bfd West	144	0	144	144	60	0	0	0	144	0	0	144
CS0416	LTP IP3 Safer Rds 1819 Kghly	123	0	123	123	67	0	0	0	123	0	0	123
CS0417	LTP IP3 Safer Rds 1819 Bfd South	128	0	128	128	37	0	0	0	128	0	0	128
CS0418	LTP IP3 Safer Rds 1819 Bfd East	145	0	145	145	39	0	0	0	145	0	0	145
CS0419	IP3 Safer Rds Strat Proj 1819	120	0	120	120	2	0	0	0	120	0	0	120
CS0398	Bfd City Ctre Townscape Herit	2,000	0	2,000	25	0	750	0	0	2,500	0	250	2,750
Total Place - Planning, Transportation & Highways		45,950	0	45,950	24,567	13,641	39,698	35,795	27,014	141,775	871	5,811	148,457

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Waste, Fleet & Transport													
CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	1,971	3,000	3,000	3,000	0	12,000	0	12,000
CS0063	Waste Infrastructure & Recycling	205	0	205	205	26	0	0	0	205	0	0	205
CS0283	Above Ground Fuel Storage	110	0	110	110	76	0	0	0	0	0	110	110
Total Place - Waste, Fleet & Transport		3,315	0	3,315	3,315	2,073	3,000	3,000	3,000	205	12,000	110	12,315
Dept of Place - Neighbourhoods & Customer Services													
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	25	25	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	233	0	233	233	75	0	0	0	0	0	233	233
CS0359	Community Resilience Grant	22	0	22	22	0	0	0	0	22	0	0	22
Total Place - Neighbourhoods & Customer Services		315	0	315	315	75	0	0	0	22	0	293	315
Dept of Place - Sports & Culture													
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	47	0	0	47
CS0328	Cliffe Castle Various	35	0	35	35	0	0	0	0	35	0	0	35
CS0374	Cartwright Hall CCTV	0	0	0	0	47	0	0	0	0	0	0	0
CS0340	St George's Hall	5,194	0	5,194	5,424	4,468	0	0	0	0	0	5,194	5,194
CS0129	Schole Moor Project	0	0	0	0	0	0	0	83	83	0	0	83
CS0162	Capital Projects - Recreation	0	0	0	100	93	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	28	0	28	28	25	0	0	0	28	0	0	28

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0229	Cliffe Castle Restoration	150	0	150	131	34	0	0	0	150	0	0	150
CS0347	Park Ave Cricket Ground	21	0	21	21	14	0	0	0	21	0	0	21
CS0367	King George V Playing Fields	1,067	0	1,067	50	13	0	0	0	700	0	367	1,067
CS0392	Russell Hall Comm Grn	14	0	14	14	0	0	0	0	14	0	0	14
CS0393	Queensbury Play Areas	24	0	24	24	24	0	0	0	24	0	0	24
CS0394	Harold Walk	20	0	20	20	18	0	0	0	20	0	0	20
CS0425	Littlemoor Park Footpath £11k	0	11	11	11	0	0	0	0	11	0	0	11
CS0426	Wibsey Park Outdoor Gym £13.7k	0	14	14	14	0	0	0	0	14	0	0	14
CS0428	Woodhead Road Recreation Ground Fencing	0	13	13	13	0	0	0	0	13	0	0	13
CS0403	Bereavement Strategy	0	250	250	250	0	0	0	0	250	0	0	250
CS0424	Mir Park & Springmill Street	0	13	13	13	0	0	0	0	13	0	0	13
CS0429	Menston Recreation Ground £15k	0	15	15	15	0	0	0	0	15	0	0	15
CS0242	War Memorial	0	1	1	1	1	0	0	0	0	0	1	1
CS0277	Wyke Manor Sports Dev - demolitn	252	0	252	150	14	0	0	0	252	0	0	252
CS0245	Doe Park	37	0	37	0	0	0	0	0	37	0	0	37
CS0349	Chellow Dene	6	0	6	51	51	0	0	0	6	0	0	6
CS0356	Sedbergh SFIP	9,571	0	9,571	7,747	5,171	7,035	49	0	0	0	16,655	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	3	600	4,400	4,400	0	0	9,400	9,400
CS0107	Markets	40	0	40	40	14	0	0	0	40	0	0	40
Total - Dept of Place - Sports & Culture		16,506	317	16,823	14,199	9,990	7,635	4,449	4,483	1,773	0	31,617	33,390
Corp Resources - Estates & Property Services													
CS0094	Property Programme (bworks)	609	0	609	109	0	0	0	0	0	0	609	609
CS0318	Property Programme 15/16	10	0	10	0	0	0	0	0	0	0	10	10

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0333	Argos Chambers / Britannia Hse	751	0	751	151	1		0	0	0	0	751	751
CS0366	Property Programme 17/18	679	0	679	679	850	0	0	0	0	0	679	679
CS0391	Property Programme 18/19	1,911	0	1,911	1,400	243	0	0	0	0	0	1,911	1,911
CS0368	Dishwasher	31	0	31	31	30		0	0	0	0	31	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	0	148	0	126	274
CS0269	Burley In Whrfedle Culvert repair	17	0	17	17	5	0	0	0	0	0	17	17
CS0050	Carbon Management	797	0	797	797	248	820	0	0	0	0	1,617	1,617
CS0305	Healthy Heating Scheme	136	0	136	136	75	0	0	0	0	0	136	136
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	270	0	270	270	0	400	0	0	670	0	0	670
CS2000	DDA	100	0	100	100	0	50	50	62	0	0	262	262
CS0361	Strategic Acquisitions	0	0	0	0	64	0	0	0	0	0	0	0
CS0381	Godwin St	2,190	0	2,190	1,900	984	0	0	0	2,000	190	0	2,190
CS0422	Soup Kitchen	0	57	57	57	25	0	0	0	0	0	57	57
CS0409	Coroners Court	0	2,000	2,000	20	0	350	0	0	0	0	2,350	2,350
CS0383	Jacobs Well demolition	495	0	495	495	164	0	0	0	0	0	495	495
Total Corp Resources – Estates & Property Services		8,270	2,057	10,327	6,162	2,689	1,620	50	62	2,818	190	9,051	12,059
Reserve Schemes & Contingencies													
CS0395	General Contingency	1,643	-440	1,203	1,203	0	2,000	2,000	2,000	0	0	7,203	7,203
CS0391	Property Programme 18/19 Additional funds	0	400	400	400	0	0	0	0	0	0	400	400
CS0422	Soup Kitchen	57	-57	0	0	0	0	0	0	0	0	0	0
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	0	0	6,000	6,000
CS0399	Strategic Acquisition	10,000	0	10,000	0	0	10,000	10,000	10,000	0	40,000	0	40,000
CS0430	Cartwright Hall Café	0	57	57	57	0	50	0	0	0	107	0	107

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	0	0	493	493
CS0403	Bereavement Strategy	0	0	0	186	0	8,500	8,500	0	0	0	17,000	17,000
CS0423	Highways IT upgrade	350	0	350	350	0	0	0	0	350	0	0	350
CS0306c	Strategic Acq - Highways	550	0	550	550	0	0	0	0	0	0	550	550
CS0400	Keighley One Public Sector Est	0	0	0	0	0	10,000	5,000	3,000	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	0	0	450	450
CS0283	Above Ground Fuel Storage	0	40	40	40	0	0	0	0	0	0	40	40
CS0401	Depots	0	0	0	0	0	3,000	0	0	3,000	0	0	3,000
	New Schemes	17,795	-2,000	15,795	345	0	43,312	24,806	1,461	8,768	41,956	34,650	85,374
Total - Reserve Schemes & Contingencies		31,338	-2,000	29,338	3,131	0	78,862	52,306	18,461	12,118	100,063	66,786	178,967
TOTAL - All Services		154,461	374	154,835	91,404	55,309	178,497	141,073	62,093	255,143	127,247	154,108	536,498

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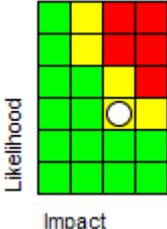
Corporate Risk Register December 2018



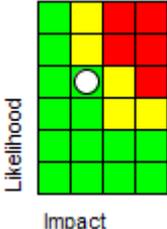
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	High Risk
	Warning
	OK
	Unknown

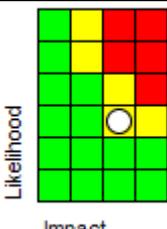
Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of over 100 requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Financial consequences.</p> <p>Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007.</p> <p>Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.</p>	
Internal Controls	<p>The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes:</p> <ul style="list-style-type: none"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to a 40% reduction in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCos - Improving data quality and reporting through prioritising and implementation of the SystmOne DoLS module 	
Actions/controls under development	<p>Business case developed to secure additional resources to ensure we can continue to meet statutory responsibilities. This will be considered by CMT/Executive in February 2019.</p> <p>New safeguarding procedures have been implemented which have resulted in screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires.</p> <p>SystmOne is being developed and a new workspace for Safeguarding and amendments to the DOLS workspace are expected to go live in early 2019. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p>	
Ownership Managed By	Bev Maybury	

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

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
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Description	Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register</p>	
Internal Controls	<p>All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility which are to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified Service on call 24 hours per day, 365 days a year and are responsible for co-ordinating the Council's approach in an incident or emergency situation. In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews. Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>	
Actions/controls under development	<p>Following staff changes within the Emergency Planning Service, a revised plan format has been developed to make them simpler and more useable. Emergency Planning are working with identified service leads to review/reformat plans into the new style. Draft plans have been requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Annual reviews will then be diarised as a rolling programme signed off annually by service AD's. A training and exercising programme is being developed to coincide with the 17th January 2019 date</p>	
Ownership Managed By	John Major	

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	Demand for social care services is predicted to continue increasing and overspends are likely.	

	<p>Budget proposals highlight this particular pressure as an ongoing concern for the Council.</p> <p>There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
Internal Controls	<p>Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management mode have been agreed, these also include renegotiating and remodelling services to help mitigate the pressure.</p> <p>H&WB Transformation and Change Board in place which includes Assistant Directors (AD) within the dept, Service Managers and AD Finance and Transformation. Meetings held on a monthly basis to review progress on saving plans.</p> <p>Monthly Finance and Performance meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>Transformation activity, budget and performance monitoring is being embedded in Service Management and Team Management Meetings.</p> <p>At both meetings a savings tracker is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure</p>
Actions/controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. These discussions are taking place via the ECB and ICB etc</p> <p>Gap analysis undertaken on Care Act implementation and have identified areas which require further work. Team to be recruited in the new year, which will focus on business systems.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	<p>Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.</p>	
Potential Effect of risk	<p>Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.</p> <p>Inability to attract high value-added employment.</p> <p>Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.</p>	
Internal Controls	<p>Annual risk assessment of schools in July and the start of an academic year – at risk schools targeted for focused intervention, challenge and closer monitoring.</p> <p>Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors.</p> <p>Provisional end of key stages for Early Years, KS1 and KS2 data collated and shared in July and for KS4 in September before the SFRs to allow the LA to identify underperformance and target resources accordingly.</p> <p>Half termly risk assessment of governing boards using the rag rating model</p> <p>Use of LA intervention powers – additional governors or Executive Interim Board (IEB)</p> <p>Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns</p> <p>Letter of concerns sent to underperforming schools</p> <p>Letter of congratulation sent to improving schools</p> <p>Challenging conversations held with weak leaders and governors</p> <p>Sharing of best practice at LA termly HT briefing</p>	
Actions/controls under development	<p>December 2018- .. Transformation and restructure process timeline and milestones met and on track.</p> <p>Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018</p>	

	<p>and July 2019</p> <p>Introduction of termly school improvement focused area meetings from November 2018.</p> <p>LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 15 identified schools using local and external system leaders.</p> <p>LA working closely with the school successful in becoming an English Hub in the delivery of phonics workshops to the 22 schools with Year 1 phonics scores of 10% or more below the national average of 82%.</p> <p>Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019.</p> <p>Developing a more robust approach to challenging conversations with underperforming schools including the introduction of CEO meetings with the Deputy Director for E&L.</p> <p>In the process of introducing School Improvement Management Committees as a replacement for IEB</p>	
Ownership Managed By	Yasmin Umarji	
Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities.</p> <p>Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected</p> <p>Get Bradford Working outcomes not realised</p> <p>Funding bodies releasing new contracts in isolation</p> <p>Underspend of current funding</p>	
Internal Controls	<p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery to start in January 2019.</p> <p>Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme. Customer numbers across all SfW DWP programmes will be less than 50 before the end of 2018</p> <p>Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2018-2019 Contract Variation with the Maximum Contract Value allocated by the ESFA.</p>	
Actions/controls under development	<p>Skills for Work restructure has been implemented from July 2018 to reflect the rundown of DWP contracts and reducing staff customer caseloads, but mitigated in part by an increase to community learning contract and additional STEP funding.</p> <p>Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's ESIF commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio.</p>	

Ownership Managed By	Jenny Cryer;
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Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	Rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council's credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.</p> <p>Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought</p> <p>Actions identified in corporate energy cost reduction plan not delivered</p> <p>Funding for renewable energy and energy efficiency projects not available</p> <p>Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>	
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year.</p> <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p>	
Actions/controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p>	
Ownership Managed By	Ben Middleton	

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	Central Government funding is likely to continue to reduce . The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services	
Potential Effect of risk	Services run the risk of failing to deliver statutory minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. The Fair Funding Review which is underway will determine the national funding picture. Potential for S114 Decision to be made against the Council.	
Internal Controls	Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2018 Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases	
Actions/controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making.	
Ownership Managed By	Andrew Crookham	

Risk Code & Title	CRR_New_FSE 2 Information Security	Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
Potential Effect of risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.	
Internal Controls	Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources	

	<p>Assistant Directors Assigned Information Asset Owners. Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities. Security breach notice and protocol is well established. IT Security Policies, guidance and procedures actively maintained and reviewed annually. GDPR Implementation Plan in place Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place.</p>
Actions/controls under development	<p>Revised Online Training being finalised to incorporate new requirements of the Data Protection Act 2018. This will include monitoring of participation. Management Report being prepared breaking down performance on information governance at departmental level for FOIs, Subject Access Requests and data breaches. Report to be reviewed at CMT. Implementation Plan will need to be completed through 2018/19 The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
Ownership Managed By	Joanne Hyde

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

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

Risk Code & Title	CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision	Current Risk Matrix
Description	Operational failure or disruption, at worst organisational failure, in other parts of the public sector, caused by continuing fiscal constraint, leads to direct or indirect adverse consequences for Council services	
Potential Effect of risk	Additional unfunded demand Breakdown in supply chains making Council services inoperable Resources diverted into failing organisations which makes less available for the Council Emergency/high-cost activity by the Council to keep services running Management attention diverted	
Internal Controls	Liaison with other public bodies through existing governance, partnership and peer-to-peer contacts Engagement in devolution agenda at regional level Engagement with Bradford-based public sector leaders Monitor consequences of any such failures in other places	
Actions/controls under development		
Ownership Managed By	Kersten England	

Risk Code & Title	CRR_New_Health_1 Changing demographics	Current Risk Matrix
Description	Public Health priorities are threatened by rising costs and increasing resource pressures arising from changing demographics - rising birth rate and aging population.	
Potential Effect of risk	Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends	
Internal Controls	Bradford and Airedale Joint Strategic Needs Assessment 2011/12 (JSNA) identifies and reports the health and wellbeing of the local community. Shadow Health and Wellbeing Board establishment to support a more strategic approach to providing integrated health and local government services. Review of current levels of PH spend in the future. Conscious decision to reduce investment in programme areas where there is reasonable to good evidence of little impact on public health. Bradford and Airedale Health and Wellbeing Strategy. The overarching aim of the health and wellbeing strategy is to provide a clear direction for improving health and wellbeing and reducing health inequalities in Bradford and Airedale Strategic Health Needs Assessment (HNA) completed Autumn 2014. The Bradford Dementia Strategy Group have agreed that HNA is in effect the Strategy. This has been accepted as such by: Health and Social Care Scrutiny, AWCCCG, BDCCG, BCCCG, BDCT. There is a 5 year action plan under auspices of the Dementia Strategy Group	

Actions/controls under development	
Ownership Managed By	Bev Maybury

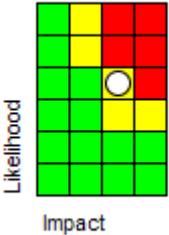
Risk Code & Title	CRR_New_Health_3 Health protection incident	Current Risk Matrix
Description	Public health is threatened by a health protection incident such as a communicable disease outbreak e.g. Pandemic Influenza or other disease or an environmental hazard e.g. severe weather.	
Potential Effect of risk	Widespread disruption of the local economy and social fabric. the number of cases of severe illness and deaths it causes summarises, the overall severity of a pandemic's impact e.g. viral property, population vulnerability, subsequent waves of spread and capacity to respond. This risk is composite in nature so risk factors will vary according to the nature of the incident	
Internal Controls	<p>Development of a Pandemic Influenza Plan during 2014/15 which clarifies CBMDC's role During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public</p> <p>The Outbreak Management Algorithm dovetails with the following documents:</p> <ul style="list-style-type: none"> - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance <p>The CBMDC led Bradford District Resilience Forum (BDRF) has been operational since November 2014 and aims to provide a co-ordinated approach to integrated emergency management as determined by the risks and needs throughout the district of Bradford, in accordance with the requirements of the Civil Contingencies Act 2004.</p> <p>As well as Influenza and communicable disease outbreak specific planning mechanisms, the CBMDC Emergency Management Plan (Feb 2015) outlines the strategic and operational arrangements to be undertaken in the event of any emergency.</p> <p>The Council's Adverse Weather Plan and Flood Plan outline the procedure for the distribution of weather warnings and define the framework for response to adverse weather incidents.</p> <p>CBMDC is currently reviewing its approach to seeking assurance on matters of health protection. This follows an agreement to disband the Health Protection Assurance Group and develop a more suitable approach. This will allow for a system wide approach to health protection across Bradford district. A key element of which, is receiving assurance from multi-agency partners that effective, fit for purpose systems are in place.</p>	
Actions/controls under development	Work is continuing to ensure other key health protection areas such as infection prevention and control (including health care associated infection), screening and immunisations and various elements of environmental health continue to be priority areas and links between Environmental Health, Public Health, PHE, NHS England and other key agencies continue to develop in a manner which enhances the delivery of services and functions seeking to address health protection issues.	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in.	
Potential Effect of risk	Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods.	

	<p>Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p>
<p>Internal Controls</p>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions.</p> <p>Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Strategy is currently under review as it expires in 2019: this will result in two separate strategies, a Homelessness Strategy and a Housing Strategy Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans</p> <p>Arc4 have recently been commissioned by Planning to undertake a Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study. These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs. Analysis of the Council's land bank / land holdings is underway with a view to identifying a pipeline of sites suitable for housing / disposal.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered a total of 418 affordable homes for rent.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2350 requests for assistance during 2017/18</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>

Actions/controls under development	Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council. Document awaiting final approval. Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the current 2015-2018 Affordable Housing Programme (approach approved by the Executive on 10 March 2015).
Ownership Managed By	Shelagh O'Neill

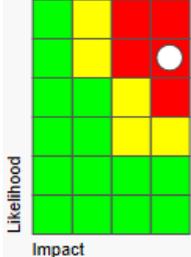
Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
Description	Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing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

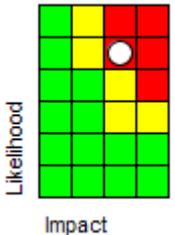
Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p>Description</p>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
<p>Potential Effect of risk</p>	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
<p>Internal Controls</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board Neighbourhood Service supported Ward Officer Teams - reporting community tensions as part of standard agenda - including police. Council Wardens record issues that may lead to increased community tensions. Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
<p>Actions/controls under development</p>	<p>A local strategy has been developed which will lead to a programme of work to respond to the government's Integrated Communities Strategy £1.2 million has been allocated to support year one of a two-year work programme. A funding decision on year two is expected early in 2019. A new 'Stronger communities Partnership' is being put in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p>	
<p>Ownership Managed By</p>	<p>Ian Day</p>	

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

Risk Code & Title	CS - Children & Young People – SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	
Potential Effect of risk	<p>Services are not compliant with legislative requirements leading to a risk of Judicial Reviews</p> <p>Education, Health and Care Assessments are not undertaken within statutory timeframes</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>	
Internal Controls	<p>SEND Strategic Partnership Board established with clear ToRs</p> <p>Work streams in place to focus on priority areas</p> <p>Creation of the SEND Transformation and Compliance Team to lead on ensuring</p>	

	compliance with the SEND reform agenda Additional Management capacity in place to support the creation of efficient and effective teams
Actions/controls under development	Permanent recruitment to key newly created posts Establishment of new team structures to enable EHC compliance measures to be met Development of an accurate SEF Creation of effective systems to collate and analyse data accurately
Ownership Managed By	Marium Haque

Risk Code & Title	CS - Children & Young People – Inspection Outcome	Current Risk Matrix
Description	Poor Inspection Outcome which affects levels of demand reputation and budget	
Potential Effect of risk	Poor reputation Government Intervention Financial	
Internal Controls	SEND Peer Review and self assessment Improvement Board with Independent Chair Improvement plan with monthly Improvement Board meetings to oversee O&S and Council monitoring progress QA Framework Audit Cycle	
Actions/controls under development	Preparation for SEND inspection Regulation 44 visits for Childrens Homes	
Ownership Managed By	Gladys Rhodes White	

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high_ Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA;	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation Increased Financial Pressures	
Internal Controls	Bradford Safeguarding Children Board (BSCB) The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in	

	<p>place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p> <p><u>Children's Social Care</u> An Improvement Plan, Improvement Board and Governance have been put in place with six themed workstreams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues social work remuneration is the subject of review along with enhanced CPD and support to strengthen the package to support recruitment and retention</p> <p><u>MASH/Front Door</u> Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>
<p>Actions/controls under development</p>	<p>October 2018</p> <p>A review of caseload allocation has been put in place to ensure resources are aligned to need. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Childrens Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services. Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities. The risk has been increased to recognise the recent increasing demands and resourcing challenge's.</p>
<p>Ownership Managed By</p>	<p>Jenny Cryer</p>



Report of the Strategic Director Corporate Resources to the meeting of the Corporate Overview & Scrutiny Committee to be held on 14 February 2019

AC

Subject:

UNIVERSAL CREDIT

Summary statement:

From 20 June 2018, working-age households, with up to two children, across the Bradford District became eligible to claim Universal Credit. This report examines the progress of, and future plans for, the roll out of Universal Credit, its impact, and the arrangements in place to support claimants

Joanne Hyde
Strategic Director, Corporate Resources

Portfolio:

Leader of Council

Report Contact: Martin Stubbs
Phone: (01274) 432056
E-mail: martin.stubbs@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. From 20 June 2018, working-age households, with up to two children, across the Bradford District became eligible to claim Universal Credit. This report examines the progress of, and future plans for, the roll out of Universal Credit, its impact, and the arrangements in place to support claimants.

2. BACKGROUND

- 2.1. Universal Credit for working age claimants replaces six benefits and tax credits with a single monthly payment; and changes the way in which benefit claimants are assessed. The benefits and tax credits that fall within the scope of Universal Credit, often referred to as “legacy benefits” are;
 - Income-based Jobseekers Allowance
 - Income-based Employment and Support Allowance
 - Income Support
 - Working Tax Credit
 - Child Tax Credit
 - Housing Benefit
- 2.2. Pension age claimants will not fall within the scope of Universal Credit. The Government has said that Housing Benefit for pension age claimants will transfer to Pension Credit: and that the transfer will align with the full implementation of Universal Credit currently planned for 2023.
- 2.3. Universal Credit was first introduced across the Bradford District in November 2015. Only a limited number of people fell within its scope – single, newly unemployed working-age residents. The consequent cultural, organisational and logistical challenges and concerns faced by residents, the Council and others by Universal Credit were highlighted in a report on 8 September 2015.
- 2.4. Further reports to this committee (1 December 2016 and 25 January 2018) set out the progress of Universal Credit; highlighting the challenges for residents, the Council and others; and detailed the establishment and work of a delivery partnership to prepare and support residents and others for Universal Credit.
- 2.5. On 20 June 2018 the scope of Universal Credit was increased – now fully digital and known as Full Service – to include working-age households with up to two children: larger working-age households fall within the scope of Universal Credit from 1 February 2019.
- 2.6. As at December 2018, there were 14,714 Universal Credit claimants across the Bradford District; 3,851 of whom were in work, and 10,863 who were not. It should be noted that of those not in work, 2,376 do not have to look for work; for example because they have a young child.
- 2.7. The Government has introduced, and announced plans for, a number of changes to Universal Credit and its implementation since the last report to this committee. A summary of the key changes are provided in Appendix 1.

3. OTHER CONSIDERATIONS

Roll-Out of Universal Credit

- 3.1. Many current housing benefit claimants will, over time, have a change in their circumstances and will be required to claim Universal Credit – a process known as natural migration. Since Full Service was introduced, 1,862 Housing Benefit cases have migrated to Universal Credit (Table 1, Appendix 2). The combination of natural migration and fewer new claims has reduced the Housing Benefit caseload by around 3,500. Current estimates are that the Housing Benefit caseload will reduce by a further 4,000 to 5,000 by the end of 2019.
- 3.2. The only working-age claimants that will not move to Universal Credit through natural migration are;
 - Claimants in receipt of the Severe Disability Premium – around 3,000 cases. This cohort will be migrated at a later date, through the Managed Migration process (3.3)
 - Claimants in long-term supported and sheltered accommodation or short-term and transitional supported accommodation (a caseload of around 1,200 claimants) will claim Housing Benefit for the foreseeable future. DWP's proposals for a set of new arrangements (set out in the January 2018 report) have been withdrawn. DWP said future arrangements are under consideration.
- 3.3. At a time still to be determined, the DWP will move any remaining Housing Benefit claimants to Universal Credit – a process known as Managed Migration. DWP's current expectations are that this will start, nationally, from November 2020 (and be completed by the end of 2023). Details of how Managed Migration will work in practice, and when it will be introduced in each Local Authority area, will be informed by the outcome of a national pilot of 10,000 claimants starting in July 2019.
- 3.4. Claimants transferring to Universal Credit through Managed Migration will be protected so that they are no worse off than under their legacy benefits – subject to any benefit cap that may apply. However, this protection will not apply to those whose circumstances change and they have to claim Universal Credit.
- 3.5. Currently, there are around 750 households that have a benefit cap applied to their Housing Benefit. Of these, around 90 households could be capped more under Universal Credit. It is not possible to determine, at this stage, how many of these will move to Universal Credit through natural migration and how many will move through Managed Migration.

Impact on Universal Credit Claimants

Household Finances

- 3.6. The time taken between making a claim for Universal Credit and receiving payment has meant that some households have struggled to manage their finances during this period; more likely to be the case for those used to weekly or two-weekly pay. To compound the difficulties, according to the National Audit Office (March 2018), the DWP failed to pay 21% of claimants their full entitlement

on time, and around 13% did not receive any payment on time.

- 3.7. The Government introduced changes to Universal Credit during 2018 to mitigate, in part at least, the financial difficulties faced by claimants awaiting their first Universal Credit payment;
- The seven day waiting period was removed, meaning claimants generally have to wait five weeks for payment rather than six
 - From January 2018, the amount of an advance payment of Universal Credit increased to 100% of estimated entitlement and the period over which it can be paid back increased to 12 months
- 3.8. Locally, Jobcentre Plus says it ensures that all claimants are made aware of the availability of advances; and is working with claimants to ensure that delays in completing the application process are minimised. Since Full Service was introduced, more than 80% of claimants received their full payment on time.
- 3.9. There is some flexibility within the Universal Credit system to help vulnerable claimants better manage their finances. Claimants can have their payments split within the household, have their housing costs paid directly to their landlord, and, once in payment, they can ask to be paid fortnightly.
- 3.10. The Government also announced that it will increase the work allowance by £1000 from April 2019. The work allowance is the amount a claimant can earn before it affects their Universal Credit payment. For every £1 earned above the work allowance threshold, the Universal Credit payment reduces by 63p. Up to 7,500 working households (7,300 of which contain children) could benefit from this change. The amount they will benefit by will depend on the claimants' circumstances - some may not benefit because they don't reach the earnings threshold, others could gain by up to £630 per year.

Rent Arrears

- 3.11. Rent arrears, amongst those in receipt of Housing Benefit, is not a new phenomenon. Housing Benefit is paid in arrears, creating a 'technical debt' of up to four weeks. Moving to Universal Credit, which is paid monthly, will increase this 'technical debt' to some degree. In addition, tenants can accrue arrears in cases where their rent is greater than the amount of Housing Benefit payable and they fail to make up that difference.
- 3.12. The risk of increased rent arrears has been one of the main criticisms of Universal Credit. The reasons for this are complex, but many relate directly to the time it takes for a claimant to receive their first Universal Credit payment and the carrying over pre-existing debt, such as;
- Claimants may not have the financial resilience necessary to pay their rent while waiting five weeks for their first payment; or longer if payment is delayed
 - If the claimant receives only a partial payment, money may be spent on other essentials such as food and heating
 - Claimants may use their Universal Credit payment to service (other) existing debts
 - Claimants may not seek an advance payment; or it is insufficient to meet their needs – advances were limited to 50% of entitlement before January 2018

- 3.13. Nationally, many landlords, particularly private rented sector Landlords¹, have been vocal about tenants claiming Universal Credit accruing much greater arrears than tenants in receipt of legacy benefits; and the impact of this on Landlords. In mitigation, the DWP have introduced changes to help those with a rental liability;
- People in receipt of Housing Benefit who move to Universal Credit continue to receive Housing Benefit for the first 2 weeks of their Universal Credit claim
 - 18 - 21 year olds will be entitled to housing support in Universal Credit; reversing a previous decision
- 3.14. Incommunities have undertaken an analysis of the arrears of tenants in receipt of Universal Credit; a summary of which is provided in Appendix 3. Their analysis shows that 63% of customers now have a worse rent balance than at the time of their Universal Credit application. They conclude that customers already in arrears are going further into debt initially and then this reduces over time, whilst those previously in credit are seeing their credit balance erode.
- 3.15. It is too early to understand what the impact that these changes have had on the number of claimants getting into arrears or the level of those arrears; or how landlords will respond. Universal Credit is still in its early stages.

Support for Claimants

Personal Budgeting Support and Assisted Digital Support

- 3.16. The Council is required, through the partnership delivery agreement with DWP, to ensure that budgeting and digital support is available to claimants. The purpose is, ultimately, to help people to manage on their own without the need for on-going support:
- Personal Budgeting Support is available to help claimants to adapt to 3 key changes; a single household payment; being paid monthly; and having rent paid directly to the claimant instead of to the Landlord
 - Assisted Digital Support is available to help residents make a claim and to manage and maintain their claim online (all Universal Credit applications and transactions are completed online). Support is available on request; a referral is not needed
- 3.17. Since April 2016, budgeting and digital support has been provided by the Council and Incommunities. Delivery arrangements have evolved to reflect the importance of picking up those that need support at the earliest opportunity. Advisers are now located in each of the three job centres in the district; one from Incommunities and two from the Council. There have been 509 referrals for personal budgeting support (Table 2, Appendix 2) between June and November; 330 (65%) of which were taken up.
- 3.18. Table 2 in Appendix 2 also shows that the number of referrals for personal budgeting support, and take-up, has increased significantly, but is still much lower than forecast by the DWP. Anecdotally, one of the main reasons that claimants do

¹ House of Commons CDP-2018-0221: October 2018

not take up budgeting support is that in order to get a Universal Credit advance payment, claimants must be referred for budgeting support (whether it is needed or not); but there is no requirement for them to take up the support.

- 3.19. In contrast, the number of claimants receiving digital support is much greater than that forecast by the DWP. By the end of November, 1,079 claimants received digital support compared to the DWP's forecast of 705 by the end of December. An agreement has been reached with Bradford College that allows the Council to refer those that require more intensive support to them from November 2018. This additional support is at no cost to the claimant. An additional benefit of this arrangement is that this training also increases job skills.
- 3.20. The Government has entered into an agreement with Citizens Advice to provide Personal Budgeting Support and Assisted Digital Support from April 2019 – to be known as Universal Support. The intention is that this new arrangement will provide more streamlined and consistent support nationally. The current Delivery Partnership Agreement between the Council and the Government will, therefore, cease at the end of March 2019. However, the work of the Universal Credit delivery partnership will continue, in some form, while it remains beneficial to do so.
- 3.21. The need for improved arrangements is supported by findings from working with providers delivering Personal Budgeting Support locally. It was found that the referral process was overly complex and, more importantly, a large proportion of this cohort require debt advice as much as they need budgeting skills – something Personal Budgeting Support was not established to deliver. This disconnect in provision was fed back to the DWP.

Council Tax Reduction

- 3.22. As discussed in previous reports, the introduction of Universal Credit has an adverse impact on the administration of the Council Tax Reduction scheme, for both the Council and for claimants. There is the additional burden for the Council of processing monthly notifications, and some claimants may not make a claim for help with their council tax. Changes were incorporated into the scheme for 2018/19 to mitigate this.
- 3.23. One of the changes allows the Council to treat a Universal Credit notification from the DWP as a claim for Council Tax Reduction. This means that the claimant is assessed for CTR without having to apply directly or provide separate evidence of income: this reduces the time it takes for the claimant to have a revised bill sent to them, changes in income are processed automatically, and helps to maximise the uptake of the scheme.

Discretionary Housing Payment

- 3.24. In general terms the policy aims in regard to awarding a DHP haven't changed with the introduction of Universal Credit. The prioritisation of families with children and the linking of an award to the need to actively seek employment or take up skills training remain.
- 3.25. Universal Credit has necessitated changes to the way applications are processed. Delays in payment have meant some applicants have found arrears accumulating

with longer periods without payment. This has required a degree of flexibility both in value of awards and the periods of awards. So far (to end December 2018) there have been 585 applications for support from Universal Credit claimants (18% of DHP applications).

Fuel Payments Scheme

- 3.26. The Fuel Payments Scheme provides financial assistance in the form of Fuel Top Ups for those people who have a fuel meter up to a maximum of £80 per year, one off contributions of up to £300 towards fuel arrears for those with a large bill, and payment of the Debt Relief Order administration fee for suitable cases. This scheme is run in conjunction with debt advice and applications are received through the participating debt advice agencies.

Assisted Purchase Scheme

- 3.27. The Assisted Purchase Scheme provides an interest free loan (238 so far this year) to help applicants obtain essential furniture or white goods, both new and pre used. The amount loaned is based on the applicant's ability to make repayments which are of a nominal weekly or monthly amount. Participating partners include Newlands, British Heart Foundation and CHAS.

Foodbanks

- 3.28. There has been a reported increase in the use of foodbanks locally and nationally; although the increase is not entirely due to Universal Credit. A report by the Trussell Trust found that foodbank use increased by 30% in the six months after Universal Credit full service rolled out in an area, compared with 12% in non-Universal Credit areas.
- 3.29. Comparative data for the Bradford District is limited. A survey of food providers by Feeding Bradford, in March 2018, found that of the 43 providers that responded, 19 reported an overall increase in demand with only 1 reporting a decrease: this is before full service was introduced in June 2018. The Bradford Metropolitan Foodbank estimates that it will have given out 13,000 food bags in 2018, an increase of around 1,800 over the previous year.

Other Matters

Communications

- 3.30. Information for new or potential Universal Credit claimants, including what they need to do to prepare, is provided on the Council website. This includes a link to a tool on the DWP website that claimants can use to test their readiness and see what steps they might need to take. The test can be found at;
<https://www.bradford.gov.uk/benefits/universal-credit/universal-credit/>
- 3.31. Information has also been provided, at several landlord seminars and on the Council website, directed at both private and social sector landlords informing them of how Universal Credit may impact on their tenants – this has also been promoted by targeted Stay Connected bulletins for landlords and lettings agents.
- 3.32. To support our residents, it is vital that staff and Members have a good understanding of Universal Credit. Some Council employees will also be required

to claim Universal Credit themselves, so it is equally important that they understand how Universal Credit will affect them. An e-learning training package has been developed which provides an overview of Universal Credit. To date 627 Members and Council Officers have completed the training. The training has also been made available to Public Health and Manningham Housing Association.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. Current projections are that the working-age Housing Benefit caseload will reduce by a further 4,000 to 5,000 cases and will continue to reduce so that by the end of 2023, at the latest, there will be no working-age claimants (with the possible exception of those in temporary and supported accommodation). Housing Benefit administration funding will, therefore, also reduce. This may be off-set to some extent by an increase in administration funding for increases in workload created by Universal Credit. The full implications for staffing are not yet known; as these become clearer and better understood, consultation will take place with trade unions and affected staff.
- 4.2. The collection of Council Tax and Housing Benefit overpayment debt from Universal Credit claimants has always been problematic; and the rate of recovery constrained by the limit on the deductions that can be made. From October 2019, the maximum rate of deduction from Universal Credit standard allowance is to be reduced from 40% to 30%. This means that it will take longer to recover debt through an attachment, and may increase the likelihood that an attachment cannot be made because of existing deductions for other priority debts.
- 4.3. Claimants that move to Universal Credit through Managed Migration will receive Transitional Protection so that they are no worse off than before they migrated – subject to any Benefit Cap that may apply. However, new claimants and those that migrate through natural migration do not receive any protection. Some estimates suggest that (nationally) up to 39% of claimants could be worse off under Universal Credit than they would be if they received legacy benefits. Reductions in income, particularly in low-income households, could adversely impact on the level and extent of poverty in the District.
- 4.4. Personal Budgeting Support, together with an increase in the amount of Universal Credit advance (which has to be repaid) that can be awarded were introduced to help claimants adapt to a single, monthly, payment and to ease financial pressure. However, for those that do not receive their first Universal Credit payment on time, or only a partial payment, budgeting becomes increasingly difficult. Any increase in debt or rent arrears is likely to increase demand for support from debt advice services; and from other support services across the district. The impact of Universal Credit on the demand for debt advice will be used to inform the commissioning of Advice service provision, which is currently out to consultation.
- 4.5. The behaviour of landlords in response to the introduction of Universal Credit, and the possible increase in short-term rent arrears, will be crucial. An adverse reaction could impact on the availability of private rented accommodation, and the number of households under the threat of eviction is also likely increase. This would lead to an increase in demand for support from Housing and Homelessness services, and

from other support services in the council and in the public and community and voluntary sectors.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. The Council and its partners, through the Universal Credit delivery partnership, are working closely with Citizens Advice locally to ensure a smooth transition of arrangements for the delivery of Universal Credit Support from April 2019, so that; there is no gap in support; the lessons learnt from current support provision are understood and used to inform future arrangements; support will be at least to the standard currently being delivered; and that any opportunities afforded by the new arrangements are maximised.
- 5.2. A basic analysis of the financial impact on low income households of welfare reforms more broadly, and other economic factors, has been undertaken. The analysis includes an examination of the impact on poverty levels, including child poverty and relative poverty, and on the financial resilience of low-income households. The results of the analysis are used to inform decisions that support improved coordination and targeting of support to vulnerable households.

6. LEGAL APPRAISAL

- 6.1. The primary legislation enabling the introduction of Universal Credit is contained in the Welfare Reform Act 2012.
- 6.2. There is no statutory requirement for the Council to participate in the development and delivery of support arrangements for residents affected by the introduction of Universal Credit.
- 6.3. Section 17 of the Children's Act 1989 places a duty on Local Authorities to safeguard and promote the welfare of children in need. Those unable to move into work may not be able to mitigate the impact of the welfare reforms that reduce entitlement to benefits. This could increase demand for support from Council services and other providers.
- 6.4. The Council can provide financial support for certain housing costs. The legislation enabling the payment of Discretionary Housing Payments by the Council is contained in the Discretionary Financial Assistance Regulations 2001.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There are no Equality and Diversity issues for the Council arising from the introduction of Universal Credit as this is a Government scheme.

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

There are no Human Rights issues for the Council arising from the introduction of Universal Credit as this is a Government scheme.

7.6 TRADE UNION

The trade unions have been kept up to date, through Departmental Consultation meetings, on the proposals for the implementation of Universal Credit. The Revenues and Benefits Service may be required to review its organisation design in Benefits administration. This process will comply with Bradford Council's policies and procedures on Trade Union consultation and workforce change.

7.7 WARD IMPLICATIONS

None

**7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS
(for reports to Area Committees only)**

N/A

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee;

- note progress made in the development of arrangements to support residents, and in responding to adverse impacts on Council service delivery
- consider the issues raised in this report, the likely impacts on the district's residents, the Council, and other providers and agencies and provide any comments and views for consideration by the local delivery partnership

11. APPENDICES

- Appendix 1: Universal Credit System and Schedule Changes
- Appendix 2: Take-up of budgeting and digital support
- Appendix 3: Impact of Universal Credit on Incommunities Tenants

12. BACKGROUND DOCUMENTS

- CO&SC Report, 1 December 2016
- CO&SC Report, 25 January 2018
- Trussell Trust, Left Behind: is Universal Credit truly universal?, April 2018
- National Audit Office Report: Rolling Out Universal Credit. 15 June 2018
- House of Commons Debate Pack. Number CDP-2018-0221. 16 October 2018
- Budget 2018, HM Treasury. HC 1629. 29 October 2018
- Policy in Practice, Autumn 2018 Budget: What is the Impact of the changes to universal credit on low income households? November 2018

Universal Credit System and Schedule Changes

Key Announcements

The DWP has withdrawn its proposal for long-term supported and sheltered accommodation housing costs to be met through Universal Credit; and for short-term and supported accommodation housing costs to be met through a new ring-fenced grant.

The Managed Migration of legacy benefit claimants has been delayed and will now start, nationally, from November 2020. Prior to this, the DWP will run a Managed Migration pilot of 10,000 claimants to inform the national roll-out. Bradford is not a pilot authority area.

The Government has cancelled the planned introduction of a limit on Universal Credit payment to two children regardless of when the children were born. This limit would have applied to families making a new claim from February 2019; coinciding with the opening up of Universal Credit to families with three or more children. The existing two child limit (which applies, with some exceptions, only to a third or subsequent child born after 1 April 2017) will remain in effect for all Universal Credit claimants.

Changes Implemented in 2018

	Change	Previous Position
Jan-18	The amount of an advance payment increased to 100% of estimated entitlement and the period over which it is paid back increased to 12 months.	The maximum advance payment was 50% of estimated entitlement. The maximum period over which it was repaid was 6 months
Feb-18	The seven day waiting period was removed. Claimants generally have to wait 5 weeks for payment rather than 6.	The claim previously would have started seven days after the date of application – the waiting period.
Apr-18	People in receipt of Housing Benefit who move to Universal Credit continue to receive Housing Benefit for the first 2 weeks of their Universal Credit claim. This does not have to be repaid.	Housing benefit stopped immediately when a claimant moved onto Universal Credit
Apr-18	Claimants in privately rented accommodation who have their Housing Benefit paid directly to their landlord have this option at the beginning of their claim for Universal Credit	This option did not exist
Dec-18	18 - 21 year olds will be entitled to housing support.	Unless covered by one of a number of exceptions, 18 - 21 year olds were not entitled to housing support in Universal Credit
Dec-18	Claimants can now receive an additional child element for any child or qualifying young person cared for under a non-parental caring arrangement (kinship care) or who is adopted from local authority care.	The child element is limited to the first two children – subject to certain exemptions (multiple birth or non-consensual conception).

Changes Announced for Implementation from 2019

	Change	Current Position
Jan-19	People who receive the Severe Disability Premium will only move to Universal Credit when they can receive Transitional Protection, even if they have a change in circumstance. Transitional Protection only applies under Managed Migration.	Claimants who receive a Severe Disability Premium and have a relevant change of circumstances claim Universal Credit. As there is no equivalent to Severe Disability Premium they could be significantly worse off.
Feb-19	Families with 3 or more children will be able to claim Universal Credit.	Families with more than two children cannot claim Universal Credit (unless an exception applies).
Apr-19	Work Allowances, the amount that households with children and people with disabilities can earn before their Universal Credit award starts to be withdrawn, is to be increased by £1000.00, a potential benefit of £630.00 income per annum.	Work allowances are £198.00 per month for those who have Housing Costs in their award. In cases where the award does not include Housing Costs, the allowance is 409 per month.
May 19	From 15 May 2019, mixed age couples, where one is of working age and the other of pension age, making a new claim will have to claim Universal Credit	Mixed age couples can presently choose to claim Pension Credits or Universal Credit.
Jul-19	A 12 month grace period will be applied, from the start of their Universal Credit claim, before any Minimum Income Floor is considered.	Claimants, self employed for more than 12 months (including before moving into Universal Credit), have their payment calculated based on a minimum expected earnings given their circumstances – the Minimum Income Floor – or their actual earnings, whichever is greater.
Jul-19	Tax Credits claimants with capital in excess of Universal Credit's £16,000 capital limit will have transitional protection and Universal Credit eligibility limited to 12 months from the point at which they manage-migrate.	Tax Credit claimants can have more than £16,000 capital. Universal Credit is restricted to those with less than this. Those that move to UC through Managed Migration receive Transitional Protection. Protection is not time limited.
Oct-19	The maximum rate of deduction through an Attachment of benefits is reduced to 30% of the standard allowance award.	The maximum rate of deduction through an Attachment of Benefits is 40% of the standard allowance awarded.
Jul-20	Claimants in receipt of Income Support, Job Seekers Allowance (Income Based) or Employment Support Allowance (Income Based) will receive a 2 week run on of these benefits.	Currently, Income Support, Job Seekers Allowance (Income Based) or Employment Support Allowance (Income Based) stops at the time of a Universal Credit claim.
Nov-20	Managed Migration will start to be introduced nationally. A schedule detailing when, and how, it will be introduced in local authority areas has not yet been published.	Managed migration was planned to start between July 2019 and March 2022, although a detailed timetable was not published.
Oct-21	The period over which a Universal Credit advance can be paid back is to be extended to 16 months.	The period over which a Universal Credit advance can be paid back is 12 months

Housing Benefit claims cancelled due to migration to Universal Credit

	JUNE	JULY	AUG	SEP	OCT	NOV	Dec	Total
HB Cancelled	6	187	373	318	389	370	219	1,862

Table 1

Take-up of budgeting and digital support

Assisted Digital Support	Q1 2018/19*	Q2 2018/19	Q3 2018/19	Q4 2018/19	Total
DWP Forecast	31	304	370	415	1120
Actual	44	661	583	-	1288
Personal Budgeting Support					
DWP Forecast	51	505	615	690	1861
Referrals	5	176	328	-	509
Attendance	5	144	181	-	330

Table 2

* Full Service started 20 July

Impact of Universal Credit on Incommunities Tenants

Incommunities have undertaken an analysis of 1,296 of their tenants to examine the impact Universal Credit has had on rent arrears.

The table below shows the starting position at the time a customer makes acclim for UC. 76% of the group had pre-existing debt with an average balance at Universal Credit application of £779.

BALANCE STATUS	No.	TOTAL BALANCE @ APPLICATION	AVERAGE BALANCE @ APPLICATION	% of claimants
IN ARREARS WHEN APPLIED	984	£766,467	£779	76%
IN CREDIT WHEN APPLIED	312	-£25,852	-£83	24%
TOTAL/ AVERAGE	1,296	£740,615	£571	100%

Analysis shows that 63% of customers now have a worse rent balance than at the time of their Universal Credit application.

Account status at time of UC application	No change	Worse position	Better position	Total
ARREARS	14	609	361	984
CREDIT	24	203	85	312
Grand Total	38	812	446	1296

The tables below show the balance of customers at each month anniversary of their Universal Credit claim.

CATEGORY	MONTH 1	MONTH 2	MONTH 3	MONTH 4
TENANCIES INCREASING DEBT BALANCE FROM PREVIOUS PERIOD				
COUNT	540	300	176	50
TOTAL BALANCE INCREASE	£165,065	£73,843	£38,479	£10,368
AVERAGE BALANCE INCREASE	£305.68	£246.14	£218.63	£207.36
TENANCIES DECREASING BALANCE FROM PREVIOUS PERIOD				
COUNT	425	348	182	56
TOTAL BALANCE DECREASE	-£88,523	-£53,495	-£39,293	-£4,510
AVERAGE BALANCE DECREASE	-£208.29	-£153.72	-£215.90	-£80.53

Analysis shows that customers already in arrears are going further into debt initially and then this reduces over time, whilst those previously in credit are seeing their credit balance erode. It is too early to predict what will happen to customers previously in credit, and what will happen as their credit balance erodes.

This analysis confirms initial modelling which shows that short-term collection rates will decrease but this will recover with a higher level of base customer debt.



Report of the Corporate Services Director to the meeting of Corporate Overview and Scrutiny Committee to be held on 14th February, 2019

AD

Subject: BREXIT PREPAREDNESS

Summary statement:

Please note that this report is concerned with a rapidly moving issue and this report is likely to be out of date within days of being written. [This draft was prepared on 30th January 2019 and is up to date for the time of writing]. Given this, we are also planning to provide a verbal update on issues relating to Bradford Council's Brexit preparedness at the committee meeting.

This report follows a request from full council that states:

Given the fast moving political environment nationally, it is difficult to predict with certainty what kind of deal (or no deal) is going to be agreed with the EU. The situation changes daily. Regardless, the Council must continue its preparedness to support the district to transition, whatever the outcome. Using the latest information available, we ask the Chief Executive to prepare a report on our plans as a Council to support the district now and into the future, post-Brexit. This should include an update on how we are supporting our own valued Council staff who originate from other EU countries. This report should be sent to Corporate Overview and Scrutiny for recommendations in the first instance".

This paper advises members on progress to date in preparing for the impact of Brexit, including a no deal Brexit, and the actions proposed to deal with identified issues.

It must be stressed that the current situation is highly uncertain and liable to change. At the time of writing, a range of options remain open, including a no deal Brexit. The Prime Minister will be negotiating with EU partners and due to return to Parliament on the 14th February for a vote on a final deal.

Joanne Hyde

Portfolio: Leader

Strategic Director Corporate Resources

Report Contact: Phil Witcherley

Overview & Scrutiny Area: Corporate: All

Phone: (01274) 4312541

E-mail: phil.witcherely@bradford.gov.uk

Report Contact: Kevin Brain

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Phone: tbc

[Email kevin.brain@bradford.gov.uk](mailto:Kevin.brain@bradford.gov.uk)

1. SUMMARY

- 1.1 The current Brexit situation is uncertain. At the time of writing (30 January 2019), it is unclear what the final position on Brexit will be. As a result, the content of this paper, and Bradford's approach to the issues, is likely to evolve rapidly.
- 1.2 This report advises members on progress to date in Bradford Council in preparing for the impact of Brexit. It identifies issues raised and the actions proposed to deal with these issues. There is a particular focus on a no deal Brexit but most of the issues and actions identified apply whichever Brexit scenario unfolds.
- 1.3 Clearly, Bradford is not the only authority affected by these issues and we are working with the LGA, Chambers of Commerce, our Local Resilience Forum and other bodies to share intelligence, work together on plans and understand the issues and mitigations as events unfold. As part of this process, we are observing what other areas are doing to prepare for Brexit, learning and building on best practice.

2 BACKGROUND

- 2.10 Following on from the EU referendum vote to leave the European Union, the UK Parliament legislated to leave the EU on the 29th March 2019. An initial review of the EU Referendum was produced for Executive in September 2016, the *EU Referendum Response Plan*, and a report was taken to Corporate Overview and Scrutiny Committee on 6th October 2016.
- 2.11 A motion at Full Council, January 15th 2019, recognised the importance of involving all councillors in our overall approach to prepare for Brexit **in advance of a version of this report** going to Executive in March. This motion also asks for the Chief Executive to prepare a report on the plans for supporting the District through Brexit which contains an update on *how we are supporting our own valued council staff who originate from other EU countries*. This paper covers these issues.
- 2.12 Since the Brexit referendum, the Council has been monitoring developments. A mid-year review (January 2018) of the Council's Annual Governance Statement included an update on the latest Brexit position and was considered by the Council's Governance & Audit Committee. More recently, as events have unfolded, Bradford Council has stepped up its own preparations for Brexit with a particular focus on the issues raised by a no deal Brexit. This report summarises the approach as it currently stands.
- 2.13 The defeat of the Government's proposed Withdrawal Agreement, on the 15th January 2019, means that a no deal Brexit remains a possibility. The latest position (30th January) is that Parliament voted for an amendment to the

Withdrawal Agreement which requires *alternative arrangements to avoid a hard border with Northern Ireland*. Parliament also voted for a non binding amendment that *rejects leaving the European Union without a Withdrawal Agreement and Framework for the Future Relationship*. The Government now has until the 14th February to try and negotiate changes to the Withdrawal Agreement to *secure significant and legally binding changes* to the Backstop arrangement. If the Government cannot secure amendments to the Withdrawal Agreement that commands both a majority in the Commons and the agreement of the EU, and there is no extension of Article 50, the default legal position is that the UK will leave the EU on 29 March 2019 without a deal.

- 2.14 In the event of a no deal exit, there will be no transition period for the UK to leave the EU. EU law, regulations and trade agreements will cease to apply to the UK immediately after 11pm on 29 March 2019. The UK will assume third party status and resort to World Trade Organisation Rules. The Withdrawal Bill sought to incorporate EU regulations into UK law, the extent to which this is completed before the 29th March will determine the extent to which risk will be mitigated.
- 2.15 Given the current situation, any Brexit risk assessment is hedged with uncertainties, gaps in knowledge and liable to change. We all have a responsibility not to overstate any potential issues. Nevertheless, it is important that we assure ourselves that we have plans in place to deal with any potential consequences. This is why we are working closely with partners in Government and regionally, as part of the Local Resilience Forum work and other partnership activity (such as working with the Health sector on workforce and the Chambers of Commerce and the WYCA on communications with the business community).

2.2 Potential Issues Posed by Brexit and Actions to Address the Issues

- 2.21 There are a number of issues that we need to prepare for in advance of Brexit. These are summarised in this section.

2.22 The Council's EU Workforce

What are the potential issues?

- 2.23 Once the UK leaves the European Union, EU citizens will need to apply for settled status to secure the right to live and work in the UK and gain access to benefits and public services. The scheme opens fully on the 30 March 2019. However, on the 21st January it was opened to those with an EU passport and non EU citizens who have an EEA residence card or EEA permanent residence card, issued following an application made on or after the 6 April 2015.

This has a number of implications including that:

- Whilst EU citizens in the Council workforce are legally entitled to live and work in the UK by securing settled status, we need to ensure that they are aware of this entitlement and support them through this process.
- EU citizens who live and work in the Bradford District are aware of and can access the settlement scheme.
- Key sectors, such as the health and social care workforce, prepare for potential workforce shortages in order to ensure continuity of service delivery.

What are we doing on this?

2.24 The following work is already being undertaken.

- HR colleagues have scoped what the Council would need to do to implement a scheme to support settlement status application and are gathering nationality data on employees. Our HR recording has been amended so that employees can state their specific nationality in order to ensure we can assess the number of staff with EU citizenship.
- The Council are communicating directly with employees. This is both to reassure our employees and emphasise how much we value them, and to give guidance on available support.
- Existing Home Office Communications material on the Settlement Scheme will be distributed to all tier 4 managers to allow them to support members of their teams through the process.
- Residents will be signposted to settlement scheme and business preparation guidance from the Home Office through material sent out with rates bills.

2.25 The current position, as described on the Settlement Scheme website, is that *there will be no fee when the scheme opens fully on 30 March 2019. Anyone who has applied already, or who applies and pays a fee during the test phases, will have their fee refunded.*

2.26 As noted above, we are currently gathering data on how many employees are eligible for settlement status in order to identify support and guidance needs. National estimates suggest that 7% of the workforce are EU citizens. If Bradford Council is similar, then there will be around 560 eligible staff.

2.27 **We would welcome views of the committee about our current plans to support our staff through the settlement process following Brexit.**

2.28 **Wider Workforce**

What are the issues?

- 2.29 The consensus amongst economic forecasters is that a no deal Brexit will lead to a sharp down turn in the economy. The impact on the business community is expected to be “deep and not wide”, more than 75% of the impact of a no deal Brexit will fall on 5 sectors. The impact will vary dependent on whether the business:
- Exports to the European Union
 - Is part of a global supply chain (such as in the automotive and aeronautic parts industry prevalent in Keighley and Baildon)
 - Relies on migrant labour
 - Relies on EU subsidies and grants such as the R&D sector and agriculture.
- 2.30 Eastern European nationals have become an increasingly important part of the local labour force in Bradford since the mid 2000s. Employment is in a range of sectors but concentrated in manufacturing, retail, hospitality, construction, health and social care.
- 2.31 The Health and Social Care workforce is the largest employment sector in Bradford – 31, 000 employees are in this sector out of an employee workforce of approximately 200,000 in the Bradford District. This is 1 in 7 of the workforce. Nationally, around 6% of the health and social care workforce are estimated to be of EU origin. It is difficult to get accurate figures for Bradford but Skills for Care, based on national survey data, estimate around 3% of the social care workforce to be of EU origin. This is likely to be an underestimate.
- 2.32 Workforce Sectors Most Likely to be Affected by Brexit and the implications for Bradford**
- 2.33 A report in 2018 by Oliver Wyman found that over three quarters of the impact of Brexit will be shouldered by only five sectors (Financial Services, Automotive, Agriculture, Food and Drink and Chemicals and Plastics).
- 2.34 The implications for Bradford businesses may not be the same as national trends (for example, our local financial services sector tends to serve a domestic market so may not be as affected by Brexit). Table 1, below, provides an indication of what a no deal Brexit could mean in terms of scale of employers and employees in the district affected.

Table 1: Employment Profile in the Five Sectors Most Affected by Brexit

Sector	<i>Employment in Bradford</i>	<i>% of employment in Bradford</i>	<i>% of employment nationally</i>	<i>Key businesses in the district</i>
<i>Financial Services</i>	7,900	7.7	10.2	Provident / Yorkshire Building Society / Santander/ Natwest/ UKAR / Congregational /TL Dallas/
<i>Automotive</i>	5,900	2.9	2.7	JCT 600 / Borg Warner / Federal Mogul / Autoelectric / M1Engineering / Gesipa
<i>Agriculture</i>	950	0.4	1.6	None of note – mostly small farmers – sheep and dairy farming mainly
<i>Food and Drink</i>	5,600	2.7	1.3	Farmers Boy / Seabrook/ Sparks / Princes / Mumtaz / J Wild/ Aagrah/ Premier Foods / Timothy Taylor / Yaadgaar / ABF / McCambridge
<i>Chemicals and plastics</i>	3250	1.5	0.9	BASF / Kemira/ Nufarm / Styrene / Christeyns / Whiteghyll / McBride

What are we doing?

2.35 As part of Bradford Council’s work in preparation for Brexit, we are engaging with partners such as the Chamber of Commerce to gain a better understanding of business concerns around a no deal Brexit and the implications for employment and economic output in the district.

- 2.36 The Chamber of Commerce has a Brexit preparedness toolkit and we are raising awareness of this and the Home Office toolkit on the settlement scheme. This is being done through signposting and guidance delivered with Bradford Rate Bills and by working with the local economic partnership. Business workshops were held at the end of 2018 by the European Enterprise Network, in cooperation with the Local Economic Partnership and Department for Industry and Transport. The Network is recording business enquiries on its customer relationship database and the Local Economic Partnership has guidance pages on its website.
- 2.37 We are working with NHS partners, and others on the health and social care workforce, as there are already labour shortages in this sector (regardless of Brexit). This work includes setting up a Health and Social Care Industrial Centre of Excellence which will improve the numbers of people coming into these professions.
- 2.38 In the short term, the Department of Health and Wellbeing and Children's Services are planning to work with NHS and other partners to ensure that the existing EU workforce is supported. We know that many of our partners (especially the NHS) are planning to support their EU workforce in a similar way to the Bradford Council Workforce plans outlined above.

2.39 Supporting Vulnerable residents

What are the potential issues?

- 2.40 The demographic profile of Bradford means that there are large numbers of people within our community who fall into the category of vulnerable groups in relation to the settlement scheme. Particular problems are posed by issues such as lack of documentation, levels of literacy, access to online facilities and so on.
- 2.41 The Home Office have recognised the specific difficulties vulnerable groups might face. They have established a vulnerable groups settlement scheme fund of £9 million. **This money is only open to voluntary and community groups. Local authorities cannot bid for this money.**

What are we doing?

- 2.42 We are working closely with partners in the voluntary and community sector to develop a bid. To date, this has included identifying partners, identifying a lead partner, and scoping how support might be developed. At the time of writing, there were potentially two bids being submitted. One bid covering both areas of Leeds and Bradford, another focussing specifically on Bradford. In addition, the Council is looking at ways in which we can work with communities to support vulnerable residents through the settlement process.

- 2.43 We are hosting a community consultation event on the 13th February. This event is organised with partners in the Bradford Hate Crime Alliance and focuses on identifying any issues faced by vulnerable groups in our community and how best we communicate and reassure vulnerable communities through the Brexit process.
- 2.44 As a Corporate Parent, the Council is responsible for securing the settled status of any eligible Looked After Children. We have begun to identify how many children are eligible – a difficult process given that some children and their families arrived without documents such as birth certificates and passports. Provisionally, we may have up to 96 eligible children. A lead officer has been appointed to manage the process of application and we are liaising with a partner authority which ran a pilot scheme for looked after children, to ensure best practice.

2.45 Funding and Public Finances

What are the potential issues?

- 2.46 Government economic forecasts highlight that a no deal Brexit is considered the worst scenario. The Treasury estimates that over a 15 year period the economy will be 7.7% smaller if there is a no deal exit, than it otherwise would have been. For Yorkshire and the Humber, the Treasury estimates the economy being 8% smaller if there is a no deal Brexit than it would have been in a negotiated exit or remaining in the EU. The Bank of England estimates that the Yorkshire and Humber regions will lose 7-10% productivity two year after leaving the EU in the event of a no deal Brexit.
- 2.47 If these forecasts are correct, the contraction in the UK economy will lead to a reduction in tax receipts and potentially the funding available for Local Government. A reduction in economic activity would also have an impact on locally collected taxes (particularly business rates).
- 2.48 Any short or long term supply constraints in the event of a no deal Brexit may also increase the cost of delivering Council services.
- 2.49 Preparations for Brexit are delaying decisions on national policies which will impact on Local Authorities. This includes finalising the financial settlement for local authorities and confirming decisions on specific streams of project funding. Also, the preparations for Brexit impose an additional financial burden on local authorities.

What are we doing?

- 2.50 As part of the Local Government Finance Act, the Section 151 officer is required to determine the robustness of the budget and the adequacy of the level of the Council's reserves set against an assessment of a variety of risks facing the Council, Brexit being one such example. Our Budget setting process and

medium term financial strategy includes considerations around potential risks to the budget, including the impact of Brexit.

- 2.51 The Government announced (28th January) that they would make additional funds available to help Local Authorities prepare for Brexit. For Bradford this means that £210, 000 will be available, spread over two years 2019-2021 (£105,000 per year). The Government state that *Councils will decide how to allocate their funding. It is expected that money will be spent on resources like recruiting extra staff to ensure councils have the capacity to provide timely and accurate information to residents who have questions on how Brexit will affect them.*
- 2.52 Given this was announced only days before this paper had to be completed to feed into committee secretariat, we are now considering how best to target this money to support Brexit preparations and would welcome views from this committee on how best to use this additional funding.

2.53 Supply Chain Disruption

What are the potential issues?

- 2.54 Whilst the risk is currently low, there have been some suggestions that some supply chain issues might occur in a no deal Brexit. The most immediate issues often cited are:
- The impact of disruptions to supply chains caused by any delays in imports, price rises or panic buying/stockpiling which could create shortages of essential goods.
 - The impact of a general economic slowdown due to a range of potential impacts: labour market shortages, business relocations, supply chain difficulties, price rises leading to lower sales and profitability for companies.

What are we doing?

- 2.55 As part of our standard emergency planning approach, the Council has existing contingency plans for a number of scenarios. This includes a 30 day reserve supply of fuel and a standard contingency planning for fuel disruption. This will ensure that the council can still continue to run key services in the event of a disruption to fuel supply.
- 2.56 Services are reviewing existing contracts to identify impacts in the event of disruptions to imports coming from Europe, the potential impact on delivery and how this might be mitigated. This is most likely to be a problem for businesses that rely on “just in time” delivery, in the event of any problems at ports.

- 2.57 As the uncertainty around Brexit continues, the Council is preparing for an increase in demands for guidance, advice and reassurance, and for media stories about the impact of Brexit in terms of potential shortages to foodstuffs, fuel and supply chains for business.
- 2.58 We are working to develop how we can use ward networks, provide briefing and support to members in responding to questions on Brexit and providing scripts for Council contact centres to help reassure and advise the public on issues as they evolve.

2.59 Procurement Processes, Regulation and Inspection Systems:

What are the potential issues?

- 2.60 In a no deal exit, where the UK becomes a third partner, the whole systems of rules, regulations and procedures used in the EU can no longer be relied on. The key immediate issues are:
- The status of legal contracts and commercial arrangements with EU companies would be unclear because the UK would become a “third country” overnight.
 - Regulation and inspection framework changes may impact on Bradford Council services, other public sector partners and businesses.
 - Increase in demand on environmental health if there are increased demands for inland inspection and increased demand for Export Health Licences.

What are we doing?

- 2.61 Work with national government is on-going to develop understanding of what will replace the OJEU procurement framework. The government position is that *a replacement UK-specific e-notification service will be made available. Changes to the procurement rules will be made via amendments to existing legislation, to ensure continued operability.*
- 2.62 The Council is undertaking a review of existing contracts with EU providers. Services are conducting reviews of their own contracts and how they might be affected by different Brexit scenarios.
- 2.63 Existing contracts that cover critical supplies essential to continuing service delivery are being reviewed to assess resilience to supply chain disruptions.

2.64 Communications and Community Leadership

What are the potential issues?

- 2.65 If the current levels of uncertainty continue, we are expecting an increase in demand for advice and guidance services and leadership, as business, community groups and residents look to the Council for reassurance and information.

What are we doing?

- 2.66 The Council is preparing for an increase in demands for guidance, advice and signposting services. This will cover all the key issues identified earlier and include our partnership working. We are developing a corporate communications strategy. Lead officers have been identified and planning discussions are taking place. As noted above, the strategy will address a range of areas. It will include ensuring training and guidance is available to support both members and officers; preparing scripts for contact centres; the development of signposting services and work with ward officers and neighbourhood teams. More generally, it will include ensuring we have signposting to guidance and advice services offered by Government, public sector partners, voluntary and community organisations and business sector partners, such as the Chamber of Commerce and West Yorkshire Combined Authority.

3 OTHER CONSIDERATIONS

- 3.1 There is a great deal of work taking place in regional bodies such as the WYCA. For example, issues relating to trading standards are dealt with at this level. Government is working with LRFs on contingency planning.

- 3.2 Brexit clearly has implications for many of our partners and we are working with them. This includes the following activity:

- NHS - we are keeping in touch with the leads in each local NHS organisation working on the implications of Brexit and making sure there is alignment to our own approach; especially on workforce and supplies of critical medicines (in a no deal Brexit).
- Police - we are working closely through the Local Resilience Forum framework to understand the issues raised by a no deal Brexit and how we prepare for these.
- CVS sector - we attended a CNet event on Brexit and are working with the VCS alliance on issues related to Brexit. This includes encouraging the sector to apply for the Home Office funding scheme to support vulnerable EU residents to achieve settlement status.
- Business community - we are working with partners, such as the Chambers of Commerce and the Combined Authority Local Enterprise Partnership, to understand the current views and plans of the business community, and doing what we can to roll out supportive communications through our economic development teams.

- Bradford University – we are in regular dialogue with the University on the workforce and research implications of Brexit.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The budgetary implications are difficult to estimate– especially given that the type of Brexit is unknown, although there is provision in the Budget. HR is leading on support for employees with the settlement scheme. A communication strategy will be crucial to the Council’s Leadership role and is being developed.

4.2 The overall financial and resource implications will depend on which Brexit scenario unfolds.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 Brexit affects all the service provision and governance functions of the Council.

6. LEGAL APPRAISAL

6, 1 Unknown, as yet, and will depend on the outcome of Brexit.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.2 The full impact of Brexit on protected groups is unknown and will, in part, depend on the type of Brexit.

7.2 SUSTAINABILITY IMPLICATIONS

7.21 These are unknown as yet.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

7.31 None directly arising from this report.

7.4 COMMUNITY SAFETY IMPLICATIONS

7.41 We are working with the Police and the Local Resilience Forum to understand and mitigate for any potential threats that might arise.

7.5 HUMAN RIGHTS ACT

7.51 None directly arising.

7.6 TRADE UNION

7.61 Will be consulted, where necessary, in relation to workforce issues.

7.7 WARD IMPLICATIONS

7.71 Unknown, as yet, but neighbourhood teams will play a role in monitoring area impacts and offering guidance and advice where necessary.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

7.81 None directly arising from this report.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

7.91 Identified in section 2 in relation to Looked After Children.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.11 None arising.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 Not applicable.

9. OPTIONS

9.1 Not applicable.

10. RECOMMENDATIONS

10.1 That the Committee note the report and offer their views on the issues and actions identified.

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Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 14 February 2019

AE

Subject:

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2018/19

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
Email: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19, which is attached as appendix 1 to this report.

2. BACKGROUND

- 2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).

- 3.2 The remit of this Committee also includes:

- the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
- supporting the Executive through its contribution towards the improvement of the Council’s performance;
- co-ordinating the development of the Overview and Scrutiny role within the Council.

- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.

- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Maintaining and Overview of the Councils Financial position, is a key area of work for the Corporate Overview and Scrutiny Committee.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

A key priority of work for this Committee related to the Overview and Scrutiny of the strategies, plans, policies, functions and services directly relevant to the priority of Safer and Stronger Communities.

As well as this, the Corporate Overview and Scrutiny Committee is also the authority's Crime and Disorder Committee under the provisions of Section 19 of the Police and Justice Act 2006.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2018-19 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

- 9.1 That members consider and comment on the areas of work included in the work programme.
- 9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2018-19 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 18th July 2018 at City Hall, Bradford.			
Chair's briefing 27/06/2018. Report deadline 05/06/2018.			
1) 2017-18 Annual Finance and Performance Report.	The Councils overall finance and performance position at the end of 2017-18.	Andrew Crookham/Philip Witcherley.	To be considered by the Executive on 10 July 2018.
2) First Quarter Financial Position Statement.	The forecast financial position as at 30 June 2018.	Andrew Crookham.	To be considered by the Executive on 10 July 2018.
3) Domestic Violence Commissioning.		Liz Barry/Sarah Possingham.	
4) Draft 2018-19 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt	
Thursday, 13th September 2018 at City Hall, Bradford.			
Chair's briefing 28/08/2018. Report deadline 30/08/2018.			
1) Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) LGA Peer Review.	Progress against the Improvement Plan be considered in 12 month time.	Philip Witcherley/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	David Cawthray.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017. Was due to be considered on Thursday 19 April 2018, but meeting was cancelled.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt	

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Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 11th October 2018 at City Hall, Bradford.			
Chair's briefing 19/09/2018. Report deadline 27/09/2018.			
1) Industrial Services Update.		Peter Keeley.	Request from members. Scheduled Thursday meeting for consideration on Thursday 19 April 2018 was cancelled.
2) Bradford Councils Workforce Development Strategy 2015-2021.	12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty/Christopher Farquhar.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
3) Risk Management across the Council.		Mark St. Romaine.	Corporate Overview and Scrutiny Committee recommendation from Thursday 25 January 2018.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
1) Second Quarter Finance Position.		Andrew Crookham/Andrew Cross.	
2) Mid Performance Outturn Report.		David Walmsley/Philip Witcherley.	
3) Consultants Framework for Construction Related Professional Services.	£2m plus Procurement Contract.	Emma Prest/Emma Darby/Ben Middleton/Paul Egan.	Constitutional requirement.
4) Principal Contracts Framework.	£2m plus procurement contract.	Emma Prest/Emma Darby/Ben Middleton/Paul Egan.	Constitutional requirement.
5) Families First Programme.	A progress report be submitted in 12 months time.	Martyn Stenton.	Corporate Overview & Scrutiny recommendation from Wednesday 22 December 2017.
6) Draft Poverty Strategy for the District.	Was due to be considered on Thursday 11 October 2018 - but now deferred.	Steve Hartley/Helen Johnston.	Corporate O&S recommendation from Thursday 25 January 2018 for this to be considered in June 2018.
7) Council Tax.		Martin Stubbs.	

Corporate O&S Committee
 Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
8) Business Rates. 9) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Martin Stubbs. Mustansir Butt.	
Thursday, 22nd November 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 13th December 2018 at City Hall, Bradford.			
Chair's briefing 21/11/2018. Report deadline 29/11/2018.			
1) Equality Objectives.	12 month progress update.	Philip Witcherley/Kathryn Jones.	Corporate Overview and Scrutiny Committee recommendation from Thursday 26 October 2017.
2) District Plan Progress Report.	Performance and Resourcing.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Recommendation from Wednesday 20 December 2017.
3) Safer Communities Plan and Quarter 1 Performance.	To be considered in June 2018. That a progress report on the Bradford District Safer and Stronger Communities Strategic Plan 2017-20 be considered in 12 months time, which includes outcomes and indicators.	Ian Day/Rebecca Trueman.	
4) Stronger Communities Strategy.		Ian Day.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
5) Overview and Scrutiny Annual Report. 6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt. Mustansir Butt.	Constitutional requirement.
Thursday, 24th January 2019 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 14th February 2019 at City Hall, Bradford.			
Chair's briefing 23/01/2019. Report deadline 31/01/2019.			
1) Third Quarter Financial Position Statement.	To also include detailed information in relation to the financing of Childrens Social Care - Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.	Andrew Crookham.	
2) Period Poverty.		Sarah Possingham.	Council resolution and then referral fro Health & Social Care O&S.
3) Implementation of Universal Credit across the District.	To focus on the roll out of Universal Credit.	Martin Stubbs.	Corporate Overview & Scrutiny Recommendation from Wednesday 21 February 2018.
4) Brexit.		David Walmsley/Phil Witcherley.	Council resolution from Tuesday 15 January 2019.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Tuesday, 19th February 2019 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 14th March 2019 at City Hall, Bradford.			
Chair's briefing 20/02/2019. Report deadline 28/02/2019.			
1) The West Yorkshire Police and Crime Commissioner be invited to attend to discuss with members key safer communities issues.		Mark Burns-Williamson.	Corporate Overview and Scrutiny Recommendation from Thursday 13 September 2018.
Thursday, 21st March 2019 at City Hall, Bradford.			
Chair's briefing 26/02/2019. Report deadline 07/03/2019.			
1) Updated Prevent Programme for the District.	To include details of the new programme.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 21st March 2019 at City Hall, Bradford.			
Chair's briefing 26/02/2019. Report deadline 07/03/2019.			
2) People Can.	Report should include details relating to People Can projects and activities, along with key outcomes for each project and activity. Also to cover how People Can activity is being co-ordinated across the Council; considering community development as part	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
3) Gambling.		John Major/Tracie McLuckie/Bev Maybury/Ralph Mustansir Butt.	Corporate Overview and Scrutiny Recommendation from Thursday 11 October 2018.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.		
Thursday, 11th April 2019 at City Hall, Bradford.			
Chair's briefing 20/03/2019. Report deadline 28/03/2019.			
1) West Yorkshire Combined Services.		Susan Betteridge.	Member request.
2) Quarter 4 Finance Position Statement 2018-19.		Andrew Crookham/Tome Casleton/Andrew Cross.	
3) Local Government Association Corporate Peer Challenge and Improvement Action Plan.		Philip Witcherley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
4) Managing Attendance Scrutiny Review.	Review findings and recommendations.	Mustansir Butt.	
5) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview & Scrutiny.	Mustansir Butt.	
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	

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Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 New Ways of Working.	Scrutiny Review. Could possibly link in with the Managing Attendance Scrutiny Review.	Mustansir Butt.	
2 Quarterly Performance reports.		Philip Witcherley.	
3 Effectiveness of Bradford Councils approach and key Partners towards tackling dangerous driving throughout the District.		Mustansir Butt.	Member request.
4 Gambling.	Implementation on new Strategy.		Request from Cllr Richard Dunbar.
5 West Yorkshire Joint Services.		Susan Bettridge.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September
6 Financing for regeneration of building on Godwin Street, Bradford BD1 2SU formerly occupied by the Odeon.	Report on options for the financing in respect of the project led by Bradford Live / The NEC.	Andrew Crookham.	
7 Decision making process in relation to major capital projects, including the cost benefit analysis process.		Andrew Crookham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November
8 Report outlining the value to Bradford Social Value has been in residents arising from monies spent on such contracts.	Duncan Farr.	Links with Social Value. Corporate Overview & Scrutiny Committee	To be considered in the new Municipal Year, once place for 12 months. recommendation from
9 Poverty. Committee	Progress report in relation to the work of the Bradford District Anti Poverty Co-ordination Group and progress against the delivery plan.	Witcherley/Helen Johnston.	Steve Hartley/Phil Corporate Overview & Scrutiny recommendation from Thursday 15 November

Corporate O&S Committee

Agenda item	Item description	Author	Comments
10 Council Tax. 2018.	12 month progress report.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November
11 Business Rate Collection. 2018.	That a progress report be presented in twelve months time.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November
12 Orgainsational Procurement Strategy.		Duncan Farr.	Request from Corporate O&S Chair.
13 Equality Objectives.	Progrees reportb in 12 months, to specifically focus on the delivery of key outcomes.	Phil Witcherley/Kathryn Jones.	Corporate O&S recommendation from Thursday 13 December 2018.
14 Bradford District Annual Plan Progress Report 2017-18.	12 month progress report.	Philip Witcherley/Kathryn Jones.	Corporate O&S recommendation from Thursday 13 December 2018.
15 A schedule of scrutiny reviews into the area of Safer Communties be developed.		Mustansir Butt.	Corporate Overview and Scrutiny Recommendation from Thursday 13 December 2018.
16 Detailed Scrutiny Review into the effectiveness of Brtadford Council and 2018.	its partners in addressing hate crime across the District.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 December
17 Detailed Scrutiny Scrutiny Review into the effectiveness of Bradford Council 2018.	and its partners in tacklintg domestic completeion violencve across the District. completion	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Thuirsday 18 December To begin this Scrutoiny Review upon the of the commissioning process and on the of the hate crime scrutiny review.
18 Bradford District Safer Communties be provided, with the Partnershpo Performance Report and	Ian Day/Rebecca		12 month progress report. Quartelry electronic performance reports to Corporate Overview & Scrutiny Committee oppurtuiny to raise any concerns which may require addressing. Trueman.

recommendation from Thursday 18 December 2018.
Delivery Plan.

Corporate O&S Committee

Agenda item	Item description	Author	Comments
19 Stronger Communities Strategy, Committee (Integrated Communities Strategy) 2018. and Delivery Plan.	Progress against the Stronger Communities Strategy Delivery Plan be provided in 12 months, which should also specifically focus on the outcomes of projects being delivered as part of the programme, as well as highlighting the positive outcomes from "Test and Learn", so that work which has not been successful is not repeated.		Ian Day. Corporate Overview & Scrutiny recommendation from Thursday 18 December
20 Draft Digital Strategy.		David Cawthray.	
21 Draft IT Strategy.		Keith Hayes.	

