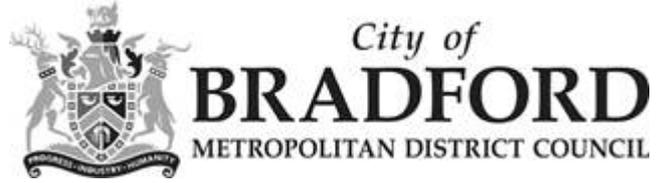


Public Document Pack



Agenda for a meeting of the Executive to be held remotely on Tuesday, 2 February 2021 at 10.30 am

Members of the Executive – Councillors

| |
|---------------------|
| LABOUR |
| Hinchcliffe (Chair) |
| I Khan |
| Ross-Shaw |
| Ferriby |
| Jabar |
| Farley |

Notes:

- A webcast of the meeting will be available to view live on the Council's website at <https://bradford.public-i.tv/core/portal/home> and later as a recording.
- Any Councillors and members of the public who wish to make a contribution at the meeting are asked to email jill.bell@bradford.gov.uk & yusuf.patel@bradford.gov.uk by **10.30 on Thursday 28 January 2021** and request to do so. In advance of the meeting those requesting to participate will be advised if their proposed contribution can be facilitated and those participants that can be will be provided with details how to electronically access the meeting. Councillors and members of the public with queries regarding making representations to the meeting please email Jill Bell & Yusuf Patel.
- Approximately 15 minutes before the start time of the Executive meeting the Governance Officer will set up the electronic conference arrangements initially in private and bring into the conference facility the Portfolio Holders, the Chief Executive and the Council's legal advisor so that any issues can be raised before the start of the meeting. The officers presenting the reports at the meeting of the Executive will have been advised by the Governance Officer of their participation and will be brought into the electronic meeting at the appropriate time.

From:

Parveen Akhtar

City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

Phone: 01274 434580/4579

E-Mail: jill.bell@bradford.gov.uk / yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. 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.*

2. MINUTES

Recommended –

That the minutes of the meeting held on 1 December 2020 be signed as a correct record (previously circulated).

(Jill Bell - 01274 434580)

3. 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.

(Jill Bell - 01274 434580)

4. **RECOMMENDATIONS TO THE EXECUTIVE**

To note any recommendations to the Executive that may be the subject of report to a future meeting. (Schedule to be tabled at the meeting).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

C. PORTFOLIO ITEMS

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|--|
| <p style="text-align: center;">EDUCATION, EMPLOYMENT AND SKILLS PORTFOLIO & DEPUTY LEADER</p> |
|--|

(Councillor I Khan)

5. **DETERMINATION OF PRIMARY AND SECONDARY ADMISSION ARRANGEMENTS**

1 - 38

The report of the Strategic Director of Children's Services (**Document "DF"**) asks the Executive to determine the admission arrangements for September 2022/23 including:

- Approving the Admission Arrangements for Community and Voluntary Controlled Schools.
- Approving the Co-ordinated Admission Schemes for Annual and In-Year Admissions.
- Noting the 'own admission authority schools' proposing changes to their admission policies.
- Noting Published Admission Numbers.

Recommended -

- (1) **That the Executive approve the Primary and Secondary Admission Arrangements.**

- (2) That the Executive approve the Primary and Secondary Co-ordinated Admissions Scheme.
- (3) That the Executive approve the In-Year Co-ordinated Admissions Scheme.
- (4) That the Executive note the proposed changes to the admission arrangements for own admission schools listed in 3.1
- (5) That the Executive note the Published Admission Numbers contained in Appendix F.

(Children's Services Overview & Scrutiny Committee)

(Mariam Haque – 01274 431078)

B. STRATEGIC ITEMS

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|---|
| <p>LEADER OF COUNCIL & CORPORATE</p> |
|---|

| |
|--|
| <p><i>(Councillor Hinchcliffe)</i></p> |
|--|

6. MEETINGS OF COUNCIL AND THE EXECUTIVE 2021/22 39 - 44

The report of the City Solicitor (**Document "DJ"**) recommends a schedule of ordinary meetings for Council and the Executive for the municipal year 2021/22.

Recommended -

- (1) That the schedule of meetings of the Executive for 2021/22 as set out in appendix 1 to Document "DJ" be approved.
- (2) That it be a recommendation to the annual meeting of Council that the ordinary meetings of Council for 2021/22 as set out in appendix 1 to Document "DJ" be approved.

(Corporate Overview & Scrutiny Committee)

(Jill Bell – 01274 434580)

7. CAPITAL INVESTMENT PLAN 2021-22 TO 2024-25 45 - 128

The Director of Finance will present a report (**Document "DC"**) that presents in Section A the Council's Capital investment Plan 2021-22 to 2024-25.

Section B presents an updated Capital Strategy for 2021-22. This strategy underpins the spending proposals within the Capital Investment Plan.

Section C presents the Investment Strategy for 2021-22. This provides an update to the Investment Strategy, with particular reference to

recent Government announcements. Appendix 4 to this section also includes a financial update around the Housing Revenue Account.

Recommended -

- (1) Executive is asked to note the contents of Document “DC” and to have regard to the information contained within this report when considering the recommendations to make to Council on the CIP for 2021-22 at their meeting on 16 February 2021.**
- (2) That the HRA Business Plan and the recommendations set out in Appendix 4 be approved.**

(Corporate Overview & Scrutiny Committee)

(James Hopwood – 01274 432882)

8. QTR.3 FINANCE POSITION STATEMENT FOR 2020-21

129 -
198

The report of the Director of Finance (**Document “DK”**) provides Members with an update on the forecast financial position of the Council for 2020-21.

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 Executive

- (1) Note the contents of Document “DK”**
- (2) Approve the £9.5m of continued investment in priority areas as outlined in section 4 of Document “DK”, to be funded from Covid related grant monies.**
- (3) Approve the following capital expenditure schemes as outlined in section 16.8 of Document “DK”**
 - **£0.975m for the replacement, upgrade and extension of CCTV core network infrastructure for the district. This is a scheme approved by Executive previously and was held in ‘Reserve’ schemes**
 - **£0.483m additional funding for the Alternative Fuel Centre.**
 - **£0.02m to purchase new welder equipment to be funded by the general contingency budget.**
 - **£0.075m for the Ilkley Parking Scheme. This is an invest to save scheme and the additional income will fund the capital financing costs.**

(4) Note the following has been approved under Section 1.7 of the Financial Regulations as outlined in section 16.10 of Document “DK”

- **£1.2m additional costs for the City Centre Darley Street Market, to be funded by service revenue budget and prudential borrowing.**
- **£0.3m to enable the purchase of remote cameras and completion of hot spot site prevention works. This is a scheme approved by Executive previously and was held in ‘Reserve’ schemes**
- **£0.04m for emergency works to replace the decking planks on the Buck Mill Footbridge**
- **The movement of £0.665m from the Sports Pitches Reserve Scheme to the Wyke Community Sports Hub project.**

(Corporate Overview & Scrutiny Committee)

(Andrew Cross – 07870 386523)

9. 2021-22 BUDGET UPDATE

199 -
270

On 1st December 2020 the Executive approved budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions.

The report of the Director of Finance (**Document “DE”**) provides the Executive with an update on national announcements and local decisions. It also identifies issues and uncertainties which could still have a bearing on the final size of the budget for 2021-22 and future financial years.

Executive will need to have regard to this report when considering the recommendations to make to Council at their meeting on 16th February 2021 in advance of Budget Council on the 18th February 2021

Recommendations

Executive are asked to note:

the contents of Document “DE” and to have regard to the information contained within this report when considering the recommendations to make to Council on a budget for 2021/22 at their meeting on 16 February 2021.

That in accordance with Section 149 of the Equality Act 2010, the Executive has regard to the information contained in Appendix B and the Annex to Appendix B together with the equality assessments when considering the recommendations to make to the Council on budget proposals for 2021-22.

(Corporate Overview & Scrutiny Committee)

(Andrew Cross – 07870 385532)

10. MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY 271 -
306

To receive the minutes of the meeting(s) of the West Yorkshire
Combined Authority held on 4 September, 10 November and 27
November 2020.

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER

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CURRENT DISPENSATIONS AND DISCLOSURES OF INTEREST

DISPENSATIONS

Executive 2nd and 16th February 2021

Due to the number of Councillors who have a relevant Disclosable Pecuniary Interest (DPIs) there is a real risk that without a dispensation, a significant number of Councillors would be required to declare an interest and as such be prevented from participating in the decision making process.

It is in the interests of the citizens of the Bradford District that they are represented by their democratically elected Councillors in the process of setting the Council's Budget.

The Council's Code of Conduct also requires that where a Member has another interest in a matter to be discussed which should be declared in the public interest, it should be declared at the meeting.

On the same grounds as the case for dispensations in respect of DPIs, I have advised that Members who have personal interests where there is or may be a conflict of interest should also not be prevented from speaking and voting in the process of setting the Council's Budget owing to the number of Councillors likely to be affected

Having consulted the Chair of Standards Committee, under my delegated powers I have -

1. Granted a dispensation to the Members of the Executive who have requested one, to enable them to participate in full in the process of recommending the Council's Budget.
2. Requested the Executive to note my advice that personal interests that may give rise to a perception of a conflict of interest shall not prevent Members from speaking and voting at the Executive Budget meetings.

Parveen Akhtar
29th January 2021

DISCLOSURES OF INTEREST

Executive 2nd and 16th February 2021 - DISCLOSURES OF INTEREST

(i) The following Elected Members have been granted dispensations under the Localism Act 2011 in relation to their declared Disclosable Pecuniary Interests relating to employment, sponsorship and land.

EMPLOYMENT

Councillor Imran Khan
Councillor Hinchcliffe

SPONSORSHIP

Councillor Farley
Councillor Hinchcliffe
Councillor Jabar
Councillor Imran Khan
Councillor Ross-Shaw

LAND

Councillor Farley
Councillor Ferriby
Councillor Hinchcliffe
Councillor Jabar
Councillor Imran Khan
Councillor Ross-Shaw

(ii) The following members have disclosed a personal interest in the items on the agenda relating to the Budget 2021-22 and of the nature and description indicated by each category:

Members with a spouse, partner or close relative in the employment of the Council

Councillor Jabar
Councillor Imran Khan

Members employed by or who have a spouse, partner or close relative employed by a voluntary organisation/public body funded by the Council.

Councillor Imran Khan

Members who occupied land or who had a spouse, partner or relative who did or who were directors of companies or sat on the management committee of an organisation that occupies land under a lease or licence granted by the Council.

Councillor I Khan
Councillor Ross-Shaw

Members of other public authorities.

Airedale Partnership
Councillor Ross Shaw

Arts Council North
Councillor Hinchcliffe

Bradford Economic Partnership
Cllr Hinchcliffe
Cllr Ross-Shaw

City Regions Board (LGA)
Councillor Hinchcliffe

Drake and Tonson Foundation
Cllr Farley

Haworth Exhibition Trust
Cllr Farley

Key Cities
Councillor Hinchcliffe
Councillor Imran Khan

Leeds Bradford International Airport – Consultative Committee
Councillor Ross-Shaw

Leeds City Region Local Enterprise Partnership
Councillor Hinchcliffe

Nell Bank Outdoor Education Centre
Councillor Ferriby

Northern Acceleration Council
Councillor Hinchcliffe

Transport for the North
Councillor Hinchcliffe

University of Bradford - Court
Councillor Hinchcliffe

West Yorkshire Combined Authority
Councillor Hinchcliffe
Councillor Imran Khan (alternate)

West Yorkshire Combined Authority Inclusive Growth and Public Policy Panel
Councillor Ross-Shaw

West Yorkshire Combined Authority West Yorkshire & York Investment Panel
Councillor Ross-Shaw

West Yorkshire Combined Authority Business Innovation and Growth Panel
Councillor Ross-Shaw

West Yorkshire Combined Authority Business Investment Panel
Councillor Ross-Shaw

West Yorkshire Combined Authority Employment Skills Panel
Councillor Hinchcliffe
Councillor Imran Khan

West Yorkshire Combined Authority Governance and Audit
Councillor Hinchcliffe
Councillor Imran Khan (alternate)

West Yorkshire Combined Authority Green Economy Panel
Councillor Ferriby

West Yorkshire Combined Authority City Region Partnership
Councillor Hinchcliffe

West Yorkshire Combined Authority Place Panel
Councillor Hinchcliffe
Councillor Ross-Shaw

West Yorkshire Joint Services Committee
Councillor Hinchcliffe
Councillor Imran Khan

Wrose Carnival Management Committee
Councillor Hinchcliffe
Councillor Ross-Shaw

Yorkshire Leaders Board
Councillor Hinchcliffe

Yorkshire Libraries and Information
Cllr Ferriby

Parish Councillors
Councillor Hinchcliffe
Councillor Ross-Shaw

Members who sit on the management committee/ trustee of a voluntary organisation in receipt of Council Funding.

Councillor Ferriby
Councillor Hinchcliffe
Councillor Jabar
Councillor Imran Khan

Members who are members of a Council funded organisation.

Councillor Imran Khan
Councillor Ross-Shaw

Members appointed by the Council to a public body with an interest in the Council's budget

-

Members who are appointed to external bodies

Bradford Business Improvement District
Councillor Ross-Shaw

Bradford City Challenge Foundation Limited
Councillor Imran Khan

Canal Road Urban Village
Councillor Ross-Shaw

City of Film
Councillor Ferriby

Friends of Brackenhill Park
Councillor Jabar

Great Horton Partnership
Councillor Jabar

Ilkley Business Improvement Board
Councillor Ross-Shaw

Keighley Business Improvement District Board
Councillor Ross-Shaw

Ummid/Himmat Management Board
Councillor Jabar

Other Interests

Unison Calderdale
Councillor Jabar

Unison, Unite, GMB, Community

Councillor Hinchcliffe

Members who are school governors

Councillor Farley

Councillor Ferriby

Members entitled to receive an allowance paid by the Council

All members of the Executive in attendance.

Any members who are in receipt of a West Yorkshire Pension Fund pension.



Report of the Strategic Director of Children's Services to the meeting of the Executive to be held on 2 February 2021

Subject:

DF

Determination of Primary and Secondary Admission Arrangements

Summary statement:

This report asks the Executive to determine the admission arrangements for September 2022/23 including:

- Approving the Admission Arrangements for Community and Voluntary Controlled Schools.
- Approving the Co-ordinated Admission Schemes for Annual and In-Year Admissions.
- Noting the 'own admission authority schools' proposing changes to their admission policies.
- Noting Published Admission Numbers.

Mark Douglas
Strategic Director, Children's Services

Portfolio:

Education, Employment and Skills

Report Contact: Marium Haque
Deputy Director, Children's Services
Phone: (01274) 431078
E-mail: Marium.Haque@bradford.gov.uk

Overview & Scrutiny Area:

Children's Services

1. SUMMARY

This report asks the Executive to determine the admission arrangements for September 2022/23 including:

- Approving the Admission Arrangements for Community and Voluntary Controlled Schools.
- Approving the Co-ordinated Admission Schemes for Annual and In-Year admissions.
- Noting the 'own admission authority schools' proposing changes to their admission policies.
- Noting Published Admission Numbers.

BACKGROUND

2.1 Admission Arrangements:

- 2.1.1 All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places available. Admission arrangements are determined by Admission Authorities.
- 2.1.2 The Local Authority is the admission authority for community and voluntary controlled schools in the area. As such, the Local Authority is required to determine admission arrangements for the schools by complying with the relevant statutory procedures. Voluntary Aided, Foundation Schools and Academies are responsible for determining their own admission arrangements.
- 2.1.3 When changes are proposed to admission arrangements, all admission authorities must consult on the admission arrangements that will apply for admission applications in the following academic year. If no changes are made to admission arrangements, they must be consulted on at least every 7 years. For admission arrangements for entry in September 2022, consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply. All admission authorities must determine admission arrangements every year even if they have not changed from the previous year and consultation has not been required. Admission authorities must determine admission arrangements for entry in 2022/23 by 28 February every year.
- 2.1.4 There are no proposed changes to the admission arrangements for community and voluntary controlled schools with the exception of decreasing the PAN of Lidget Green (from 90 to 60) which is being dealt with through consultation and a separate Executive report in March 2021.
- 2.1.5 The admission arrangements for community and voluntary controlled primary schools for 2022/23 are shown in Appendix A. Appendix B shows the admission arrangements for community secondary schools for 2022/23.
- 2.1.6 The co-ordinated Admissions Scheme for primary schools, secondary schools and in-year admissions can be found in Appendix C, D and E. The only changes from the 2021/22 scheme are the dates for 2022/23.

2.1.7 Published Admission Numbers (PANs) for Primary and Secondary Schools for entry in September 2022 are shown in Appendix F.

3. OTHER CONSIDERATIONS

3.1 Own admission authority schools

A number of own admission authority schools have consulted on changes to their admission policies. Details can be found on individual school websites and will be published on the Bradford Council website in the Autumn term:

Progressing

| | |
|-------------------------------|--|
| Trinity All Saints | PAN reduction 60 to 30 from 1 September 2022 |
| BDAT - Westminster CE | PAN reduction 90 to 60 from 1 September 2022 |
| BDAT - The Acad @ St James | PAN reduction 60 to 45 from 1 September 2022 |
| Focus MAT– Thornton | PAN reduction 90 to 60 from 1 September 2022 |
| Focus MAT - Wilsden | PAN reduction 60 to 30 from 1 September 2022 |
| Carlton MAT– UAK | PAN reduction 180 to 150 from 1 September 2022 |
| Carlton MAT - Carlton Bolling | Admission Arrangements to include Thorpe and Marshfield as feeders |
| Ilkley Grammar | Adjustment to PA 2 to include ‘missing parts’ of Menston |

Not Progressing

| | |
|------------------------|--|
| BDAT- Bradford Forster | PAN reduction 210 to 180 from 1 September 2022 |
|------------------------|--|

Own admission authorities must also consult with other admission authorities including the Local Authority. Where the Local Authority does not support the changes outlined in the individual consultations we will formally feedback to the school/academy or MAT the Local Authorities position. In the case of PAN reductions, we do not support any reductions that would interfere with the Local Authorities statutory duty to ensure sufficient school places. This is based on the projected numbers for basic need which ensures we have sufficient schools places to offer places to every Reception and Yr7 child due in school in September 2022, enabling us to meet our statutory duty, as reported to the DfE in the SCAP return.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Schools receive funding through the Fair Funding Formula which allocates funding to schools based on the number of pupils attending the school.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no identified risks.

6. LEGAL APPRAISAL

- 6.1 The Local Authority is the admission authority for community and voluntary controlled schools in the area, and is required to determine arrangements for those schools by complying with the relevant statutory procedures. Voluntary aided, foundation, trust schools and academies are responsible for determining their own admission arrangements.
- 6.2 The School Standards and Framework Act 1998, and associated regulations, required admission authorities to determine the admission arrangements on an annual basis, including the admission criteria that will be used if a school is oversubscribed, for the schools for which they are responsible.
- 6.3 In accordance with the School Admissions Code 2014, when changes are proposed to admission arrangements for entry in September 2022, all admissions authorities must consult on those arrangements. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply. Own admission authorities must also consult with other admission authorities including the local authority. If no changes are made to admission arrangements, they must be consulted on at least once every seven years.
- 6.4 All admission authorities must determine their admission arrangements even if there have been no changes and no consultation has taken place. Admission Authorities must determine their admission arrangements for entry in September 2022 by 28 February 2021. Once admission authorities have determined their admission arrangements, they must notify the appropriate bodies and must publish a copy of the determined arrangements on their website displaying them for the whole school year in which offers for places are made.
- 6.5 Admission Authorities must set a PAN for each 'relevant age group' when determining their admission arrangements.
- 6.6 Own admission authorities are not required to consult on their Published Admission Numbers (PAN) where they propose to either increase or keep the same PAN. For a community or voluntary controlled school the Local Authority (as admissions authority) must consult at least the governing body of the school where it proposes to either increase or keep the same PAN. All admission authorities must consult where they propose a decrease to the PAN. Own admission authorities must notify the Local Authority of their intention to increase the school's PAN and refer to the change on the school's website.
- 6.7 Each year all local authorities must formulate and publish on their website a

scheme by 1 January in the relevant determination year to co-ordinate admission arrangements for all publicly funded schools within their area. Where the scheme is substantially different from the scheme adopted for the previous academic year, the local authority must consult the other admission authorities in the area and any other local authorities it determines. Where the scheme has not changed from the previous year there is no requirement to consult, subject to the requirement that the local authority must consult on the scheme at least once every seven years even if there have been no changes in that period. There is no requirement for local authorities to co-ordinate in-year applications but they must provide information in the composite prospectus on how in-year applications can be made and will be dealt with.

6.8 Under section 14 of the Education Act 1996, the Local Authority has a statutory duty to provide sufficient school places for all pupils in its area.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Admission arrangements must not discriminate directly or indirectly against any group or individual.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The proposals would not impact on greenhouse gas emissions.

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no community safety implications from this report.

7.5 HUMAN RIGHTS ACT

There are no direct Human Rights implications arising from this report.

7.6 TRADE UNION

No implications for Trade Unions.

7.7 WARD IMPLICATIONS

No implications for Ward Councillors.

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

N/A

7.9 IMPLICATIONS FOR CORPORATE PARENTING

No implications for corporate parenting.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

General Data Protection Regulation principles relating to individuals' data and rights under the Data Protection Act 2018 will be respected.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

In accordance with the statutory School Admissions Code of Practice:

- 9.1 To approve the Primary and Secondary Admission Arrangements
- 9.2 To approve the Primary and Secondary Co-ordinated Admissions Scheme
- 9.3 To approve the In-Year Co-ordinated Admissions Scheme

10. RECOMMENDATIONS

- 10.1 That the Executive approve the Primary and Secondary Admission Arrangements.
- 10.2 That the Executive approve the Primary and Secondary Co-ordinated Admissions Scheme.
- 10.3 That the Executive approve the In-Year Co-ordinated Admissions Scheme.
- 10.4 That the Executive note the proposed changes to the admission arrangements for own admission schools listed in 3.1
- 10.5 That the Executive note the Published Admission Numbers contained in Appendix F.

11. APPENDICES

Appendix A: Admission Arrangements for Community and Voluntary Controlled Primary Schools

Appendix B: Admission Arrangements for Community Secondary Schools

Appendix C: Co-ordinated admission scheme for primary schools 2022/23

Appendix D: Co-ordinated admission scheme for secondary schools 2022/23

Appendix E: In-Year co-ordinated admissions scheme for 2022/23

Appendix F: School Published Admission Numbers (PANs)

12. BACKGROUND DOCUMENTS

School Admissions Code 2014

Admission Arrangements for Community and Voluntary-Controlled Primary Schools 2022/2023

ENTITLEMENT

All three and four year olds are entitled to a free early education place before they reach statutory school age (the beginning of the school term immediately following the child's fifth birthday). Some two year olds are also entitled to free education if they meet the entitlement criteria.

Children are admitted into Reception in the September following their fourth birthday. Parents can request that the date their child is admitted to the school is deferred until later in the school year or until the term in which the child reaches compulsory school age. Parents can request that their child takes up the place part-time until the child reaches compulsory school age. The admission criteria will apply to all children seeking a school place, whatever their term of entry. The place offered will be reserved on condition that it is taken up within the same school year.

Admissions of summer born children may be deferred to the following September but in those cases children may be offered a place to enter Year 1 unless an application has been made and agreed by the LA or the admitting authority in advance. The Local Authority will consider any application for a deferred entry into Reception of summer born children for the September following their fifth birthday. Such requests will be considered in accordance with the Local Authority's 'Guidance on the admission of summer born children' and DfE Advice.

Children attending a school's nursery are not guaranteed a place in the reception class and a separate application must be made.

PUPILS WITH AN EDUCATION, HEALTH AND CARE PLAN

The admission of pupils with an Education, Health and Care Plan (EHCP) is dealt with by a separate procedure. Such children are dealt with through a separate legislative process and without reference to the oversubscription criteria below. Children who have an EHCP which names a specific school, will be admitted to that school.

TIE BREAK

When demand exceeds places in any of the following policies, the distance between the child's home and school, measured by a straight line distance from the Ordnance Survey address point of the home to the main entrance to the school building, will be used to decide who is given a place; those living nearest being given the available places. Where the offer of places to applicants with equi-distant addresses would lead to oversubscription, the decision of who will be offered the place will be made by random selection.

MULTIPLE BIRTHS

Where a parents of multiple births (twins, triplets etc) request admission and only one of the siblings can be offered a place, the remaining siblings will also be offered places above the admission number.

ADMISSION POLICIES

A) Schools with Priority Admission Areas

The following schools have priority admission areas; maps of these areas can be viewed at the respective schools or on the Bradford Council website:

Addingham, Ben Rhydding, Cottingley Village, Eldwick, Long Lee Primary Schools.

Where the number of preferences for a school exceeds the number of places available, priority will be given to children in the following categories:

1. Looked after children or children who were previously looked after but ceased to be so because they were adopted or became subject to a child arrangements or special guardianship order (see Note 1)
2. Children who were Previously Looked After Children outside of England and Wales who were adopted (see Note 2)
3. Children who have **exceptional** social or medical needs, supported by a written recommendation from the child's paediatrician/consultant or professional from Children's Services. The letter must explain why the school is the only suitable school to meet the child's needs and why no other school could provide the appropriate support for the child.
4. Children who have a brother or sister, living at the same address and who will still be attending the school at the time of admission. (see Note 3)
5. Children whose home address is within the school's priority admission area*. (see Note 4)
6. All other children.

** For Cottingley Village and Eldwick primary schools, criterion 5 above will apply first for the whole of priority area one and then for the whole of priority area two; if there are remaining unallocated places, criterion 6 will then be applied.*

B) All other community schools and All Saints CE Primary School Bradford

Where the number of preferences for a school exceeds the number of places available, priority will be given to children in the following categories:

1. Looked after children or children who were previously looked after but ceased to be so because they were adopted or became subject to a child arrangements or special guardianship order (see Note 1).
2. Children who were Previously Looked After Children outside of England and Wales who were adopted (see Note 2)
3. Children who have **exceptional** social or medical needs, supported by a written recommendation from the child's paediatrician/consultant or professional from Children's Services. The letter must explain why the school is the only suitable school to meet the child's needs and why no other school could provide the appropriate

support for the child.

- 4 Sisters and brothers of children living at the same address, who are at present on roll at the school, and will still be attending the school at the time of admission (*see Note 3*).
- 5 All other children.

C) Bowling Park Primary School (Community School)

Application Procedure

Bowling Park Primary School operates on two sites: 60 places at the New Cross Street site and 30 places at the Usher Street site. Parents must indicate which site they are applying for by naming the site on the online common application form by using the 'Notes' available on the online system. Where the number of preferences for either site exceeds the number of places available at that site, the oversubscription criteria below will first be applied in relation to that site to determine which applicants for that site will be offered places. In the event of a place not being offered at the preferred site, the oversubscription criteria will then be applied in relation to the other site if both sites are preferenced on the online common application form in the 'Notes'.

Oversubscription Criteria

- 1 Looked after children or children who were previously looked after but ceased to be so because they were adopted or became subject to a child arrangements or special guardianship order (*see Note 1*).
- 2 Children who were Previously Looked After Children outside of England and Wales who were adopted (*see Note 2*)
- 3 Children who have **exceptional** social or medical needs, supported by a written recommendation from the child's paediatrician/consultant or professional from Children's Services. The letter must explain why the school is the only suitable school to meet the child's needs and why no other school could provide the appropriate support for the child.
- 4 Sisters and brothers of children living at the same address, who are at present on roll at the school, and will still be attending that at the time of admission (*see Note 3*).
- 5 All other children.

Late and refused applications and in-year admissions

Late or refused applicants and applicants for any other year group that is full, may be placed on a waiting list for Bowling Park School, at parent's request. The oversubscription criteria above will be used to determine who will be given an available place at either site. In some circumstances, this may result in places being offered to siblings at different sites. In those circumstances, parents can request that their child be moved to the preferred site at a later stage if a place becomes available.

Appeals

Where a place cannot be offered at either site, parents have the right to appeal for a place at Bowling Park Primary School to the Independent Appeals Panel. Parents do **not** have the right to appeal for place at a particular site. Where a place at the school is granted on appeal, the headteacher will decide at which site the pupil will be placed. Every effort will be made to place siblings at the same site.

D) Voluntary-Controlled Church of England schools

The admission criteria below apply for the following schools:

Burley & Woodhead CE
Low Moor CE
St Luke's CE

St Matthew's CE

Where the number of preferences for a school exceeds the number of places available, priority will be given to children in the following categories:

1. Looked after children or children who were previously looked after but ceased to be so because they were adopted or became subject to a child arrangements or special guardianship order (see *Note 1*).
2. Children who were Previously Looked After Children outside of England and Wales who were adopted (see *Note 2*)
3. Children who have **exceptional** social or medical needs, supported by a written recommendation from the child's paediatrician/consultant or professional from Children's Services. The letter must explain why the school is the only suitable school to meet the child's needs and why no other school could provide the appropriate support for the child.
4. Sisters and brothers of children living at the same address who are at present on roll at the school and will still be attending the school at the time of admission (see *Note 3*).
5. Children of parents who are members of the Church of England or other Christian denominations for whom the preferred school is the nearest Church of England school to the home address (see * below and note 5).
6. All other children.

** For admission under criterion 5, parents will be asked to demonstrate membership of the appropriate Christian denomination by submitting with their application, a letter from their minister or other church leader confirming the parents' regular and frequent attendance at church.*

In the event that during the period specified for attendance at worship the church [or, in relation to those of other faiths, relevant place of worship] has been closed for public worship and has not provided alternative premises for that worship, the requirements of these [admissions] arrangements in relation to attendance will only apply to the period when the church [or in relation to those of other faiths, relevant place of worship] or alternative premises have been available for public worship.

E) All Saints CE Primary School (Ilkley) - Voluntary-Controlled

Where the number of preferences for the school exceeds the number of places available, priority will be given to children in the following categories:

1. Looked after children or children who were previously looked after but ceased to be so because they were adopted or became subject to a child arrangements or special guardianship order (see Note 1)
2. Children who were Previously Looked After Children outside of England and Wales who were adopted (see Note 2)
3. Siblings of children resident at the same address who are at present on roll at the school and who will still be attending the school at the time of admission.
4. Up to 50% of the remaining places will be allocated to the children of parents who are practicing members of the Church of England or other Christian denominations for whom All Saints' C of E Primary School Ilkley is the nearest Church of England school to the home address in the following priority order. (see * below and Note 5)
 - a. Weekly Worship
 - b. Fortnightly Worship
 - c. Monthly Worship
5. All other children.

* In order to meet this criterion, parents will be required to complete a Supplementary Information Form (SIF), signed by their Vicar or Church Leader, confirming their attendance at the church over the last two years. This requires the personal involvement of the family, including the child for whom the application is made, in the worship and life of a Church of England Church, or that of any member of the Churches Together in Britain and Ireland, or any other recognised Trinitarian Church. Priority will be given on the basis of how frequent attendance at worship.

In the event that during the period specified for attendance at worship the church [or, in relation to those of other faiths, relevant place of worship] has been closed for public worship and has not provided alternative premises for that worship, the requirements of these [admissions] arrangements in relation to attendance will only apply to the period when the church [or in relation to those of other faiths, relevant place of worship] or alternative premises have been available for public worship.

NOTES

1. A 'looked after child' is a child who is in the care of the local authority, or being provided with accommodation by a local authority in the exercise of their social services functions. A previously 'looked after child' who is no longer looked after, in England and Wales, because he/she is the subject of an adoption, special guardianship or child arrangements order which includes arrangements relating to with whom the child is to live.

2. A 'previously looked after child' who has been in 'state care' outside of England and Wales, accommodated by a public authority, a religious organisation or any other organisation the sole or main purpose of which is to benefit society and legally adopted.
3. The terms "siblings" refers to children who live with the same family at the same address. Children living with the same family e.g. foster children and step-sisters and brothers are also included. Cousins are not siblings.
4. 'Home address' refers to the child's permanent home at the date of admission. Where the child lives with split parents who have shared responsibility, it is for the parents to determine which address to use when applying for a primary school. Proof of residency may be required at any time during or after the allocation process.
5. "Nearest Church of England School" is measured by a straight line distance from the main entrance of the home to the main entrance of the nearest Church of England primary school, including those in other local authorities.

Admission Arrangements for Secondary Community Schools 2022/2023

Pupils with an Education, Health and Care Plan

The admission of pupils with an Education, Health and Care Plan is dealt with by a separate procedure. Such children will be admitted to the named school named without reference to the oversubscription criteria below.

Tie Break

When demand exceeds places in any of the following criteria, the distance between the child's home and school, measured by a straight line distance from the Ordnance Survey address point of the home to the main entrance to the school building, will be used to decide who is given a place; those living nearest being given the available places. Where the offer of places to applicants with equi-distant addresses would lead to oversubscription, the decision of who will be offered the place will be made by random selection. This will be by the drawing of lots by a Local Authority officer.

Multiple Births

Where a family of multiple births (twins, triplets etc.) request admission and only one of the siblings can be offered a place, the remaining siblings will also be offered places above the admission number.

Oversubscription Criteria

Where the number of preferences for a school exceeds the number of places available, priority will be given to children in the following categories:

1. Looked after children or children who were previously looked after but ceased to be so because they were adopted or became subject to a child arrangements or special guardianship order (*see Note 1*).
2. Children who were Previously Looked After Children outside of England and Wales who were adopted (*see Note 2*)
3. Children who have **exceptional** social or medical needs, supported by a written recommendation from the child's paediatrician/consultant or professional from Children's Services. The letter must explain why the school is the only suitable school to meet the child's needs and why no other school could provide the appropriate support.
4. Children whose home address in the school's priority admission area who have a brother or sister, attending from the same address, who are at present in years 7 – 10 and who will still be attending the school at the time of admission. (*See Note 3*).
5. Other children whose home address is in the school's priority admission area (*see Note 4*).
6. Children whose home address is outside the school's priority admission area who have a brother or sister, attending from the same address, who are at present in years 7 – 10 and who will still be attending the school at the time of admission.

7. All other children (see Note 3).

NOTES

1. A '*looked after child*' is a child who is in the care of the local authority, or being provided with accommodation by a local authority in the exercise of their social services functions. A previously '*looked after child*' who is no longer looked after, in England and Wales, because he/she is the subject of an adoption, special guardianship or child arrangements order which includes arrangements relating to with whom the child is to live.
2. A '*previously looked after child*' who has been in '*state care*' outside of England and Wales, accommodated by a public authority, a religious organisation or any other organisation the sole or main purpose of which is to benefit society and legally adopted.
3. The term '*sisters*' and '*brothers*' refers to children who live with the same family at the same address. Children living with the same family e.g. foster, adopted children and step-sisters and brothers are also included, cousins are not siblings.
4. '*Home address*' refers to the child's permanent home at the date of admission. Where the child lives with split parents who have shared responsibility, it is for the parents to determine which address to use when applying for a secondary school. Proof of residency may be required at any time during or after the allocation process.



**Co-ordinated Admission
Scheme for the Bradford Metropolitan District
Area**

**For applications made during the normal admissions
round
for Primary Schools
2022-2023**

1. INTRODUCTION

This scheme has been prepared in accordance with The Schools Standards and Framework Act 1998 as amended by the Education Act 2002 and the School Admissions (Co-ordination of Admission Arrangements) Regulations 2007 (as amended). The regulations state that all local authorities (LAs) must draw up a scheme which co-ordinates admission arrangements covering all maintained primary schools (but not special schools) in its area.

The co-ordinated scheme is designed to ensure that every parent of a pupil living in the Bradford district, who has applied for a primary school place during the normal admission round, receives an offer of one school place on the same day. All preferences must be expressed by an online application via their local authority website or in exceptional circumstances on a 'paper' form and the offer of a place is the responsibility of the 'home LA'.

Each LA is required to exchange information on preferences for a school outside the LA in which the pupil lives, with the 'home' authority. Bradford will co-ordinate with its neighbouring authorities: Kirklees, North Yorkshire, Calderdale and Leeds. There is an agreed timetable between the neighbouring authorities and own admission authority schools and academies within the Bradford Metropolitan District. The scheme requires that all primary school allocations must be communicated to parents on the national offer date which is 16 April (or the next working day) each year.

2. APPLYING FOR A SCHOOL PLACE

- a) All Bradford Metropolitan District Council (BMDC) residents must apply for any primary school maintained by BMDC, or any infant, primary or junior school in any other local authority on the **common application form** (CAF) by using the online application system via the Bradford Council website, www.bradford.gov.uk. Paper forms will only be available in exceptional circumstances from the Admissions Team, Margaret McMillan Tower, Princes Road Bradford BD1 1NN from mid-November. Parents of children resident within the Bradford district but attending a nursery school within another authority or attending any private pre-school setting will be sent an Admissions booklet by post (based on data provided from various sources), however it remains the parents' legal responsibility to ensure they apply online and on time, regardless of whether they receive any information from the Local Authority.
- b) Any parents applying for a church aided school or academy, for faith reasons, will need to fill in a **supplementary information form (SIF)** in addition to completing the CAF online. This form is only to be used where additional information is required in order for the governing body to apply their admission criteria, i.e. faith grounds. Copies of SIFs are available from individual schools. The completed SIFs must be returned by the specified closing date to the relevant school. If a CAF has been completed but not a SIF, the preference is still valid and must be considered. Applicants who have not completed a SIF or who have done so but not provided the required evidence of their faith, would be ranked lower than those that have provided evidence of their faith. An application cannot be considered without a completed CAF.
- c) Dixons Music Primary require parents applying for one of the six music places to complete their SIF which must be returned to the school by their specified closing date (see their admission policy).
- d) For pupil's resident in another LA, parents must use the online CAF or complete a paper CAF through their home LA.
- e) The closing date for all applications is **15 January**.

- f) It is the responsibility of each pre-school setting to distribute admissions information to parents of children attending their nursery. Primary schools should also contact any parent who has expressed an interest in a reception place, whose child is not attending the nursery, informing them that information is available from school, is on the Bradford Council website and is also available from the Admissions Team.
- g) All early years' providers must ensure that a child starting their nursery during the school year is given a booklet and advised to complete an online application. Parents applying after the closing date or due to an offset request the previous year can only apply on a paper CAF and cannot apply online. All paper CAFs and late applications must be forwarded to the Admissions Team as soon as possible.

3. PROCEDURE

Stage 1

- a) **Week beginning 15 November 2021**, summary information for parents in the form of a booklet will be available to parents of nursery children and will be distributed to all Bradford LA nursery, primary schools and early years' settings. Parents will be required to apply online except in exceptional circumstances when a paper form will be available through the Admissions Team. It is the school or nursery's responsibility to ensure that the booklets are given to all relevant aged pupils in their nursery. Full details of the admissions process and arrangements are in the 'Guide for Parents' which is available on the Bradford Council website.
- b) Parents may apply for up to **five** primary schools and must apply online or return the CAF to their child's primary school, to their first preference school or to the Admissions Team by **15 January**.
- c) Parents are required to return the completed SIFs to the relevant school by **15 January at the latest or by the closing date outlined in the individual school's admissions policy** (e.g. Dixons Music Academy's).
- d) Any supporting evidence for an application regarding looked after or formerly looked after children or from relevant professionals for children applying under social or medical needs must be sent to the Admissions Team by the **15 January**.

Stage 2

- a) By **Friday 11 February 2022**, the Admissions Team will forward preferences for schools within other LAs. Other LAs will send the Admissions Team preferences made by parents' resident in their LA for a Bradford school. These details will be sent via the secure data transfer website.
- b) By **Friday 18 February 2022**, the Admissions Team will forward preferences (including those from out-of-authority pupils) to own admission authority schools for them to apply their admission criteria. The order of preference will not be included as this is not relevant when schools are applying their admission criteria. These details will be uploaded on to Bradford Schools Online for schools to view.
- c) By **Friday 4 March 2022**, each admission authority school will apply its own admission criteria and return to the Admissions Team a list of all applicants, in rank order, in accordance with the admission criteria. The information can be sent via the secure data transfer website or by email if password protected.

Stage 3

- a) By **Friday 11 March 2022**, in the first cycle of exchange of information, the Admissions Team will have:
- notified other LAs whether a place can be offered in a Bradford school to applicant's resident in their LA;
 - received information from other LAs regarding offers of places to a Bradford resident;
 - made provisional decisions based on information from other admission authorities and the ranked order of schools applied for. Where a child is eligible for a place at more than one school, they will be offered the one ranked higher on the application form.
- b) By **Friday 25 March 2022**, in the final exchange of offers with other LAs, places will be allocated for all Bradford district pupils, including those not given any of their preferred schools.
- c) By **Thursday 14 April 2022**, pupil allocation lists will be available on Bradford Schools Online for primary schools to view.
- d) On **Tuesday 19 April 2022** parents who applied online will receive emails confirming their allocated school. All other applicants will receive a letter after 19th April via Royal Mail. **This replaces the 16 April, National Offer Day, due to Easter Bank Holidays.** Where the allocated school is not the highest ranked school, the email/letter will explain the reasons why. The email/letter will also inform parents about the waiting lists and their statutory rights of appeal against the decisions to refuse places at their preferred schools.
- e) By **Tuesday 3 May 2022**, parents must accept the place offered by completing and returning an acceptance slip to the allocated school. Waiting list forms must be returned to the Admissions Team by the same date.
- f) **Monday 23 May 2022**, deadline by which parents should return appeal forms.
- g) Appeals received by the deadline date will be heard within 40 school days during **June and July and by 25 July 2022 at the latest**, in accordance with the School Appeals Code of Practice

4. LATE APPLICATIONS AND CHANGES OF PREFERENCE

Where circumstances justify (exceptional circumstances supported by proof and agreed by two senior officers and/or school staff) and we are at a point in the process where this is possible a late application, will be considered as 'received on time' and dealt with as those received by the deadline. If any of the preferred schools are for own admissions authorities and other LA's they will make the decision as to whether they are accepted as on time. Any form received by primary schools after the deadline should be date stamped and returned to the Admissions Team as soon as possible. Once parents have made their five preferences, they cannot be changed without an exceptional reason/ change in circumstances for doing so, for example if the family has recently moved address and the preferences are no longer 'local'.

After allocations have been completed, an unsuccessful application or dissatisfaction with the allocated school will not be considered reasons to allow further applications to be made during the 'normal admissions round', i.e. until 31 August each year. However, parents may submit a late application for an under-subscribed school or where a parent has applied for less than five schools, late applications up to a total of five preferences will be accepted.

5. WHERE PREFERENCES CANNOT BE MET

In the event that an offer cannot be made for any of the preferences expressed by a parent resident in the Bradford LA area, a place will be allocated to their child at another school with places available. This may include church schools or a single-sex school. The Admissions Team consider which is the most appropriate alternative school taking into consideration all children without a school place, where applicants live, schools with available places and available bus routes (if applicable).

6. WAITING LISTS

Parents can request that their child is placed on the waiting list for any of the schools for which they have applied.

A vacancy occurs when the allocated number falls below the Published Admission Number (PAN) for that school. Places will be allocated from the waiting list in accordance with the admission criteria and not when a name is entered on the list. It is possible for names to fall down the list if other names are added from later applicants who rank higher on the admission criteria.

Community and Voluntary Controlled schools

The Admissions Team will maintain waiting lists for all community and voluntary-controlled schools until the end of the 2022-2023 academic year.

Voluntary-aided, Foundation, Free, Trust schools and Academies

The School Admissions Code states that waiting lists must be maintained at least until the end of the Autumn term (December). If there is pupil movement after allocations have been made and voluntary-aided, foundation, free schools and academies are able to offer additional places, they **must** inform the Admissions Team. It is for each admission authority to determine whether they will maintain waiting lists beyond the Autumn term.

By agreement, the Admissions Team will maintain waiting lists for voluntary-aided, foundation, free, trust schools or academies, if requested to do so.

7. RIGHT OF APPEAL

- a) Any parent whose child has been refused a place at any of the schools applied for, has the right to appeal against that decision to an independent appeal panel. Parents cannot appeal for schools for which no application has been made or for changes of preferences that have not been permitted.
- b) A parent who applies late and is refused their preferred school has the right of appeal. Whilst we will endeavour to process all appeals as soon as possible, applications and/or appeals received after the relevant deadline dates may not be heard until after the start of the academic year.
- c) Repeat appeals will not be considered for the same school within the same academic year unless there has been a significant change in circumstances such as a house move. Repeat appeals are authorised by senior officers within the Admissions Team or the relevant governing body (for own admission authority schools).

8. IN-YEAR APPLICATIONS AND TRANSFERS

- a) 'In-year applications' are defined as applications for admission to Reception which are

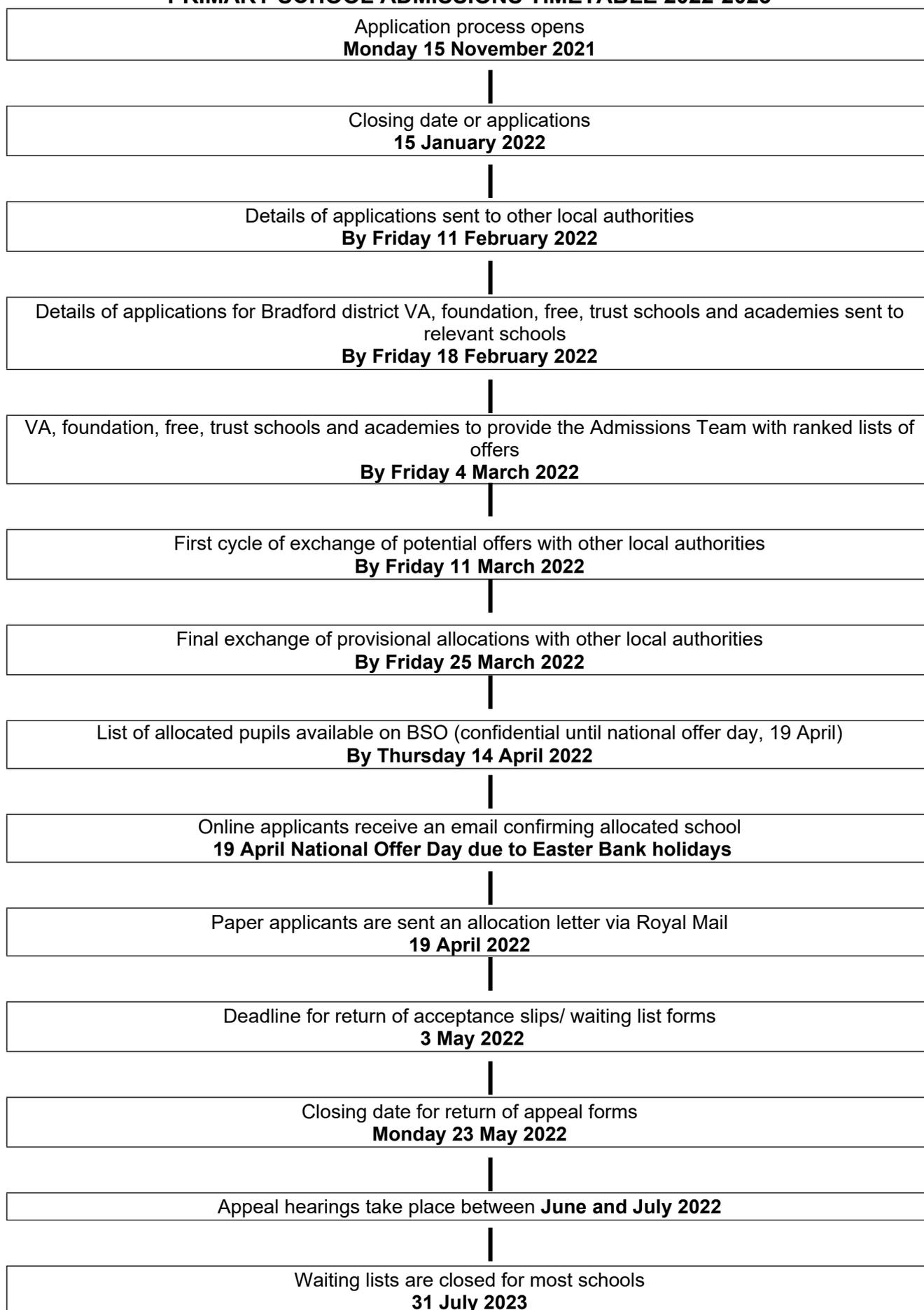
submitted on or after the first day of the school year of admission, or applications for any other year group.

- b) A separate co-ordinated scheme for in-year admissions sets out this process, however all Catholic schools and some Church of England VA schools deal with their own in-year applications.
- c) Parents who wish their children to go to a different school once he or she has started should discuss this with the child's current headteacher. Transfers can only normally take place at the start of a full term, unless there are special reasons.

9. FAIR ACCESS PROTOCOL

Each LA must have a Fair Access Protocol, agreed with the majority of schools in its area to ensure that outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Fair Access Protocol also ensures that all schools admit their 'fair share' of children with challenging behaviour and who are vulnerable. In these circumstances, all schools may admit above their PAN but must not breach class size unless it is an excepted pupil, as outlined in the Code. The operation of the Fair Access Protocol is outside the arrangements of co-ordination and is triggered when a parent of an eligible child has not secured a school place under normal in-year admission procedures, even following the outcome of an appeal. The protocol can be viewed on the Bradford Council website.

PRIMARY SCHOOL ADMISSIONS TIMETABLE 2022-2023





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1. INTRODUCTION

This scheme has been prepared in accordance with The Schools Standards and Framework Act 1998 as amended by the Education Act 2002 and the School Admissions (Co-ordination of Admission Arrangements) Regulations 2007 (as amended). The regulations state that all Local Authorities (LA's) must draw up a scheme which co-ordinates admission arrangements covering all maintained secondary schools (but not special schools) in its area.

The co-ordinated scheme is designed to ensure that every parent of a pupil living in the Bradford district, who has applied for a secondary school place during the normal admission round, receives an offer of one school place on the same day. All preferences must be made by an online application via their local authority website or on a paper common application form and the offer of a place is the responsibility of the 'home LA'.

Each LA is required to exchange information on preferences for a school outside the LA in which the pupil lives, with the 'home' authority. Bradford will co-ordinate with its neighbouring authorities: Kirklees, North Yorkshire, Calderdale and Leeds. There is an agreed timetable between the neighbouring authorities and own admission authority schools and academies within the Bradford Metropolitan District. The scheme requires that all secondary school allocations must be communicated to parents on the national offer date which is 1 March (or the next working day).

The scheme does not apply to special schools or sixth form applications.

Wherever the phrase '**common application form**' (CAF) is used, this refers to the online application system www.bradford.gov.uk/admissions. A paper version is available from the LA but only for those who can demonstrate an inability to use the online system. Parents are able to use computers in public Local Authority buildings e.g. libraries or make an appointment with officers from the Admissions Team for assistance.

2. APPLYING FOR A SCHOOL PLACE

- a) All Bradford Metropolitan District Council (BMDC) residents must apply for any secondary school maintained by BMDC or by any other LA on a CAF. Parents should apply online via the Bradford Council website, www.bradford.gov.uk. Paper forms are available from the Admissions Team, Margaret McMillan Tower, Princes Way, Bradford BD1 1NN. Parents of pupil's resident within the Bradford district but attending a primary school within another authority will be sent an admissions booklet by post (based on data provided by other LA's).
- b) Any parents applying for a school or academy, for faith reasons or that require fair banding assessments; will need to fill in supplementary **information forms (SIF's)** in addition to completing the common application form. Supplementary information forms are only to be used where additional information is required in order for the governing body to apply their admission criteria. The SIF is available from individual schools. The completed SIF must be returned by the closing date specified by the relevant school. If a CAF has been completed but not a SIF, the preference is still valid and must be considered. Applicants who have not completed a SIF or who have done so but not provided the required evidence of their faith, will be ranked lower than those that have provided evidence of their faith. An application **cannot** be considered without a completed CAF.
- c) Bradford Girls Grammar School and some of the Dixons Multi-Academy Trust schools use 'Fair Banding' and require applicants to complete a SIF in order to register for their non-verbal reasoning tests.
- d) For pupil's resident in another LA area but attending a Bradford LA primary school, parents should apply online through their home LA.

- e) **The closing date for applications is 31 October. Parents should consult individual schools regarding the closing date for SIF.**
- f) Primary schools should ensure that a child starting in year 6 during the school year is given a booklet advising parents how they apply online. If this is after the closing date a paper form will need to be completed. All late applications must be forwarded to the Admissions Team as soon as possible.
- g) Catholic secondary schools should liaise with their feeder catholic primary schools to ensure that all year 6 pupils are supplied with a SIF.

3. PROCEDURE

Stage 1

- a) **Week beginning 6 September 2021**, a booklet containing summary information for parents will be distributed to all Bradford LA primary schools for their Year 6 children. Parents will be required to apply online except in exceptional circumstances when a paper form will be available through the Admissions Team. It is the schools' responsibility to ensure that these are given to all Year 6 pupils in their school. Full details of the admissions process and arrangements are in the 'Guide for Parents' which is available on the Bradford Council website.
- b) Parents may apply for up to **five** secondary schools and must apply online or return the completed CAF to their child's primary school or to the Admissions Team **by 31 October**.
- c) Parents are required to return the completed SIF to the relevant school or academy by the specified closing dates.
- d) Any required evidence regarding looked after or adopted children or from relevant professionals for children with social or medical needs must be sent to the Admissions Team **by 31 October**.

Stage 2

- a) **By Monday 22 November 2021**, the Admissions Team will forward preferences for schools within other LAs. Other LAs will send the Admissions Team details of preferences made by parent's resident in their LA for a Bradford school. These details will be sent via the secure data transfer website.
- b) **By Monday 29 November 2021**, the Admissions Team will forward details of preferences (including those from out-of-authority pupils) to 'own admission authority' schools and academies for them to apply their own admission criteria. The order of preference will not be included as this is not relevant when schools are applying their admission criteria. These details will be uploaded on to Bradford Schools Online (BSO) for schools to view.
- c) **By Wednesday 15 December 2021**, each admission authority school will apply its own admission criteria and return to the Admissions Team a list of all applicants, in rank order, in accordance with the admission criteria. The information can be sent via the secure data transfer website or by email if password protected.

Stage 3

- a) **By Friday 21 January 2022**, in the first cycle of exchange of information, the Admissions Team will have:

- notified other LAs whether a place can be offered in a Bradford maintained secondary school to applicant's resident in their LA;
 - received information from other LAs regarding offers of places to a Bradford resident;
 - made provisional decisions based on information from other admission authorities and the ranked order of schools applied for. Where a child is eligible for a place at more than one school, they will be offered the one ranked higher on the application form.
- d) By **Monday 14 February 2022**, in the final cycle of exchange of offers with other LAs, places will be allocated for all Bradford district pupils, including those not given any of their preferred schools.
- c) By **Monday 28 February 2022**, final allocation lists will be available on Bradford Schools Online for primary and secondary schools to view.

Parents who apply online will be sent an email on **1 March National Offer Day**. Parents who applied on a paper form will be sent a letter on 1 March via Royal Mail, as will any parent who applied online but who indicated they did not wish to receive an email, Parents who are unable to access their email or who are waiting for their letter to be delivered via the Royal Mail, will not be informed over the telephone of their allocated school. Where the allocated school is not the highest ranked school, the letter will explain the reasons why. The letter will also inform parents about waiting lists and their statutory rights of appeal against the decisions to refuse places at their preferred schools.

- d) Some schools within Bradford and other LAs may require parents to accept the offer. It will be made clear where this is the case and failure to accept the place by the specified deadline may result in the place being withdrawn and offered to another child.
- e) **By Tuesday 15 March 2022**, parents need to accept offers of places (if required) and return waiting list forms for their preferred schools to the Admissions Team.
- f) **Tuesday 29 March 2022**, deadline by which parents should return appeal forms if they wish to have them heard before the end of the academic year.
- g) Appeals received by the deadline date will be heard within 40 school days **by 15th June 2022 at the latest**, in accordance with the School Appeals Code of Practice. The last appeal date will be 25th July 2022 for primary, late and In Year appeal hearings.

4. LATE APPLICATIONS AND CHANGES OF PREFERENCE

After allocations have been made on 1 March, an unsuccessful application or dissatisfaction with the allocated school will not be considered reasons to allow further applications to be made during the 'normal admissions round', i.e. until 31 August each year. However, parents may submit a late application for an under-subscribed school or where a parent has applied for less than five schools, late applications up to a total of five preferences will be accepted.

Where circumstances justify (exceptional circumstances supported by proof and agreed by two senior officers and/or school staff) and we are at a point in the process where this is possible a late application, will be considered as 'received on time' and dealt with as those received by the deadline. If any of the preferred schools are for own admissions authorities and other LA's they will make the decision as to whether they are accepted as on time. Any form received by primary schools after the deadline should be date stamped and returned to the Admissions Team as soon as possible. Once parents have made their five preferences, they cannot be changed without an exceptional reason/ change in circumstances for doing so, for example if the family has recently moved address and the preferences are no longer 'local'.

5. WHERE PREFERENCES CANNOT BE MET

In the event that an offer cannot be made for any of the preferences expressed by a parent resident in the Bradford LA area, a place will be allocated to their child at another school with places available. This may include church schools or a single-sex school. The Admissions Team consider which is the most appropriate alternative school taking into consideration all children without a school place, where applicants live, schools with available places and available bus routes (if applicable).

6. WAITING LISTS

Parents can request that their child is placed on the waiting list for any of the schools for which they have applied.

Waiting lists must be maintained for all schools until 31st December 2022, in accordance with the Code of Practice.

A vacancy occurs when the allocated number falls below the Published Admission Number (PAN) for that school. Places will be allocated from the waiting list in accordance with the admission criteria and not when a name is entered on the list. It is possible for names to fall down the list if other names are added from later applicants who rank higher on the admission criteria.

Community and Voluntary Controlled Schools

The Admissions Team will maintain waiting lists for all community and voluntary-controlled schools until 31 December 2022 academic year.

Voluntary-aided, Foundation, Free, Trust schools and Academies

If there is pupil movement after allocations have been made and voluntary-aided, foundation schools and academies are able to offer additional places, they **must** inform the Admissions Team. It is for each admission authority to determine whether they will maintain waiting lists beyond the Autumn term.

By agreement, the Admissions Team will maintain waiting lists for voluntary-aided, foundation, free, trust schools or academies, if requested to do so.

7. RIGHT OF APPEAL

- a) Any parent whose child has been refused a place at any of the schools applied for, has the right to appeal against that decision to an independent appeal panel. Parents cannot appeal for schools for which no application has been made or for changes of preferences that have not been permitted.
- b) A parent who applies late and is refused their preferred school has the right of appeal. Whilst we will endeavour to process all appeals as soon as possible, applications and/or appeals received after the relevant deadline dates may not be heard until after the start of the academic year.
- c) Repeat appeals will not be considered for the same school within the same academic year unless there has been a significant change in circumstances such as a house removal. Repeat appeals are authorised by senior officers within the Admissions Team or the relevant governing body (for own admission authority schools).

8. IN-YEAR APPLICATIONS AND TRANSFERS

- a) 'In-year applications' are defined as applications for admission to Year 7 which are submitted on or after the first day of the school year of admission, or applications for any other year

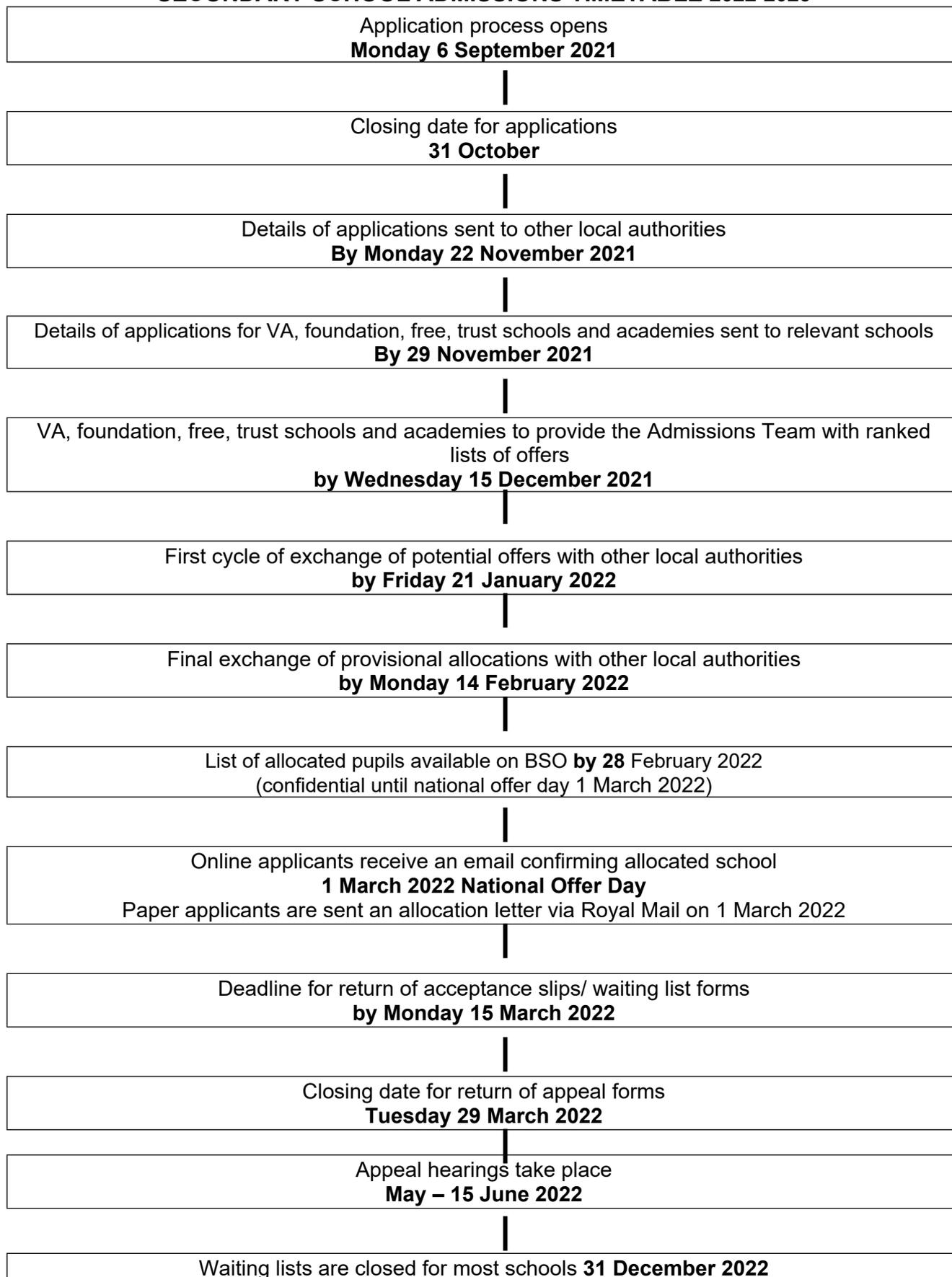
group.

- b) A separate co-ordinated scheme for in-year admissions sets out this process; however, some secondary schools who are their own admitting authority deal with their own In Year Admissions directly. Please refer to the In Year and Mid-Year Admissions policies for further details.
- c) Parents who wish their children to go to a different school once he or she has started should discuss this with the child's current headteacher. Transfers can only normally take place at the start of a full term, unless there are special reasons.

9. FAIR ACCESS PROTOCOL

Each LA must have a Fair Access Protocol, agreed with the majority of schools in its area to ensure that outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Fair Access Protocol also ensures that all schools admit their 'fair share' of children with challenging behaviour and who are vulnerable. In these circumstances, all schools may admit above their PAN but must not breach class size unless it is an excepted pupil, as outlined in the Code. The operation of the Fair Access Protocol is outside the arrangements of co-ordination and is triggered when a parent of an eligible child has not secured a school place under normal in-year admission procedures, even following the outcome of an appeal. The protocol can be viewed on the Bradford Council website.

SECONDARY SCHOOL ADMISSIONS TIMETABLE 2022-2023



**In-year Co-ordinated
Admissions Scheme & Mid Term Transfer Policy**

**For applications and mid-term transfers during
the school year for all schools in the Bradford
Metropolitan District Area
2022-2023**

1. INTRODUCTION

Although there is no legal requirement to co-ordinate in year admissions, the Local Authority will continue to do so for all community and voluntary-controlled schools and any own admission authority school that wishes to participate in co-ordination. The In Year Co-ordinated Admissions Scheme explains this process and is reviewed annually.

An 'in-year admission' is defined as admissions to a school outside the normal transfer times or for a year group that is not the normal year of entry. For community and voluntary controlled schools, Bradford LA will co-ordinate admissions. The scheme does not apply to nursery schools, special schools or sixth form applications.

2. APPLICATION FORMS

- 2.1 Bradford District residents who wish to apply for a community or voluntary-controlled school must complete the ***common in year application form***. Applications for own admission authority schools (voluntary-aided, foundation, trust schools and academies) for which the LA administer the In Year applications, should also be made using the LA's application form. The In Year application form is available from the Admissions Team at Margaret McMillan Tower, Princes Way Bradford BD1 1NN. A copy of the form can also be downloaded from the Council's website (www.bradford.gov.uk) or Bradford Schools Online (<https://bso.bradford.gov.uk/content/admissions>).
- 2.2 Parents/carers will be asked to give reasons why they wish their child to transfer. The form also lists the Fair Access categories and the parent is required to tick any that apply to their child. Where a parent has requested a transfer of school within the Bradford district or from another authority but has not moved house, the Head of Year or a member of the Senior Leadership Team at the child's current school, must complete Part Two of the form which asks for further information on the child to establish whether the transfer request should be dealt with through the Fair Access Protocol. If Part 2 is not completed the application process may be delayed if Fair Access placement is required.
- 2.4 Parents must return the completed application form to the Admissions Team. If any community or voluntary-controlled school receives an application or a request for a place direct from the parent, whether the school has places or not, the application should be forwarded to the Admissions Team.
- 2.6 Applications for any Catholic school or Idle CE primary schools, must be made on the individual school's application form which are available from the school and returned directly to the school.
- 2.7 **In accordance with the School Admissions Code, these schools must inform the LA's Admission Team of every application made for their school and the outcome of the application and provide copies of any letters sent to the parent.**

3 NUMBERS ON ROLL

All schools and academies are required to communicate the availability of places to the LA's Admission Team when requested to do so. Admission officers will request updated numbers on roll in each year group from all schools on a regular basis, i.e. fortnightly. This will enable the Admissions Team to offer accurate advice to parents on the availability of school places in their area. In addition, schools should routinely inform the Admissions Team each time a child leaves the school and whether children allocated have been admitted.

4 APPLICATION PROCEDURES

4.1 Applications for community and voluntary-controlled schools

- 4.1.1 The LA's Admissions Team (as the Admissions Authority for community and voluntary-controlled schools) will determine whether an applicant can be offered a place in any of these schools. If there are more applications than places available in the year group, the Admissions Team will consider the application against its published 'oversubscription criteria'.
- 4.1.2 Where a community or voluntary-controlled school is ranked higher on the application form and a place can be offered, the Admissions Team will aim to process the application within **20** school days from receipt of the form.
- 4.1.3 If more than one school listed can be offered, the applicant will be offered a place at the school ranked highest on the application form.
- 4.1.4 If none of the schools listed can be offered, a place will be offered at an alternative available school, unless the child's current school is within a reasonable distance. If this is the case, no other school will be offered.
- 4.1.5 Where any school has **more than two places** in the relevant year group and the parent has approached the school directly, the child may be admitted and the school then send notification of the application and the start date to the Admissions Team, **if the school knows there is no waiting list**. If only one place is available or there is a waiting list, the school **must** contact the Admissions Team to establish whether there are any other applicants waiting to be processed.

4.2 Applications for own admission authority schools for whom the LA co-ordinates admissions

- 4.2.1 The Admissions Team will forward details of the application to the relevant school. This will be done within 7 school days of receipt of the application and where the school is ranked higher than a community or voluntary-controlled school that could be offered.
- 4.2.2 If, at any one time, there are more applicants than there are places in the year group or a waiting list, the school's oversubscription criteria must be used to determine who will be offered the place. Where a vacancy exists and an application qualifies based on the school's oversubscription criteria, the Admissions Team will inform the school; the governing body (or delegated persons to determine the application), as the admission authority, will confirm whether the applicant can be offered a place at their school.
- 4.2.3 Following receipt of the application, the school must inform the Admissions Team whether the applicant can be offered a place within a maximum of **five** school days. (If the year group is full, the school should inform the Admissions Team immediately.) The applicant may be kept on the school's waiting list if one is maintained.
- 4.2.4 Following receipt of the school's decision, the Admissions Team will write to the parent informing them of the outcome of their application within **five** school days. An offer of an alternative school will be made where appropriate.
- 4.2.5 Where any school has **more than two places** in the relevant year group and the parent has approached the school directly, the child may be admitted and the school then send notification of the application and the start date to the Admissions Team, **if the school knows there is no waiting list**. If only one place is available or there is a waiting list, the school must contact the Admissions Team to establish whether there are any other applicants waiting to be processed.

4.3 Applications for Catholic schools and other own admission authority schools dealing with their own in year admissions

4.3.1 Applications should be made on the school's own in year application form.

4.3.2 Once any application has been considered by the school, the Admission Team **must** be notified of the details and outcome of the application and provided with copies of all correspondence sent to the parent regarding the outcome of the application.

4.3.3 Where a place is not available, the school must send details to the Admissions Team, **with a copy of the refusal letter sent to the parent**, who will then offer an alternative school if the child is not on roll at another local school.

4.4 Applications for schools in other local authorities

4.4.1 Parents resident in the Bradford district who wish to apply for a school maintained by another local authority must make direct contact with the relevant authority. Parents will be informed of the outcome of their application either by the relevant authority or the school applied for.

4.4.2 Residents in other local authorities who would like their child to attend a school in the Bradford LA must complete a Bradford In Year Application form. Parents will be informed by the Bradford Admissions Team, of the outcome.

4.4.3 Bradford will accept applications from other LA's where parents are yet to move into the local area, in order to facilitate the allocation of a school place in a timely manner; proof of an impending move may be required before an offer is confirmed. If parents living in Bradford who are moving to other LA's wish to make their applications through Bradford LA we will facilitate this, however it may be quicker for parents to approach those LA's directly as not all LA's co-ordinate In Year applications.

5. OFFERS OF SCHOOL PLACES

5.1 Where the application is for a community, voluntary-controlled school or another admission authority school that the LA is co-ordinating admissions for, the Admissions Team will write to parents informing them of the result of their application. Parents will be given the opportunity to place their child on a waiting list and informed of their right of appeal if not given their preferred school.

5.2 When a school has been allocated, the Admissions Team will inform the relevant school that the offer has been made.

5.3 Parents will be required to contact the school to make an appointment, within **five** school days of the decision letter being sent. The school must contact parents to chase up any parents who have failed to make an appointment or agree a start date. If a parent refuses the allocated school and no other school is available the allocation will remain unless the place is required due to a shortage of places in an area. Any appeal hearing will be informed of the refused allocation and of the nearest school with places. If an appeal for the preferred school is refused, the case may be referred to the Education Safeguarding Team.

5.4 Where the application is for a Catholic school or an own admission authority school that is dealing with its own in year admissions, they **must** confirm the offer in writing **and** inform the LA's Admissions Team immediately.

6 ADMISSION TO SCHOOL

Once a school place has been determined and the allocated school informed, the pupil should be admitted to the school within the following timescales:

i) Pupils new to the district or who have moved house

Pupils new to the Bradford district or who have had a significant house move (two miles under the age of eight, three miles over the age of eight) should normally be admitted to school within ten school days of the offer being made.

ii) Pupils transferring from another local school

The authority's *'Mid Term Transfer Policy'* which is attached to this document, states that pupils who are transferring from one local school to another may only do so at the beginning of a new term. Therefore, in the case of such applicants, the offer of the school place will be from the start of the following term after the application has been made unless in exceptional circumstances the child may be admitted sooner by agreement between the schools and the Admissions Team. Year group numbers will be amended to take into account the allocation and the reserved place.

7 WAITING LISTS

After an unsuccessful application, parents can request that their child is placed on a waiting list for their preferred school(s). The Admissions Team will maintain waiting lists for all year groups for community and voluntary-controlled schools until the end of the school year in which the application was received (for primary schools) and the end of the term (for secondary schools).

Schools which are their own admission authority may choose to keep waiting lists or not. All waiting lists must be maintained in the order of the oversubscription criteria. If places become available during the year, all offers must be made in accordance with the Mid Term Transfer Policy.

Allocations made through the Fair Access Protocol are made without reference to waiting lists.

8 CHILDREN WITH AN EDUCATION, HEALTH AND CARE PLAN (EHCP)

Applications for these children will be dealt with by the Special Educational Needs Team (01274 435750) who will liaise with parents and schools to determine which schools can meet the child's needs.

9 FAIR ACCESS PROTOCOL

All LA's **must** have a Fair Access Protocol (FAP), agreed with the majority of schools in its area to ensure that outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The FAP ensures that all schools admit their fair share of children with challenging behaviour and children who arrive outside the admissions round who may have difficulty securing a school place. In these circumstances, all schools may be asked to admit above their published admission number. The operation of the FAP is triggered when a parent of an eligible child has not secured a school place under normal in-year admission procedures, including after an appeal hearing.

Schools dealing with their own in year admissions must refer unsuccessful applications to the LA's Admission Team as soon as possible as the application may need to be dealt with through the FAP. All schools must participate in admitting children through the FAP in accordance with the Code of Practice for School Admissions 2014.

BRADFORD LA IN-YEAR CO-ORDINATED ADMISSIONS SCHEME

PUPIL ADMISSION MID-TERM POLICY

1. Introduction

This policy clarifies the roles of headteachers and the Local Authority when parents make a request to change school during the school year and sets out the process for dealing with such requests.

The aim of this policy is to enhance pupil progress by encouraging a considered approach to changes of school and provides a framework for the exchange of pupil information. The majority of pupil transfers take place for legitimate reasons, such as a change of address and the aim is not to inhibit parents' rights to express a preference for another school in appropriate circumstances.

2. Background

There is an expectation that pupils will remain at school for the usual period of time and only change schools at the end of the primary phase. Both primary and secondary schools liaise closely to ensure smooth transition and pastoral arrangements are aimed at providing pupils with continuity between phases. However, many schools in the Bradford District experience high levels of pupil mobility during the school year which impacts on the attainment and achievement of pupils and on school staff in terms of induction, administration and tracking pupils' progress. This mobility undermines the pupil's continuity of progress and that of other pupils when school staff have to manage pupils leaving or joining classes mid-year. It can also impede financial and staff planning.

There is evidence that mid-year movement is often disruptive to the statutory SEN process. This is particularly important during a child's early years at school, when the first steps towards assessing educational needs are taken. If this process is delayed because of changes of school, the result is often a lack of appropriate support throughout the remaining phase of education.

3. Legal Framework

Under the Schools Standards and Framework Act (1998) as amended by the Education Act 2002, a parent has the right to express a preference for a place at a school at any time. The LA (or in the case of VA, foundation schools and academies, the governing body) has a legal duty to comply with the parents' preference to admit the pupil on to the school roll, unless to do so would 'prejudice the provision of efficient education, or efficient use of resources'. This means that the school must admit the pupil unless that particular year group is at or above the published admission number.

While it is essential that children who have no school place are found one quickly, section 433 of the Education Act 1996, permits deferment of admission until the start of a school term, subject to certain exceptions (see paragraph 5). This would particularly be the case where requests for school transfer has been made that do not involve a house move or where there is no need for an immediate move (see exceptions below). In such cases, schools can arrange for a child to start at the beginning of the next term. This does not conflict with the parent's right to 'express a preference', but does allow schools to manage the movement of pupils transferring mid-year.

The LA has powers to direct admission to a foundation or voluntary-aided school in its area and can refer matters to the Education & Skills Funding Agency for consideration in relation to academies and free schools.

4. School Transfer Process

Any in-year admission request (whether the child is already attending a Bradford District school or is new to the area) shall be co-ordinated by the local authority. An *'In Year Common Application Form'* is available from the Admissions Team or can be downloaded from the Bradford Council website and must be returned to the Admissions Team.

For all applications, parents will be required to ask the Head of Year or a member of the Senior Leadership Team at the child's current school to complete Part Two of the application form. This section asks for information such as attendance, reasons for the transfer request and other factors which may have affect the child's education and therefore the suitability of a school place. The information provided by the current school will assist in determining whether the transfer request may require being dealt with under the Fair Access Protocol and/or by LA officers to determine whether the transfer request comes under one of the exceptions given below.

If the preferred school has places in the appropriate year group and the school does not refer the application through the Fair Access process, the Admissions Team will inform parents that a place is allocated and arrangements can then be made for the admission to take place at the start of the next school term.

5. Exceptions

Mid-term transfer of a pupil may only take place sooner than the start of the next term, if:

- the headteachers of the current **and** receiving schools agree that it is in the best interests of the pupil that transfer should take place sooner;
- the pupil has moved house to live more than three miles from the present school (if the pupil is aged over eight years) or over two miles (if the pupil is aged under eight years);
- the pupil has been unable to transfer at the start of the term as a result of illness or for other reasons beyond the parents' control;
- the admission is into Year 7 and Reception only, where a place becomes available from the waiting list during the autumn term only;
- it has been determined that the admission of the pupil comes under the 'Fair Access Protocol' or other significant circumstances apply which identify the child as vulnerable; and
- the admission is due to a successful appeal heard by an independent appeals panel.

When a request for transfer has been agreed and the offer of a place made, the receiving school must liaise with the current school regarding the agreed admission date and pupil data.

For pupils with an Education, Health & Care Plans (EHCP), any change of school must be made through a review of the EHCP by the school / SEN Team. Children with EHCPs are not dealt with through the admissions process as they have their own process enshrined in legislation.

6. Information for parents

Guidance notes that accompany the 'in-year common application form' informs parents of the detrimental effects that changing schools has on their child's progress and that such decisions should not be taken without careful consideration. Governors may wish to add similar statements to their school booklets and websites.

Primary School Published Admission Numbers (PANs)

| School | PAN |
|-------------------------------|-----|
| Addingham | 30 |
| All Saints' CE (Bradford) | 90 |
| All Saints' CE (Ilkley) | 60 |
| Appleton | 60 |
| Ashlands | 60 |
| Atlas Community Primary | 30 |
| Baildon CE | 60 |
| Bankfoot | 30 |
| Barkerend | 60 |
| Beckfoot Allerton | 60 |
| Beckfoot Heaton Primary | 90 |
| Beckfoot Priestthorpe | 30 |
| Ben Rhydding | 30 |
| Blakehill | 60 |
| Bowling Park | 90 |
| Brackenhill | 60 |
| Bradford Academy | 60 |
| Bradford Girls Grammar | 52 |
| Burley & Woodhead CE | 30 |
| Burley Oaks | 60 |
| Byron | 90 |
| Carrwood | 30 |
| Cavendish | 60 |
| Christ Church Primary Academy | 30 |
| Clayton St John's CE | 60 |
| Clayton Village Primary | 30 |
| Co-op Academy Parkland | 30 |
| Copthorne | 60 |
| Cottingley Village Primary | 60 |
| Crossflatts | 60 |
| Crossley Hall | 90 |
| Cullingworth | 45 |
| Denholme | 30 |
| Dixons Allerton Academy | 60 |
| Dixons Manningham Academy | 60 |
| Dixons Marchbank Academy | 60 |
| Dixons Music Academy | 60 |
| East Morton CE | 30 |
| Eastburn Junior & Infant | 30 |
| Eastwood | 60 |
| Eldwick | 75 |
| Fagley | 30 |

| School | PAN |
|---|-----|
| Farfield | 60 |
| Farnham | 60 |
| Fearnville | 60 |
| Feversham | 60 |
| Foxhill | 30 |
| Frizinghall | 60 |
| Girlington | 60 |
| Glenaire | 30 |
| Green Lane | 90 |
| Greengates | 30 |
| Grove House | 60 |
| Harden | 30 |
| Haworth | 45 |
| Heaton St Barnabas' CE | 60 |
| High Craggs | 60 |
| Hill Top CE | 30 |
| Hollingwood | 60 |
| Holybrook | 30 |
| Holycroft | 60 |
| Home Farm | 60 |
| Horton Grange | 90 |
| Horton Park | 60 |
| Hoyle Court | 45 |
| Idle CE | 60 |
| Ingrow | 60 |
| Iqra | 90 |
| Keelham | 15 |
| Keighley St Andrew's CE | 60 |
| Killinghall | 90 |
| Knowleswood | 60 |
| Lapage | 90 |
| Laycock | 15 |
| Lees | 30 |
| Ley Top | 60 |
| Lidget Green (consultation to decrease from 90 subject to approval) | 60 |
| Lilycroft | 60 |
| Lister Primary | 60 |
| Long Lee | 60 |
| Low Ash | 60 |
| Low Moor CE | 60 |
| Lower Fields | 60 |
| Margaret McMillan | 90 |

| School | PAN |
|----------------------------------|-----|
| Marshfield | 60 |
| Menston Primary | 60 |
| Merlin Top | 45 |
| Miriam Lord Community | 60 |
| Myrtle Park | 30 |
| Nessfield | 60 |
| Newby | 60 |
| Newhall Park | 60 |
| Oakworth | 60 |
| Oldfield | 8 |
| Our Lady & St Brendans Catholic | 30 |
| Our Lady Of Victories Catholic | 30 |
| Oxenhope CE | 30 |
| Parkwood | 30 |
| Peel Park | 90 |
| Poplars Farm | 60 |
| Princeville | 60 |
| Rainbow | 60 |
| Reevy Hill | 30 |
| Riddlesden St Mary's CE | 60 |
| Russell Hall | 30 |
| Ryecroft | 60 |
| Saltaire | 60 |
| Sandal | 60 |
| Sandy Lane | 45 |
| Shibden Head | 60 |
| Shipley CE | 30 |
| Shirley Manor | 30 |
| Silsden Primary | 90 |
| Southmere | 60 |
| St Anne's Catholic | 30 |
| St Anthony's Catholic (Clayton) | 30 |
| St Anthony's Catholic (Shipley) | 18 |
| St Clare's Catholic | 30 |
| St Columba's Catholic | 50 |
| St Cuthbert & The First Martyr's | 30 |
| St Francis' Catholic | 30 |
| St John The Evangelist | 30 |
| St John's CE | 60 |
| St Joseph's Catholic (Bradford) | 40 |
| St Joseph's Catholic (Bingley) | 30 |
| St Joseph's Catholic (Keighley) | 45 |

| School | PAN |
|--|-----|
| St Luke's CE | 30 |
| St Mary's & St Peter's Catholic | 30 |
| St Matthew's Catholic | 30 |
| St Matthew's CE | 60 |
| St Oswald's CE | 60 |
| St Paul's CE | 30 |
| St Philip's CE | 30 |
| St Stephen's CE | 60 |
| St Walburga's Catholic | 30 |
| St William's Catholic | 30 |
| St Winefride's Catholic | 60 |
| Stanbury Village School | 15 |
| Steeton Primary | 45 |
| Stocks Lane | 30 |
| Swain House | 60 |
| Thackley | 60 |
| The Academy At St James (consulted for Sept 2022) | 45 |
| The Sacred Heart Catholic | 30 |
| Thornbury | 60 |
| Thornton (consulted for Sept 2022) | 60 |
| Thorpe | 30 |
| Trinity All Saints CE (under consultation) | 30 |
| Victoria | 45 |
| Wellington | 60 |
| Westbourne | 60 |
| Westminster CE (consulted for Sept 2022) | 60 |
| Whetley | 90 |
| Wibsey | 90 |
| Wilsden (consulted for Sept 2022) | 30 |
| Woodlands CE | 15 |
| Woodside | 60 |
| Worth Valley | 30 |
| Worthinghead | 30 |
| Wycliffe CE | 60 |

Secondary School Published Admission Numbers (PANs)

| School | PAN |
|--|-----|
| Appleton Academy | 180 |
| Beckfoot Oakbank | 300 |
| Beckfoot School | 270 |
| Beckfoot Thornton | 260 |
| Beckfoot Upper Heaton | 145 |
| Belle Vue Girls | 180 |
| Bingley Grammar | 300 |
| Bradford Academy | 230 |
| Bradford Forster Academy (consultation for reduction to 180) | 210 |
| Bradford Girls' Grammar School | 140 |
| Bronte Girl's Academy | 120 |
| Buttershaw | 300 |
| Carlton Bolling | 300 |
| Dixons Allerton Academy | 245 |
| Dixons City Academy | 180 |
| Dixons Cottingley | 180 |
| Dixons Kings Academy | 160 |
| Dixons McMillan | 134 |
| Dixons Trinity Academy | 134 |
| Eden Boys Leadership Academy | 120 |
| Feversham College | 120 |
| Grange Technology College | 300 |
| Hanson School | 300 |
| Ilkley Grammar | 300 |
| Immanuel College | 300 |
| Laisterdyke | 180 |
| Oasis Academy Lister Park | 160 |
| One In A Million | 75 |
| Parkside | 210 |
| Queensbury | 180 |
| St Bede's & St Joseph's Catholic | 290 |
| The Holy Family | 165 |
| Titus Salt | 250 |
| Tong (will admit to 210 if required) | 180 |
| University Academy Keighley (consultation to decrease from 180 from Sept 2022) | 150 |



Report of the City Solicitor to the meeting of Executive to be held on Tuesday 2 February 2021

DJ

Subject:

MEETINGS OF COUNCIL AND THE EXECUTIVE 2021/22

Summary statement:

This report recommends a schedule of ordinary meetings for Council and the Executive for the municipal year 2021/22.

Parveen Akhtar
City Solicitor

Portfolio:

Leader of Council

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The Executive is asked to consider a proposed schedule of ordinary meetings for Council and the Executive for the municipal year 2021/22.

2. BACKGROUND

- 2.1 Paragraph 4.1 of Part 3D of the Constitution - Executive Procedure Rules provides that the Executive may agree and publish a schedule of meetings and make a recommendation to the Council on dates for ordinary meetings of the Council for the municipal year prior to the commencement of that municipal year.
- 2.2 The suggested schedule of meetings for the Council and the Executive is set out in the appendix to this report.

3. OTHER CONSIDERATIONS

- 3.1 Part 1 of Schedule 12 to the Local Government Act 1972 provides that:-

- (1) A principal Council shall in every year hold an annual meeting.
- (2) The annual meeting of a principal Council shall be held (a) in a year of ordinary elections of Councillors to the Council, on the eighth day after the day of retirement of Councillors or such other day within the 21 days immediately following the day of retirement as the Council may fix; and (b) in any other year, on such day in the month of March, April or May as the Council may fix.

- 3.2 In recommending this schedule of meetings, account has been taken of Bank and School Holidays, Party Conferences and religious festivals.

4. OPTIONS

- 4.1 No other options are relevant.

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1 There are no direct financial implications arising from this report.

6. RISK MANAGEMENT

There are no significant risks arising out of the implementation of the proposed recommendations.

7. LEGAL APPRAISAL

- 7.1 The relevant legal considerations are set out in paragraph 3.1 of this report.

8. OTHER IMPLICATIONS

8.1 EQUAL RIGHTS

None

8.2 SUSTAINABILITY IMPLICATIONS

None

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.4 COMMUNITY SAFETY IMPLICATIONS

None

8.5 HUMAN RIGHTS ACT

None

8.6 TRADE UNION

None

8.7 WARD IMPLICATIONS

None

8.8 IMPLICATIONS FOR CORPORATE PARENTING

None

8.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

- 10.1 That the schedule of meetings of the Executive for 2021/22as set out in appendix 1 to this report be approved.
- 10.2 That it be a recommendation to the annual meeting of Council that the ordinary meetings of Council for 2021/22as set out in appendix 1 to this report be approved.

11. APPENDICES

- 11.1 Appendix 1 – schedule of meetings of Council and the Executive for 2021/22.

12. BACKGROUND DOCUMENTS

None

COUNCIL AND EXECUTIVE DATES 2021 -22

| COUNCIL (Tue) | EXECUTIVE (Tue) |
|--|-------------------------------|
| 13 July 2021 | 8 June 2021 |
| 12 October | 6 July |
| 14 December | 7 September |
| 25 January 2022 | 5 October |
| 17 February (Thursday Budget) | 2 November |
| 15 March | 7 December |
| 17 May (AGM) | 4 January 2022 |
| | 1 February |
| | 15 February (Budget) |
| | 1 March |
| | 5 April |
| | |

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Report of the Director of Finance to the meeting of Executive to be held on 2 February 2021

Subject:

DC

Capital Investment Plan 2021-22 to 2024-25

Summary statement:

Section A of this report presents the Council's Capital investment Plan 2021-22 to 2024-25.

Section B presents an updated Capital Strategy for 2021-22. This strategy underpins the spending proposals within the Capital Investment Plan.

Section C presents the Investment Strategy for 2021-22. This provides an update to the Investment Strategy, with particular reference to recent Government announcements. Appendix 4 to this section also includes a financial update around the Housing Revenue Account.

Chris Chapman
Director of Finance

Portfolio:

Corporate

Report Contact: James Hopwood
Phone: (01274) 432882
E-mail: James.Hopwood@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

1.1 This report proposes the Council's Capital Investment Plan (CIP) from 2021-22 to 2024-25. The report also includes for 2021-22: The Capital Strategy (Section B) and the Investment Strategy (Section C).

1.2 This report is part of the overall 2021-22 budget proposal for the Council which includes:

- The Council's Revenue Estimates for 2021-22 (Document DE)
- Allocation of the Schools Budget 2021-22 Financial Year (Document DH)
- Section 151 Officer's Assessment of the proposed budgets (Document DI)

2. OVERVIEW

2.1 **SECTION A** of this report outlines the 2021-22 Capital Investment Plan (CIP). This includes:

- Capital Investment Plan - Background
- The Capital Schemes
- Minimum Revenue Provision (MRP)
- The Prudential Indicators

2.2 **SECTION B** of this report sets out the 2021-22 Capital Strategy. This includes:

- Guiding Principles
- Governance Framework for Capital Decisions
- Capital Resources to support Capital Expenditure
- Commercial Property Investments
- Loans to External Organisations
- Asset Management Planning
- Risks
- Prudence, Affordability, Sustainability
- Skills & Knowledge
- Capital Strategy Actions

2.3 **Section C** updates the 2021-22 Investment Strategy.

- Appendix 4 to the Investment Strategy also provides a financial update, setting out a potential plan for the Housing Revenue Account

SECTION A: CAPITAL INVESTMENT PLAN 2021-22

3. CAPITAL INVESTMENT PLAN - BACKGROUND

3.1 The Capital Investment Plan (CIP) is the Council's budget for expenditure on long-term infrastructure items, such as buildings and vehicles. These items are one-off, so need to provide value to the Council across a number of financial years; the items are also paid for across different financial years.

3.2 Expenditure in the CIP therefore differs significantly from that in Revenue Estimates – these estimates present ongoing expenditure, such as salaries, used up and funded within one financial year.

3.3 The CIP is governed by statutory requirements set out in the 2003 Capital Regulations. The key points are:

- Capital expenditure within the CIP provides benefits to Council residents that lasts for more than one financial year, such as a new sports centre.
- The construction process, for example a new sports centre, can also stretch across a number of financial years. For these reasons the CIP budget is presented as a rolling programme across a number of future years.
- Capital expenditure can only be funded from a limited number of sources: external grants (designated by the grant provider as for a capital purpose); funding provided by the Revenue Estimates (Direct Revenue Financing); funding from reserves, including the Major Repairs Reserve in the case of the Housing Revenue Account and borrowing.
- All the above funding sources involve paying for capital expenditure directly and immediately, except when borrowing is required. The borrowing principal and the related interest charges are repaid gradually through successive Revenue Estimates. The impact of the borrowing principal and interest payments are known technically as capital financing charges.
- There are some further points to note around capital financing charges. The provision of funding for the principal repayments is governed by strict rules. These rules determine how this funding is identified and set aside within successive years of the Revenue Estimates. The rules are known technically as the Minimum Revenue Policy (MRP). This funding is set aside irrespective and unrelated to the actual principal repayments, which is managed within the Council's Treasury Management Strategy.
- Interest charges on the borrowing are charged to the Revenue Estimates based on the year to which these relate.
- Capital Expenditure is monitored using what are called Prudential Indicators. These aim to measure and weigh the Council's level of indebtedness and any impacts on the Revenue Estimates for future generations. This check is due to the importance of ensuring value from capital expenditure: it significantly impacts both on service provision and finances for many years in the future.

3.4 One other point about borrowing is the overall purpose from the Council's perspective. One purpose is to fund one-off expenditure to deliver an ongoing improvement to service provision for the residents' districts (The Council calls this Corporate Borrowing).

3.5 Sometimes the purpose of the one-off expenditure is to enable the same service provision to be delivered more efficiently: for example, the Council could purchase vehicles as opposed to paying to rent them. Such borrowing schemes are known as

“Invest to Save” because the capital financing costs are mitigated by the savings they generate in the Revenue Estimates.

4. THE CAPITAL SCHEMES

4.1 As noted above, the CIP is always a rolling programme, because it continues across financial years. Therefore, the starting point for the proposed 2021-22 CIP is the quarter 3 monitoring position for the 2020-21 CIP. This is shown in Table 1 below:

Table 1: Quarter 3 Capital Investment Plan

| | Q2 Re profiled Budget 2020-21 | Changes | Re profile Budget 2020-21 | Spend 31 Dec 2020 | Budget 21-22 | Budget 22-23 | Budget 23-24 onwards | Total |
|--|--|------------|------------------------------------|-------------------------|-----------------|-----------------|----------------------------|--------------|
| | £m | £m | £m | £m | £m | £m | £m | £m |
| Health and Wellbeing | 1.6 | 0 | 1.6 | 0.3 | 4.2 | 1.5 | 0 | 7.3 |
| Children's Services | 24.1 | 0.2 | 24.3 | 13.2 | 11.0 | 2.3 | 0 | 37.6 |
| Place - Economy & Development Services | 14.4 | 0.1 | 14.5 | 3.1 | 41.5 | 21.6 | 8.6 | 86.2 |
| Place - Planning, Transport & Highways | 28.3 | 1.7 | 30.0 | 13.4 | 65.4 | 112.0 | 16.5 | 223.9 |
| Place - Other | 20.4 | 0.5 | 20.9 | 8.9 | 12.3 | 14.0 | 10.5 | 57.7 |
| Corp Service – Estates & Property Services | 12.7 | 0.3 | 13.0 | 3.6 | 5.0 | 0.1 | 0 | 18.1 |
| TOTAL – General Fund Services | 101.5 | 2.8 | 104.3 | 42.5 | 139.4 | 151.5 | 35.6 | 430.8 |
| HRA | 0.6 | 1.1 | 1.7 | 0 | 2.0 | 8.0 | 18.7 | 30.4 |
| Reserve Schemes & Contingencies | 31.4 | -0.9 | 30.5 | 0 | 110.3 | 101.7 | 38.6 | 281.1 |
| Council TOTAL | 133.5 | 3.0 | 136.5 | 42.5 | 251.7 | 261.2 | 92.9 | 742.3 |

4.2 In order to draw up the 2021-22 CIP proposed changes are:

- Revisions for estimated slippage in the current 2020-21 financial year.
- Ongoing schemes continued for the additional 2024-25 year added to the CIP.
- New schemes for CIP.
- Changes related to the HRA CIP schemes.

4.3 The first change is the ongoing schemes continued into 2024-25. These are detailed below:

- Replacement of Vehicles - £3m
- Property Programme - £2m
- General contingency for unforeseen capital expenditure - £1m

4.5 The new schemes proposed for the CIP are set out and described in Table 2 below. It is proposed these be identified as ‘reserve’ schemes, pending the presentation of full project appraisals to the Project Appraisal Group for review before seeking Executive approval.

Table 2: New proposed schemes for the 2021-22 CIP

| Proposed Scheme | Total Budget £000 | Description / Benefit |
|--|--|--|
| Health & Wellbeing | | |
| PCS1 BACES | 3,300 Additional 300k 2021-22 and 750k per year for 4 years, 2022-23 onwards | Additional Investment in Bradford & Airedale Community Equipment Service (BACES) is required beyond the currently approved funding period. The capital budget is an essential part of the BACES requirement for small and minor adaptations to people's homes that are not Disabled Facilities Grant eligible or for larger items of equipment such as Stair lifts and Hoists. It is intended that there will be a future requirement of £350k for Learning Disability service users and £400k for more general BACES capital items. |
| PCS2 Great Places to Grow Old – Saltaire Residential Care Home | 2,400 | The Scheme is already in the CIP for the construction of a new 50 bed short stay residential home on the site of Neville Grange in Saltaire. |
| Place – Sport & Culture | | |
| PCS3 Marley Playing Field | 500 | Works to riverbank next to the playing field. |
| Corporate Resources | | |
| PCS4 Core IT Infrastructure | 1,220 2021-22 | This is for SAP developments and the Digital Strategy capital innovation fund. It will be funded by £0.4m already in the 20-21 Programme, £0.2m revenue contribution and the remainder corporate borrowing. |
| Children's Services | | |
| PCS5 SEND Expansion | 6,000 2,000 per year for 3 years | This is the estimate of the additional budget need above current Basic Needs Grant. It would be funded by corporate borrowing and be used to complete SEND expansion in mainstream schools and SEN schools. |
| PCS6 IT Processes and Systems – End to End Review | 330 | A planned programme of work to systems and processes. The improvements to the systems are designed to promote better practice including facilitating improvements in the quality of analysis and the extent to which the child's lived experience is captured. This in turn will contribute to enhanced planning and review, helping us to ensure that progress towards clear targets is monitored. |

| | | |
|---------------------------|--|--|
| PCS7 Laptops for Children | 2,200 split over two financial years (one academic year) | Investment programme for raising attainment across the District. It includes continuing to invest capital funding in Digital Inclusion for Disadvantaged Children & Young People by investing in an infrastructure to support the programme. |
|---------------------------|--|--|

4.6 In addition to the schemes above there are other possible schemes that are at a very early stage of development. Further work and investigations will be completed and they will be brought to Executive for approval. Schemes currently being considered are:

- A Waste Recycling Facility
- Crag Road Phase 2 Development
- A Business Development Zone
- A potential increase of £0.5m for the Saltaire Residential Care Home Scheme

4.7 The proposed 2020-21 to 2024-25 Capital Investment Programme is a rolling programme including the quarter 3 capital budget, with the addition of the new schemes detailed in table 2. This is set out in Appendix 1, along with a funding analysis.

5 MINIMUM REVENUE PROVISION (MRP) POLICY

5.1 It is a statutory requirement for Full Council to set the Minimum Revenue Provision (MRP) policy each year. As noted, it is a technical term but refers to the rules governing how much funding is set aside from successive Revenue Estimates each year to repay debt.

5.2 The overall purpose of the policy is to charge the costs of capital schemes to current and future years in proportion to the amount of service benefit delivered in each year. The aim is to allocate costs between time periods and different generations in a fair and reasonable way. This means:

- Costs are charged only when schemes are in operation and not in the construction phase.
- Costs are generally allocated over the expected timespan in which any scheme is operational.
- The policy only relates to the repayment of borrowing: the elements of schemes funded directly, for example by grants, do not cause any future funding pressures on the Revenue Estimates.

5.3 The proposed policy is set out in Appendix 2. Compared to previous years, the only change to the policy is an update for the Council's new Housing Revenue Account. This allows funding to repay debt to be redirected to investment in the housing stock, providing that sufficient upkeep and improvement on the buildings is delivered.

5.4 The main elements of the policy set out in Appendix 2 are set out below:

- Pre 2008 debt, which cannot be distinguished against specific assets, is being repaid over 50 years on an equal instalment basis.
- Some debt taken out between 2008 and 2012 is currently being repaid on an annuity basis. This reflects policy and regulations during this period.
- Funding set aside for debt repayments within the HRA is calculated on a depreciation charge.
- All other debt is repaid on an equal life basis: as determined by the expected lifespan of each individual asset.
- The policy also provides some discretion to the Section 151 officer in determining debt repayments. However, this is subject to the relevant scheme meeting targets.

6. PRUDENTIAL INDICATORS

6.1 The Prudential Indicators are calculated on the basis that the CIP in future years is delivered in full and that there is no slippage. However, slippage has been included for the 2021-22 year.

6.2 The 2003 Capital Regulations authorise Councils to borrow for a capital purpose only. This is subject to tests of sustainability and affordable, using the Prudential Indicators.

6.3 One key Prudential Indicator, therefore, is a measure of the Council's outstanding debt. Outstanding debt is the Council's cumulative borrowing less any funding for debt repayment set aside within the Revenue Estimates. This Prudential Indicator is called the Capital Financing Requirement (CFR). The indicator is shown in Table 3a below:

Table 3a: Capital Financing Requirement (CFR)

| | 2019-20 <i>Actual</i> <i>£m</i> | 2020-21 <i>Estimate</i> <i>£m</i> | 2021-22 <i>Estimate</i> <i>£m</i> | 2022-23 <i>Estimate</i> <i>£m</i> | 2023-24 <i>Estimate</i> <i>£m</i> | 2024-25 <i>Estimate</i> <i>£m</i> |
|--|--|--|--|--|--|--|
| Opening Capital Financing Requirement | 700 | 711 | 753 | 845 | 939 | 936 |
| Increase in borrowing | 29 | 66 | 121 | 127 | 35 | 11 |
| Less MRP and other financing movements | -18 | -24 | -28 | -33 | -38 | -40 |
| Closing Capital Financing Requirement | 711 | 753 | 845 | 939 | 936 | 907 |

6.4 Table 3a above shows:

- The actual CFR at 31 March 2020 was £711m. This figure is also shown in the Council's statement of accounts and has been externally audited.
- The CFR is projected to increase, peaking at £939m in 31 March 2023. There is an increase when borrowing in year for a capital purpose is more than the amounts set aside to fund the principal repayments.
- The borrowing is estimated (apart from 31/03/2020) based on the proposed 2021-22 CIP, as set out in Appendix 1.
- Outstanding debt increases when new borrowing is higher than the principal payments charged to the Revenue Estimates.

6.5 When the Council borrows cash, this is nearly always from the Public Works Loan Board. However, cash borrowing is significantly lower than the CFR. A reconciliation between the CFR and the Council's loans is shown below in the Prudential Indicator for the external debt projection:

Table 3b: External Debt Projection

| | 31/03/20 <i>Actual</i> <i>£m</i> | 31/03/21 <i>Estimate</i> <i>£m</i> | 31/03/22 <i>Estimate</i> <i>£m</i> | 31/03/23 <i>Estimate</i> <i>£m</i> | 31/03/24 <i>Estimate</i> <i>£m</i> | 31/03/25 <i>Estimate</i> <i>£m</i> |
|--|---|---|---|---|---|---|
| Opening Capital Financing Requirement | 700 | 711 | 753 | 845 | 939 | 936 |
| Private Finance Initiative | -169 | -161 | -157 | -153 | -148 | -144 |
| Earmarked Reserves | -229 | -243 | -202 | -202 | -202 | -202 |
| Investments | 52 | 96 | 45 | 45 | 45 | 45 |
| Working Capital | -36 | -28 | -28 | -28 | -28 | -28 |
| (ii) Opening External Debt 1 April | 318 | 375 | 411 | 508 | 606 | 607 |
| <i>Under-borrowing</i> | 382 | 336 | 341 | 337 | 333 | 328 |

6.6 Regarding Table 3b above:

- External debt increases generally when the CFR increases but is significantly lower.
- The amount by which External debt is lower than the CFR is called under-borrowing. For example, under-borrowing is estimated to be £336m at 31 March 2021.
- The reasons for the under-borrowing are reconciled in the above table. One significant reason is that some of the borrowing is in the form of a lease arrangement (the Private Finance Initiative) rather than cash. The other is that the Council borrows from its own internal earmarked reserves, rather than borrowing, because it is less expensive.

6.7 As noted, the increase in the CFR drives the increase in external debts. This CFR increase in turn is caused by that part of the CIP funded from borrowing. The element of the CIP funded from borrowing is shown in the performance indicator below:

Table 3c: Analysis of Capital Spend Requiring Borrowing

| | 31/03/20 <i>Actual</i> £m | 31/03/21 <i>Estimate</i> £m | 31/03/22 <i>Estimate</i> £m | 31/03/23 <i>Estimate</i> £m | 31/03/24 <i>Estimate</i> £m | 31/03/25 <i>Estimate</i> £m |
|--|---|---|---|---|---|---|
| Total Capital Spend | 81 | 137 | 255 | 268 | 76 | 27 |
| Capital Spend not funded from borrowing | 52 | 71 | 134 | 141 | 41 | 16 |
| Capital spend funded from borrowing | 29 | 66 | 121 | 127 | 35 | 11 |

6.8 Another Prudential Indicator measures the impact of the Capital Financing Costs (debt repayments and interest) on the Revenue Estimates. This impact measures the annual costs as a ratio as the Net Expenditure Requirement shown in the 2021-22 Revenue Estimates (Document DE).

6.9 This Indicator is called the ratio of capital financing costs to the Net Revenue Stream. The indicator is shown in Table 4 below, together with a separate analysis for Invest to Save schemes:

Table 4: Ratio of Capital Financing costs to the Net Revenue Stream

| | 2020-21 £m | 2021-22 £m | 2022-23 £m | 2023-24 £m | 2024-25 £m |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Total Capital Financing Costs | 56.6 | 60.8 | 66.4 | 71 | 72.5 |
| Projected Net Expenditure Requirement | 391.3 | 391.3 | 391.3 | 391.3 | 391.3 |
| Ratio: Capital Financing costs to Net Expenditure Requirement | 14.5% | 15.5% | 17.0% | 18.1% | 18.5% |
| <i>Invest to Save element of Total Capital Financing Costs</i> | <i>6.7</i> | <i>8.1</i> | <i>11.3</i> | <i>13.9</i> | <i>15.3</i> |
| <i>Invest to Save contribution to Ratio to Net Expenditure</i> | <i>2.1%</i> | <i>1.9%</i> | <i>1.5%</i> | <i>1.3%</i> | <i>1.2%</i> |

| | | | | | |
|--------------------|--|--|--|--|--|
| <i>Requirement</i> | | | | | |
|--------------------|--|--|--|--|--|

6.10 Key points about the above Prudential Indicator are:

- The ratio of capital financing costs to the Net Expenditure Requirement increases between 2020-21 and 2024-25.
- Most of the increase in the ratio is driven by borrowing for Invest to Save schemes. Such schemes should generate mitigating savings which are not shown in the Prudential Indicator.
- The Prudential Indicator reflects a number assumptions including: that interest rates are 1.4% in 2020-21, 1.5% in 2021-22, 1.6% in 2022-23, 1.6% in 2023-24 and 1.8% in 2024-25. The CIP has also been reprofiled to reflect lower spend in 2020-21. The costs shown are particularly sensitive to unforeseen changes to interest rates.
- A reconciliation between the Prudential Indicator and the capital financing costs shown in the Revenue Estimates Budget is also shown in the table below:

Table 5: Capital Financing Costs in the Revenue Estimates Budget

| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|-------------|-------------|-------------|-------------|-------------|
| | £m | £m | £m | £m | £m |
| Total Capital Financing Costs | 56.6 | 60.8 | 66.4 | 71 | 72.5 |
| Direct Funding Schemes | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| PFI interest virement | -16.0 | -15.5 | -14.9 | -14.2 | -13.6 |
| PFI virement | -7.9 | -8.1 | -8.6 | -8.8 | -9.0 |
| Prudential borrowing virement | -6.7 | -8.4 | -12.9 | -16.4 | -17.8 |
| Corporate Capital Financing Costs within Revenue Estimates | 27 | 29.9 | 31.1 | 32.6 | 33.3 |
| | | | | | |

6.11 Items of expenditure such as PFI interest and the PFI Lease virement are treated as capital expenditure under accounting rules and therefore come within the remit of the Prudential Indicator. However, this expenditure is already included elsewhere the Revenue Estimates.

6.12 Similarly, borrowing for self-financing schemes is being funded from services, as set out in the Prudential borrowing virement shown in Table 5 above.

6.13 All the Prudential Indicators, including additional analysis, are set out fully in Appendix 2 of this report.

7 FLEXIBLE USE OF CAPITAL RECEIPTS STRATEGY

- 7.1 Until the end of the 2021-22 financial year, Councils have been given the option of using capital receipts to fund the Revenue Estimates. This subject to a number of conditions detailed below:
- The funding is for what can be termed transformation projects.
 - Such projects will result in ongoing revenue savings for the Council.
 - The costs of the project are one-off and strictly time limited.
- 7.2 The Council's current strategy is to use capital receipts to reduce the borrowing need for capital expenditure. The proposal in this report is to delegate authority to the Section 151 officer to have the option to adjust this strategy and fund transformation projects from capital receipts.
- 7.3 The Council is also awaiting the introduction of a new funding regime for Local Government.

Capital Strategy 2021-22

8 CAPITAL STRATEGY (BACKGROUND)

- 8.1 The Council's Capital Strategy is a policy framework for the development; management and monitoring of its capital investment plan.
- 8.2 In respect of timeframes, the strategy is also both a plan for the current year and the long-term, with emphasis on the next ten years.
- 8.3 The strategy is the means by which the Council ensures compliance with mandatory statutory guidance contained in the Prudential Code for Capital Finance in Local Authorities issued in December 2017. The headline message delivered by the Code is the requirement for the Council to consider key judgement criteria of Prudence, Affordability and Sustainability when making and reviewing decisions about the use of its capital resources.
- 8.4 The simple purpose of the strategy is also to ensure that capital expenditure is deployed in such a way as to maximise the provision of the services needed by Council residents. Delivering this purpose involves selecting and project managing capital schemes; while coordinating their implications for risk, treasury and resourcing.
- 8.5 Capital Expenditure is defined as expenditure on the acquisition, creation or enhancement of assets that have a useful life or more than one year. This means items of expenditure on buildings, vehicles and substantial equipment. Local Government also has the statutory right to include within this definition, expenditure on assets owned by third parties, or loans given to third parties.
- 8.6 Capital expenditure schemes are also constructed, financed and used to deliver services across multiple financial years; so each one is a substantial commitment by the Council.

9 GUIDING PRINCIPLES

- 9.1 To ensure the efficient use of all of its assets the Council will not permit any project to be included in its Capital Investment Plan (CIP) unless it furthers its strategic priorities and objectives. These strategic priorities include the statutory duties that Councils are responsible for undertaking.
- 9.2 Overall, the following principles will apply to all capital investment decisions:
 - I. They should reflect the priorities identified in the Council Plan and its supporting strategies.
 - II. They will be prioritised by availability of resources and allocated funding, and supported by a business case review.
 - III. Priority will be given to schemes financed from capital grants or Invest to Save income streams.
 - IV. The cost of financing each capital scheme will be incorporated into the relevant annual policy, resources strategy and budget (e.g Capital Investment Plan 2021-22 to 2024-25).
 - V. Commissioning and procuring for capital schemes will be legally compliant, which will be established by early and appropriate due diligence.

10 LINKS TO COUNCIL POLICIES, STRATEGIES AND OBJECTIVES

- 10.1 The Council's **Capital Programme** covers a four-year period: the latest proposed in

this report will cover 2021-2025. The proposed commitments in the programme reflect the Council Plan:

- i. Better Skills, More Good Jobs and a Growing Economy
- ii. Decent Homes
- iii. Good Start, Great Schools
- iv. Better Health, Better Lives
- v. Safe, Strong and Active Communities
- vi. A Sustainable District
- vii. An Enabling Council

11 GOVERNANCE FRAMEWORK FOR CAPITAL DECISIONS

11.1 The Council's relevant democratic decision-making and scrutiny processes are set out in its Constitution and include:

- i. A **Council Plan** which sets out strategic priorities.
- ii. Approval of the **Capital Strategy, Treasury Management Strategy and Capital Investment Programme**, including the prudential indicators referred to within them.
- iii. The current **Capital Investment Plan (CIP)**. Each scheme in the CIP is approved by both the Executive and Full Council. The CIP is monitored by the appropriate responsible officer, finance and the Project Appraisal Group (PAG) in order to detect and deal with any variances to the plan. Updates are reported to the Executive on a regular basis.
- iv. The Council's **Financial Regulations**. Under these regulations the PAG will assess unfunded capital expenditure proposals. Schemes funded from capital grants or Direct Revenue Financing can be progressed and approved directly by Executive. Any new capital expenditure proposals that are not wholly funded from capital grants or by the proceeds of sale of land must be either financed directly from the Revenue Estimates or be formally authorised from an identified capital scheme or approved additional borrowing.
- v. A mandatory **Capital Business Case** to identify the projected running costs and financing costs of the relevant asset and assess its affordability.
- vi. The **Project Appraisal Group (PAG)**. Currently its membership comprises finance, legal, procurement, project management and property expertise and it is chaired by the Director of Finance. Its prime responsibility is to review the Capital Business Case.
- vii. Investment assets are subject to specific approval processes, involving the Investment Advisory Group, discussed below.
- viii. There is also discussion and a review underway to develop the support provided around project delivery as well as processes around contract management.

12 CAPITAL RESOURCES TO SUPPORT CAPITAL EXPENDITURE

12.1 Proposed future schemes are set out in the **Capital Investment Plan 2021-22**, due to be considered by Full Council on 18 February 2021.

- 12.2 Schemes not funded directly by grants, receipts from asset disposals or reserves generate **Capital Financing Costs**, which have to be paid for out of the annual Revenue Estimates (Document DE for 2021-22). Capital Financing Costs derive from the cumulative effect of previous years' borrowing to fund capital investment; net of amounts previously paid. These costs are not impacted by the current year capital expenditure: they can only be matched against service benefit when the related asset is operational.
- 12.3 **Invest to Save (self-financing) schemes** generate savings or additional income in the Revenue Estimates which offset the Capital Financing Costs. Such schemes and their related savings or additional income are projected to have an increasing impact on the Revenue Estimates and the Medium Term Financial Strategy in future years.
- 12.4 **Corporate Borrowing schemes do not generate savings or additional income in the Revenue Estimates.** Such schemes are chosen for their direct delivery of service provision. Of course, in practice individual schemes can generate some savings or additional income but also require a corporate borrowing contribution.

13 COMMERCIAL PROPERTY INVESTMENTS

- 13.1 A commercial property investment strategy was approved by Executive on 4 April 2017. This permitted investment in commercial property both to create long term income generation; or to promote economic development, service provision and regeneration within the District.
- 13.2 Since 2017, the Ministry of Housing, Communities and Local Government (MHCLG) has announced a number of changes in relation to borrowing for commercial property investments. These are summarised below:
- From 1 April 2018, Local Authorities were required to approve an Investment Strategy at Full Council. The definition of Local Authority investments was also updated to include investment property and loans to third parties and related companies.
 - It was also announced (1 April 2018) that Local Authorities were no longer able to borrow in advance of their Capital Financing Requirements, solely for the purpose of investment yield. The impact was to restrict commercial investment where Councils' actual cash or finance lease borrowing was equal to their underlying need to borrow for a capital purpose (The Capital Financing Requirement). This did not apply to Bradford Council. Bradford internally borrowed from earmarked reserves, so that actual borrowing is below the Capital Financing Requirement (See Table 4b Capital Investment Programme 2020-21 to 2021-25)
 - On 10 September 2019, the MHCLG increased the interest rate on borrowing by 1%. The reason given for this increase was to reduce the level of borrowing by Local Authorities for the purpose of acquiring commercial property portfolios.
 - On 11 March 2020, the Government rescinded the 1% interest increase but only for borrowing related to the construction of social housing. The Government also announced a consultation on Local Authorities' commercial property portfolios.

- On 26 November 2020, the MHCLG rescinded the 1% increase on all borrowing from the PWLB. However, at the same time, the results of the consultation were that councils seeking to borrow from the PWLB will now have to confirm they are not borrowing primarily for yield at any point or from any source for a period of 3 years. MHCLG will monitor compliance by reviewing capital plans; in Bradford's case, the Capital Investment Programme 2020-21 to 2024-25.

13.3 As a result, Bradford can no longer invest in commercial property to create long term income generation. The prior criteria for investment in commercial property (see Criteria B below) has now been updated (see Criteria A below):

Criteria A

- i A proven ability to promote economic development, service provision and regeneration within the District.

Criteria B

- i. Risks associated with the investment
- ii. The likelihood of being able to sell the investment in extremis
- iii. The location of the investment, with preference being firstly within the District and secondly within the Leeds City Region
- iv. The security of direct rental payments, with consideration given to the reliability of tenants
- v. The income stream from the investment, current and potential
- vi. The potential increase to the capital value of the investment
- vii. The sector in which the investment is made, eg retail or warehouses
- viii. The detailed business case for investment

14 LOANS TO EXTERNAL ORGANISATIONS

14.1 The Council may make loans to local enterprises, local charities, wholly owned companies and joint ventures as part of strategy for local regeneration and economic growth. In such cases, a realistic assessment of potential policy gains could justify the loan even when liquidity and security considerations might indicate that it is not prudent.

14.2 In such cases, a cost may be chargeable to the Revenue Estimates, either in accordance with the Council's Minimum Revenue (MRP) Policy or, alternatively, an expected credit loss model in line with IFRS 9 (financial instruments) would be required.

14.3 Loans to external organisations are covered under the Council's MRP policy because as noted above, they fall within the Local Authority definition of capital expenditure. The Council's MRP Policy sets out that the Capital Financing Costs can only be fully met from the loan repayments under the following conditions:

- The loan repayment schedule covers the full cost of the original loan.
- That there continues to be confidence that loan repayments will be repaid.
- That the external organisation adheres to the loan schedule.

- 14.4 In addition, a loan to an external organisation may reduce the interest income received into the Revenue Estimates. This will happen when the interest charged on the loan is less than the amount that would be received from an alternative investment.
- 14.5 Technical accounting rules may also require applying the credit loss model. This calculates a nominal cost to the Council equivalent to the monetary value of the difference between the interest charged on the external loan and the commercial rate. However, currently the Council is entitled to make an adjustment, so that there is no real impact in the Revenue Estimates.

15 ASSET MANAGEMENT PLANNING

- 15.1 The Council Estate Management Service manages its existing assets to reduce costs and maximise service benefit according to objectives listed in the Estates Strategy, which is due to be reviewed and updated to link to this Capital Strategy and to quantify the cost of repair and maintenance costs against the savings from extending the lives of Council buildings from 2021-22 onwards.
- 15.2 The review will also cover disposals of buildings. As noted, the receipt from such disposals are a regulated funding source for the Capital Investment Programme. The fact that the property has been sold, can also reduce the repair and maintenance on the Council's estate. Table 5 (in Appendix 3) summarises the Council's achievements in rationalising the estate between 2009-10 and 2019-20.
- 15.3 The Council's Estates Strategy, including disposals of buildings, has been delayed due to the pandemic. Further the pandemic has had a significant impact on estates usage, some of which will be temporary. This includes the closure of buildings, the repurposing of assets, changes in priorities and a reduction in the occupancy rates of office space. All the above will be considered as part of a comprehensive review of the Estates Strategy in 2021-22.

16 RISKS

- 16.1 In considering the Capital Investment Programme 2021-22 to 2024-25 and the Capital Strategy, there are a number of key risks. These are summarised below:
- **Interest rates are higher than expected.** The current estimate of capital financing costs is based on interest rate forecasts. Such forecasts are inherently subject to change. Such changes could significantly increase capital financing costs.
 - **Overspends.** The capital projects could overspend, or alternatively the expected funding may be lower than expected. This will reduce value for money and increase the future costs charged to the Revenue Estimates.
 - **Project delivery impaired.** As well as the financial impacts, poor project delivery reduces the quality of service provision for residents.
 - **Unanticipated Revenue Consequences of Capital Investment.** There could be additional costs in the Revenue Estimates that are not fully anticipated in the Business Case; for example, additional repair and maintenance costs.
 - **Obsolete assets.** Technological changes, changes in Local Government or

different choices could make an asset obsolete, reducing the expected service provision. If this causes a reduction in the expected life of the asset, debt repayments may need to be made out of the Revenue Estimates over a shorter period of time.

- **Invest to Save schemes rely on over-optimistic revenue projections.** The revenue savings or income generation forecasted from a scheme may not materialise. This is a particular risk, because as noted above, budget projections for the Revenue Estimates are increasingly reliant on such forecasts.
- **Change to regulations.** The Government may change current regulations, so that the financial impact of debt and borrowing on the Revenue Estimates could increase.
- **Committed Capital Expenditure.** During the construction phase, new information may become available, for example as a result of a site investigation or other circumstances, which prevents a scheme progressing. In such circumstances, the committed costs add no value and are written off against the Revenue Estimates.
- **The value of property reduces and/or it is more difficult to dispose of property.** The anticipated capital receipts in the CIP are over-optimistic, more borrowing is required and Capital Financing Costs increase.
- **Actual or prospective loans to external parties are not repaid.** If external loans are not repaid, they will have to be written off, with the cost charged directly against the Revenue Estimates. Such write offs could increase costs unexpectedly.
- **Change in Government Policy.** There are assumptions in the CIP that some Government grants are recurring. If these assumptions are incorrect, the Council will have to choose between reducing service provision or using additional financial resources.

16.2 The policy framework in the Capital Strategy aims to mitigate the risks identified above. Other risk mitigations are set out in the proposed Capital Strategy actions.

17. PRUDENCE, AFFORDABILITY, SUSTAINABILITY

17.1 As noted, the Prudential Code for Capital Finance in Local Authorities issued in December 2017 requires the Council to consider the key judgement criteria of Prudence, Affordability and Sustainability when considering the Capital Programme.

17.2 Some considerations around this are:

- At 1 April 2020, the Council had £1,000m of long-term assets, when valued according to their potential to provide service provision to the Council. Outstanding debt on these assets is £711m.
- The CIP 2020-21 to 2024-25 proposes £763m of new capital expenditure: funded by £396m of capital grants and miscellaneous items; £190m of Invest to Save borrowing; and £167m of corporate borrowing. Individual schemes are detailed in Appendix 1 by department and analysed according to their individual funding requirements.
- Current interest rates are very low by historical standards. For example, the current interest rate from the PWLB on a 50-year loan repaid at maturity, is lower than the Bank of England inflation target (2% as measured by the consumer price index). However, these interest rates fluctuate and can be volatile.
- Other potential risks are outlined in the Risk section above (see 16 Risks).
- The CIP is a rolling programme. Current schemes include those approved as part of the budget process last year and individual schemes progressed, developed and

approved at Executive during the current financial year. Each scheme's contribution to the Council's service provision and its resource requirement is assessed individually.

- The Prudential indicators set out in Appendix 3, Table 4, show the ratio of capital financing costs to the net revenue requirement increasing from 14.5% to 18.5% between 2020-1 to 2024-25.
- The increase in the ratio of capital financing costs is mitigated within the Medium Term Financial Strategy by: savings and income generation from the Invest to Save schemes; some technical accounting adjustments impacting on the profile of the repayments of debt for the Public Finance Initiative.

17.3 Overall the Capital Financing Requirement (CFR) of £711m and will be paid for from Capital Financing Costs charged to future revenue estimates. The proposed CIP 2020-21 to 2024-25 requires substantial new borrowing, increasing the CFR and the amount of funding set aside from future revenue estimates.

17.4 The projected CFR (Appendix 2.1) and Capital Financing Costs (Appendix 3, Table 4) are shown in detail by the Prudential Indicators. These are used to test the affordability of the proposed CIP.

17.5 Most of the Council's long-term borrowing is from the PWLB; which was £375m at 1 April 2020. A further £161.7m of borrowing relates to the private finance initiative with a private company and will be repaid from future contracted lease payments.

17.6 Borrowing decisions are made on a cash flow basis so are not directly aligned with the Capital Financing Costs charged to the Revenue Estimates. In practice, the Council's earmarked reserves are used to reduce actual borrowing. This is because borrowing costs are higher than the interest the Council received on its investments. However, the relationship between the CFR, earmarked reserves and other assets and liabilities is summarised in Table 4, Appendix 3.

18 SKILLS AND KNOWLEDGE

18.1 The Council has professionally qualified staff across a range of disciplines including finance, legal and property. A programme of continuous professional development (CPD) is undertaken and employees attend courses on an ongoing basis to keep abreast of new developments and skills. The Council establishes project teams from all the professional disciplines from across the Council as and when required.

18.2 The Council uses external advisors where necessary in order to complement the knowledge its own officers hold. Some of these advisors are contracted on long-term contracts or are appointed on an ad-hoc basis when necessary. The Council currently employs Link Asset Services as treasury management advisors and PWC as VAT advisors. This approach ensures the Council has access to specialist expertise when needed to support its staff, commensurate with its risk appetite.

18.3 Internal and external training is offered to members to ensure they have up to date knowledge and expertise to understand and challenge capital and treasury decisions taken by the Director of Finance.

19. CAPITAL STRATEGY ACTIONS

19.1 These are intended to align the Council's operations with the CFR, and are listed in

Schedule 2 of the Capital Strategy. The Actions represent the programme for implementation of the Capital Strategy, which as a high-level document omits much operational detail in favour of a strategic overview of how the Council will manage and optimise its use of its capital assets.

Investment Strategy 2021-22

INVESTMENT STRATEGY

20. BACKGROUND:

This strategy document sets out the Council's annual Investment Strategy as is required by the 3rd Edition of the Section 15 guidance on local government finance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 in 2018. It covers the budget year 2021-22 onwards. The overall objective of the strategy is to provide high-level guidance on acquiring and managing investments in order to improve the financial resilience of the Council, the income base for its services and to ensure that its financial assets are applied efficiently for the benefit, improvement or development of the area through the acquisition, retention and management of good quality investments and the granting of loans.

The 2011 Localism Act provides a general power of competence which permits local authorities to do anything they consider likely to promote or improve the economic, social and environmental well-being of their area. This means that the annual Investment Strategy closely links to the Council's Economic Strategy in order to deliver economic growth, tackle inequality and create change in the area that benefits everyone.

This Investment Strategy also provides an update for recent announcements. The Ministry of Housing, Communities and Local Government (MHCLG) has determined that councils seeking to borrow from the PWLB can no longer incur capital expenditure primarily for yield at any point or from any source for a period of 3 years.

21. INVESTMENTS – DEFINITION

The section 15 guidance issued on 1 April defined investments as including both financial assets and commercial property, held primarily for yield.

The guidance was issued in part as a response to the increasing investment of Local Authorities in commercial property. As such, commercial property was specifically identified as falling within the terms of the guidance and this strategy.

Most of the Council's commercial property portfolio is historic, with just two additional investments in recent times. At 1 April 2020, this commercial property portfolio was valued at £54.5m (2019-20 audited statement of accounts), a small proportion of overall long-term assets of £1000.2m.

The definition of an investment also covers loans made by the Council to one of its wholly-owned companies, a joint venture, or to a third party. However, this strategy does not cover investments managed within the treasury management scheme of delegation. These are considered within the annual Treasury Management Strategy.

22. KEY STRATEGIC PRINCIPLES

This Investment Strategy sets objective criteria for any investment. These are listed below:

- i. Is within the General Power of Competence (2011 Localism Act)
- ii. Transparency and democratic accountability
- iii. Contribution
- iv. Use of indicators
- v. Security, Liquidity and Yield
- vi. Investment Limit

22.1 Transparency and democratic accountability:

The Council is required to prepare at least one annual Investment Strategy that contains the details specified in the 2018 guidance and is approved by full Council.

22.2 Contribution to Council's overall purposes:

Investments made by local authorities can be classified into one of two main categories:

- Investments held for treasury management purposes; and
- Other Investments, which are not held for treasury management purposes

Investments held for treasury management purposes usually comprises short term lending to banks, financial institutions and other local authorities, when the Council has a cash surplus. These are managed within Treasury Management Strategy, so do not need to be considered within this Investment Strategy.

Other investments previously made by the authority are commercial property investments and loans to third parties. Future decisions will be assessed on the contribution made, using the criteria set out below. A key measure of contribution will be the delivery of service provision, as set out in the General Power of Competence within the Localism Act: therefore. the supporting business case assessment should demonstrate that the investment forms part of a project in the Council's Plan or some other formal statement of the Council's strategic or policy aims.

The full criteria to measure contribution and make investment decisions (as included in the Capital Strategy is set out below:

Criteria A

- i A proven ability to promote economic development, service provision and regeneration within the District.

Criteria B

- i. Risks associated with the investment
- ii. The likelihood of being able to sell the investment in extremis
- iii. The location of the investment, with preference being firstly within the District and secondly within the Leeds City Region

- iv. The security of direct rental payments, with consideration given to the reliability of tenants
- v. The income stream from the investment, current and potential
- vi. The potential increase to the capital value of the investment
- vii. The sector in which the investment is made, eg retail or warehouses
- viii. The detailed business case for investment

i. Falls within the General Power of Competence (Where an investment is classified as contributing to regeneration or local economic benefit)

ii. Yield

iii. Regeneration

iv. Economic benefit/business rates growth

v. Responding to local market failure

vi. Treasury management

vii. Invest to Save Schemes capacity to reduce costs or generate additional income from an asset (including a sensitivity analysis to test the robustness of the expected savings).

All business case proposals for investments will be evaluated by the Project Appraisal Group, including using the key strategic principles and the contribution criteria.

As noted, the Council can no longer invest in commercial property primarily for yield. However, yield is important criteria where service provision can be financed, or partly financed by savings or income generation. This is also consistent with the Capital Strategy, which aims to encourage the identification of Invest to Save (or self-financing) schemes.

The Council's Housing Revenue Account (HRA), which aims to increase affordable housing in the district, meets criteria A. The financial details, which also provide further information around criteria B, are set out in Appendix 4.

22.3 Investment indicators:

The Council proposes to adopt a system of quantitative indicators to guide and inform investment decisions relating to Other Investments. The Council proposes to initially adopt the indicators proposed within the Guidance (see the Annex to this Investment Strategy). These indicators will be reported upon and reviewed annually.

The Council's proposed range of indicators will allow members and other interested parties to understand the total exposure from borrowing and investment decisions. They will cover both the Council's current position and the expected position assuming all planned investments for the following year are completed. They will not take account of Treasury Management investments which will continue to be reported within the Treasury Management report.

22.4 Security, Liquidity and Yield:

In this context, Security means protecting the capital sum invested from loss; and Liquidity means ensuring the funds invested are available for expenditure when needed. Yield is the expected return of the investment over its lifetime, and can be expressed either in financial terms or as the achievement of policy or strategic aims.

In considering Other Investments the balance between security, liquidity and yield will be considered as part of the business case, alongside the contribution the Other Investment can make to achieving policy objectives.

22.5 Investment Limit

The Council will from time to time set one or more Investment Limits and keep them under review. The Council will use prudential borrowing to fund Other Investments / strategic acquisitions. Currently interest rates remain at a low level and the rental income / Contribution from Other Investments should more than cover the associated debt costs, whilst also providing a net yield to support the Council's revenue budget. The Council has the ability to fix interest over the long-term which removes the risk of interest rate volatility.

Provision of £40 million has been included in the capital programme, phased across the programme and funded by prudential borrowing. A small £0.7m budget is also included, as part of the Leeds City Region Revolving Investment Fund.

23. GOVERNANCE ARRANGEMENTS

The Council has set up an Investment Advisory Board to consider specific business cases in relation to investing in Other Investments / strategic acquisitions. The core group consists of:

- Leader of the Council – (Chair)
- Cllr Alex Ross Shaw – portfolio holder for Regeneration, Planning & Transportation
- A representative nominated by the Leader of the Conservatives
- Cllr Jeanette Sunderland – Leader of Liberal Democrat & Independent Group
- Strategic Director of Corporate Resources
- Strategic Director of Place
- Director of Finance / s151 Officer
- Assistant Director Estates & Property
- City solicitor / Monitoring Officer

Other officers will attend as relevant to the specific business case.

24. RISK ASSESSMENT

Any capital expenditure falling within the definition of investment (but excluding Treasury Management) will be risk assessed as follows:

- i. Whether, and if so, on what terms the Council uses external advisors as treasury management advisors, property investment advisors or any other relevant persons. In each case such engagements will be on the Council's standard terms and conditions unless there is an agreed exception, as is provided for under No. 17 of the Council's Contracts Standing Orders.
- ii. The outcome of any monitoring by the Council of the quality of advice provided by its external advisors.
- iii. To what extent, if at all, any risk assessment is based on credit ratings issued by credit ratings agencies, and the reliability of such ratings given the current degree of engagement between the rating agency and the market under assessment.

- iv. Where credit ratings are used, how frequently they are monitored and the procedures for taking action if credit ratings change.
- v. What other sources of information are used to assess and monitor risk.
- vi. Any specific property-related risks – covenant strength, lease period/s, condition, maintenance costs, etc.

Risk Assessment will be undertaken as part of business case considerations and regularly reviewed.

25. CAPACITY, SKILLS AND CULTURE

The Investment Strategy Guidance requires that Councillors and Officers involved in investment decisions need the appropriate capacity, skills and information to enable them to take an informed decision as to whether or not to enter into a specific investment. As part of this, the Council will procure specialist legal and financial support as required.

26 PRUDENTIAL INDICATORS

As noted above, the Council has a historic portfolio of commercial property. This has been expanded recently, with just two investments.

Overall Return

| | 2019-20 |
|---|----------------|
| | £m |
| Rental income | -2.74 |
| Service charges | -0.12 |
| Repairs and Maintenance | 0.95 |
| Capital Financing costs & other | 0.27 |
| Total return | -2.48 |
| <i>Source 2019-20 Statement of Accounts</i> | |

The value of the Council's investment property as at 31 March 2019 was £54.5m, making a return of 4.5%. The historic investment property has been revalued upwards above its purchase cost, so taking this into account, the return would be higher. This means historic spend on investment property is supporting the current revenue estimates.

The Council also recently completed an additional two investments in the Bradford area.

Debt to Net Service Expenditure (NSE) Ratio

This indicator measures the gross debt associated with property investment as a percentage of the Council's net expenditure requirement, where the Net Expenditure Requirement is a proxy for the size and financial strength of a council.

| | 2020/21 | 2021/22 | 2022/23 |
|--|---------|---------|---------|
| | Actual | Actual | Actual |
| | | | |

| | £000 | £000 | £000 |
|-------------------------|---------|---------|---------|
| Gross Debt | 11,177 | 10,902 | 11,037 |
| Net Service Expenditure | 391,300 | 391,300 | 391,300 |
| Debt to NSE Ratio | 2.9 | 2.8% | 2.8% |

The indicator shows the proposed debt level arising from the Council's two recent investments. This shows that the debt ratio from investment in a property portfolio will be approximately less than 3% of the Council's net revenue budget if the investment in commercial property is funded solely from borrowing. There is no specific debt that can be identified against the Council's historic portfolio. No additional investments are assumed in the indicator at present, in the light of the MHCLG guidance.

Commercial Income to NSE Ratio

This indicator measures the Council's dependence on the income from property investments to deliver core functions.

The income generated from property investments will fund 0.6% of the Council's net service expenditure over the medium term. This shows that the Council's reliance on income from property investments is low.

| | 2020/21 Actual £000 | 2021/22 Estimate £000 | 2022/23 Estimate £000 |
|--------------------------------|---------------------------|-----------------------------|-----------------------------|
| Commercial Income | 2,500 | 2,500 | 2,500 |
| Net Service Expenditure | 391,300 | 391,300 | 391,300 |
| Commercial Income to NSE Ratio | 0.6% | 0.6% | 0.6% |

Investment Cover Ratio

This indicator measures the total net income from property investments compared to interest expense.

| | 2020/21 Estimate £000 | 2021/22 Estimate £000 | 2022/23 Estimate £000 |
|------------------------|-----------------------------|-----------------------------|-----------------------------|
| Investment Cover Ratio | 0.59 | 0.43 | 0.38 |

The indicator shows that net income from property investments is lower than the interest expense. However, interest rates have since reduced.

Loan to Value Ratio

This indicator measure the amount of debt compared to the total asset value. In the period immediately after purchase it is normal for the directly attributable costs of purchasing commercial property investments to be greater than the realisable value of the asset (for example, because of non value adding costs such as stamp duty and fees). The Loan to value ration should gradually decrease, reflecting the assumption that property values will remain constant while borrowings will be repaid.

| | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|---------------------|---------------------|---------------------|---------------------|
| | £000 | £000 | £000 |
| Loan to value Ratio | 1.01 | 0.99 | 0.96 |

Target Income Returns

This indicator shows net revenue income compared to equity and is a measure of the achievement of the property portfolio.

| | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|-----------------------|---------------------|---------------------|---------------------|
| | £000 | £000 | £000 |
| Target Income Returns | 1.8% | 1.5% | 1.4% |

Gross and Net Income

The net income targets are included in the Councils financial projections. The achievement of target income streams will be managed as part of the Council's standard budget monitoring process. Targets are dependent upon investments being made.

| | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|--------------|---------------------|---------------------|---------------------|
| | £000 | £000 | £000 |
| Gross Income | 800 | 800 | 800 |
| Net Income | 200 | 200 | 200 |

Operating Costs

Operating costs relate to the cost of the Council's internal Estate Management function in relation to managing assets acquired under the property investment strategy.

Additional operating costs may be incurred as a result of the purchase of investment properties. Any such costs will be factored into financial appraisals as part of the purchase assessment to ensure that target net rates of return are achieved. This indicator may therefore be revised once investments are made.

| | 2020/21 Estimate £000 | 2021/22 Estimate £000 | 2022/23 Estimate £000 |
|-----------------|-----------------------------|-----------------------------|-----------------------------|
| Operating Costs | 400 | 400 | 400 |

Vacancy Levels and Tenant Exposures

| | 2020/21 Actual £000 | 2021/22 Estimate £000 | 2022/23 Estimate £000 |
|--------------|---------------------------|-----------------------------|-----------------------------|
| Void periods | 0% | 0% | 0% |

The target of 0% reflects the strong tenant covenant strengths that will be required under the commercial property investment strategy. Void periods will be factored into financial appraisals as part of the assessment criteria where relevant, therefore this indicator may be revised once investments have been made.

SECTION, A, B AND C SUMMARY

27 FINANCIAL & RESOURCE APPRAISAL

27.1 The finance and resourcing implications are set out in the body of this report.

28 RISK MANAGEMENT AND GOVERNANCE ISSUES

28.1 The risk implications are set out in the body of this report.

29 LEGAL APPRAISAL

29.1 The report complies with the Council's statutory obligations and the requirement to follow statutory guidance.

30 OTHER IMPLICATIONS

30.1 Equality and Diversity

None

30.2 SUSTAINABILITY IMPLICATIONS

Included in report

30.3 GREENHOUSE GAS EMISSIONS IMPACTS

Included in the report

30.4 COMMUNITY SAFETY IMPLICATIONS

Included in the report

30.5 HUMAN RIGHTS ACT

None

30.6 TRADE UNION

None

30.7 WARD IMPLICATIONS

None

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

None

30.9 IMPLICATIONS FOR CORPORATE PARENTING

None

30.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

3011. NOT FOR PUBLICATION DOCUMENTS

None

30.12. OPTIONS

None

31 RECOMMENDATIONS

- 31.1 Executive are asked to note the contents of this report and to have regard to the information contained within this report when considering the recommendations to make to Council on the CIP for 2021-22 at their meeting on 16 February 2021.
- 31.2 That the HRA Business Plan and the recommendations set out in Appendix 4 be approved.

32. APPENDICES

Appendix 1: The 2020-21 to 2023-24 Capital Investment Plan

Appendix 2: Proposed Minimum Revenue Policy and Prudential Indicators

Appendix 3: Supporting Tables for the Capital Strategy

Appendix 4: Housing Revenue Account Business Plan

Appendix 1

| Scheme No | Scheme Description | 2020-21 | Budget | | | | Budget Total | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Funding Total |
|--|--|-------------------------------|---------------|--------------|----------|-----------------|---------------|---|------------------------|---------------------|---------------|
| | | Budget as at Q3 February 2021 | 2021-22 | 2022-23 | 2023-24 | 2024-25 onwards | | | | | |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Health and Wellbeing | | | | | | | | | | | |
| CS0237a | Great Places to Grow Old | 500 | 3,000 | 1,500 | 0 | 0 | 5,000 | 0 | 0 | 5,000 | 5,000 |
| CS0237c | Keighley Rd Residential Care Valley View | 350 | 0 | 0 | 0 | 0 | 350 | 350 | 0 | 0 | 350 |
| CS0373 | BACES DFG | 465 | 443 | 0 | 0 | 0 | 908 | 0 | 0 | 908 | 908 |
| CS0239 | Community Capacity Grant | 202 | 750 | 0 | 0 | 0 | 952 | 952 | 0 | 0 | 952 |
| CS0311 | Autism Innovation Capital Grant | 19 | 0 | 0 | 0 | 0 | 19 | 19 | 0 | 0 | 19 |
| CS0312 | Integrated IT system | 90 | 0 | 0 | 0 | 0 | 90 | 90 | 0 | 0 | 90 |
| Total - Health and Wellbeing | | 1,626 | 4,193 | 1,500 | 0 | 0 | 7,319 | 1,411 | 0 | 5,908 | 7,319 |
| Children's Services | | | | | | | | | | | |
| CS0249 | Schools DRF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0022 | Devolved Formula Capital | 1,868 | 0 | 0 | 0 | 0 | 1,868 | 1,868 | 0 | 0 | 1,868 |
| CS0030 | Capital Improvement Work | 484 | 0 | 0 | 0 | 0 | 484 | 484 | 0 | 0 | 484 |
| CS0240 | Capital Maintenance Grant | 4,014 | 2,869 | 0 | 0 | 0 | 6,883 | 6,883 | 0 | 0 | 6,883 |
| CS0244a | Primary Schools Expansion Programme | 2,358 | 1,298 | 0 | 0 | 0 | 3,656 | 3,656 | 0 | 0 | 3,656 |
| CS0244b | Silsden School | 7,207 | 2,000 | 465 | 0 | 0 | 9,672 | 9,672 | 0 | 0 | 9,672 |
| CS0244c | SEN School Expansions | 3,628 | 1,000 | 0 | 0 | 0 | 4,628 | 4,628 | 0 | 0 | 4,628 |
| CS0362 | Secondary School Expansion | 2,401 | 2,500 | 1,798 | 0 | 0 | 6,699 | 6,699 | 0 | 0 | 6,699 |
| CS0421 | Healthy Pupil Capital Grant | 65 | 120 | 0 | 0 | 0 | 185 | 185 | 0 | 0 | 185 |
| CS0436 | Children's Home (A) & (B) | 900 | 0 | 0 | 0 | 0 | 900 | 250 | 0 | 650 | 900 |
| CS0488 | Digital Strategy | 1,200 | 0 | 0 | 0 | 0 | 1,200 | 0 | 0 | 1,200 | 1,200 |
| CS0314 | Foster Homes Adaptation | 25 | 0 | 0 | 0 | 0 | 25 | 25 | 0 | 0 | 25 |
| CS0500 | TFD new scheme | 200 | 1,200 | 0 | 0 | 0 | 1,400 | 0 | 0 | 1,400 | 1,400 |
| Total - Children's Services | | 24,350 | 10,987 | 2,263 | 0 | 0 | 37,600 | 34,350 | 0 | 3,250 | 37,600 |
| HRA | | | | | | | | | | | |
| CS0237b | Keighley Rd Extra Care Fletcher Court | 196 | 0 | 0 | 0 | 0 | 196 | 0 | 0 | 196 | 196 |
| CS0160 | Repayment of Grant | 51 | 0 | 0 | 0 | 0 | 51 | 51 | 0 | 0 | 51 |
| CS0308 | Afford Housing Programme 15 -18 | 979 | 0 | 0 | 0 | 0 | 979 | 1,075 | -96 | 0 | 979 |
| Reserve Schemes & Contingencies | | | | | | | | | | | |
| CS0407z | Affordable Housing | 500 | 2,000 | 8,000 | 10,724 | 8,000 | 29,224 | 14,430 | 14,794 | 0 | 29,224 |

| Scheme No | Scheme Description | 2020-21 | | | | Budget | Budget Total | Specific | Invest to | Corporate | Funding |
|---|--|-------------------------------|----------------|----------------|----------------|-----------------|---------------|--------------------------------|---------------|---------------|---------------|
| | | Budget as at Q3 February 2021 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | 2024-25 onwards | | Grants, cap receipts, reserves | Save Funding | Borrowing | Total |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Total - HRA | | 1,726 | 2,000 | 8,000 | 10,724 | 8,000 | 30,450 | 15,556 | 14,698 | 196 | 30,450 |
| Place - Economy & Development Services | | | | | | | | | | | |
| CS0136 | Disabled Housing Facilities Grant | 4,098 | 4,000 | 4,392 | 2,028 | 5,753 | 20,271 | 14,518 | 0 | 5,753 | 20,271 |
| CS0137 | Development of Equity Loans | 800 | 1,195 | 1,211 | 451 | 0 | 3,657 | 1,727 | 0 | 1,930 | 3,657 |
| CS0144 | Empty Private Sector Homes Strat | 1,151 | 825 | 831 | 0 | 0 | 2,807 | 0 | 0 | 2,807 | 2,807 |
| CS0250 | Goitside | 0 | 178 | 0 | 0 | 0 | 178 | 0 | 0 | 178 | 178 |
| CS0280 | Temp Housing Clergy House | 46 | 0 | 0 | 0 | 0 | 46 | 0 | 0 | 46 | 46 |
| CS0496 | Town Fund Keighley & Shipley | 1,500 | 0 | 0 | 0 | 0 | 1,500 | 1,500 | 0 | 0 | 1,500 |
| CS0084 | City Park | 192 | 0 | 0 | 0 | 0 | 192 | 0 | 0 | 192 | 192 |
| CS0085 | City Centre Growth Zone | 883 | 600 | 0 | 0 | 0 | 1,483 | 0 | 0 | 1,483 | 1,483 |
| CS0228 | Canal Road | 0 | 100 | 0 | 0 | 0 | 100 | 0 | 0 | 100 | 100 |
| CS0241 | Re-use of Formmer College Builds Kghly | 356 | 0 | 0 | 0 | 0 | 356 | 0 | 0 | 356 | 356 |
| CS0266 | Superconnected Cities | 329 | 500 | 0 | 0 | 0 | 829 | 0 | 0 | 829 | 829 |
| CS0446 | Staithegate La Enterprise Zone site Site Investigation works | 13 | 0 | 0 | 0 | 0 | 13 | 13 | 0 | 0 | 13 |
| CS0291 | One City Park | 800 | 23,900 | 10,300 | 0 | 0 | 35,000 | 7,500 | 15,300 | 12,200 | 35,000 |
| CS0265 | LCR Revolving Econ Invest Fund | 658 | 0 | 0 | 0 | 0 | 658 | 658 | 0 | 0 | 658 |
| CS0345 | Develop Land at Crag Rd, Shply | 43 | 0 | 0 | 0 | 0 | 43 | 0 | 0 | 43 | 43 |
| CS0107 | Markets | 21 | 0 | 0 | 0 | 0 | 21 | 0 | 0 | 21 | 21 |
| CS0363 | Markets Red'mnt - City Cntr | 3,001 | 9,160 | 4,900 | 400 | 0 | 17,461 | 800 | 5,824 | 10,837 | 17,461 |
| CS0363b | Markets Red'mnt - City Cntr Public Realm | 596 | 1,000 | 0 | 0 | 0 | 1,596 | 0 | 0 | 1,596 | 1,596 |
| Total - Place - Economy & Development Services | | 14,487 | 41,458 | 21,634 | 2,879 | 5,753 | 86,211 | 26,716 | 21,124 | 38,371 | 86,211 |
| Place - Planning, Transportation & Highways | | | | | | | | | | | |
| CS0131 | Kghly Town Centre Heritage Initiative | 151 | 0 | 0 | 0 | 0 | 151 | 151 | 0 | 0 | 151 |
| CS0178 | Ilkley Moor | 14 | 0 | 0 | 0 | 0 | 14 | 14 | 0 | 0 | 14 |
| CS0285 | Blight Sites | 517 | 650 | 0 | 0 | 0 | 1,167 | 0 | 0 | 1,167 | 1,167 |
| CS0071 | Highways S106 Projects | 528 | 0 | 0 | 0 | 0 | 528 | 528 | 0 | 0 | 528 |
| CS0372 | Countryside S106 Projects | 564 | 0 | 0 | 0 | 0 | 564 | 564 | 0 | 0 | 564 |
| CS0091 | Capital Highway Maintenance | 4,952 | 0 | 0 | 0 | 0 | 4,952 | 4,952 | 0 | 0 | 4,952 |
| CS0095 | Bridges | 201 | 0 | 0 | 0 | 0 | 201 | 201 | 0 | 0 | 201 |
| CS0096 | Street Lighting | 132 | 0 | 0 | 0 | 0 | 132 | 132 | 0 | 0 | 132 |
| CS0099 | Integrated Transport | 73 | 0 | 0 | 0 | 0 | 73 | 73 | 0 | 0 | 73 |
| CS0168 | Connecting the City (Westfield) | 9 | 0 | 0 | 0 | 0 | 9 | 9 | 0 | 0 | 9 |
| CS0172 | Saltaire R/about Cong& Safety Works | 279 | 0 | 0 | 0 | 0 | 279 | 279 | 0 | 0 | 279 |
| CS0282 | Highways Strategic Acquisitions | 176 | 0 | 0 | 0 | 0 | 176 | 176 | 0 | 0 | 176 |
| CS0289 | Local Pinch Point Fund | 495 | 0 | 0 | 0 | 0 | 495 | 495 | 0 | 0 | 495 |

| Scheme No | Scheme Description | 2020-21 | Budget as at Q3 | | | | Budget 2024-25 onwards | Budget Total | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Funding Total |
|--|---|---------------|-----------------|----------------|----------------|----------------|------------------------|----------------|---|------------------------|---------------------|---------------|
| | | February 2021 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | | | | | | |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| CS0293 | West Yorks & York Transport Fund | 4,807 | 34,448 | 93,147 | 0 | 0 | 132,402 | 132,402 | 0 | 0 | 132,402 | |
| CS0396 | WYTF Corridor Imp Projects | 2,720 | 5,077 | 3,000 | 0 | 0 | 10,797 | 10,797 | 0 | 0 | 10,797 | |
| CS0296 | Pothole Funds | 3,536 | 400 | 0 | 0 | 0 | 3,936 | 3,936 | 0 | 0 | 3,936 | |
| CS0306a | Strategic Transport Infrastructure Priorities | 780 | 2,000 | 0 | 0 | 0 | 2,780 | 0 | 0 | 2,780 | 2,780 | |
| CS0302 | Highways Prop Liab Redn Strat | 59 | 0 | 0 | 0 | 0 | 59 | 59 | 0 | 0 | 59 | |
| CS0319 | Challenge Fund | 1,092 | 800 | 0 | 0 | 0 | 1,892 | 1,892 | 0 | 0 | 1,892 | |
| CS0323 | Flood Risk Mgmt | 177 | 0 | 0 | 0 | 0 | 177 | 177 | 0 | 0 | 177 | |
| CS0329 | Damens County Park | 106 | 0 | 0 | 0 | 0 | 106 | 0 | 0 | 106 | 106 | |
| CS0370 | LTP IP3 Safer Roads | 29 | 500 | 0 | 0 | 0 | 529 | 529 | 0 | 0 | 529 | |
| CS0386 | Cycling & Walking Schemes LTP3 | 17 | 0 | 0 | 0 | 0 | 17 | 17 | 0 | 0 | 17 | |
| CS0414 | LTP IP3 Safer Rds | 10 | 0 | 0 | 0 | 0 | 10 | 10 | 0 | 0 | 10 | |
| CS0398 | Bfd City Ctre Townscape Heritage | 560 | 845 | 290 | 1,000 | 0 | 2,695 | 2,445 | 0 | 250 | 2,695 | |
| CS0430 | Hwys Maint Fund Oct18 | 382 | 0 | 0 | 0 | 0 | 382 | 382 | 0 | 0 | 382 | |
| CS0432 | Steeton/Silsden Crossing | 90 | 0 | 0 | 0 | 0 | 90 | 90 | 0 | 0 | 90 | |
| CS0423 | Highways IT upgrade | 50 | 0 | 0 | 0 | 0 | 50 | 0 | 50 | 0 | 50 | |
| CS0433 | Gain Lane / Leeds Rd Jct | 29 | 0 | 0 | 0 | 0 | 29 | 29 | 0 | 0 | 29 | |
| CS0450 | CILS payments | 180 | 0 | 0 | 0 | 0 | 180 | 180 | 0 | 0 | 180 | |
| CS0453 | IP3 Safer Rds 1920 | 196 | 0 | 0 | 0 | 0 | 196 | 196 | 0 | 0 | 196 | |
| CS0454 | Area Comm ITS 1920 | 72 | 0 | 0 | 0 | 0 | 72 | 72 | 0 | 0 | 72 | |
| CS0434 | Smart Street Lighting | 670 | 14,399 | 14,852 | 14,128 | 1,370 | 45,419 | 0 | 45,419 | 0 | 45,419 | |
| CS0455 | IP4 projects | 1,389 | 1,201 | 0 | 0 | 0 | 2,590 | 2,590 | 0 | 0 | 2,590 | |
| CS0456 | WY Integrated UTM Centre | 432 | 0 | 0 | 0 | 0 | 432 | 432 | 0 | 0 | 432 | |
| CS0464 | Ben Rhydding Railway Station Car Park | 845 | 500 | 750 | 0 | 0 | 2,095 | 2,095 | 0 | 0 | 2,095 | |
| CS0467 | Transforming Cities Fund (TCF) | 261 | 0 | 0 | 0 | 0 | 261 | 261 | 0 | 0 | 261 | |
| CS0469 | IP4 Safer Roads 20-21 | 932 | 0 | 0 | 0 | 0 | 932 | 932 | 0 | 0 | 932 | |
| CS0470 | IP4 Safer Roads 21-22 | 0 | 932 | 0 | 0 | 0 | 932 | 932 | 0 | 0 | 932 | |
| CS0471 | Clean Air Zone | 747 | 2,132 | 0 | 0 | 0 | 2,879 | 2,879 | 0 | 0 | 2,879 | |
| CS0483 | LTP grant 2021 | 40 | 0 | 0 | 0 | 0 | 40 | 40 | 0 | 0 | 40 | |
| CS0486 | Active Travel Fund Programme | 1,238 | 1,000 | 0 | 0 | 0 | 2,238 | 2,238 | 0 | 0 | 2,238 | |
| CS0494 | City Centre Bollards | 210 | 0 | 0 | 0 | 0 | 210 | 0 | 0 | 210 | 210 | |
| CS0502 | Corridor Improvement Programme (CIP2) | 200 | 470 | 0 | 0 | 0 | 670 | 670 | 0 | 0 | 670 | |
| CS0499 | Buck Mill Footbridge | 40 | 0 | 0 | 0 | 0 | 40 | 0 | 0 | 40 | 40 | |
| Total Place - Planning, Transportation & Highways | | 29,987 | 65,354 | 112,039 | 15,128 | 1,370 | 223,878 | 173,856 | 45,469 | 4,553 | 223,878 | |
| Dept of Place - Waste, Fleet & Transport | | | | | | | | | | | | |
| CS0060 | Replacement of Vehicles | 4,356 | 3,000 | 3,000 | 0 | 0 | 10,356 | 0 | 10,356 | 0 | 10,356 | |

| Scheme No | Scheme Description | 2020-21 | Budget | | | | Budget 2024-25 onwards | Budget Total | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Funding Total |
|---|---------------------------------------|--|--------------|--------------|----------|----------|------------------------------|-----------------|---|------------------------------|------------------------|------------------|
| | | Budget as at Q3 February 2021 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | | | | | | |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| CS0435 | Sugden End Landfill Site | 1,145 | 500 | 0 | 0 | 0 | 1,645 | 0 | 0 | 1,645 | | 1,645 |
| CS0415 | Shearbridge Depot Security | 89 | 0 | 0 | 0 | 0 | 89 | 0 | 0 | 89 | | 89 |
| CS0359 | Community Resilience Grant | 13 | 0 | 0 | 0 | 0 | 13 | 13 | 0 | 0 | | 13 |
| CS0463 | Waste Trommel | 115 | 0 | 0 | 0 | 0 | 115 | 0 | 115 | 0 | | 115 |
| CS0497 | Climate Change Initiatives – Vehicles | 25 | 0 | 0 | 0 | 0 | 25 | 25 | 0 | 0 | | 25 |
| CS0503 | Environmental Delivery Works | 50 | 125 | 125 | 0 | 0 | 300 | 0 | 0 | 300 | | 300 |
| Total Place - Waste, Fleet & Transport | | 5,793 | 3,625 | 3,125 | 0 | 0 | 12,543 | 38 | 10,471 | 2,034 | | 12,543 |

| Dept of Place - Neighbourhoods & Customer Services | | | | | | | | | | | | |
|---|------------------------|------------|-----------|----------|----------|----------|------------|----------|----------|------------|--|------------|
| CS0066 | Ward Investment Fund | 0 | 35 | 0 | 0 | 0 | 35 | 0 | 0 | 35 | | 35 |
| CS0466 | Parks Depots | 203 | 0 | 0 | 0 | 0 | 203 | 0 | 0 | 203 | | 203 |
| CS0378 | Cust Services Strategy | 158 | 0 | 0 | 0 | 0 | 158 | 0 | 0 | 158 | | 158 |
| Total Place - Neighbourhoods & Customer Services | | 361 | 35 | 0 | 0 | 0 | 396 | 0 | 0 | 396 | | 396 |

| Dept of Place - Sports & Culture | | | | | | | | | | | | |
|----------------------------------|-----------------------------------|-------|-------|-------|-------|-------|--------|-------|-------|--------|--|--------|
| CS0151 | Building Safer Communities | 26 | 0 | 0 | 0 | 0 | 26 | 26 | 0 | 0 | | 26 |
| CS0328 | Cliffe Castle Various | 15 | 0 | 0 | 0 | 0 | 15 | 15 | 0 | 0 | | 15 |
| CS0340 | St George's Hall | 33 | 0 | 0 | 0 | 0 | 33 | 0 | 0 | 33 | | 33 |
| CS0487 | Alhambra Theatre Lift | 90 | 0 | 0 | 0 | 0 | 90 | 0 | 0 | 90 | | 90 |
| CS0129 | Scholemoor Project | 0 | 0 | 0 | 83 | 0 | 83 | 83 | 0 | 0 | | 83 |
| CS0162 | Capital Projects - Recreation | 1,346 | 10 | 0 | 0 | 0 | 1,356 | 1,356 | 0 | 0 | | 1,356 |
| CS0229 | Cliffe Castle Restoration | 88 | 0 | 0 | 0 | 0 | 88 | 88 | 0 | 0 | | 88 |
| CS0004 | S106 Recreation | 100 | 0 | 0 | 0 | 0 | 100 | 100 | 0 | 0 | | 100 |
| CS0501 | Parks Development Fund | 250 | 250 | 0 | 0 | 0 | 500 | 500 | 0 | 0 | | 500 |
| CS0367 | King George V Playing Fields | 200 | 820 | 0 | 0 | 0 | 1,020 | 700 | 0 | 320 | | 1,020 |
| CS0403 | Bereavement Strategy | 7,086 | 4,750 | 8,100 | 3,245 | 0 | 23,181 | 0 | 7,000 | 16,181 | | 23,181 |
| CS0277 | Wyke Community Sport Hub | 2,613 | 2,665 | 523 | 0 | 0 | 5,801 | 2,474 | 0 | 3,327 | | 5,801 |
| CS0245 | Doe Park | 37 | 0 | 0 | 0 | 0 | 37 | 37 | 0 | 0 | | 37 |
| CS0459 | Ilkley Lido Tank | 374 | 0 | 0 | 0 | 0 | 374 | 0 | 115 | 259 | | 374 |
| CS0461 | Shipley Gym extension & equipment | 163 | 0 | 0 | 0 | 0 | 163 | 0 | 0 | 163 | | 163 |
| CS0458 | Doe Park Drainage | 40 | 0 | 0 | 0 | 0 | 40 | 0 | 0 | 40 | | 40 |
| CS0468 | Bowling Pool extension | 483 | 0 | 0 | 0 | 0 | 483 | 0 | 433 | 50 | | 483 |
| CS0356 | Sedbergh SFIP | 758 | 0 | 0 | 0 | 0 | 758 | 0 | 0 | 758 | | 758 |
| CS0354 | Squire Lane Sports Facility | 0 | 0 | 2,300 | 5,400 | 1,700 | 9,400 | 0 | 0 | 9,400 | | 9,400 |
| CS0482 | Marley Replacement Pitch | 329 | 0 | 0 | 0 | 0 | 329 | 329 | 0 | 0 | | 329 |
| CS0489 | Lister Park Playable Spaces | 650 | 0 | 0 | 0 | 0 | 650 | 0 | 0 | 650 | | 650 |
| CS0498 | Libraries IT Infrastructure | 50 | 170 | 0 | 0 | 0 | 220 | 0 | 60 | 160 | | 220 |

| Scheme No | Scheme Description | 2020-21 | | | | | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Funding Total | |
|---|--|-------------------------------|----------------|----------------|----------------|------------------------|---|------------------------|---------------------|---------------|---------------|
| | | Budget as at Q3 February 2021 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 onwards | | | | | Budget Total |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Total - Dept of Place - Sports & Culture | | 14,731 | 8,665 | 10,923 | 8,728 | 1,700 | 44,747 | 5,708 | 7,608 | 31,431 | 44,747 |
| Corp Resources - Estates & Property Services | | | | | | | | | | | |
| CS0094 | Museum Store | 500 | 0 | 0 | 0 | 0 | 500 | 0 | 0 | 500 | 500 |
| CS0333 | Argus Chambers / Britannia House | 689 | 0 | 0 | 0 | 0 | 689 | 0 | 0 | 689 | 689 |
| CS0443 | Property Programme 19-20 | 643 | 0 | 0 | 0 | 0 | 643 | 0 | 0 | 643 | 643 |
| CS0460 | Mitre Court CPU Property & Equip | 1,690 | 0 | 0 | 0 | 0 | 1,690 | 250 | 0 | 1,440 | 1,690 |
| CS0475 | Property Programme 20-21 | 1,755 | 525 | 0 | 0 | 0 | 2,280 | 0 | 0 | 2,280 | 2,280 |
| CS0230 | Beechgrove Allotments | 0 | 148 | 0 | 0 | 0 | 148 | 148 | 0 | 0 | 148 |
| CS0408 | Top of Town - purchase 21 St Johns St | 325 | 0 | 0 | 0 | 0 | 325 | 0 | 0 | 325 | 325 |
| CS0050 | Carbon Management | 544 | 250 | 0 | 0 | 0 | 794 | 0 | 0 | 794 | 794 |
| CS0420 | Electric vehicle charging Infr (Taxi Scheme) | 436 | 93 | 0 | 0 | 0 | 529 | 529 | 0 | 0 | 529 |
| CS0495 | Bradford LAD1 Scheme | 421 | 1,000 | 0 | 0 | 0 | 1,421 | 1,421 | 0 | 0 | 1,421 |
| CS2000 | DDA | 50 | 62 | 59 | 50 | 0 | 221 | 0 | 0 | 221 | 221 |
| CS0381 | Godwin St | 1,559 | 0 | 0 | 0 | 0 | 1,559 | 1,559 | 0 | 0 | 1,559 |
| CS0409 | Coroner's Court and Accommodation | 1,898 | 1,778 | 0 | 0 | 0 | 3,676 | 0 | 0 | 3,676 | 3,676 |
| CS0383 | Jacobs Well demolition | 87 | 0 | 0 | 0 | 0 | 87 | 0 | 0 | 87 | 87 |
| CS0427 | Coroner's Equipment | 285 | 0 | 0 | 0 | 0 | 285 | 0 | 0 | 285 | 285 |
| CS0457 | Simpson Green - roof | 41 | 0 | 0 | 0 | 0 | 41 | 0 | 0 | 41 | 41 |
| CS0445 | Core IT Infrastructure | 2,064 | 1,194 | 0 | 0 | 0 | 3,258 | 64 | 0 | 3,194 | 3,258 |
| Total Corp Resources – Estates & Property Services | | 12,987 | 5,050 | 59 | 50 | 0 | 18,146 | 3,971 | 0 | 14,175 | 18,146 |
| Reserve Schemes & Contingencies | | | | | | | | | | | |
| CS0395z | General Contingency | 429 | 1,000 | 1,000 | 1,000 | 0 | 3,429 | 0 | 0 | 3,429 | 3,429 |
| CS0397z | Property Programme | 0 | 2,000 | 2,000 | 2,000 | 0 | 6,000 | 0 | 0 | 6,000 | 6,000 |
| CS0399z | Strategic Acquisition | 13,460 | 10,000 | 10,000 | 10,000 | 0 | 43,460 | 0 | 43,460 | 0 | 43,460 |
| CS0400z | Keighley One Public Sector Est | 500 | 4,000 | 9,500 | 4,000 | 0 | 18,000 | 0 | 18,000 | 0 | 18,000 |
| CS0402z | Canal Road Land Assembly | 0 | 450 | 0 | 0 | 0 | 450 | 0 | 0 | 450 | 450 |
| CS0401z | Depots | 0 | 3,000 | 0 | 0 | 0 | 3,000 | 0 | 0 | 3,000 | 3,000 |
| 2018-19 Schemes | | | | | | | | | | | |
| CS0404z | Sports Pitches | 0 | 1,068 | 4,248 | 4,250 | 0 | 9,566 | 2,400 | 0 | 7,166 | 9,566 |
| CS0404zb | Playgrounds | 85 | 2,900 | 2,750 | 0 | 0 | 5,735 | 1,385 | 0 | 4,350 | 5,735 |
| CS0405z | City Hall / RFL | 0 | 4,000 | 5,000 | 3,000 | 0 | 12,000 | 2,000 | 5,000 | 5,000 | 12,000 |
| CS0408z | Top of town | 0 | 0 | 2,675 | 0 | 0 | 2,675 | 0 | 0 | 2,675 | 2,675 |
| CS0381z | Godwin St (fmr Odeon) | 4,000 | 5,500 | 2,000 | 0 | 0 | 11,500 | 0 | 11,500 | 0 | 11,500 |
| 2020-21 Schemes | | | | | | | | | | | |

| Scheme No | Scheme Description | 2020-21 | Budget as at Q3 | | | Budget 2024-25 onwards | Budget Total | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Funding Total |
|--|---|----------------|-----------------|----------------|----------------|------------------------|----------------|---|------------------------|---------------------|----------------|
| | | February 2021 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | | | | | | |
| CS0060z | Vehicles | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| CS0060zb | Electric vehicles/ New street cleansing | 0 | 0 | 0 | 3,000 | 0 | 3,000 | 0 | 3,000 | 0 | 3,000 |
| CS0472z | District Heating | 1,804 | 0 | 0 | 0 | 0 | 1,804 | 0 | 1,804 | 0 | 1,804 |
| CS0473z | Renewable Energy | 250 | 250 | 4,752 | 6,702 | 2,361 | 14,315 | 6,459 | 2,871 | 4,985 | 14,315 |
| CS0476z | Additional Building controls | 500 | 3,000 | 1,500 | 0 | 0 | 5,000 | 2,000 | 3,000 | 0 | 5,000 |
| CS0477z | CCTV | 250 | 1,000 | 500 | 750 | 0 | 2,500 | 0 | 0 | 2,500 | 2,500 |
| CS0477z | CCTV | 500 | 475 | 0 | 0 | 0 | 975 | 0 | 0 | 975 | 975 |
| CS0474z | Transforming cities fund | 2,250 | 33,000 | 30,750 | 0 | 0 | 66,000 | 66,000 | 0 | 0 | 66,000 |
| CS0480z | Flood Alleviation | 200 | 0 | 0 | 0 | 0 | 200 | 200 | 0 | 0 | 200 |
| CS0481z | City Centre Regeneration Fund | 500 | 9,000 | 0 | 0 | 0 | 9,500 | 0 | 9,500 | 0 | 9,500 |
| CS0471z | Clean Air Zone | 2,943 | 26,026 | 24,400 | 0 | 0 | 53,369 | 53,369 | 0 | 0 | 53,369 |
| CS0445z | Core IT Infrastructure 20-21 | 0 | 506 | 0 | 0 | 0 | 506 | 0 | 0 | 506 | 506 |
| CS0484z | New Reserve | 1,000 | 1,000 | 0 | 0 | 0 | 2,000 | 0 | 0 | 2,000 | 2,000 |
| CS0485z | Alternative Fuel Centre | 1,813 | 2,114 | 120 | 60 | 1,440 | 5,547 | 795 | 4,752 | 0 | 5,547 |
| CS0485z | Alternative Fuel Centre - additional | 0 | 0 | 483 | 0 | 0 | 483 | 0 | 0 | 483 | 483 |
| 2021-22 Schemes | | | | | | | | | | | |
| | Great Places to Grow Old - Saltaire | 0 | 0 | 2,400 | 0 | 0 | 2,400 | 0 | 0 | 2,400 | 2,400 |
| CS0060z | Vehicles | 0 | 0 | 0 | 0 | 3,000 | 3,000 | 0 | 3,000 | 0 | 3,000 |
| CS0397z | Property Programme | 0 | 0 | 0 | 0 | 2,000 | 2,000 | 0 | 0 | 2,000 | 2,000 |
| CS0395z | General Contingency | 0 | 0 | 0 | 0 | 1,000 | 1,000 | 0 | 0 | 1,000 | 1,000 |
| | BACES | 0 | 300 | 750 | 750 | 1,500 | 3,300 | 0 | 0 | 3,300 | 3,300 |
| | IT – End to End | 0 | 330 | 0 | 0 | 0 | 330 | 0 | 0 | 330 | 330 |
| | Lap tops for Children | 0 | 1,100 | 1,100 | 0 | 0 | 2,200 | 0 | 0 | 2,200 | 2,200 |
| | SEND | 0 | 1,000 | 2,000 | 3,000 | 0 | 6,000 | 0 | 0 | 6,000 | 6,000 |
| | Marley Playing Field | 0 | 500 | 0 | 0 | 0 | 500 | 0 | 0 | 500 | 500 |
| | IT | 0 | 0 | 1,220 | 0 | 0 | 1,220 | 200 | 0 | 1,020 | 1,220 |
| Total - Reserve Schemes & Contingencies | | 30,484 | 113,519 | 109,148 | 38,512 | 11,301 | 302,964 | 134,808 | 105,887 | 62,269 | 302,964 |
| TOTAL - All Services | | 136,532 | 254,886 | 268,691 | 76,021 | 28,124 | 764,254 | 396,414 | 205,257 | 162,583 | 764,254 |

Appendix 2: Minimum Revenue Policy (Proposed 2021-22)

1.1 The Local Government Act 2003 requires the Council to make a provision for the repayment of borrowing used to finance its capital expenditure, known as the Minimum Revenue Provision (MRP).

1.2 The MRP is the amount of principal capital repayment that is set aside each year in order to repay the Capital Financing Requirement (CFR) based on the requirement of statutory regulation and the Council's own accounting policies.

1.3 The Council is required to state as part of its budget process the policy for determining its MRP. The method for calculating the MRP on each category of debt is outlined below:

a) The policy for charging MRP on historic supported borrowing is on the asset life method calculated on an equal instalment basis over 50 years.

b) Unsupported or prudential borrowing MRP is based on the Asset Life method – that is, the expenditure financed from borrowing is divided by the expected asset life. For schemes funded before 31st March 2012 the MRP is calculated on the annuity basis and for schemes funded after 1st April 2012 the MRP is calculated on an equal instalment basis. This means no change to existing policy.

c) Since 2009-10 the appropriate financing costs for the Council's Building Schools for the Future (BSF) Private Finance Initiative (PFI) schemes have been included in MRP calculations. In 2018-19 the MRP policy for PFI assets was brought into line with the main MRP Policy and the charge of the principal to the revenue account is now over the life of the school building assets.

d) Asset lives are reviewed on an ongoing basis to match the MRP charge to the Revenue Estimates with the service benefit derived from the asset.

e) Where the Council has made property investments [or an invest to save investment] during or after 2018-19, the Section 151 Officer may choose to repay debt over the asset life using the annuity method. This is subject to an in house valuation that the investment property has retained or increased in value. Further it is subject to the condition that the in-year yield is above that average for Treasury Investments and this is expected to continue into the future.

1.4 The CFR represents the amount of capital expenditure that has been financed from borrowing, less any amounts that the Council has set aside to repay that debt through the MRP. Borrowing may come from loans taken from the Public Works Loan Board (PWLB) or commercial banks, finance leases (including PFI) or from the use of the Council's own cash balances.

1.5 External debt can be less than the CFR. External debt cannot exceed the CFR (other than for short term cash flow purposes or cash flow management.)

1.6 There is an International Financial Reporting Standards requirement that assets funded from finance leases (including PFI deals) are brought onto the balance sheet. This also includes the liability as well as the asset. Therefore, the term borrowing does not just include loans from the Public Works Loan Board and banks, but also the liability implicit in PFI and other finance leases.

1.7 The CIP will need to be reviewed through the planning cycle to ensure it remains affordable within revenue resources and to take account of the actual implementation of capital schemes.

1.8 Loans to third parties for a capital purpose can be repaid with the repayments providing the following conditions are met: the capital scheme is self-financing; that there is overall confidence that the loan will be repaid; that the third party adheres to the agreed repayment schedule.

1.9 The funding to be set aside for the repayment of debt within the Housing Revenue Account will be equal to the depreciation charge, as calculated over 60 years. Further an amount equal to the set-aside will be used to fund capital expenditure on the housing stock.

Appendix 2

(2.1) Opening and Closing Capital Financing Requirement

| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Estimate | Estimate | Estimate | Estimate | Estimate |
| | £m | £m | £m | £m | £m |
| Opening Capital Financing Requirement | 711 | 753 | 845 | 939 | 936 |
| Increase in borrowing | 66 | 121 | 127 | 35 | 11 |
| Less MRP and other financing movements | -24 | -28 | -33 | -38 | -40 |
| Closing Capital Financing Requirement | 753 | 845 | 939 | 936 | 907 |

(2.2) Total Capital Spend and Financing

| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Estimate | Estimate | Estimate | Estimate | Estimate |
| | £m | £m | £m | £m | £m |
| Total Capital Spend | 137 | 255 | 268 | 76 | 27 |
| Capital Spend not funded from borrowing | 71 | 134 | 141 | 41 | 16 |
| Capital spend funded from borrowing | 66 | 121 | 127 | 35 | 11 |

(2.3) Ratio of Capital Financing Costs to Net Expenditure Requirement

| | 2020-21 £m | 2021-22 £m | 2022-23 £m | 2023-24 £m | 2024-25 £m |
|---|---------------|---------------|---------------|---------------|---------------|
| MRP overprovision | 0 | 0 | 0 | 0 | 0 |
| MRP, excluding PFI | 19.7 | 23.9 | 28.9 | 33.7 | 35.9 |
| MRP PFI, finance lease | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 |
| Old West Yorkshire Waste debt | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |
| Interest on external borrowing | 16.3 | 16.8 | 18.0 | 18.5 | 18.5 |
| Interest on PFI | 16.2 | 15.6 | 15.0 | 14.3 | 13.7 |
| Premium on debt repayment | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 |
| Investment income | -0.5 | -0.5 | -0.5 | -0.5 | -0.5 |
| Total Capital Financing Costs | 56.6 | 60.8 | 66.4 | 71.0 | 72.5 |
| Projected Net Revenue Stream | 391.3 | 391.3 | 391.3 | 391.3 | 391.3 |
| Ratio to Net Revenue Stream | 14.5% | 15.5% | 17.0% | 18.1% | 18.5% |
| Invest to Save element of Total Capital Financing Costs | 6.7 | 8.1 | 11.3 | 13.9 | 15.3 |
| <i>Invest to Save contribution to Ratio to Net Revenue Stream</i> | 2.1% | 1.9% | 1.5% | 1.3% | 1.2% |

(2.4) Operational and Authorised Limit

| | 2020-21 Estimate £m | 2021-22 Estimate £m | 2022-23 Estimate £m | 2023-24 Estimate £m | 2024-25 Estimate £m |
|-------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Operational Limit | 758 | 850 | 944 | 941 | Not set |
| Authorised Limit | 760 | 852 | 946 | 943 | Not set |

APPENDIX 3: CAPITAL STRATEGY TABLES

Table (i)

Asset Balance Sheet values as at 31 March 2020

| Category | Value as at 31 March 2020 £'000 |
|--|------------------------------------|
| Council Dwellings | 36,274 |
| Land & Buildings | 566,826 |
| Vehicles, Plant, Furniture & Equipment | 20,500 |
| Infrastructure | 232,086 |
| Community Assets | 54,278 |
| Surplus Assets | 12,640 |
| Assets Under Construction | 13,223 |
| Heritage Assets | 37,413 |
| Investment Property | 54,580 |
| Intangible Assets | 379 |
| Total | 1,028,199 |
| <i>Source: Statement of Accounts 2019-20</i> | |

Table (ii)

Capital Investment Plan 2021-22

| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-25 | Total |
|---------------------|------------|------------|------------|-----------|-----------|------------|
| Funding: | £m | £m | £m | £m | | £m |
| Grants | 67 | 125 | 132 | 37 | 13 | 374 |
| Miscellaneous | 6 | 10 | 11 | 3 | 1 | 31 |
| Borrowing | 66 | 121 | 127 | 35 | 10 | 359 |
| Total Spend: | 137 | 256 | 269 | 76 | 24 | 763 |

Table (iii)

Split of Invest to Save Borrowing

| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-24 | 2024-25 | Total |
|------------------------------|------------------|------------------|------------------|----------------|----------------|--------------|
| Funding: | £m | £m | £m | £m | £m | £m |
| Borrowing: Invest to Save | 35 | 64 | 67 | 19 | 5 | 190 |
| Borrowing: Other | 31 | 57 | 60 | 16 | 5 | 169 |
| Total borrowing | 66 | 121 | 127 | 35 | 10 | 359 |

Table (iv)

Capital financing costs

| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|----------------|----------------|----------------|----------------|----------------|
| | £m | £m | £m | £m | £m |
| MRP overprovision | 0 | 0 | 0 | 0 | 0 |
| MRP, excluding PFI | 19.7 | 23.9 | 28.9 | 33.7 | 35.9 |
| MRP PFI, finance lease | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 |
| Old West Yorkshire Waste debt | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |
| Interest on external borrowing | 16.3 | 16.8 | 18.0 | 18.5 | 18.5 |
| Interest on PFI | 16.2 | 15.6 | 15.0 | 14.3 | 13.7 |
| Premium on debt repayment | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 |
| Investment income | -0.5 | -0.5 | -0.5 | -0.5 | -0.5 |
| Total Capital Financing Costs | 56.6 | 60.8 | 66.4 | 71.0 | 72.5 |
| Projected Net Revenue Stream | 391.3 | 391.3 | 391.3 | 391.3 | 391.3 |
| Ratio to Net Revenue Stream | 14.5% | 15.5% | 17.0% | 18.1% | 18.5% |
| Invest to Save element of Total Capital Financing Costs | 6.7 | 8.1 | 11.3 | 13.9 | 15.3 |
| <i>Invest to Save contribution to Ratio to Net Revenue Stream</i> | 2.1% | 1.9% | 1.5% | 1.3% | 1.2% |

Table (v)**Backlog maintenance**

| Backlog maintenance | 2009-10 | 2017-18 | 2019-20 |
|--|----------------|----------------|----------------|
| Operational Estate £ms | 83 | 46 | 44 |
| Non-Operational £ms | 13 | 8 | 8 |
| Total Backlog maintenance £ms | 96 | 54 | 52 |
| Operational Estate size GIAm2 000s | 319 | 228 | 231 |
| Non-Operational Estate size GIAm2 000s | 27 | 37 | 33 |
| Total | 346 | 265 | 267 |

Table (vi):**Capital Financing Requirement 31 March 2020**

| Balance Sheet | 31/03/2020 |
|---|-------------------|
| | £m |
| Capital financing Requirement | 711 |
| Private finance Initiative | -161 |
| Underlying Borrowing Requirement | 550 |
| Investments Held | 96 |
| Cash Reserves | -274 |
| Less School Balances | 31 |
| Provisions/Collection Fund | -28 |
| Borrowing from Public Works Loan Board | 375 |
| Under-Borrowing | 175 |

Table vii:
Projected increased in Capital Financing Requirement

(see Appendix 2: Prudential Indicators)

Table viii:
Affordability measures

Table ix

Capital Strategy Actions

| Measure | Current Position | Potential Position |
|---|--|--|
| Total Borrowing related to long term assets | As at 31-03-2020 £375m total borrowing is 36% of long terms assets of £1,028m. | CIP2020-21 to 2024-25 has £169m of Corporate Borrowing and £190m of Invest to Save (self-financing borrowing), totalling an assumed increase of £359m in borrowing to £731m. Assuming this increases long term assets also by £359m to £1,387m, this is 53% of long term assets. |
| Total Borrowing costs as a percentage of net budget | For 2020-21 borrowing costs of £49.9m plus Invest to Save borrowing costs of £6.7m, totalling £56.6m are 14.5% of net budget | At 2022-23 borrowing costs of £52.7m plus invest to save of £8.1m total £60.8m. 15.5% of the net revenue budget. |

Table ix

Capital Strategy Actions

| NUMBER | ISSUE | ACTION |
|---------------|---------------------------------|--|
| 1. | Management of the Balance Sheet | A balance sheet projection and analysis is included in the Council's quarterly monitoring reports to Executive and Council. The purpose of this is to monitor the Council's assets and liabilities going forward and report on any increase in liabilities. Further, it would develop the reporting of potential financial risks to the Council in relation to the Capital Investment Plan and other expenditure. |
| 2. | Loans to External Organisations | <ul style="list-style-type: none"> i. A responsible officer is assigned to monitor all outstanding loans to external organisations and assess on a quarterly basis any risk of non-payment. ii. The rate of interest on loans to external organisations will reflect the level of risk and liquidity of them. Where additional loans are considered, the rate of interest may be above the rate at which the Council can borrow from the Public Works Loan Board. The Capital Strategy proposes that a more detailed policy is drawn up. iii. Loans for regeneration and local growth purposes may be granted at discounted rates (soft loans). Indicators on proportionality and total level of loans by type will be developed by the responsible officer. iv. The responsible officer will also maintain a central list of financial guarantees provided to external organisations. v. The purpose is to ensure that the Council's long term debts are fully repaid or any future difficulties are anticipated so mitigating action can be taken. Any loans given to an external organisation used for capital expenditure increase the Council's Capital Financing Requirement. If it looks |

| | | |
|-----------|--|---|
| | | likely that the loan will not be repaid, additional capital financing costs will be a cost pressure within the revenue estimates. |
| 3. | Forecasts of spend against the Capital Investment Plan | <ul style="list-style-type: none"> i. Responsible finance officers will arrange departmental meetings to provide accurate capital forecasting of the 2021-22 Capital Investment Plan. As part of this to develop the Council's shared understanding of the critical paths of the capital schemes. ii. The Treasury Management Officer will monitor current interest rates and expectations of future rate increases on a daily basis. iii. The Treasury Management Officer will develop options to contractually borrow in the future at current interest rates. iv. A responsible officer will calculate the sensitivity of Invest to Save schemes to interest rate increases. v. The overall purpose is to enable the Council to take out borrowing at the most optimal time. Accurate forecasting will help the Council understand when borrowing will be required. vi. The purpose of the option to contractually borrow in the future at current interest rates would reduce the risk of interest rates rising. An interest rate rise would increase capital financing costs. Further the calculations for the Invest to Save schemes, embody assumptions about interest rates which may be incorrect. |
| 4. | Investigate borrowing with annuity loans | <ul style="list-style-type: none"> i. The Treasury Management Officer and Business Advisor Capital will assess the optimal use of annuity loans compared to repayment at maturity loans. ii. The Treasury Management Officer and Business Advisor Capital also consider whether equal instalment of principal loans would be appropriate. |

| | | |
|----|--|---|
| | | <p>iii. The purpose is to take out borrowing in a way which minimises the Council's costs. Repayment at maturity loans requires the Council to repay the loan principal at the end of the period of the loan and pay annual interest on the outstanding amount. Annuity loans require the Council to make a uniform payment each year over the whole term of the loan. This method of repayment would align more closely with how capital financing costs are charged in practice to the Revenue Estimates. Such alignment could help the Council manage its cash flow, reducing overall capital financing costs. Annuity loans may be more appropriate where there is an expectation that the size of the Capital Investment Plan reduces in future years.</p> <p>iv. Equal instalments of principal loans require that an equal amount of the principal repaid each year. The purpose of investigating this option is to ascertain whether this would reduce capital financing costs and improve cash flow.</p> |
| 5. | Review leases arrangements that involve an asset to determine if a purchase arrangement would be more cost effective | <p>i. A responsible officer to review lease arrangements to determine if it would more cost effective to buy any assets outright.</p> <p>ii. The purpose is to ensure that lease arrangements are as cost effective as possible. Further the purpose is to prepare for a likely change in accounting rules which may increase the Council's capital financing costs arising from lease arrangements.</p> |
| 6. | Project Appraisal Group (PAG) | <p>i. Any new proposals which are not funded from capital grants or receipts from the sale of land buildings would have to be: either financed directly from the Revenue Estimates and vired from another capital scheme.</p> <p>ii. The quarterly monitoring of capital spend will be reported to Project Appraisal</p> |

| | | |
|--|--|---|
| | | <p>Group. As part of the Capital Strategy's aim to continually align the Capital Investment Plan with Council strategies, budget challenge sessions will be conducted with senior officers and Councillors during May and June 2021.</p> <p>iii. Key strategies are the Council Plan and the Invest in Bradford Economic Strategy. Project Appraisal Group will assign an officer to participate on refreshing these strategies. This will further improve linkages between the Capital Strategy and other Council strategies.</p> <p>iv. Post completion statements for schemes costing in excess of £10m will be brought to Project Appraisal Group to appraise value for money and achievement against the Council Plan. As part of this, a revised process for evaluating benefits will be developed during 2021-22 by the Business Advisor Capital.</p> <p>v. Project Appraisal Group will determine whether there are opportunities to share expertise in accessing capital grants across the Council.</p> <p>vi. The schemes in the 2021-22 Capital Investment are formerly linked for reporting purposes to the Council's strategies. Capital Financing Costs are modelled over the asset life as standard, under the guidance of the Business Advisor Capital.</p> <p>vii. A representative from the Council's procurement section will attend Project Appraisal Group.</p> <p>viii. The purpose is to minimise the Council's requirement for borrowing and to</p> |
|--|--|---|

| | | |
|----|----------------|--|
| | | streamline the Project Appraisal Group. |
| 7. | Risk Reporting | <ul style="list-style-type: none"> i. A responsible officer will be assigned to develop the reporting and escalation of risks arising from the Capital Investment Plan and monitoring of balance sheet liabilities. This would involve the Project Appraisal Group, the Section 151 Officer and to align with the Corporate Risk Register as appropriate. ii. The Council's risk appetite is low. This is consistent with the CIPFA Treasury Management Code of Practice which stipulates that investments are prioritised according to security, liquidity and yield, in that order of importance. Subject to careful due diligence, the Council will consider a moderately higher level of risk for capital schemes which meet an important objective in the Council plan and generate significant non-financial benefits for the District. iii. A specific risk as a VAT registered body is the recovery of exempt VAT only up to a value of 5% of all the VAT it incurs. This is known as the de-minimis limit. Monitoring and control of exempt input tax is essential for the Council as where exempt input tax exceeds the 5% limit the whole amount is irrecoverable and will represent an additional cost to the council. Each capital investment will be closely reviewed to assess its VAT implications. iv. Inflation risk will be managed by using fixed price contracts wherever possible. Further the Capital Investment Plan includes £2m annual contingency. There is an additional risk contingency for the capital financing costs in the revenue estimates. v. The purpose is to ensure that risks are monitored and escalated appropriately. |

Appendix 4: Housing Revenue Account Business Plan

Summary statement:

The report proposes the Housing Revenue Account (HRA) Business Plan.

The Council opened a HRA on 1 April 2020. The HRA is a ring-fenced account relating to the housing Stock owned by the Council. It is also a Landlord account, managing the expenditure and income arising from the provision of housing accommodation by local housing authorities. Any new affordable housing developments are also built and managed within the HRA.

The HRA Business Plan sets the strategy for managing resources and contributes to the implementation of the financial controls. It is an important statement of intent to stakeholders of the Council's aims and aspirations for the HRA and focusses on the ten years to 2030.

1. SUMMARY

- The Council provides housing accommodation to tenants, utilising a housing stock of 372 homes. It does so under powers and duties conferred by the 1985 Housing Act.
- The Council began to administer a Housing Revenue Account (HRA) on the 1 April 2020. This arose from new regulatory guidance and advice issued by the Ministry of Housing, Communities and Local Government (MHCLG). This new guidance meant that the Council has now exceeded the threshold requiring a HRA.
- The HRA is a Landlord's account recording expenditure and income arising from the provision of housing accommodation to its tenants.
- The purpose of this report is to propose a 30-year Business Plan for the HRA. This proposed Business Plan is informed by the Council's Housing Strategy: this strategy was presented to the Council's Executive committee on 2 January 2020 and is called "A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District 2020-2030".
- This Housing Strategy also has the important objective of increasing the stock of affordable housing within the district. That objective is already reflected in new affordable housing schemes included in the Council's Capital Investment Programme.

2 REPORT OUTLINE

- To cover the themes set out above, the proposed HRA Business Plan is organised under the following headings:
 - *Background*: the reasons behind the opening of the new HRA and the closure of the Council's previous HRA.
 - *The Council's Housing Strategy*: how the Council's current strategies inform the 30-year Business Plan for the HRA.
 - *The HRA Asset Management Strategy*: Proposed strategy to ensure quality homes
 - *The HRA Delivery Model*: setting a proposed balance between in-house and external expertise in order to maximise outcomes.
 - *1 April 2020 Financial Position*: calculating the opening accounting information for the HRA Business Plan.
 - *Finances for 2020-21 and Onwards*: Costs and income in the HRA relating to the 2020-21 financial year and future years.
 - *HRA Capital Expenditure*: the proposed HRA Capital Investment Programme for future years.
 - *Performance Indicators*: The monitoring of the HRA Business Plan going forward.

3. BACKGROUND

- The HRA is by statute a ring-fenced account for all costs and income related to the management of the Council owned housing. This means that the HRA as a standalone pot of money matches costs against income.

- The management of Council owned housing is known as the Landlord Function. Costs of this Landlord Function include: a planned cycle of repairs and maintenance for each home; responsive repairs, for instance, where there is a need to repair broken equipment or other items; interest; tenancy management; rent collection; management of the HRA and new build programmes. Any future homes built within the Council's Capital Investment Programme will also form part of the HRA.
- The Council's last HRA was closed, with homes transferred in 2003 to a Social Housing Provider in the District. Between this transfer date of 2003 and 31 March 2020, the Council did not have a HRA account.
- In 2009-10 the Council started to increase the supply of affordable housing in the district. One part of the delivery model was to directly build affordable housing. Normally, this would have required the Council to start up a HRA, in accordance with the 1989 Local Government and Housing Act. However, the Council was given an exception by the Ministry of Housing, Communities and Local Government (MHCLG). This exception took the form of a Ministerial Direction.
- The Ministerial Direction was issued on 15 September 2010. This Direction enabled the Council to build and hold housing stock, without the requirement of a HRA.
- Subsequently, the Council undertook a number of different housing developments between 2010 and 2020. These developments were part funded from grants provided by Homes England. This was on the basis that the Council sold or rented out the developments as affordable housing. Eventually, by 31 March 2020, the number of new homes built and managed by the Council reached 372 (excluding homes built within the affordable sales programme).
- New guidance was published by MHCLG in March 2019. This guidance set a clear rule that Local Authorities were required to open a HRA, once their housing stock exceeded 200. Following subsequent discussions with MHCLG and the Council's external auditors, it was determined that the prior Ministerial Direction would now be overridden by the new guidance.
- As a result, the Council's HRA began on 1 April 2020. A Business Plan for this HRA is set out in this report.

4. THE COUNCIL'S HOUSING STRATEGY AND THE HRA

- A key focus of the HRA Business Plan is the Council's Housing Strategy: A place to call home, a place to thrive, housing strategy for Bradford District, 2020-2030 (Executive 2 January 2020). As noted this strategy also includes an emphasis on increasing affordable housing in the district.
- Key parts of this strategy are:
 - To deliver three overriding objectives: More homes; Quality Homes & Neighbourhoods, and Homes for All.
 - To improve affordability

- To provide effective place making
 - To support healthy living
 - To support care leavers
 - To provide sustainable housing in sustainable neighbourhoods.
 - To achieve target of 1,703 new housing units per annum.
 - To achieve more homes, homes for larger families, homes adapted for people with disabilities and which are inclusive and accessible for a range of needs.
 - To provide support for the homeless.
- The strategy also sets out the overall context. The district is home to 537,000 people, with a growing population. As a result, housing delivery is an important aim for the Council. This is underlined by the fact that 26.4% of the population is under the age of 18. This new generation will be looking for homes in the district.
- The Business Plan will focus on using the HRA to help deliver the Council's Housing Strategy set out above. The methods through which these aims will be achieved are set out below. The parts of the Business Plan through which these aims will impact are also shown in brackets.
- (a) Manage the Council's current portfolio of 372 homes within the HRA by delivering on operational and financial requirements (Housing Revenue Account Income and Expenditure).
 - (b) Link HRA activities to other Council services, such as the Council warden service (Housing Revenue Account Income and expenditure).
 - (c) Promoting the design of new-builds that fully considers the types and size of properties that residents want, reduce heating costs and provide sustainable neighbourhoods (Housing Capital Investment Programme).
 - (d) Providing funding for the adaptations to the homes that are required by tenants (Housing Capital Investment Programme).
 - (e) Deliver a comprehensive asset management strategy funding a cycle of Planned Maintenance and a responsive repairs service (see below for further details on how this impacts on the Business Plan).

5 ASSET MANAGEMENT STRATEGY

- The key objective of the Council's asset management strategy is delivering the Decent Homes Standard within the HRA Business Plan. The Decent Homes Standard is also a statutory objective set out in the 2004 Housing Act. The specific requirements are:
- A reasonable degree of thermal comfort
 - Reasonably modern facilities and services
 - A reasonable state of repair
 - The delivery of the statutory minimum standard for housing.
 - The minimum statutory standard a dwelling fit for human habitation; structurally stable; free from serious disrepair and dampness (Schedule 5 of the Housing Order

1992).

- Within the Decent Homes Standard and other regulations, there is also an increased emphasis on delivering on fire regulations following the Grenfell Tower disaster.

- Therefore, it is proposed as a key Council priority, that the HRA Business Plan prioritises funding for the Decent Homes Standard. While the Council’s housing stock is relatively new build and therefore is currently in a good state of repair, this priority will ensure continued achievement of Decent Homes Standard for future years.
- As part of the roll out of the Asset Management Strategy, the completion dates for each of the housing schemes will also be considered, as set out in Table 1 below. This table shows the homes constructed within the Council’s affordable housing schemes, which are operated, managed and rented out, within the HRA ring-fenced account.

Table 1: Completion Year for each of the Council’s Housing Schemes

| Affordable Housing Schemes | District | Completion Year | Properties (Houses & Flats) |
|--|----------|-----------------|-----------------------------|
| Longfield Drive | Bradford | 2011-12 | 45 |
| Beech Grove | Bradford | 2012-13 | 48 |
| Canary Drive, Warren Lane | Bingley | 2015-16 | 36 |
| Valley Drive, Ilkley | Ilkley | 2015-16 | 9 |
| Fieldway, Ilkley | Ilkley | 2015-16 | 15 |
| Cliffe Lane, West Baildon | Baildon | 2018-19 | 59 |
| Bronte, Keighley Road | Bradford | 2018-19 | 39 |
| Avenham Way | Bradford | 2019-20 | 16 |
| Fletcher Court, Keighley Road | Bradford | 2019-20 | 69 |
| Braithwaite Road, Keighley | Keighley | 2020-21 | 36 |
| Properties total (Houses & Flats) | | | 372 |

Source: Capital Investment Programme Monitoring

- As can be seen, in the table above, Longfield Drive was the first housing scheme to be delivered: the Braithwaite Road scheme is the most recent to complete. Any planned repair cycle will therefore take into consideration that the Longfield Drive scheme therefore contains the most aged stock.
- As part of its priorities, the Business Plan will fund a stock condition survey. The purpose of the stock condition survey is to monitor the condition of the Council’s housing, identify a suitable cycle for a high standard planned repair and maintenance programme and advise on responsive repairs.
- Within the Business Plan, it is proposed to fund the planned maintenance programme from the HRA Capital Programme. The stock condition survey and responsive repair costs will be funded from the Housing Revenue Account. The section “Finances for 2020-21 and onwards” will provide further details around this.

6 DELIVERY MODEL FOR THE HRA

- To operate the day to day activities of the HRA, the Council uses managing agents

- to assign and manage tenancies, collect rent and deliver responsive repairs. The Council appoints the managing agents and is responsible for the annual cycle of planned repairs on the housing stock.
- The Council also runs the capital housing programme for new build homes. This is done by outsourcing the building to external companies and managing the delivery of the contracts. appointing building contractors to deliver the works.
 - The Council also manages the overall finances within the HRA, of which this Business Plan is an important part. Overall the Council is currently operating a mixed Council and contractor model for the HRA.
 - The alternative options would be:
 - (a) The Council runs directly all the day to day activities of the HRA, continuing to use external contractors to deliver new build housing.
 - (b) The Council sub contracts all day to day activities to managing agents, including planned repairs, with the exception of the financial arrangements.
 - (c) The Council transfers some or all of its houses to a registered social housing provider.
 - (d) The Council continues to run a mixed Council and contractor model, but as a separate company, rather than within the HRA.
 - Overall, the Business Plan sets out arrangements to continue with the current mixed Council and contractor model, within the HRA, subject to the achievement of value for money. This mixed model provides a balance between using external expertise and maintaining the flexibility to deliver the Council's housing strategy.
 - Running the housing stock as a separate company would mean additional VAT and borrowing costs.
 - There is an option to transfer some or all of the Council's housing stock to a registered social landlord. As noted above, the new guidance in March 2019 established that Local Authorities were only required to open a HRA where the housing stock exceeded 200.
 - The Council's current housing stock is 372. Therefore, the Council would need to transfer 173 to a registered social housing provider to avoid the requirement to run a HRA.
 - However, this option is not proposed within this report because it would not offer good value for money or assist in the delivery of the Council's housing strategy. At the point of any such transfer, outstanding borrowing on the properties would have to be repaid.
 - Rather the option proposed within this report is to administer the HRA within a sustainable financial model set out in this Business Plan.

7. FINANCE POSITION FOR THE HRA 1 April 2020 (BALANCE SHEET)

- The starting point for Business Plan are the assets and liabilities falling within the scope of the HRA ring-fenced account, at its inception on 1 April 2020.
- The assets of the HRA comprise its Housing stock and its opening cash balances. Cash balances arise from the transfer of earmarked reserves held for the purpose of maintaining the housing stock. The HRA liabilities relate to the borrowing taken out to finance the construction of the housing stock.
- These assets and liabilities have been identified by separating out the Council's audited 1 April 2020 balance sheet between HRA and Non-HRA activities. This split is summarised in Table 2 below:

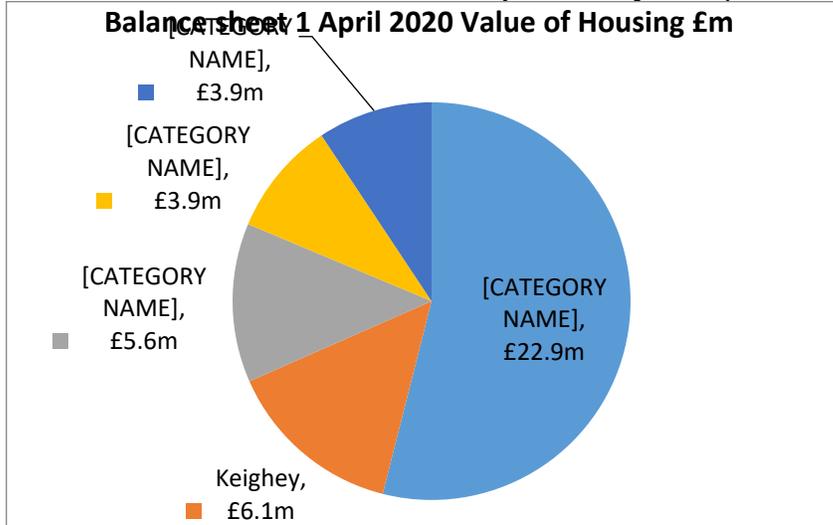
Table 2: HRA 1 April 2020 Assets and Liabilities

| Balance Sheet | Total | Non-HRA Activities | HRA Activities |
|--|--------------------|--------------------------------|----------------|
| | As Audited £000 | Split of Balance Sheet £000 | £000 |
| Housing Units | 1,030,124 | 987,729 | 42,395 |
| Cash | 210,949 | 210,444 | 505 |
| Amounts owed | (132,425) | (132,425) | 0 |
| Borrowing | (1,574,344) | (1,539,530) | (34,814) |
| Net Position | (465,696) | (473,782) | 8,086 |
| HRA opening balance | (272,584) | (272,079) | (505) |
| Unusable Reserve | 738,280 | 745,861 | (7,581) |
| Reserves (Funding Net Position) | 465,696 | 473,782 | (8,086) |

**Source: 2019-20 Statement of Accounts. Further details are set out in Appendix A*

- The main points around the HRA balance sheet are that as at 1 April 2020, the HRA has housing stock valued at £42.4m. Outstanding borrowing is £34.8m and the opening HRA reserve is £0.5m.
- A detailed geographic breakdown of the housing stock in the opening HRA balance sheet is shown in Chart 1 below. In line with the geographic analysis of property numbers shown in Table 1, the majority of housing units (as measured by value) are within the City of Bradford. Keighley has the second largest number of housing units by value.

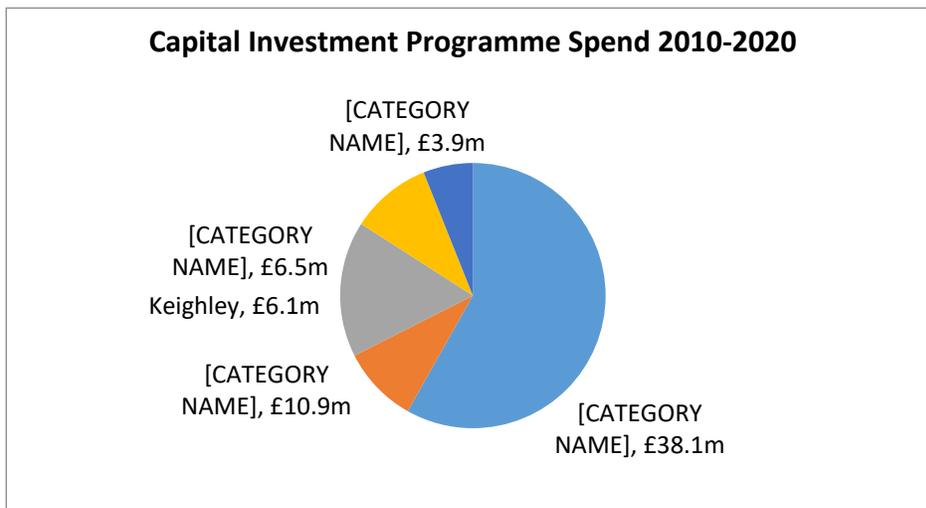
Chart 1: HRA Balance Sheet Values 1 April 2020 by Area (Total is £42.4m)



Source: Appendix B1

- The value of the housing stock as shown on the balance sheet, including both the land and the buildings, is lower than the original house construction cost, excluding land (£65.4m). One of the reasons for this is that accounting rules require the stock, once operational, to be valued at a discount because it is affordable social housing.
- A geographic analysis of the original house construction cost is shown in Chart 2 below:

Chart 2: Construction costs of Housing Schemes 2010-2020 (Total £65.4m as at 31 March 2020)

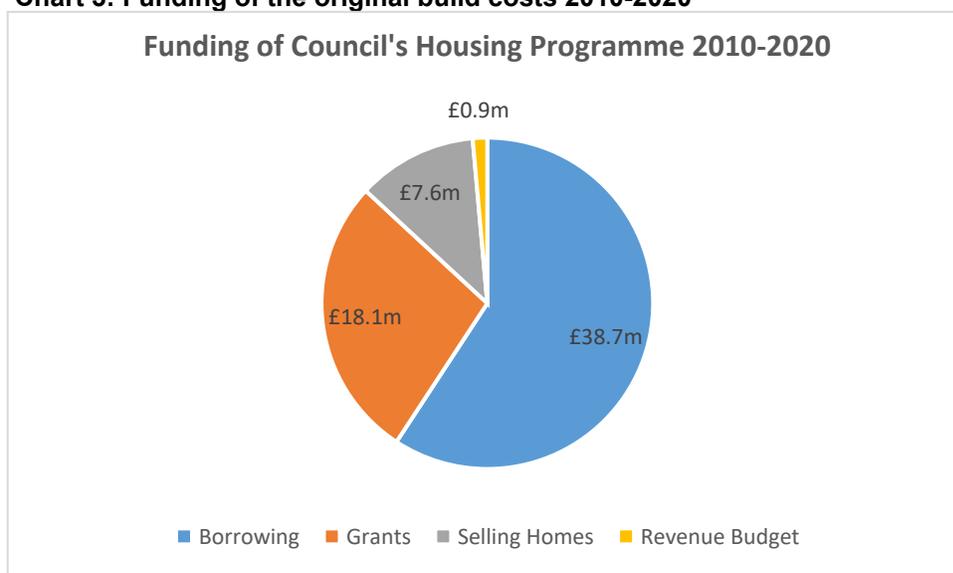


Source: Appendix B2

- Housing units built in the Bradford area comprise the majority of build costs, with Keighley second in a ranking by district.
- The comparison between Charts 1 and 2, shows that the current balance sheet value of the housing stock is significantly below build cost. This is because accounting rules require balance sheet values to be reduced, where properties are held for the purpose of affordable housing – reflecting expectations of lower rental receipts.

- There will be a further reduction in the balance sheet values of the housing stock in 2021-22. This is because the housing scheme at Braithwaite Road, Keighley was non-operational as at 1 April 2020. Therefore, it will be revalued from the build cost shown in the balance sheet at 1 April 2020 to current value at 1 April 2021, in accordance with accounting rules.
- The original build cost, however, drives the liability carried within the HRA ring-fenced account. This liability is caused by the amount which is borrowed to finance the build cost. This amount borrowed is one of the funding sources for the original cost of housing construction.
- The funding of the build costs for the affordable housing programme is analysed in Chart 3 below:

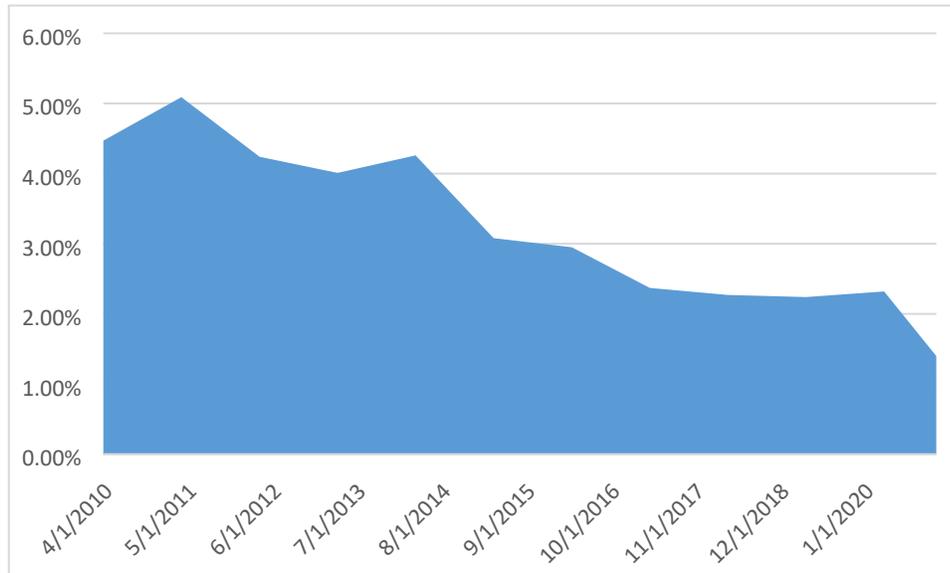
Chart 3: Funding of the original build costs 2010-2020



Source: Appendix B3

- Chart 3 shows that the Authority borrowed £38.7m in total to fund the affordable housing schemes between 2010 and 2020.
- £18.1m of grants funding was also received: £14.5m from Homes England and £3.6m of section 106 funding. This grant funding was provided on the condition that the houses were either sold or rented at social housing value. Therefore, the grant amount offsets, in financial terms, the lower rents charged on the properties going forward.
- Overall, the key information from Chart 3 is that original borrowing was £38.7m. Some of this borrowing has been paid back in previous years, leaving remainder borrowing of £34.8m (as shown in Table 2).
- In terms of ongoing costs, as considered in the next section, an important factor is the interest charged on the remainder borrowing (and specifically on the interest rate when the borrowing is repaid back on maturity). This interest is chargeable on the interest rates prevalent between 2010 and 2020, but the overall trend has been for these to reduce. This is shown in Chart 4 below:

Chart 4: Reduction in interest rates over time 2010-2020 (Repayment after 50-year maturity)



Source: Public Works Loan Board, Historical interest data (principal paid back on maturity).

- In summary, the important points about the HRA opening finance position are:
- The opening financial position is a balance between: on the one hand, the remainder borrowing (£34.8m); as compared with the Housing Stock value (£42.3m) together with the opening HRA reserve (£0.5m).
 - Overall the borrowing, stock and reserve values creates an opening HRA position of £8.1m surplus net assets.
 - Going forward, the remainder borrowing of £34.8m will be accounted for within the HRA; or alternatively if the housing stock is transferred will be charged to the revenue budget, net of any payments received.
 - Also going forward, a key consideration are the interest costs on the remainder borrowing; but importantly for future borrowing, interest rates have declined between 2010 and 2020 and are currently at an historical low point. This is considered in more detail in the section below entitled “HRA Capital Expenditure”.

8 FINANCES FOR 2020-21 AND ONWARDS

- The HRA is a ring-fenced account containing all Council activities relating to the Landlord Function. As such, it constitutes a separate fund and is kept separate from other Council income and expenditure.
- However, this means that there is a requirement that the budgets which are set are self-sufficient: that all expenditure is funded from available income.
- A key point to emphasise is that budgeted expenditure and income in the HRA balances: this is a statutory requirement. As a result, starting up the HRA has had no net impact on revenue budgets for other Council activities. Housing Budgets that relate to other activities outside the Landlord Function remain at the same level: for example, the Strategic Housing Function.
- The HRA Revenue Budgets for 2020-21 are shown in table 3 below. They have

been split between the Fletcher Court properties and other properties. The Fletcher Court properties provide extra care in which adult social care needs are catered for. However, only the income and expenditure relating to property management at Fletcher Court falls within the HRA.

Table 3: HRA Revenue Spend, Subjective Analysis, (excluding technical accounting adjustments)

| Description | Other Properties (General Needs) | Fletcher Court, Keighley Road (Extra Care needs) | Total |
|-----------------------------------|---|---|--------------|
| | £000 | £000 | £000 |
| Salary | 47 | 47 | 94 |
| Service charge costs | 210 | 277 | 487 |
| Responsive Repairs | 257 | 0 | 257 |
| Financing for Planned Maintenance | 605 | 0 | 605 |
| Interest | 655 | 3 | 658 |
| Rentals/Service charge income | (1,566) | (535) | (2,101) |
| | 208 | (208) | 0 |

**Source: Appendix C1 and C2*

- Table 3 is a summary of the Business Plan Appendix C1, which shows the same information in more detail. For reference, Appendix C2 also shows how the 2020-21 HRA budget was separated from the budgets relating to other Council activity. Key items of HRA income and expenditure are as follows:
 - Internal salary costs of £94,000; includes management and liaison with outsourced contractors.
 - Costs paid to outsourced contractors of £487,000; Includes rent collection and management; liaison with tenants; some recharges.
 - Rental and service charges of £2.1m from all the properties
 - Interest payments of £658,000.
 - An amount set aside of £605,000. This is available to fund the annual cycle of planned maintenance, future capital expenditure or pay back borrowing.

- The largest single budgeted expenditure item relates to interest payable on the £34.8m of HRA borrowing. However, the above table shows that budgeted expenditure and income balances within the HRA fund and, further that the budget has been designed to deliver an ambitious asset management strategy: with sums set aside to finance a planned maintenance programme and responsive repairs including a stock condition survey.

- The Council's proposed asset management strategy for its housing stock is assisted by the flexibilities within the HRA. A special dispensation is that the borrowing principal does not have to be repaid; so long as sufficient financing is provided to fund the Planned Repairs Programme and the HRA properties remain in operation.

- To better plan the use of these flexibilities, the 2020-21 budget has been drawn up using the statutory format required for the statement of accounts (Appendix D & E). This also includes some technical accounting adjustments, which are excluded from

Table 3. However, the final financial position is the same as is shown in Table 3.

- Appendix E also summarises all the financial information that will be included in the Statement of Accounts, assuming the actual result is the same as the budget. This analysis includes a summary of useable balances at the end of the year.
- The key items of expenditure and income shown in the statutory format (Appendix D and E) are summarised in Table 4 below:

Table 4: HRA 2020-21 Budget in Statement of Accounts format

| Description | 31/03/2021 |
|---|---------------|
| | £000 |
| Income and Expenditure | |
| Expenditure | 838 |
| Interest | 658 |
| Amount set aside for Major Repairs Reserve | 605 |
| Rental Income and Service Charges | -2,101 |
| Total | 0 |
| HRA Balance | -505 |
| Major Repairs Reserve Balance | -605 |
| Total Useable Balances at the Year End | -1,110 |

**Source: Appendix D and E*

- The position set out in Table 4 above shows a budgeted sustainable model for the HRA Business Plan as at 31 March 2021.
- The Business Plan also projects the 31 March 2021 position, summarised in Table 4 above, forward into future financial years. However, there is an additional assumption of a £300,000 overspend in 2020-21. This is due to the likely impact of Covid-19, which for example has caused delays moving tenants into newly built properties.
- Other assumptions used to project the position across future financial years are:
 - Rentals can be increased by up to 1% above the Consumer Price Index, in line with housing regulations. To assist tenants, it is proposed to limit increases to the Consumer Price Index, which is estimated to be 2%.
 - Salary costs and other costs are also estimated to increase by 2%.
 - The stock condition survey will only be required every 10 years.
 - Energy efficiency and disabled adaptations will be funded within planned maintenance cycles.
 - Planned Repairs: will include a cycle of expenditure on the fabric of the buildings, such as windows replacement, roofs and kitchens as well as substantive equipment such as boilers.
 - Responsive repairs: will include responding to tenant call-outs around broken down equipment and problems as they arise.
 - Interest costs: includes annual charges against the remainder borrowing.
 - Management costs: includes arrangement of tenancies; liaison with tenants, financial controls and collection of rents.

- Uncollected debt: includes an amount set aside to fund outstanding debt, which cannot be collected.
 - Service charges: includes amounts charged to tenants for auxiliary services, such as garden maintenance (only relates to the 70 properties at Fletcher Court, Keighley Road, Bradford).
- The results of the above assumptions are shown in the model set out in Appendix F. The first forward looking model assumes no further housing building for the purpose of assessing the sustainability of the current housing stock within the HRA.
- The result is a sustainable HRA model for the future. This is shown in Table 5 below:

Table 5: HRA Business Plan Projections

| Description | 31/03/2021 £000 <i>(assumes £0.3m overspend)</i> | 31/03/2030 £000 |
|---|--|--------------------|
| Income and Expenditure | | |
| Expenditure | 1,138 | 999 |
| Interest | 658 | 658 |
| Amount set aside for Major Repairs Reserve | 605 | 705 |
| Rental Income and Service Charges | -2,101 | -2,512 |
| Total | 300 | -150 |
| HRA Balance | -205 | -1,010 |
| Major Repairs Reserve Balance | -605 | 0 |
| Other earmarked reserves | 0 | -806 |
| Total Useable Balances at the Year End | -810 | -1,816 |
| Total Unusable Reserves | -6,423 | -6,423 |
| Total Housing Stock Value | 41,237 | 41,237 |
| Borrowing | -34,814 | -34,814 |
| Total Current Assets | 810 | 1,816 |
| Total | 0 | 0 |

*Source: Appendix F

- Table 5 above shows that operating the current housing stock allows the Council to achieve a small surplus. No rental increases are projected apart from the impact of CPI, which the Bank of England aims to manage within a 2% target.
- In practice, the Council will set a balanced HRA budget each year, rather than budgeting for a surplus. Therefore, the Council will allocate any anticipated surplus to additional expenditure or increased reserves as part of the budget setting process.
- Other points to note around the model set out in Table 5 above are:
- The value of the housing stock is maintained because the value of capital expenditure is equal to the depreciation.
 - The model assumes that the Council does not opt to pay back the borrowing – therefore, has to fund a consistent rate of interest.

- The HRA balance will steadily increase to manage any unexpected events
- During the course of the next 10 years, an additional earmarked reserve will be built up to fund strategic priorities.

➤ In conclusion, therefore, this Business Plan is able to set a sustainable model going forward, without any expansion in the housing stock. The projection of a surplus, outside of the impact of Covid-19 impacts, will also enable the Council to fund additional discretionary expenditure.

6 HRA CAPITAL EXPENDITURE

- The Council’s current 2020-21 Capital Investment Programme includes provision for new Affordable Housing schemes (Qtr 2 Finance Position Statement 2020-21, Executive 9 November). These schemes will be managed within the HRA ring-fenced account.
- Financial implications of the additional capital expenditure already incurred in 2020-21 (CS0308) are already included in Table 5 above. This expenditure mainly relates to finishing works and has been funded from capital grants.
- However, the financial implications of the additional Affordable Housing Schemes from 2021-22 in the Capital Investment Programme will also be modelled. These schemes will be jointly funded by capital grants and new borrowing (funded from the additional rental income received from tenants).
- The impact of this modelling is set out in Table 6 below. This shows anticipated future investment in housing in the district of approximately £29m.

Table 6: Affordable Housing Schemes and (current funding) within the Capital Investment Programme

| Financial Year | Affordable Housing Schemes (CS04072) |
|---|---|
| | £000 |
| Capital Expenditure | |
| 2021-2022 | 2,000 |
| 2022-2023 | 8,000 |
| 2023-2024 | 18,724 |
| Expenditure Total | 28,724 |
| Funding | |
| Capital Grants | -14,362 |
| Borrowing | -14,362 |
| Funding Total | -28,724 |
| <i>* Source: Qtr 2 Capital Investment Programme</i> | |

- Section 5 above – “Finance for 2020-21 and onwards” – shows a sustainable model for the current housing stock within the HRA. Further modelling has also been done within the HRA Business Plan to show the impact of the new affordable housing schemes in the next 3 years.
- A key assumption around the new affordable housing schemes is the interest rate. As shown previously in Chart 4, interest rates are currently at an historical low

point. Currently, the full amount can be borrowed from the Public Works Loan Board for 50 years at a rate of 1.4%. This is a key opportunity for the Council. The actual rate has been modelled at a 1.6% rate in the HRA Business Plan. This premium has been added to reflect an additional cost for fixing interest rates at current levels for planned future borrowing tranches.

- The expenditure and income generated from the new affordable housing schemes has been added to the HRA Business Plan. Additional expenditure from managing the new properties within the HRA is estimated in proportion to current costs.
- Rental income from the new affordable housing schemes has been modelled at two different levels:
 - Level 1: (Appendix G). Rental income is generated in the same proportion to the original build cost, achieved by the Affordable Housing Schemes.
 - Level 2 (Appendix H). Rental income assumed an additional 30 tenancies compared to the levels set out in Appendix G.
- Overall, even at the moderate rental incomes the HRA continues to be sustainable after the new affordable housing schemes. This is summarised in Table 7 below:

Table 7: HRA model updates for new affordable housing schemes.

| Description | 31/03/2021 £000 | 31/03/2030 £000 |
|---|--------------------------------------|--------------------|
| | <i>(assumes £0.3m overspend)</i> | |
| Income and Expenditure | | |
| Expenditure | 1,138 | 999 |
| Interest | 658 | 658 |
| Amount set aside for Major Repairs Reserve | 605 | 705 |
| Rental Income and Service Charges | -2,101 | -2,512 |
| Total | 300 | -150 |
| HRA Balance | -205 | -1,010 |
| Major Repairs Reserve Balance | -605 | 0 |
| Other earmarked reserves | 0 | -806 |
| Total Useable Balances at the Year End | -810 | -1,816 |
| Total Unusable Reserves | -6,423 | -6,423 |
| Total Housing Stock Value | 41,237 | 41,237 |
| Borrowing | -34,814 | -34,814 |
| Total Current Assets | 810 | 1,816 |
| Total | 0 | 0 |

**Source: Appendix F*

- Overall, Table 7 shows that providing the financial models for new affordable housing schemes are robust, with the support of the current low interest rates, these schemes are sustainable. To ensure this, it is proposed that the detailed project plans are reviewed against the benchmarks set out in the HRA Business Plan. This review will be carried out by the Project Advisory Group

9 HRA PERFORMANCE INDICATORS

- A priority is to ensure a quality service to the Council's tenants residing in the current housing stock. Further, that the Council's housing strategy is delivered especially in relation to its own tenants.
- Therefore, potential key performance measures to be developed within the Place directorate's housing function, and rolled out to its managing agents as appropriate are:
 - Average time elapsing between request for a disabled adaptation and both the resulting assessment and then its delivery.
 - Average time elapsing between a tenant reporting a fault and the works being completed.
 - Percentage number of days for which the Council's housing stock is unoccupied, compared to the maximum occupancy days.
 - Percentage delivery of the planned annual maintenance cycle.
 - 100% compliance without exception with every aspect of fire safety regulations.
 - Percentage of anti-social behaviour reports (including noise disturbance) relating to Council stock compared with household average in the remainder of the district.
- The above performance measures will be part of and subject to any outcomes from tenancy consultation exercises; best practice from other local authorities, as well as ongoing engagement within current tenancy forums.
- Other suggested performance measures are:
 - Average cost of borrowing
 - Average cost of house build (excluding land) compared to district average for same size property.
 - The annual surplus or deficit on the HRA account, prior to transfer to balances and reserves.
 - HRA Prudential Indicators, which will be reported in the Capital Strategy and Treasury Management Strategy.

10 FINANCIAL & RESOURCE APPRAISAL

- The Financial and Resource Appraisal is set out in the body of this report and the attached appendices.

11. RISK MANAGEMENT AND GOVERNANCE ISSUES

- Risks include the achievement of the Decent Homes Standard. Other risks are unexpected increases in HRA expenditure, for example a pressure caused by higher interest rates.
- A key governance issue is the financial viability and sustainability of the HRA. This is addressed in the HRA Business Plan.

12. LEGAL APPRAISAL

- There are a number of legislative Acts which are relevant to this report. Firstly, Section 74 of the Local Government and Housing Act 1989 requires every local housing authority to maintain a HRA:
 - (1) A local housing authority shall keep, in accordance with proper practices, an account, called the “Housing Revenue Account”, of sums falling to be credited or debited in respect of—
 - (a) houses and other buildings which have been provided under Part II of the Local Government and Housing Act 1989 (provision of housing);
 - (b) land which has been acquired or appropriated for the purposes of that Part;
 - (c) houses purchased under section 192 of that Act (purchase of house found on appeal against repair notice to be unfit and beyond repair at reasonable cost);
 - (d) dwellings in respect of which a local authority has received assistance under section 1 or section 4(2A) of the Housing (Rural Workers) Act 1926;
- Section 74 (4) of the Local Authority 1989 requires a local housing authority to retain a HRA even if they dispose of their stock unless the Secretary of State consents otherwise:
 - *A local housing authority not possessing property to which subsection (1) above applies shall nevertheless keep a Housing Revenue Account unless the Secretary of State consents to their not doing so and they comply with such conditions (if any) as may be specified in the consent.*
- Section 1 of the Housing Act 1985 defines the Council as a local housing authority.
 - *In this Act “local housing authority” means a district council, a London borough council, the Common Council of the City of London, a Welsh county council or county borough council, or the Council of the Isles of Scilly.*

13. OTHER IMPLICATIONS

Details are set out against the headings below.

14.1 EQUALITY & DIVERSITY

- The Council's current housing strategy requires that homes are inclusive and accessible for a range of needs. Also that housing provision within the district offers a range of property types for different household types.
- The cycle of planned maintenance will also deliver provision for disabled adaptations.
- The current affordable housing programme enables the Council to ensure a range of property types within the district to ensure suitable housing provision.

14.2 SUSTAINABILITY IMPLICATIONS

- The districts Housing Strategy is to provide sustainable housing in sustainable neighbourhoods.
- The HRA Business Plan proposes that house builds meet environmental standards. This is also in conformity with the Decent Homes Standard.

14.3 GREENHOUSE GAS EMISSIONS IMPACTS

- The Decent Homes standard requires a good standard of thermal comfort. This thermal comfort also requires the delivery of high standards of insulation which will minimise the impact of gas emissions. A fully cycle of planned maintenance will also help sustain a high standard of insulation.

14.4 COMMUNITY SAFETY IMPLICATIONS

- The Council has the same Community Safety duties across the district. However, Council Wardens are aware of the Council's own Housing Stock.

14.5 HUMAN RIGHTS ACT

- Article 8 of the Human Rights Act grants privacy to enable residents to enjoy their existing home peacefully.
- This right to privacy is relevant to the way that the Council and its agents engage with tenants and manage responsive and planned repairs to its housing stock. Article 8, though, does not in itself provide a general right to housing or home ownership.

14.6 TRADE UNION

- There are no proposals in this report that would cause any Trade Union or staffing implications; nor does the report contain any plans to change the housing delivery model or current staffing arrangements.
- In the event that there were future changes to the housing delivery model, these

would be fully detailed in a separate report. This would also be part of the normal consultative and engagement processes with Trade Unions.

14.7 WARD IMPLICATIONS

- The HRA stock exists in a number of different Council Wards: Bowling and Barkerend; Craven; Bowling, Keighley West, Baildon and Ilkley.

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

- Not applicable.

14.9 IMPLICATIONS FOR CORPORATE PARENTING

- The Council's current Housing Strategy includes the key objective of supporting care leavers. Using the HRA to develop housing provision in the district will contribute toward the achievement of this objective by increasing the availability of affordable housing in the district.

14.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

- It is proposed to update the Council's Asset Management database, to include each home separately. Currently these assets are grouped together by housing scheme, making it more difficult to track individual numbers. Further, an individual analysis will aid stock condition survey and future planning around this.
- The update of the Asset Management database will not include any personal data.

15. NOT FOR PUBLICATION DOCUMENTS

- None

14. OPTIONS

- To approve the HRA planning set out in the Business Plan and a proposed annual update.

16. RECOMMENDATIONS

- That Executive approve the application to the HRA Business Plan of the priorities set out in the Council's current Housing Strategy: "A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District 2020-2030" (Report of the Strategic Director, Place, to the meeting of Executive 2 January 2020)."
- To approve the principles of the HRA Asset Management Strategy set out within this report: specifically, that the HRA Business Plan prioritises the Decent Homes Standard.
- To approve a review by the Section 151 officer to consider whether to fix current interest rates for future HRA borrowing. Fixing rates reduces the risk of increased

HRA expenditure due to an increase in interest rates. However, this is at the risk that interest rates reduce or less borrowing than anticipated is required.

- That a comprehensive suite of Performance Indicators is drawn up to monitor and report on progress against the HRA Business Plan.
- That the HRA Business Plan models set out in this report are approved as the basis for the HRA Medium Term Financial Strategy and future HRA budget setting processes.
- That the detailed project plans for the affordable Housing Schemes in the Capital Investment Programme are reviewed by the Project Advisory Group against the HRA Business Plan. Further that the Planned Maintenance cycle in the HRA Business Plan is added to the 2021-22 Capital Investment Programme.

17. APPENDICES

Appendix A: 1 April 2020 Balance Sheet Split

Appendix B: (B1) (see Chart 1) HRA Balance Sheet Housing Units at 1 April 2020

Appendix B: (B2) (See Chart 2) Capital Expenditure on Council Housing Programmes

Appendix B: (B3) (see Chart 3) Funding of Affordable Housing Capital Expenditure 2010-2020

Appendix C: (C1) 2020-21 HRA Budget split between General Needs and the HRA

Appendix C: (C2) (See Table 3) Splitting out of the HRA Landlord Function (from Council 2020-21 budgets)

Appendix D: (see Table 4) 2020-21 Budget (Statement of Accounts Format)

Appendix E: (see Table 4) 2020-21 Budget (Full Statement of Account workings)

Appendix F: HRA Model 1 (Full Statement of Account workings)

Appendix G: HRA Model 2 (Level 1) (Capital Expenditure Model 1)

Appendix H: HRA Model 3 (Level 2) (Capital Expenditure Model 2)

17. BACKGROUND DOCUMENTS

- A Place to Call Home, A Place to Thrive: Housing Strategy for Bradford District 2020-2020 (Report of the Strategic Director Place to the meeting of Executive to be held on 2 January 2020).
- Bradford Homelessness and Rough Sleeping Strategy 2020-2025 (Report of the Strategic Director Place to the meeting of Executive to be held on 2 January 2020).

Appendix A: 1 April 2020 Balance Sheet Split

| 31 March 2020 Council £000 | | 31 March 2020 Council £000 | 31 March 2020 Non-HRA £000 | 31 March 2020 HRA £000 |
|-------------------------------------|--|-------------------------------------|-------------------------------------|---------------------------------|
| 935,827 | Property, Plant and Equipment | 935,827 | 893,432 | 42,395 |
| 37,413 | Heritage Assets | 37,413 | 37,413 | 0 |
| 54,580 | Investment Property | 54,580 | 54,580 | 0 |
| 379 | Intangible assets | 379 | 379 | 0 |
| 1 | Long term investment | 1 | 1 | 0 |
| 1,924 | Long term debtors | 1,924 | 1,924 | 0 |
| 1,030,124 | Long Term Assets | 1,030,124 | 987,729 | 42,395 |
| 19,050 | Short Term Investments | 19,050 | 19,050 | 0 |
| 2,536 | Assets Held for sale | 2,536 | 2,536 | 0 |
| 2,270 | Inventories | 2,270 | 2,270 | 0 |
| 90,729 | Short Term Debtors | 90,729 | 90,729 | 0 |
| 96,364 | Cash and Cash Equivalents | 96,364 | 95,859 | 505 |
| 210,949 | Current assets | 210,949 | 210,444 | 505 |
| -5,696 | Cash and Cash Equivalents (Overdraft) | -5,696 | -5,696 | 0 |
| -15,312 | Short term borrowing | -15,312 | -15,312 | 0 |
| -104,714 | Short Term Creditors | -104,714 | -104,714 | 0 |
| -6,703 | Provisions | -6,703 | -6,703 | 0 |
| -132,425 | Current Liabilities | -132,425 | -132,425 | 0 |
| -17,865 | Provisions | -17,865 | -17,865 | 0 |
| -336,061 | Long term borrowing | -336,061 | -301,247 | -34,814 |
| -1,205,044 | Other Long Term liabilities | -1,205,044 | -1,205,044 | 0 |
| -15,374 | Capital Grants Receipts in Advance | -15,374 | -15,374 | 0 |
| -1,574,344 | Long Term Liabilities | -1,574,344 | -1,539,530 | -34,814 |
| 465,696 | Net Liabilities | 465,696 | -473,782 | 8,086 |
| -272,584 | Usable Reserves | -272,584 | -272,079 | -505 |
| 738,280 | Unusable Reserves | 738,280 | 745,861 | -7,581 |
| 465,696 | Total Reserves | 465,696 | -473,782 | -8,086 |

Source: Audited Statement of Accounts 2019-20

Appendix B

B1 (see Chart 1) HRA Balance Sheet Housing Units at 1 April 2020

| Balance Sheet | District Area | Asset Type | Property | Asset |
|-----------------------------------|---------------|-----------------------------|-----------------|----------------|
| | | | Numbers £000 | Values £000 |
| Bradford schemes (Various) | Bradford | Operational | 186 | 12,792 |
| Bradford schemes (Extra Care) | Bradford | Operational | 69 | 10,082 |
| Keighley schemes (Braithwaite) | Keighley | Asset under construction | 0 | 6,124 |
| Baildon Schemes | Baildon | Operational | 59 | 5,480 |
| Ilkley schemes | Ilkley | Operational | 22 | 3,963 |
| Bingley Schemes | Bingley | Operational | 36 | 3,954 |
| Total | | | 372 | 42,395 |

Source: Audited Statement of Accounts 2019-20

B2 (See Chart 2) Capital Expenditure on Council Housing Programmes

| Affordable Housing schemes | District Area | Amount £000 | Number per District Area | Amount by District Area £000 |
|---------------------------------------|---------------|----------------|-----------------------------------|---------------------------------------|
| Fletcher Court, Keighley Road | Bradford | 9,512 | | 38,041 |
| Bronte, Keighley Road | Bradford | 8,371 | | |
| Beech Grove | Bradford | 7,075 | | |
| Longfield Drive | Bradford | 5,147 | | |
| Ripley Street, West Bowling | Bradford | 4,785 | | |
| Avenham Lane | Bradford | 3,151 | | |
| Braithwaite Road, Keighley | Keighley | 6,124 | 255 | 6,124 |
| Cliffe Lane, West Baildon | Baildon | 10,823 | 59 | 10,823 |
| Canary Drive, Warren Lane | Bingley | 3,954 | 36 | 3,954 |
| Valley Drive, Ilkley | Ilkley | 4,593 | | 6,458 |
| Fieldway, Ilkley | Ilkley | 1,865 | 22 | |
| Total Affordable Housing Spend | | 65,400 | | 65,400 |

Source: Capital Monitoring

B3 (see Chart 3) Funding of Affordable Housing Capital Expenditure 2010-2020

| Description of Capital Funding Source | Amount £000 |
|---|----------------|
| Borrowing | 38,738 |
| Grants (Capital) | 18,092 |
| Capital Receipts (Selling homes) | 7,645 |
| Direct Revenue Funding (Revenue Budget) | 925 |
| Capital Funding Total | 65,400 |

Source: Capital Monitoring

Appendix C1: 2020-21 HRA Budget split between General Needs and the HRA

| Place Landlord function Budgets | Description | | 2020-21 Budget | 2020-21 Budget | 2020-21 Budget |
|-------------------------------------|--|----|----------------|----------------|----------------|
| Expenditure/Income Activity | | | General Needs | Extra Care | Total |
| | | | £000 | £000 | £000 |
| Salaries | Managing Agent/Decent Homes contracts | 1 | 47 | 47 | 94 |
| Stock Condition Survey | | 2 | 80 | 0 | 80 |
| Responsive repairs and Maintenance | Tenant issues repairs & maintenance | 3 | 80 | 0 | 80 |
| General Repairs | Basic repairs | 4 | 19 | 0 | 19 |
| Fire Insurance | Insurance costs | 5 | 14 | 0 | 14 |
| Service Charges | Service costs paid to contractors | 6 | 211 | 277 | 488 |
| Administration Support | Administration | 7 | 31 | 0 | 31 |
| Bad debt provision | Bad debt Costs | 9 | 33 | 0 | 33 |
| Interest | Interest charges | 8 | 655 | 3 | 658 |
| Financing for Planned Maintenance | Amount set aside for capital expenditure | 10 | 605 | 0 | 605 |
| Rental Income | Rents | 11 | -1,567 | -393 | -1,960 |
| Service charge Recovery | Service charge income | 12 | 0 | -142 | -142 |
| Total | | | 208 | (208) | 0 |
| <u>HRA Opening Reserve</u> | | | | | |
| 1 April 2020 | | | | | (505) |
| In year Movement | | | | | 0 |
| 31 March 2020 | | | | | (505) |
| <u>Major Repairs Reserve</u> | | | | | |
| 1 April 2020 | | | | | 0 |
| In year Movement | | | | | (605) |
| 31 March 2020 | | | | | (605) |
| <i>See Table 3</i> | | | | | |

Appendix C2 Splitting out of the HRA Landlord Function (from Council 2020-21 budgets)

| | | (1) | (2) | (3) |
|---|-------------------------------|----------------|----------------|-------------|
| | | 2020/21 | 2020/21 | 2020/21 |
| | | Original | Budget | Revised |
| | | housing | changes | Budget |
| | | budgets | | |
| Expenditure Description | Directorate | | | |
| Place Landlord function Budgets | | £000 | £000 | £000 |
| General Needs Housing (Landlord function) | Place | (1,402) | 1,610 | 208 |
| Extra Care Housing (Landlord function) | Place | (282) | 74 | (208) |
| Land Lord Budgets sub-total | Place | (1,684) | 1,684 | 0 |
| Other Housing Budgets | | | | |
| Debt Financing (Affordable Housing) | Corporate | 1,392 | (1,392) | 0 |
| Strategic Housing | Place | 446 | (292) | 154 |
| Extra Care Housing (Social Care) | Health & Wellbeing | 668 | 0 | 668 |
| Other Budgets sub-total | | 2,506 | (1,684) | 822 |
| Total | | 822 | 0 | 822 |
| <u>Memorandum:</u> | | | | |
| <i>HRA (Landlord Function)</i> | <i>Place</i> | <i>(1,684)</i> | <i>1,684</i> | <i>0</i> |
| <i>General Fund</i> | <i>Health & Wellbeing</i> | <i>668</i> | <i>0</i> | <i>668</i> |
| <i>General Fund</i> | <i>Place</i> | <i>446</i> | <i>(292)</i> | <i>154</i> |
| <i>General Fund</i> | <i>Corporate</i> | <i>1,392</i> | <i>(1,392)</i> | <i>0</i> |
| Totals | | 822 | 0 | 822 |

(1) Per 2020/21 Budget (Full Council, Feb 2020); (2) Proposed changes (3) HRA/General Fund reset
For further detail see Appendix A1

| MOVEMENT ON THE HRA ACCOUNT | |
|---|-------------|
| Opening balance on the HRA | -505 |
| (Surplus) or deficit for the year on the HRA Income and Expenditure Statement | 1,357 |
| Adjustments between accounting basis and funding basis under statute: | |
| Revaluation losses | -1,347 |
| Impairment losses | 0 |
| IAS19 Pensions Adjustment | -10 |
| Application of S106 funding in relation to appropriation of land | 0 |
| Depreciation | -605 |
| Transfer to Major Repairs Reserve | 605 |
| Net (increase) or decrease before transfers to or from reserves | 0 |
| Transfers to or (from) earmarked reserves | 0 |
| (Increase) or decrease in the year on the HRA | 0 |
| Closing balance on the HRA | -505 |

| | 2020-21 |
|---|----------------|
| | £000 |
| CAPITAL EXPENDITURE AND FINANCING | |
| Acquisition and renovation of Council Dwellings | 794 |
| Major Repairs | 0 |
| Total | 794 |
| Funded by: | |
| Corporate Resources | 0 |
| Grant | 0 |
| Section 106 Contributions | -794 |
| Major Repairs Reserve | 0 |
| Total | -794 |

Appendix E: 2020-21 Budget (Full Statement of Account workings)

| | 2019-20 Actual | 2020-21 Budget |
|--|----------------|----------------|
| | £000 | £000 |
| | Annual | Annual |
| HRA INCOME AND EXPENDITURE | | |
| Depreciation & Revaluation Losses | | 1,952 |
| Interest charges | | 658 |
| Salaries | | 104 |
| Stock Condition Survey | | 80 |
| Responsive Repairs & Maintenance | | 80 |
| General Repairs | | 19 |
| Fire Insurance | | 14 |
| Administration Support | | 31 |
| Bad debt costs | | 33 |
| Service costs paid to contractors | | 488 |
| Rental Income | | -1,960 |
| Service Recovery Charges | | -142 |
| Other Costs | | 0 |
| Deficit/(Surplus) for the year on the HRA Income and Expenditure Statement | | 1,357 |
| MOVEMENT ON THE HRA STATEMENT | | |
| Reversal of Capital costs | | -1,347 |
| Reversal of pension adjustments | | -10 |
| Transfer out of Depreciation | | -605 |
| Transfer to Major Repairs Reserve | | 605 |
| Transfer to other reserves & Balances | | 0 |
| DECREASE/INCREASE IN THE YEAR ON THE HRA | | 0 |
| HOUSING CAPITAL PROGRAMME | | |
| Capital Expenditure | | 794 |
| Capital Grant Funding | | -794 |
| Capital borrowing funding | | 0 |
| Major Repairs Funding | | 0 |
| | | |
| | 31-Mar | 31-Mar |
| HRA NET ASSETS | | |
| Asset Values (31 March) | 42,395 | 41,237 |
| Cash Balance (31 March) | 505 | 1,110 |
| Borrowing (31 March) | -34,814 | -34,814 |
| TOTAL | 8,086 | 7,533 |
| HRA Balances (31 March) | -505 | -505 |
| Major Repairs Reserve (31 March) | 0 | -605 |
| Other Reserves (31 March) | 0 | 0 |
| Technical (unusable) Reserves (31 March) | -7,581 | -6,423 |
| TOTAL | 8,086 | -7,533 |

Appendix F: HRA Model 1 (Full Statement of Account workings)

| HRA Business Plan Model 1 | | | | | | | | | | | |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | 19-20 Actual £000 | 20-21 Budget £000 | 21-22 Budget £000 | 22-23 Budget £000 | 23-24 Budget £000 | 24-25 Budget £000 | 25-26 Budget £000 | 26-27 Budget £000 | 27-28 Budget £000 | 28-29 Budget £000 | 29-30 Budget £000 |
| | Annual |
| HRA INCOME AND EXPENDITURE | | | | | | | | | | | |
| Depreciation & Revaluation Losses | 0 | 1,952 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 |
| Interest charges | 0 | 658 | 658 | 658 | 658 | 658 | 658 | 658 | 658 | 658 | 658 |
| Salaries | 0 | 104 | 106 | 108 | 110 | 113 | 115 | 117 | 119 | 122 | 124 |
| Stock Condition Survey | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 80 |
| Responsive Repairs & Maintenance | 0 | 80 | 82 | 83 | 85 | 87 | 88 | 90 | 92 | 94 | 96 |
| General Repairs | 0 | 19 | 19 | 20 | 20 | 21 | 21 | 21 | 22 | 22 | 23 |
| Fire Insurance | 0 | 14 | 14 | 15 | 15 | 15 | 15 | 16 | 16 | 16 | 17 |
| Administration Support | 0 | 31 | 32 | 32 | 33 | 34 | 34 | 35 | 36 | 36 | 37 |
| Bad debt costs | 0 | 33 | 34 | 34 | 35 | 36 | 36 | 37 | 38 | 39 | 39 |
| Service costs paid to contractors | 0 | 488 | 498 | 508 | 518 | 528 | 539 | 550 | 561 | 572 | 583 |
| Rental Income | 0 | -1,960 | -1,999 | -2,039 | -2,080 | -2,122 | -2,164 | -2,207 | -2,251 | -2,296 | -2,342 |
| Service Recovery Charges | 0 | -142 | -145 | -148 | -151 | -154 | -157 | -160 | -163 | -166 | -170 |
| Other Costs | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Deficit/(Surplus) for the year on the HRA Income and Expenditure Statement | 0 | 1,657 | 3 | -24 | -52 | -80 | -109 | -138 | -168 | -199 | -150 |
| MOVEMENT ON THE HRA STATEMENT | | | | | | | | | | | |
| Reversal of Capital costs | 0 | -1,347 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reversal of pension adjustments | 0 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 |
| Transfer out of Depreciation | 0 | -605 | -705 | -705 | -705 | -705 | -705 | -705 | -705 | -705 | -705 |
| Transfer to Major Repairs Reserve | 0 | 605 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 |
| DECREASE/INCREASE IN THE YEAR ON THE HRA | | 300 | -7 | -34 | -62 | -90 | -119 | -148 | -178 | -209 | -160 |
| HOUSING CAPITAL PROGRAMME | | | | | | | | | | | |
| Capital Expenditure | 0 | 794 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Grant Funding | 0 | -794 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital borrowing funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Major Repairs Funding | 0 | 0 | -705 | -705 | -705 | -705 | -705 | -705 | -705 | -705 | -705 |
| Planned Maintenance cycle | 0 | 0 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 |

| | 01-Apr | 31-Mar |
|-------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| HRA NET ASSETS | | | | | | | | | | | |
| Asset Values | 42,395 | 41,237 | 41,237 | 41,237 | 41,237 | 41,237 | 41,237 | 41,237 | 41,237 | 41,237 | 41,237 |
| Cash Balance | 505 | 810 | 817 | 851 | 912 | 1,002 | 1,121 | 1,269 | 1,447 | 1,656 | 1,816 |
| Borrowing | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 | -34,814 |
| TOTAL | 8,086 | 7,233 | 7,240 | 7,274 | 7,335 | 7,425 | 7,544 | 7,692 | 7,870 | 8,079 | 8,239 |
| HRA Balances | -505 | -205 | -210 | -237 | -287 | -359 | -454 | -572 | -715 | -882 | -1,010 |
| Major Repairs Reserve | 0 | -605 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Reserves | 0 | 0 | -606 | -613 | -625 | -643 | -667 | -697 | -732 | -774 | -806 |
| Technical (unusable) Reserves | -7,581 | -6,423 | -6,423 | -6,423 | -6,423 | -6,423 | -6,423 | -6,423 | -6,423 | -6,423 | -6,423 |
| TOTAL | 8,086 | -7,233 | -7,240 | -7,274 | -7,335 | -7,425 | -7,544 | -7,692 | -7,870 | -8,079 | -8,239 |
| <u>OTHER RESERVES</u> | | | | | | | | | | | |
| <u>MEMORANDUM</u> | | | | | | | | | | | |
| Strategic Land Reserve | 0 | 0 | -606 | -613 | -625 | -643 | -667 | -697 | -732 | -774 | -806 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

Appendix G: HRA Model 2 (Capital Expenditure Model 1)

| HRA Business Plan Model 2 | | | | | | | | | | | |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | 19-20 Actual £000 | 20-21 Budget £000 | 21-22 Budget £000 | 22-23 Budget £000 | 23-24 Budget £000 | 24-25 Budget £000 | 25-26 Budget £000 | 26-27 Budget £000 | 27-28 Budget £000 | 28-29 Budget £000 | 29-30 Budget £000 |
| | Annual |
| HRA INCOME AND EXPENDITURE | | | | | | | | | | | |
| Depreciation & Revaluation Losses | 0 | 1,952 | 705 | 1,705 | 4,705 | 9,978 | 841 | 841 | 841 | 841 | 841 |
| Interest charges | 0 | 658 | 658 | 738 | 884 | 884 | 884 | 884 | 884 | 884 | 884 |
| Salaries | 0 | 104 | 106 | 108 | 110 | 113 | 115 | 117 | 119 | 122 | 124 |
| Stock Condition Survey | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 80 |
| Responsive Repairs & Maintenance | 0 | 80 | 82 | 86 | 98 | 128 | 131 | 133 | 136 | 139 | 141 |
| General Repairs | 0 | 19 | 19 | 20 | 20 | 21 | 21 | 21 | 22 | 22 | 23 |
| Fire Insurance | 0 | 14 | 14 | 15 | 17 | 22 | 23 | 23 | 24 | 24 | 25 |
| Administration Support | 0 | 31 | 32 | 32 | 33 | 34 | 34 | 35 | 36 | 36 | 37 |
| Bad debt costs | 0 | 33 | 34 | 35 | 41 | 53 | 54 | 55 | 56 | 57 | 58 |
| Service costs paid to contractors | 0 | 488 | 498 | 523 | 599 | 782 | 797 | 813 | 830 | 846 | 863 |
| Rental Income | 0 | -1,960 | -1,999 | -2,237 | -2,617 | -2,759 | -2,774 | -2,790 | -2,806 | -2,822 | -2,838 |
| Service Recovery Charges | 0 | -142 | -145 | -148 | -151 | -154 | -157 | -160 | -163 | -166 | -170 |
| Other Costs | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Deficit/(Surplus) for the year on the HRA Income and Expenditure Statement | 0 | 1,657 | 3 | 878 | 3,740 | 9,101 | -32 | -27 | -22 | -17 | 69 |
| MOVEMENT ON THE HRA STATEMENT | | | | | | | | | | | |
| Reversal of Capital costs | 0 | -1,347 | 0 | -1,000 | -4,000 | -9,362 | 0 | 0 | 0 | 0 | 0 |
| Reversal of pension adjustments | 0 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 |
| Transfer out of Depreciation | 0 | -605 | -705 | -705 | -705 | -841 | -841 | -841 | -841 | -841 | -841 |
| Transfer to Major Repairs Reserve | 0 | 605 | 705 | 705 | 705 | 841 | 841 | 841 | 841 | 841 | 841 |
| DECREASE/INCREASE IN THE YEAR ON THE HRA | | 300 | -7 | -132 | -270 | -271 | -41 | -36 | -31 | -26 | 59 |
| HOUSING CAPITAL PROGRAMME | | | | | | | | | | | |
| Capital Expenditure | 0 | 794 | 2,000 | 8,000 | 18,724 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Grant Funding | 0 | -794 | -1,000 | -4,000 | -9,362 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital borrowing funding | 0 | 0 | -1,000 | -4,000 | -9,362 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|-------------------------------|--------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Major Repairs Funding | 0 | 0 | -705 | -705 | -705 | -841 | -841 | -841 | -841 | -841 | -841 |
| Planned Maintenance cycle | 0 | 0 | 705 | 705 | 705 | -841 | -841 | -841 | -841 | -841 | -841 |
| | 01-Apr | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar |
| HRA NET ASSETS | | | | | | | | | | | |
| Asset Values | 42,395 | 41,237 | 43,237 | 50,237 | 64,511 | 55,374 | 55,375 | 55,375 | 55,376 | 55,376 | 55,376 |
| Cash Balance | 505 | 810 | 817 | 948 | 1,218 | 1,264 | 1,305 | 1,342 | 1,373 | 1,399 | 1,340 |
| Borrowing | -34,814 | -34,814 | -35,814 | -39,814 | -48,951 | -48,951 | -48,951 | -48,951 | -48,951 | -48,951 | -48,951 |
| TOTAL | 8,086 | 7,233 | 8,240 | 11,371 | 16,778 | 7,688 | 7,729 | 7,766 | 7,798 | 7,824 | 7,766 |
| HRA Balances | -505 | -205 | -210 | -316 | -532 | -568 | -601 | -630 | -655 | -676 | -629 |
| Major Repairs Reserve | 0 | -605 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Reserves | 0 | 0 | -606 | -633 | -687 | -696 | -704 | -711 | -718 | -723 | -711 |
| Technical (unusable) Reserves | -7581 | -6423 | -7,423 | -10,423 | -15,560 | -6,423 | -6,424 | -6,424 | -6,425 | -6,425 | -6,425 |
| TOTAL | 8,086 | -7,233 | -8,240 | -11,371 | -16,778 | -7,688 | -7,729 | -7,766 | -7,798 | -7,824 | -7,766 |
| <u>OTHER RESERVES</u> | | | | | | | | | | | |
| <u>MEMORANDUM</u> | | | | | | | | | | | |
| | | | | | | | | | | | |
| Strategic Land Reserve | 0 | 0 | -606 | -633 | -687 | -696 | -704 | -711 | -718 | -723 | -711 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

Appendix G: HRA Model 3 (Capital Expenditure Model 2)

| HRA Business Plan Model 3 | | | | | | | | | | | |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | 19-20 Actual £000 | 20-21 Budget £000 | 21-22 Budget £000 | 22-23 Budget £000 | 23-24 Budget £000 | 24-25 Budget £000 | 25-26 Budget £000 | 26-27 Budget £000 | 27-28 Budget £000 | 28-29 Budget £000 | 29-30 Budget £000 |
| | Annual |
| HRA INCOME AND EXPENDITURE | | | | | | | | | | | |
| Depreciation & Revaluation Losses | 0 | 1,952 | 705 | 1,705 | 4,705 | 9,978 | 841 | 841 | 841 | 841 | 841 |
| Interest charges | 0 | 658 | 658 | 738 | 884 | 884 | 884 | 884 | 884 | 884 | 884 |
| Salaries | 0 | 104 | 106 | 108 | 110 | 113 | 115 | 117 | 119 | 122 | 124 |
| Stock Condition Survey | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 80 |
| Responsive Repairs & Maintenance | 0 | 80 | 82 | 86 | 98 | 128 | 131 | 133 | 136 | 139 | 141 |
| General Repairs | 0 | 19 | 19 | 20 | 23 | 30 | 31 | 32 | 32 | 33 | 34 |
| Fire Insurance | 0 | 14 | 14 | 15 | 17 | 22 | 23 | 23 | 24 | 24 | 25 |
| Administration Support | 0 | 31 | 32 | 32 | 33 | 34 | 34 | 35 | 36 | 36 | 37 |
| Bad debt costs | 0 | 33 | 34 | 35 | 41 | 53 | 54 | 55 | 56 | 57 | 58 |
| Service costs paid to contractors | 0 | 488 | 498 | 523 | 599 | 782 | 797 | 813 | 830 | 846 | 863 |
| Rental Income | 0 | -1,960 | -1,999 | -2,237 | -2,617 | -2,902 | -2,920 | -2,938 | -2,957 | -2,976 | -2,996 |
| Service Recovery Charges | 0 | -142 | -145 | -148 | -151 | -154 | -157 | -160 | -163 | -166 | -170 |
| Other Costs | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Deficit/(Surplus) for the year on the HRA Income and Expenditure Statement | 0 | 1,657 | 3 | 879 | 3,743 | 8,968 | -167 | -165 | -162 | -160 | -78 |
| MOVEMENT ON THE HRA STATEMENT | | | | | | | | | | | |
| Reversal of Capital costs | 0 | -1,347 | 0 | -1,000 | -4,000 | -9,362 | 0 | 0 | 0 | 0 | 0 |
| Reversal of pension adjustments | 0 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 | -10 |
| Transfer out of Depreciation | 0 | -605 | -705 | -705 | -705 | -841 | -841 | -841 | -841 | -841 | -841 |
| Transfer to Major Repairs Reserve | 0 | 605 | 705 | 705 | 705 | 841 | 841 | 841 | 841 | 841 | 841 |
| DECREASE/INCREASE IN THE YEAR ON THE HRA | | 300 | -7 | -131 | -267 | -404 | -176 | -174 | -172 | -170 | -88 |
| HOUSING CAPITAL PROGRAMME | | | | | | | | | | | |
| Capital Expenditure | 0 | 794 | 2,000 | 8,000 | 18,724 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Grant Funding | 0 | -794 | -1,000 | -4,000 | -9,362 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|-------------------------------|--------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Capital borrowing funding | 0 | 0 | -1,000 | -4,000 | -9,362 | 0 | 0 | 0 | 0 | 0 | 0 |
| Major Repairs Funding | 0 | 0 | -705 | -705 | -705 | -841 | -841 | -841 | -841 | -841 | -841 |
| Planned Maintenance cycle | 0 | 0 | 705 | 705 | 705 | -841 | -841 | -841 | -841 | -841 | -841 |
| | 01-Apr | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar | 31-Mar |
| HRA NET ASSETS | | | | | | | | | | | |
| Asset Values | 42,395 | 41,237 | 43,237 | 50,237 | 64,511 | 55,374 | 55,375 | 55,375 | 55,376 | 55,376 | 55,376 |
| Cash Balance | 505 | 810 | 817 | 948 | 1,215 | 1,393 | 1,570 | 1,744 | 1,916 | 2,086 | 2,173 |
| Borrowing | -34,814 | -34,814 | -35,814 | -39,814 | -48,951 | -48,951 | -48,951 | -48,951 | -48,951 | -48,951 | -48,951 |
| TOTAL | 8,086 | 7,233 | 8,240 | 11,371 | 16,775 | 7,817 | 7,993 | 8,168 | 8,340 | 8,511 | 8,599 |
| HRA Balances | -505 | -205 | -210 | -315 | -529 | -672 | -813 | -952 | -1,090 | -1,226 | -1,296 |
| Major Repairs Reserve | 0 | -605 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Reserves | 0 | 0 | -606 | -633 | -686 | -722 | -757 | -792 | -826 | -860 | -878 |
| Technical (unusable) Reserves | -7,581 | -6,423 | -7,423 | -10,423 | -15,560 | -6,423 | -6,424 | -6,424 | -6,425 | -6,425 | -6,425 |
| TOTAL | 8,086 | -7,233 | -8,240 | -11,371 | -16,775 | -7,817 | -7,993 | -8,168 | -8,340 | -8,511 | -8,599 |
| <u>OTHER RESERVES</u> | | | | | | | | | | | |
| <u>MEMORANDUM</u> | | | | | | | | | | | |
| Strategic Land Reserve | 0 | 0 | -606 | -633 | -686 | -722 | -757 | -792 | -826 | -860 | -878 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |



Report of the Director of Finance to the meeting of the Executive to be held on 2nd February 2021.

Subject:

DK

Qtr.3 Finance Position Statement for 2020-21

Summary statement:

This report provides Members with an update on the forecast financial position of the Council for 2020-21.

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.

Chris Chapman
Director of Finance

Report Contact: Andrew Cross
Finance Manager
07870 386523
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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

THIRD QUARTER FINANCIAL POSITION STATEMENT FOR 2020-21

1.0 INTRODUCTION

This report is the third monitoring report presented to Members on the Council's 2020-21 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2021. The report covers:

- The forecast outturn of the Council's revenue budget.
- The forecast financial impact of Covid-19.
- New expenditure initiatives that are recommended for approval to respond to Covid-19.
- An update on Council Tax and Business Rates collection.
- The delivery of 2020-21 approved budget savings and investment plans.
- A statement on the Council's reserves including movements in the third quarter.
- An update on the Capital Investment Plan.
- An update on the Government Support that has been provided to the Council to either administer, or support Council Services.
- The Council's Risk Register.

2.0. MAIN FINANCIAL MESSAGES

Net Revenue Budget

| | Gross Budget £ms | Net Budget £ms | Forecast Variance to end of Mar 21 (non Covid 19) |
|----------------------|---------------------|-------------------|--|
| Health and Wellbeing | 235.8 | 113.7 | -0.2 |
| Children's Services | 475.8 | 99.9 | 5.7 |
| Department of Place | 124.2 | 65.3 | 1.4 |
| Corporate Resources | 201.3 | 44.2 | -1.4 |
| Chief Executive | 4.8 | 4.4 | 0.0 |
| Non Service Budgets | 7.3 | 6.4 | -0.3 |
| General Fund | 68.9 | 44.3 | -5.6 |
| Total Council | 1,117.1 | 378.1 | -0.4 |

2.1 Based on a projection at December 31st 2020, the Council is forecast to underspend the £378.1m net revenue budget by £0.4m due to non Covid-19 related reasons by March 31st 2020. The underspend is a much improved position from Qtr 2 (£4.8m forecast overspend) due largely to lower capital financing costs (£3m) and an underspend in Economic Development (£0.7m) amongst others. The overall underspend does however contain significant overspends in some service areas, most notably Agency staffing costs and increased Child Looked After Placements in Children's Services. Sections 6 - 12 detail the non Covid related variances and mitigating actions.

2.2 Regarding Covid, much has changed since the Qtr 2 report, with higher tier local restrictions followed by a national lockdown, and the welcome news about the vaccine roll out. Overall, the extent of the Covid impact has got

more severe and costly; additional Government funding has been provided, and it is has also become clear that Covid will continue to impact well into next financial year until hopefully restrictions are lifted as a result of the vaccine roll out.

- 2.3 By the end of this financial year, the additional Covid related gross costs and losses associated will Council service provision will total c£83m, and the Council will also have administered a further c£190m of Business Grants, and hardship grants.
- 2.4 Since the Qtr 2 report the Government has provided c£29m of additional funding in 2020-21 in the form of Emergency and specific grants, taking the total support received for Council service provision in 2020-21 to c£97m. Additionally, the Government has also announced continued support for the first few months of 2021-22 via
- A 5th tranche of Emergency Grant (£18.5m), and a commitment to provide more if required.
 - The continuation of the 75% Sales fees and charges income loss compensation scheme (c£3.5m),
 - A new scheme to compensate Councils for 75% of Council Tax and Business Rates collection fund deficits.
- 2.5 The additional funding from Government has materially changed the risk of significant financial loss to the Council as a result of Covid in the near term, and the impact of Covid on communities, businesses, families and individuals is such that £9.5m of investment in continuing Covid response activity is recommended for approval.
- 2.6 The investments are targeted primarily to support the struggling Adult Social Care market for longer; to respond to increasing Domestic Abuse and Sexual Violence cases; for specialist Communicable Disease support, and also funding investment into Raising Educational Attainment and Skills House to help address increased unemployment. The priority investments are outlined in section 4.
- 2.7 Additionally, Council Tax and Business Rates collection fund deficits of £7.4m are projected in 2020-21, but due to the way the collection fund system works, these deficits have to be repaid in future financial years¹ . Since the Qtr 2 report, the Government has also announced a welcome 75% compensation scheme for qualifying collection fund losses, which will part mitigate the deficit in 2021-22.

Covid-19 Financial Impact Tracker.

- 3.1 The table below details the forecast costs of Covid in 2020-21, and also provides an early estimate of the impact in 2021-22 assuming a half year effect unless better information is forthcoming.

¹ Ordinarily Collection Fund deficits (or surplus's) have to be incorporated into the following years budget. As a result of the Covid pandemic, the Government has announced that any deficits this year should be repaid over 3 years rather than 1.

| TABLE 4 - Estimated Financial Impacts £ms | March 2019-20 | 2020-21 to 31st Mar 21 | Forecast for 21-22 |
|--|--------------------------|--|-------------------------------|
| Supporting Care providers | 0.7 | 14.0 | 1.8 |
| Additional PPE* | | 5.0 | |
| Supporting Early Discharge from Hospitals | | 3.6 | |
| Fairer Charging income reduction | | 2.6 | |
| Track & Trace Spend | | 3.9 | |
| Other Support | | 0.6 | 0.3 |
| Additional H&W Expenditure | | 29.7 | 2.0 |
| Infection Control Grant | | -10.1 | |
| Track & Trace Grant | | -3.9 | |
| CCG Income for Early Discharge | | -3.6 | |
| Additional H&W Income | | -17.5 | |
| Total Health & Wellbeing | 0.7 | 12.1 | 2.0 |
| Parking Services: reduced car parking & enforcement revenues | 0.3 | 4.0 | |
| Covid Hub | | 1.4 | 4.0 |
| Food Supply Chain | 0.1 | 1.4 | |
| Support for victims of Domestic Violence | | 0.9 | |
| Additional Wardens | | 0.2 | 0.1 |
| Other Neighbourhoods Support | | 0.7 | 0.5 |
| Total Neighbourhoods & Customer Services | | 8.7 | 6.6 |
| Leisure: lost revenue from closure of Sports facilities, Sports development | 0.2 | 5.2 | 2.6 |
| Museums / Theatres / Libraries/Tourist info: lost revenue | 0.1 | 3.3 | 1.6 |
| Arts Council Grant | | -0.9 | |
| Bereavements (excludes Coroner's & Mortuary) | | 0.2 | |
| Other - Parks & Tourism lost income | | 0.2 | 0.1 |
| Total Sport & Culture | | 8.0 | 4.3 |
| Waste Services – additional costs & income loss | | 1.8 | 0.2 |
| Emergency Planning incl Temp Body Storage Facility | | 1.1 | |
| Licensing, Land Charges, Hackney Carriage, Travel training income loss | | 0.7 | 0.3 |
| Total Waste & Fleet Services | | 3.7 | 0.4 |
| Housing Support - Rough Sleepers & Income losses | | 1.8 | 0.9 |
| Markets – rent foregone | | 0.6 | 0.3 |
| Other | | 0.3 | |
| Rough Sleepers Grant | | -0.5 | |
| Economy & Development Services Total | | 2.2 | 1.2 |
| Active Travel & Safe Urban Spaces grant spend | | 2.0 | |
| Active Travel & Safe Urban Spaces grant | | -2.0 | |
| Planning Fees foregone | | 0.4 | 0.2 |
| Highways Fees foregone | | 0.6 | 0.3 |
| Other | | 0.1 | 0.1 |
| Planning Transport & Highways | | 1.2 | 0.6 |
| Total Department of Place | 0.8 | 23.6 | 13.2 |
| School Closures impacting on Outdoor Centres, Music Services, Psychology, Governor, Clerking service and others. | | 2.2 | 1.0 |
| Additional Tuition Scheme | | 0.4 | 0.5 |
| Educational Psychology | | 0.3 | |
| Skills House investment | | 0.7 | |
| Summer Meals provision | | 0.3 | 0.3 |
| Additional payments to Care providers | | 2.0 | 0.8 |
| Additional Social Care Placements | | 2.0 | |
| Additional PPE for Children's homes | | 1.3 | |
| School Place planning - temp classrooms due to construction delays | | 0.3 | |
| Home to School Transport (£1.4m approved) | | 0.1 | |

| | | | |
|--|------------|--------------|--------------|
| Winter Grant Spend | | 2.3 | |
| Total Children's Services | 0.0 | 11.9 | 2.8 |
| School (& other) catering and cleaning activity. | | 1.8 | 0.4 |
| Estates and Facilities Management – PPE, Closure of ISG, building cleaning | | 8.3 | 0.8 |
| Revenues and benefits – higher debts, reduction in overpayment recovery | | 3.1 | 0.8 |
| Additional ICT to support home working and other | | 1.0 | 0.2 |
| Additional Forensic science centre costs, registrars income losses | | 0.7 | 0.2 |
| Other - Comms, Project Support, WYJS, Bad debts provision | 1.2 | 1.2 | 0.1 |
| Total Corporate Resources, CXO & Non Service | 1.2 | 16.1 | 2.3 |
| Total estimate impact on Council Services in 2020-21 | 2.7 | 63.8 | 20.4 |
| Less Additional Income Received | -2.7 | -51.8 | -18.5 |
| Emergency Section 31 Grant | | | |
| Estimated C/fward of grant from 20-21 before investments in Section 4 | | | -13.9 |
| Income Compensation Scheme | | -14.1 | -3.5 |
| Contain Outbreak Management Fund | | -6.5 | |
| Winter Pressures Grant | | -2.3 | |
| Food Supply Chain Grant | | -0.8 | |
| Other Grants & Furlough | | -1.1 | |
| Total Cross Cutting Income from Govt | | -77.6 | -35.9 |
| Total Forecast Impact | | -13.9 | -15.5 |
| Forecast Cost of Investments in Section 4 | | | 9.5 |
| Total after Investments | | | -6.0 |
| Forecast C Tax deficit coll fund deficit that impacts on future years | 0.0 | 6.4 | 0.0 |
| Forecast Bus Rates coll fund deficit that impacts of future years | 0.0 | 1.0 | 0.0 |
| 2021-22 Collection Fund Deficit Compensation Scheme | | -5.5 | |
| Total impact on the Council including Collection Fund Deficits | 0.0 | -11.9 | 0.0 |

*c£11m of expenditure has been spent on PPE overall. Due in large part to the Government announcing that it will pay for PPE for Social Care providers, it now appears likely that the Council will have high stock levels at year end. The accounting impact of this will be that the amounts incurred on PPE are likely to reduce in 2020-21, but the stocks will then be depleted in 2021-22 instead. An estimate of stocks will be reflected in the Qtr 4 report.

**Section 17 provides details about the different funding streams that have been provided to the Council to fund services, or for the Council to administer on behalf of the Government.

3.2 The total forecast of additional costs and losses to the Council as a result of Covid prior to new investments is c£82.8m (£90.2m incl Council Tax and Business Rates losses) in 2020-21 and the total forecast of known additional Government and other support currently totals c£96.7m following recent announcements. Any unspent grant amounts in 2020-21 will be carried forward to help fund continued Covid related costs and losses into 2021-22.

3.3 The Covid related financial position for 2020-21 is much improved position since the Qtr 2 report (c£7m Covid related shortfall). The net improvement of c£22m is due mainly to additional government support including;

- £17.8m of new Emergency Grant – The 4th Tranche allocation was based on deprivation and needs, and the 4th tranche also included a resetting of

all prior tranches so that they would also be based on deprivation and needs.

- £4.3m of Test and Trace (Contain Outbreak Management Fund).
- £2.2m of new CONTAIN outbreak management grant.
- £0.9m of additional Arts Council Covid related grant for culture services.
- £2.2m Winter Pressures Grant.

The above have been partly offset by additional spend on the creation of the Covid Hub, additional Children's Services costs, and spend associated with specific grants amongst others.

- 3.4 Since the Qtr 2 report the Government has also announced additional financial support for the first few months of 2021-22 via
- A 5th tranche of Emergency Grant (£18.5m), and a commitment to provide more if required.
 - The continuation of the 75% of sales fees and charges income loss compensation scheme to the end of June 2021 (c£3.5m),
 - A new scheme to compensate Councils for 75% of 2020-21 Council Tax and Business Rates collection fund deficits.
- 3.5 The additional funding from Government has materially changed the risk of significant financial loss to the Council as a result of Covid, and consequently a number of priority investments costing c£9.5m are outlined in section 4 below and are recommended for approval.

Priority investment in response to Covid 19.

- 4.0 Additional Covid funding was announced as part of the Local Government Provisional Finance Settlement on 17th December 2020; and confirmation of further details of the local authority Covid support package announced by MHCLG on 11th January 2021. This funding will enable the Council to continue investment against previously agreed priorities of protecting the vulnerable; supporting communities; supporting businesses; and keeping essential services running. The Investment will help mitigate medium term impacts and aid District recovery from Covid.

It is recommended investment in the priority areas within the table below continue:

| Area | Total |
|---|--------------|
| Good Start, Great Schools | £000s |
| Raising Educational Attainment Investment to sustain and raise educational attainment, by providing additional support over the next academic year (which goes over two financial years) to help children to catch up in the wake of the COVID-19 pandemic. Investment of £2.4m m was incorporated into the Executives budget proposals for 2021-22, however, the new Covid Grant money that has been provided can now substitute for Council funding. | 2,400 |
| Better skills, more good jobs and a growing economy | |
| Skills House This service is much needed to help improve skills and employability in | 1,019 |

| | |
|---|-------|
| response to increasing unemployment. Investment of £1m was incorporated into the Executives budget proposals for 2021-22, however, the new Covid Grant money that has been provided can now substitute for Council funding. | |
| Better Health, Better Lives | |
| Financial Support to the Adult Social Care Sector Investment will enable the support to this sector to continue by funding occupancy support to 85% occupancy to the end of June 2021; continue to support sustainability with the home support market to end March 2021 and extend the Covid-19 Support Team until November 2021. | 5,302 |
| Domestic Abuse and Sexual Violence Funding will continue to enable support through 2021-22 to the specialist domestic abuse and sexual violence sector to meet the needs and risks caused by domestic abuse and sexual violence. The Government has announced additional funding for 2021-22 specifically for Domestic Violence support. Any money received will substitute funding with this proposal. | 500 |
| Communicable Disease Control - contract extension Proposal to extend the contract for further 6 months providing essential specialist skills, knowledge and capacity in this area. The engagement of skills in this area has proven benefits to date and will be instrumental in continued infection control in the coming periods. | 90 |
| MAST service The MAST team is a partnership of Voluntary & Community Sector organisations based across both hospitals delivering interventions and health messaging in the Emergency Department and across some wards to support the health system and provide support around the some of the identified 'pressure points' in the system. The focus is on getting the right services in place for people on discharge, and working with those in the community who need support to reduce the number of unnecessary re-admissions to hospital. The team was funded fixed-term and will come to an end on 31 March 2021 without additional funding being agreed. This would be a difficult time to remove a service which assists hospital flow during a pandemic and it is proposed to continue funding 50/50 with the NHS for a further 12 months, pending a better evaluation by commissioners and recommissioned accordingly. | 218 |
| Total | 9,529 |

- 4.1 Should these investments be approved to continue, using recent Covid funding the Council will have circa £6.0m of unallocated Covid funding. There are emerging pressures and increasing demands in Children's and other services which are currently being assessed with partners. A further proposal will be presented to Executive with recommendations for the allocation of this funding in future reports.
- 4.2 It should also be noted that there remains much uncertainty linked to Covid, and although we have a better understanding of the costs, losses and Government funding streams, the time period over which Covid will impact for is still an unknown.

Council Tax and Business Rates.

- 5.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities. Bradford will be paid over its budgeted precept (£206.1m) in 2020-21 with shortfalls recovered in future years; so the pressures reported below will be delayed by one or more years.
- 5.2 The pandemic has caused significant swings for Council Tax and Business Rates collection. But also there have been significant changes to the way these schemes work. The financial impacts are looked at in more detail below.
- 5.3 On Council Tax, there are a number of different pressures. More unemployment has increased the cost of the Council Tax Reduction scheme (previously called Council Tax benefit) from c27,000 to c32,300 recipients at the end of December. Reduced housebuilding and some demolitions has meant that anticipated growth in properties will not occur. Additional losses are also expected for uncollected debt. Further the expected surplus from the 2019-20 Council Tax collection was at outturn, a very small deficit.
- 5.4 Overall, the expected deficit for 2020-21 from the Council Tax collection is approximately £6.4m.
- 5.5 Business Rates collection has also been significantly impacted by the pandemic. However, the Council has a relatively high needs assessment compared to its collection; and since the difference is funded by a Government Top Up grant, this reduces the collection risk compared to other Councils. Further, as a result of the pandemic, 100% relief was provided to retail businesses; therefore, this aspect of the collection is de-risked, because it is now also funded by the Government as a grant.
- 5.6 As noted, the pandemic has changed the way that the overall Business Rate scheme works. The extension of retail relief reduces the likelihood that the Council receives a safety net payment in the event the remaining collection is impaired.
- 5.7 Another aspect of the Business Rates collection to consider is that an expected prior year deficit, outturned at a higher surplus than budgeted which will help mitigate pressures in the current financial year.
- 5.8 Further, in the 2019-20 financial year amounts were set aside in the Business Rates Appeals provision. Actual appeals have transpired to be lower than estimated partly due to legal cases, and consequently the provision isn't required to the same extent, and this will be a benefit to 2020-21.
- 5.9 Overall for the Business Rates collection, therefore, despite the exposure to collection risk, a deficit of £1m is anticipated.
- 5.10 Looking at Council Tax and Business Rates collection together deficits totalling £7.4m are expected; this Outturn variance directly impacts on next year rather than the current financial year and has been built into next year's budget planning.

- 5.11 As outlined previously, the Government also announced a 2020-21 75% Collection Fund deficit compensation scheme as part of the Chancellors Comprehensive Spending Review statement in November, and the phasing of the remaining deficit over a 3 year period. Consequently, the impact of the 2020-21 deficit on 2021-22 is will now be relatively small (c£0.5m).

Non Covid related Variances

- 6.0 Overall, the Council is forecast to underspend the £378.1m net budget by £0.4m. This is a c£5m improvement since the Qtr 2 report due mainly to a c£3m underspend on Capital Financing as a result of lower PWLB loan rates, and lower borrowing are a result of high cash balances and lower than planned capital expenditure. There has also been a £0.7m increase in the underspend in Economic Development due in part to Covid related delays amongst others.
- 6.1 Contained within the overall underspend, there are however some significant forecast overspends with the main issues relating to Children’s Social Care; underachieved Learning Disability savings in Adult Social Care, and Waste services overspends as outlined below.

Children’s Services

- 7.1 Children’s Services are forecast to overspend the £99.9m net expenditure budget by £5.7m (excl the £11.9m of additional Covid related costs and losses which will be covered by Government funding), all of which fall within Children’s Social Care.

Children’s Social Care

- 7.2 The forecast overspend is mainly due to the continued use of agency staff due to problems recruiting staff into permanent positions,
- 7.3 A £4.9m overspend on the £19.1m Social Work budget is forecast due mainly to higher workloads, and the continued use of agency staff due to a shortage of staff. There are currently 137 agency social workers employed within the service.

| | Apr 19 | Sep 19 | Mar 20 | Dec 20 |
|-----------------------|--------|--------|--------|--------|
| Agency Social Workers | 53 | 95 | 116 | 137 |
| Total Agency Workers | 130 | 155 | 180 | 266 |

- 7.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £16.7m forecast for this year) and are currently running at approximately £1.4m per month.
- 7.5 Children’s Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff, and this is starting to see signs of success.

| Description | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Total |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| Starter | 6 | 3 | 8 | 10 | 5 | 5 | 5 | 8 | 7 | 57 |
| Leaver | 4 | 4 | 1 | 7 | 5 | 2 | 4 | 8 | 4 | 39 |
| Net | 2 | -1 | 7 | 3 | 0 | 3 | 1 | 0 | 3 | 18 |
| No of Permanent Social Work Staff | 279 | 278 | 285 | 288 | 288 | 291 | 292 | 292 | 295 | |

7.6 However, so far, agency staff numbers have continued to grow overall as a result of increased workloads resulting in the significant overspend.

7.7 Forecast overspends are also occurring in other areas due to continued growth in the average number of Children receiving support.

| Type of Placement | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21(as at 31/12/20) |
|--|--------------|--------------|--------------|--------------|--------------|-------------------------|
| Placed with Parents | 86 | 119 | 117 | 129 | 150 | 189 |
| Placed for Adoption | 38 | 24 | 25 | 26 | 24 | 37 |
| Friends and Families | 206 | 232 | 235 | 301 | 357 | 390 |
| Foster Parents | 365 | 365 | 371 | 354 | 368 | 375 |
| Fostering Agencies | 32 | 38 | 57 | 88 | 131 | 174 |
| Residential Care (Internal) | 63 | 58 | 51 | 45 | 51 | 46 |
| Residential Care (External) | 50 | 47 | 42 | 42 | 60 | 67 |
| Other | 34 | 48 | 62 | 68 | 90 | 113 |
| Sub Total (Number of Children Looked After) | 874 | 931 | 960 | 1,053 | 1,231 | 1,391 |
| Residence Orders | 69 | 59 | 46 | 40 | 37 | 34 |
| Adoption Orders | 271 | 260 | 247 | 239 | 237 | 224 |
| Special Guardianship Orders | 277 | 304 | 320 | 338 | 364 | 415 |
| Sub Total (Chd in Permanent Arrangements) | 617 | 623 | 613 | 617 | 638 | 673 |
| Total Children Receiving Support | 1,491 | 1,554 | 1,573 | 1,670 | 1,869 | 2,064 |

7.8 The main variances that result from this are;

- The external Purchased Placement (Residential & Foster Agencies) budget of £19.8m is forecast to overspend by £1.3m. This overspend can be reduced by £0.6m if outstanding contributions for placement cost from partners are paid to the authority.
- There is also a £1.4m forecast overspend on the £6.0m Through and After Care services budget due to additional staffing, and accommodation costs for young people.
- Internal residential homes are also forecast to overspend the £4.9m net budget by £0.3m due mainly to use of agency staff and premises costs.

- The Children with Disabilities service is to overspend the £4.9m net budget by £0.5m due to staffing and direct payment costs.
- Adoption Service net budget of £3.6m currently forecasting £0.1m underspend due to reduction in adoption orders.
- Children Safeguarding and Child protection service net budget of £2.6m is showing a £0.2m variance due to the use of agency staff.
- Delays in care proceedings due to limited court capacity from Covid-19 is also having an impact on the number of children requiring assistance.

7.9 The above pressures are partly offset by a one off underspend on the Targeted Early Help service of £1.8m. This includes £1.2m in relation to the £2m investment allocated to the service in 2020-21 for Prevention and Early Help that didn't progress as quickly as planned due to Covid. This is now in place, but the delay will result in an underspend, and unspent budget will need to carry forward to support commitments in 2021-22.

7.10 The 2020-21 budget included £13.625m of additional investment to address budget pressure and demographic growth. A further £2m was made available to make permanent support to the social work structure previously funded from the "one off" Children Investment Fund in 2019-20. The Council also allocated £2m per annum for two-years to support Prevention and Early Help work starting in 2020-21.

7.11 Despite the budget increase, Children's Social Care are likely to overspend significantly in 2020-21, and the additional costs that are being incurred are very likely to recur next year. Consequently £7.1m of additional budget is currently proposed as part of the 2021-22 Budget consultation.

Education and Learning

7.12 The Education and Learning Service is reporting a £1.0m underspend. The service is requesting a £0.4m Better Use of Budget carry forward of 0.4m for the Education Therapeutic work and Booster classes/Additional Tuition programme. In 2020-21, the service was allocated £0.317m for Education Therapeutic work and £0.4m for the Booster Classes/Additional Tuition Programme. The carry forward request is due to these programmes being delivered on an academic year basis.

Health and Wellbeing

8.1 Health and Wellbeing is forecast to overspend the £113.7m net expenditure budget by £12m, of which £12.1m is Covid-19 related as outlined in the Covid Tracker (Section 3).

8.2 The non-Covid related variance is an underspend of £0.2m, however there is forecast to be a £3.1m overspend on Learning Disability services linked to underachieved savings, which is fully mitigated by underspends across the Department.

8.3 The Department has £11.5m budget savings to deliver in 2020-21 of which £4.4m is forecast to be unachieved. £2.9m relates to the Learning Disabilities

Demand Management saving (£2.3m relating to 2020-21 and £0.6m underachievement carried forward from 2019-20) and is a concern given the acceleration of savings that are planned for 2021-22 and beyond.

- 8.4 The other main issue relates to the £1.2m under delivery of the Substance Misuse saving in Public Health. This is due to the timing of contracts, and is not expected to have an ongoing impact beyond this year.

Learning Disabilities

- 8.5 Learning Disabilities are forecast to overspend the £48.7m net expenditure budget by £3.1m (excl Covid), of which £3m pressure relates to long-term support (including the under achievement of the demand management savings), and a further £0.1m pressure relating to additional staffing costs. The forecast includes £0.3m of income from the NHS Covid Discharge Fund. The main issues are within LD Residential and Day Care.

- 8.6 The LD Residential budget is forecasting a £1.6m overspend. The table below shows that the number of people in Residential care is reducing, however, where client numbers have reduced in residential block contracts, this currently does not result in a cash releasing saving.

- 8.7 Due to the current situation regarding Covid-19, reviewing capacity is currently reduced, however it is important that this is increased as soon as possible in order to review clients in residential settings and move to supported living where appropriate.

| | Q3 2018/1 | Q3 2019/2 | Q3 2020/2 | 31.12.20 Budgeted | 31.3.21 Budgeted |
|---------------------------------|--------------|--------------|--------------|----------------------|---------------------|
| Client Numbers | 9 | 0 | 1 | | |
| LD Residential Care - Purchased | 173 | 155 | 138 | 141 | 136 |
| LD Nursing Care – Purchased | 51 | 19 | 20 | 19 | 19 |
| Total Residential & Nursing | 224 | 174 | 158 | 160 | 155 |

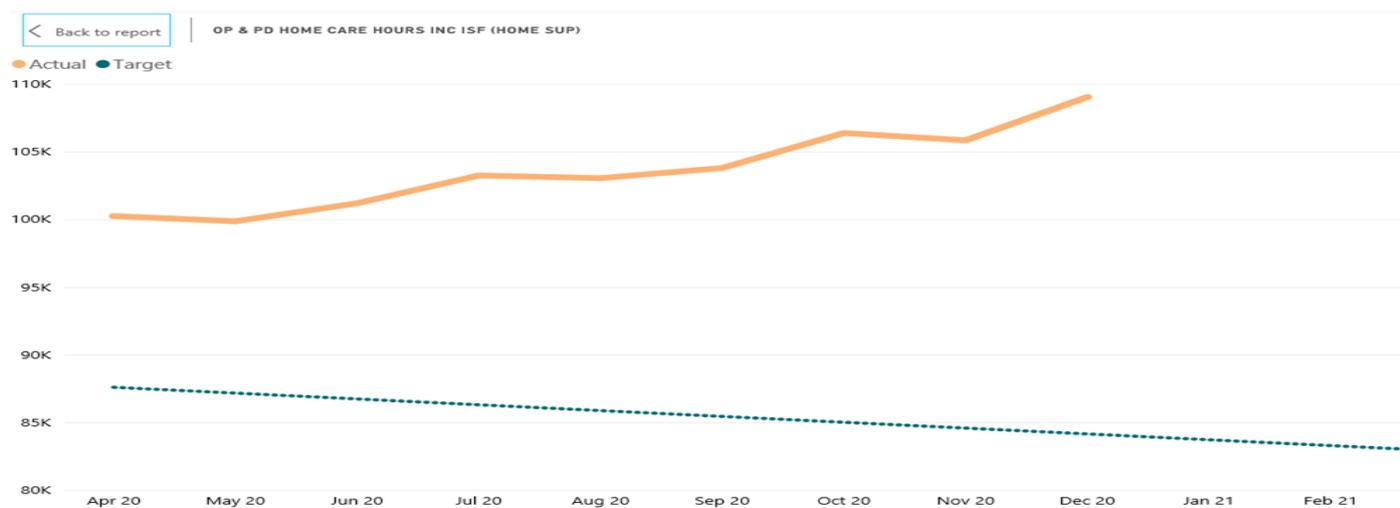
- 8.8 There was also a £0.5m budget reduction on LD Day Care linked to remodelling the current block contact arrangements to cost and volume based contracts. Due in part to Covid, the implementation of this has been delayed resulting in a budget overspend of £0.5m, however work has now recommenced on this, and additional commissioning team capacity has been approved, so expenditure reductions could potentially be achieved in the last quarter of the financial year as the project progresses.

- 8.9 There is also a £0.3m pressure on Direct Payments; this is primarily due to an increase in the average unit cost due to Direct Payments being used to cover the gap in peoples care due to the closure of day care services.

- 8.10 There is a £0.6m pressure on Supported Living Void costs, this is mainly due to the full year effect of new supported living schemes which became operational in 2019/20 and have void agreements in place. Void costs will reduce as more people move from Residential placements to vacant supported living settings.

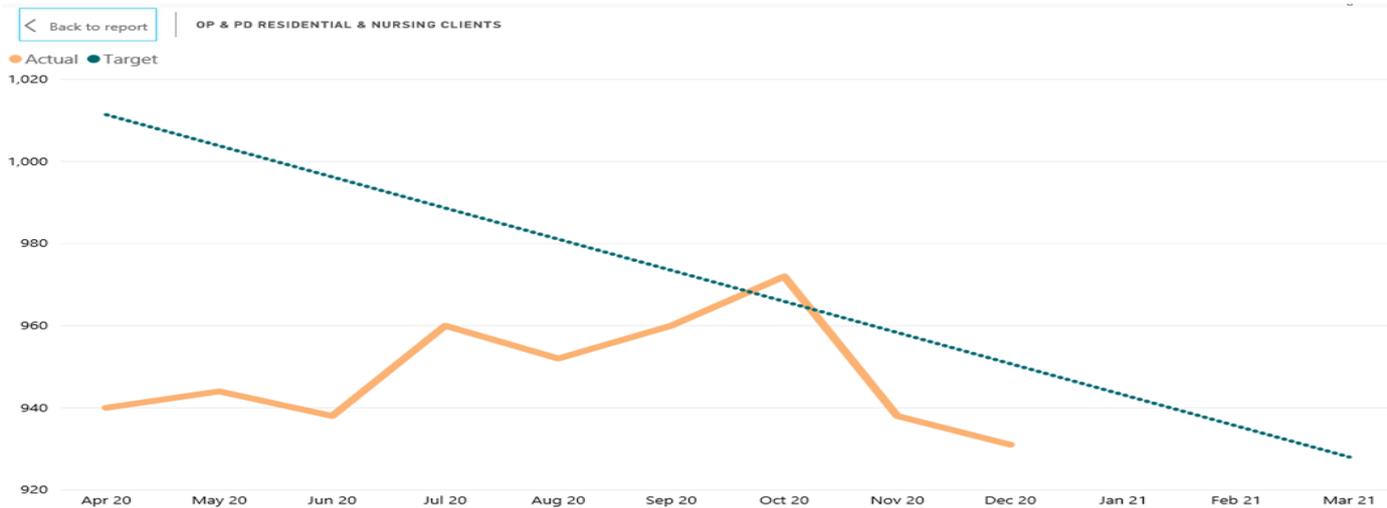
Operational Services

- 8.11 Operational Services are forecast to underspend the £56.2m net expenditure budget by £2.1m (excl. Covid).
- 8.12 Although Operational Services are forecast to underspend overall, there is a £1.7m forecast overspend on the Older People & Physical Disabilities home support budget.
- 8.13 The budget was reduced by £0.7m as part of the 2020-21 demand management reductions, coupled with a £0.5m budget pressure from 2019-20. Additionally, monthly home support hours have increased by 12,000 hours since March 2020, creating further pressure. The significant reduction in residential and nursing placements has contributed to an increase in homecare hours as an alternative provision.



| | Q3 2018/19 | Q3 2019/20 | Q3 2020/21 | 31.12.20 Budgeted | 31.3.21 Budgeted |
|---------------------------------|---------------|---------------|---------------|----------------------|---------------------|
| OP & PD Monthly Home Care Hours | 96,366 | 98,082 | 109,062 | 84,182 | 82,890 |

- 8.14 The forecast overspend on Home Support is counterbalanced by a £1.7m forecast underspend on the Older People Residential and Nursing Care budget. As the table below demonstrates this is due to significant reductions in placements so far this year, together with the full year effect of the placement reductions made in 2019-20 and additional income received from health to fund Covid related care costs.



| | Q3 2018/19 | Q3 2019/20 | Q3 2020/21 | 31.12.20 Budgeted | 31.3.21 Budgeted |
|-------------------------------------|---------------|---------------|---------------|----------------------|---------------------|
| Total Residential & Nursing Clients | 1,119 | 1,012 | 931 | 953 | 928 |

8.15 Mental Health Purchased Care is also forecast to underspend by £0.4m due to full year effect of 19/20 residential and nursing savings and further reductions in community care services.

8.16 There are staffing underspends as a result of recruitment delays and additional income across in-house services totalling £1.7m.

Commissioning and Integration

8.17 Commissioning and Integration is forecast to underspend by £0.7m; of which £0.3m relates to underspends across staffing budgets, £0.3m is related to a non-recurrent forecast reduction in grant payments and £0.1m due to further expenditure reductions.

8.18 There is also a forecast £0.3m staffing underspend within Safeguarding and Mental Capacity Act, coupled with a £0.1m forecast underspend on medical fees due to fewer assessments taking place.

Department of Place

9.1 The Department of Place are forecast to overspend the £65.2m net expenditure budget by £25m. £23.6m is due to the impact of Covid-19 up to the 31st March 2021 as outlined in the Covid Tracker (section 3), leaving £1.4m of other overspends. The main non-Covid-19 issues are outlined below.

Waste, Fleet & Transport Services

9.2 The service is forecast to over spend the £25.4m net budget by £5.3m. £3.7m relates to additional costs and income losses associated with Covid-19, and the other £1.6m relates to waste services generating lower income from

recycling due to market prices, and the cost of disposing of recyclable waste and reduced income from Trade Waste (£1.3m). The remainder is largely due to lower Fleet Services charges than budgeted to other Council departments (£0.3m).

9.3 The table below demonstrates that higher tonnes are being collected from homes (Kerbside & Garden Waste), and lower tonnages have been collected from Trade Waste which aims to at least recover all costs.

| Tonnes 000s – Cumulative Year to date | YTD to Qtr 3 2018/19 | YTD to Qtr 3 2019/20 | YTD to Qtr 3 2020/21 |
|--|-------------------------|-------------------------|-------------------------|
| Kerbside Waste collected | 76.9 | 76.9 | 85.1 |
| Kerbside Recycling collected | 25.5 | 25.7 | 31.2 |
| Household Waste sites | 37.7 | 39.7 | 34.3* |
| Trade Waste collected | 9.5 | 8.9 | 6.4 |
| Garden Waste collected | 14.6 | 13.5 | 10.0 |

*Closed in Apr, reopened end of May

9.4 Overall, higher tonnages are having to be disposed of at cost to the Council.

| Tonnes 000s | YTD to Qtr 3 2018/19 | YTD to Qtr 3 2019/20 | YTD to Qtr 3 2020/21 |
|-----------------------|-------------------------|-------------------------|-------------------------|
| Waste Disposal Tonnes | 170.9 | 173.9 | 179.5 |

Neighbourhoods and Customer Services

9.5 The Service is forecast to overspend the £14.2m net expenditure budget by £8.5m. £8.6m relates to the impact of Covid-19 as outlined in the Covid tracker (section 3). The non Covid related variances are insignificant.

Economy & Development

9.6 The service is forecast to overspend the £5.7m net expenditure budget by £1.9m. £2.2m relates to Covid-19 income losses and extra costs to the end of 2020/21 as outlined in the Covid Tracker. The other £0.3m other variances are as outlined below.

9.7 Economic Development has an underspend £0.6m as spending plans and recruitment have been delayed due to Covid-19. Housing Development is forecast to overspend due to costs relating to empty Council properties, Council Tax (£0.2m) and maintenance costs (£0.1m), and loss of rental income (£0.1m).

9.8 Housing Strategy & Access to Housing forecast shows a slight underspend. Placing homeless people in temporary accommodation due to Covid-19 is forecasted to cost the service £1.2m to the end of financial year, which has been supported by government funding. The homeless service has seen an increase in demand for accommodation over the year, and this is likely to continue into the new financial year.

Planning Transport & Highways

- 9.9 The Service is forecast to overspend the £14.2m net expenditure budget by £1.1m. £1.157m relates to the impact of Covid-19 as outlined in the Covid Tracker. Non covid related variances are immaterial.

Corporate Resources

- 10.1 Corporate Resources are forecast to overspend by £11.7m, £12.6m is due to Covid-19 as outlined in the tracker (Section 3). The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses.
- 10.2 Excluding Covid-19 impacts, the Department is forecast to underspend by £0.9m. The forecasts also allow for pre-existing and ongoing pressures on investment income, £0.5m, and in traded areas such as ISG (£0.3m), PACT HR (£0.3m), and £0.4m in ICT, with these being offset by forecast underspends in Revenues & Benefits (£0.9m), Catering & Office Services, (£0.4m), Built Environment (inc Utilities, exc ISG) £0.5m, and £0.4m on ICT core services salaries.

General Fund

- 11.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £83m. £77m relates to the additional Covid related government support as outlined in the Covid Tracker, with the remaining £5.6m being due mainly to c£3m of Capital Financing underspends as a result of lower borrowing and lower borrowing rates; £2.0m of Corporate contingencies and £0.2m of lower than budgeted contributions to the West Yorkshire Combined Authority.

Material issues not currently factored into the forecast

Potential positive Financial Impacts

- 12.1 There are a significant number of vacancies that are not getting filled as quickly as services would like. c£2m of costs currently included within the forecast are for posts that have not yet been filled. If posts aren't filled as planned between now and the end of March, this will result in a higher overall underspend.

Potential negative Financial Impacts

- 12.2 The Council normally receives a dividend from the Yorkshire Purchasing Organisation of c£0.6m. Depending on their trading performance in 2020-21 the dividend could be less than normal.
- 12.3 There are a number of one off investments for 2020-21 that are not likely to spend the full allocation (see Investment Tracker), for these to complete they will require funding to carry forward to next financial year.

Savings Tracker

- 13.1 The combined budget savings of £20.2m in 2020-21 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £295.7m.
- 13.2 The 2020-21 budget includes £17.5m of new budget reductions, however £2.8m of prior year underachieved savings have carried forward into 2020-21, meaning that £20.2m of savings will need to be delivered in 2020-21.
- 13.3 In tracking progress made against each individual saving proposal, £14.1m of the £20.2m is forecast to be delivered, leaving £6.1m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

| | Prior year underachieved Savings outstanding at 31/3/20 | 2020/21 New Savings | Total Savings 2020/21 | Forecast Variance 2020/21 | Total Savings 2021-22 ² |
|------------------------------|---|---------------------------|-----------------------------|--|--|
| Health & Wellbeing | 1.9 | 9.6 | 11.5 | 3.9 | 8.4 |
| Children's Services Place | 0.0 | 3.0 | 3.0 | 0.4 | 0.3 |
| Corporate Resources | 0.3 | 3.7 | 4.1 | 1.0 | 0.5 |
| General Fund | 0.6 | 0.6 | 1.2 | 0.7 | 0.0 |
| | 0.0 | 0.5 | 0.5 | 0.1 | 0.0 |
| Total | 2.8 | 17.5 | 20.2 | 6.1 | 9.2 |

- 13.4 Although the forecast underachieved savings remain high, they are lower than the last 3 years.

| | Underachieved Savings in year £ms |
|---------|---|
| 2013/14 | 4.4 |
| 2014/15 | 2.3 |
| 2015/16 | 4.9 |
| 2016/17 | 7.9 |
| 2017/18 | 22.6 |
| 2018/19 | 13.4 |
| 2019/20 | 7.9 |
| 2020/21 | 6.1 |

- 13.5 The £6.1m of forecast underachieved savings are largely due to;
- 13.6 £3.9m of underachieved saving in Health & Wellbeing, inclusive of a £2.6m forecast underachievement of the £3.1m Learning Disabilities Demand Management Saving, and £1.3m underachievement on the £3m Substance Misuse saving in Public health due to the timing of contract changes.
- 13.7 The £0.4m forecast underachievement in Children's Services relates to Travel assistance.
- 13.8 The £1.5m of underachieved savings in the Department of Place are mainly

² Additional budget savings will be required in line with the Medium Term Financial Plan.

due to £0.3m relating to Waste Services, £0.6m of budgeted additional income in Sports & Cultural Services (Theatres, Events & Festivals, Sports Facilities), £0.3m of Customer Services and £0.2m Parking charge increases - savings all of which have been impacted by Covid-19 as outlined previously.

- 13.9 The £0.7m of underachieved savings in Corporate Resources mainly relate to the underachievement of the £0.5m planned increase in income from investing in commercial property.

Investment Tracker

- 14.0. As part of the 2020-21 budget approved by Council £7.8m of time limited investments were approved. It is currently forecast that £5.7m will be incurred in 2020-21, resulting in a £2.0m underspend.

| | 2020/21 New Investments | Total Savings 2020/21 | Forecast Variance 2020/21 |
|---------------------|-------------------------|-----------------------|---------------------------|
| Children's Services | 2.3 | 1.0 | -1.2 |
| Place | 4.4 | 3.6 | -0.8 |
| Corporate Resources | 0.2 | 0.2 | 0.0 |
| General Fund | 1.0 | 1.0 | 0.0 |
| Total | 7.8 | 5.7 | 2.0 |

- 14.1 The main under investments include;

- 14.2 A £1.2m forecast underspend on the £2m Early Help & Prevention investment due to implementation delays resulting from Covid. The programme was originally planned to cover 2020-21 and 2021-22 at a cost of £2m per year (£4m in total), but is now only expected to incur £0.8m in 2020-21. The programme is now up and running, and the £1.2m underspend is likely to be carried forward into 2021-22

- 14.3 A £0.5m underspend on the £1m of climate initiatives. This is due to a £0.36m underspend on Community Projects due to an inability to engage and deliver projects due to Covid, and a £140k underspend on the plan to install speed bumps. The £0.5m underspend is likely to be carried forward into 2021-22. The other £0.5m related to a Tree for every child, and recycling investment in Waste Services where expenditure is in progress/committed.

- 14.4 A £0.2m underspend on the £0.3m Match funding from the Shipley and Keighley Towns Fund. The programme has been delayed by c6months due to Covid and the underspend is likely to be carried forward into 2021-22.

Reserves

- 14.1 At 31st December 2020 reserves stand at £236.9m (Council £204.5m, HRA £0.5m and Schools £31.9m). Unallocated reserves stand at £10.3m.
- 14.2 Net movements in reserves have led to a £22.0m decrease in total reserves from £258.9m at 30th September 2020 to £236.9m at 31st December 2020

| | Closing Balance 2018-19 £m | Closing Balance 2019-20 £m | Opening Balance 2020-21 £m | Net Movement | Balance as at 31 st December 2020 £m |
|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|---|
| Council reserves | 181.6 | 207.0 | 207.0 | -2.5 | 204.5 |
| HRA Reserve | 0 | 0 | 0 | 0.5 | 0.5 |
| Schools Delegated budget | 27.2 | 31.9 | 31.9 | 0.0 | 31.9 |
| Total | 208.8 | 238.9 | 238.9 | 2.0 | 236.9 |

14.3 The £22.0m net decrease in reserves include:

Releases from reserves;
£21.1m Covid-19 funding allocation reserve
£1.3m Indexation Pressures Reserves to pay for the gap between the 2.75% pay award and the 2% that was budgeted.

Transfers to reserves;
Nil

Appendix 1 outline Council and Schools reserves.

14.5 The Council has £15m of General Fund reserves, and £10.3m of unallocated reserves. These may have to be called upon to meet the additional costs of Covid-19. If they are used however, they would have to be reimbursed in 2021-22 as they are deemed to be the minimum level required to provide assurance about the ability to manage the Councils budget in a financial year.

14.6 Additionally, some Earmarked reserves could be re-designated if required. These include the £54.9m Financing reserves that resulted from the change in Minimum Revenue Provision policy in 2018-19. Again, should they be used then they will either have to be reimbursed, or otherwise it will cause a budget pressure in future years.

14.7 Similarly, the Council has a reserve that was created to smooth the cost of PFI schools over the life of the contract. In the early years of the contract the Council received an amount from government in excess of the amount required to pay the contractors, however in the later years this is reversed at which point the plan was to draw down from the built up reserve until the end of the contract. The Council can however use these reserves for other means should the need arise. If they were used now, they would however cause a budget problem in future years.

14.8 Other earmarked reserves are also being reviewed to assess the extent to which they could be repurposed, or utilised in 2021/22 to further support post Covid recovery.

School Balances

15.1 The table below shows the School Reserves (including Schools Contingencies) forecast position as at 31st of March 2021. The forecast is based on information submitted by schools at the end of quarter two, schools do not

report their quarter three financial forecast for 2020-21 until the end of January 2021.

| | Balance 1 st April 2020 | | Balance 31 st March 2021 | | Movement | |
|---------------------------------|------------------------------------|---------------|-------------------------------------|---------------|-----------|--------------|
| | Nos | £000 | Nos | £000 | Nos | £000 |
| Nursery | 7 | 964 | 7 | 1,223 | 0 | (259) |
| Primary | 82 | 7,517 | 70 | 5,851 | 12 | 1,666 |
| Secondary | 6 | (2,108) | 6 | (2,716) | 0 | 608 |
| Special | 3 | 1,284 | 3 | 1,075 | 0 | 209 |
| Pupil Referral Units (PRU) | 3 | 243 | 3 | 178 | 0 | 65 |
| | | | | | | |
| Subtotal | 101 | 7,900 | 89 | 5,611 | 12 | 2,289 |
| School Contingency | | 21,987 | | 25,271 | 0 | (3,284) |
| Other Activities/Closed Schools | | 890 | | 890 | 0 | (0) |
| Total | 101 | 30,777 | 89 | 31,772 | 12 | (995) |

- The school balances reserve is currently forecast to increase by £1.0m in 2020-21. There have been twelve schools (Grove House Primary, Lister Primary, Marshfield Primary, Our Lady & St Brendan's Catholic Primary, St Anthony's Catholic Primary Clayton, St Anthony's Catholic Primary Shipley, St Cuthbert Catholic Primary, St Francis Catholic Primary, St Joseph's Catholic Primary Bingley, St Joseph's Catholic Primary Bradford, St Williams Catholic Primary and Thackley Primary) that have converted to academy status in 2020-21.
- There are currently five schools (one nursery, three primary and one secondary) forecasting a combined deficit balance of £4.8m. The main concern remains with Hanson Secondary where the deficit balance is forecast to increase from £4.3m at the end of 2019-20 to £4.7m at the end of 2020-21.
- In setting the 2020-21 Schools Budget, £0.915m of the School Contingency balance of £21.987m was allocated to support the overall schools budget from April 2020 with the rest to support future year schools budget.
- The continuing COVID-19 situation and responses are forecasted to impact negatively this year on the financial positions of Dedicated Schools Grant (DSG) funded schools and academies and other providers, including early years providers. The full extent of this impact, and specifically its implications for balances held by maintained schools at the end of 2020-21, will emerge as we move towards financial year end and as the impact of the 3rd national lockdown becomes clearer. School budgets have been (and continue to be) affected by increased and exceptional expenditure as well as by reduced income from private streams. Although there have been additional funds made available from Government, in support of certain additional and exceptional costs, and a small number of schools have been able to access the CJRS (furloughing), it is still anticipated that the COVID-19 situation and responses will have a net negative financial impact on school budgets this year. The financial implication of COVID-19 on DSG funded schools and other providers is a matter that the Schools Forum continues to closely monitor.

Capital Expenditure

- 16.1 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.
- 16.2 The profiled resource position for 2020-21 for the Capital Investment Plan stands at £136.5m. To the end of December there has been total spend of £42.5m, an increase of £15.2m since the end of September 2020. A summary by service is shown below with a detailed monitor in Appendix 2.

| | Q2 Re profiled Budget 2020-21 | Changes | Re profile Budget 2020-21 | Spend 31 Dec 2020 | Budget 21-22 | Budget 22-23 | Budget 23-24 onwards | Total |
|--|--|------------|------------------------------------|-------------------------|-----------------|-----------------|----------------------------|--------------|
| | £m | £m | £m | £m | £m | £m | £m | £m |
| Health and Wellbeing | 1.6 | 0 | 1.6 | 0.3 | 4.2 | 1.5 | 0 | 7.3 |
| Children's Services | 24.1 | 0.2 | 24.3 | 13.2 | 11.0 | 2.3 | 0 | 37.6 |
| Place - Economy & Development Services | 14.4 | 0.1 | 14.5 | 3.1 | 41.5 | 21.6 | 8.6 | 86.2 |
| Place - Planning, Transport & Highways | 28.3 | 1.7 | 30.0 | 13.4 | 65.4 | 112.0 | 16.5 | 223.9 |
| Place - Other | 20.4 | 0.5 | 20.9 | 8.9 | 12.3 | 14.0 | 10.5 | 57.7 |
| Corp Service – Estates & Property Services | 12.7 | 0.3 | 13.0 | 3.6 | 5.0 | 0.1 | 0 | 18.1 |
| TOTAL – General Fund Services | 101.5 | 2.8 | 104.3 | 42.5 | 139.4 | 151.5 | 35.6 | 430.8 |
| HRA | 0.1 | 1.1 | 1.2 | 0 | 0 | 0 | 0 | 1.2 |
| Reserve Schemes & Contingencies | 31.9 | -0.9 | 31.0 | 0 | 112.3 | 109.7 | 57.3 | 310.3 |
| Council TOTAL | 133.5 | 3.0 | 136.5 | 42.5 | 251.7 | 261.2 | 92.9 | 742.3 |

- 16.3 Overall there has been an increase in the budget of £8.3m to £742.3m. This relates to:
- £4.9m of new schemes, the main ones being new grants for Parks Development Fund and Highways Schemes including Active Travel and the Challenge Fund 2020-21.
 - £3.5m of additional budget on schemes already included in the Capital Investment Plan. The main ones include the Darley Street Market scheme already included in the Capital Plan, and in Reserve scheme additional funding for the Alternative Fuel Centre. Also there is £0.7m additional grant allocation for Disabled Housing Facilities Grant and an additional £1.1m approved in the Quarter 2 Finance Report for the Affordable Housing Programme 2015-18.
 - £0.05m reduction for the ULEV Taxi scheme as the budget is no longer required.
- 16.4 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets were re-profiled into future years for the Quarter 1 Finance Position Statement. Further work is required to ensure accurate profiling of the capital spend over the next four years. This will be completed as part of the 2021-22 CIP.

Capital Programme 2020-21 Update

- 16.5 The latest forecast for expenditure for 2020-21 is £80.5m, compared to a revised budget of £136.5m. Spend to the end of December 2020 is £42.5m. A summary by service is shown below with a detailed monitor in Appendix 2.

Budget, forecast and spend to date as at 31 December for 2020-21

| | Revised Budget 2020-21 | Annual Spend Forecast | Variance | Spend 31 Dec 2020 | Spend to date as a % of forecast |
|---|------------------------------|-----------------------------|--------------|-------------------------|--|
| | £m | £m | £m | £m | % |
| Health and Wellbeing | 1.6 | 1.1 | -0.5 | 0.3 | 27 |
| Children's Services | 24.3 | 19.5 | -4.8 | 13.2 | 68 |
| Place - Economy & Development | 14.5 | 8.4 | -6.1 | 3.1 | 37 |
| Place - Planning, Transportation & Highways | 30.0 | 24.3 | -5.7 | 13.4 | 55 |
| Place – Other | 20.9 | 14.8 | -6.1 | 8.9 | 60 |
| Corporate Resources – Estates & Property | 13.0 | 9.7 | -3.3 | 3.6 | 37 |
| TOTAL – General Fund Services | 104.3 | 78.0 | -26.3 | 42.5 | 54 |
| HRA | 1.2 | 1.3 | 0.1 | 0 | 0 |
| Reserve Schemes & Contingencies | 31.0 | 1.4 | -29.6 | 0 | 0 |
| TOTAL - Council | 136.5 | 80.5 | -56.0 | 42.5 | 53 |

16.6 There is a forecast capital programme variance of £56.0m between the budget and the latest expenditure forecast. We are aware that there is additional Covid-19 capital spend currently within Revenue and further work needs to be completed to identify and allocate correctly to capital spend. Covid-19 has caused delays for some major schemes and this has impacted on current schemes progressing and also the development of Reserve 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 and this will be updated as part of the Q1 2021-22 Finance Report.

16.7 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. Also with reserve schemes there is a high degree of uncertainty to the actual timing of capital spend due to the development of the specific projects. These schemes have not been reviewed by Project Appraisal Group or formally committed in the CIP.

New Capital Schemes

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

- **CCTV Infrastructure Development** – £0.975m. This scheme was approved previously and was held in 'Reserve schemes' pending a detailed case being presented to PAG. The scheme is for the replacement, upgrade and extension of CCTV core network infrastructure for the District. This will enable the service to ensure that CCTV can continue to offer an acceptable level of service to the residents of the District, West Yorkshire Police and the Council. It will be funded by corporate borrowing.
- **Alternative Fuel Centre additional budget** – the scheme was approved by Executive in July 2020, subject to detailed and robust financial modelling, analysis and challenge. Further work has been completed and revised costings identified. The scheme currently has a budget of £5.547m and an

additional £0.483m is required. The total revised budget is now £6m and the majority of the cost rise is an increase in the average additional cost of purchasing new vehicles. The new budget will be funded by a mixture of grants, invest to save and corporate borrowing if required, the potential for additional grant funding will be kept under review.

There will be close scrutiny of costs, savings and income, as it is the first scheme of this type for the Council. Any additional income will be set aside in a specific reserve. The new station will help deliver significant improvements to Bradford Co2 emissions, it will help to meet the Council's statutory emissions reductions target and improve the health and wellbeing of Bradford Citizens.

16.9 Appendix 2 shows the Capital Investment Plan as at 31st December and additional to this the January 2021 PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the Quarter 4 CIP.

- **ISG Equipment** – £0.02m to purchase new welder equipment for the manufacture of PVC windows. The purchase of the new equipment will improve production quality and enable ISG to meet increasing orders. This scheme is not currently in the Capital Investment Plan and it will be funded by corporate borrowing from the general contingency budget.
- **Ilkley Parking** - £0.075m for the purchase of 40 new parking machines and the cost of signing and lining to create 135 additional parking spaces in line with previous commitments. It will implement managed parking, encourage sustainable travel and generate income via on street charging. This scheme will be funded as service prudential borrowing from the additional annual income.

16.10 The following schemes have been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.

- **City Centre Darley Street Market additional budget** – Funding for the proposed Darley Street Market and Public Realm was approved by Executive on 10th July 2018 and 8th January 2019. Following the completion of the procurement process an additional £1.2m is required to complete the project. The capital cost of the construction budget has increased due to the requirement for a much larger temporary works element of the contract that were identified once pre-construction site investigations could be completed. An urgent decision was completed to avoid further slippage in the scheme programme and additional construction inflation costs.

The additional budget of £1.2m will be funded from by the Markets annual capital allocation for 2021-22 and 2022-23 and an increase in service prudential borrowing.

- **Fly Tipping** – £0.3m to enable the purchase of additional cameras and hot spot site works to prevent fly tipping. The scheme will increase environmental enforcement surveillance activities, with more capacity through additional and enhanced CCTV devices which in turn supports being able to undertake more prosecutions with good quality evidence where fly-tipping is occurring. This is a reserve scheme and the budget was included in the Reserves and

Contingency section of the CIP. Approval was required urgently to enable to procurement of the new cameras in the current financial year.

- **Buck Mill Footbridge** – Immediate emergency works of £0.04m to replace deck planks were required to enable the Bridge to reopen. This is a new scheme funded by corporate borrowing from the General Contingency Budget in 2020-21 and then reimbursed from the Local Transport Plan's Highway Maintenance capital allocation in 2021-22.
- **Wyke Community Sports Hub Additional** – £0.665m approved for movement from the Sports Pitches Reserve Scheme (CS0404z) to the Wyke Community Sports Hub (CS0277) following completion of the procurement exercise and tender responses.

Capital Resources

- 16.11 The capital programme is reviewed on an on-going basis to confirm the capital resources required to finance 2020-21 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2020-21, 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.
- 16.12 Capital receipts from the sale of fixed assets exceed £2.1m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. It should be noted that over £1.0m of the capital receipts is in ring fenced Housing sales. The Council has received an additional £25.8m in capital grants and contributions so far this year.
- 16.13 £1.8m of loans have matured in July 2020 with an average rate of interest of 9.8%. No further loans are due to mature in 2020-21 and to date no new borrowing has been undertaken.

Additional Covid-19 related Government Support

- 17.1 The below paragraphs provide an update on the additional Government support that's been provided by the government to the Council to either distribute to other entities, or help cover the additional costs and losses being incurred by Council run services.
- 17.2 **Business Rates Grants** – The Council has been and continue to be provided with funding to support businesses in the district. During the first lockdown the Council received £136m of Business Rates grants to pass on to qualifying businesses in the district. £124.9m had now been distributed to over 11,000 businesses. £6.8m was also received for a Discretionary Business Support scheme and the Council has distributed all of this to around 1,000 businesses.

Since the second lockdown the Council has received £53m for further support to business that have been instructed to close, including £20m of discretionary funding for the Council to further support businesses. £30m has already been paid out to 21st January 21, with more going out every week.

- 17.3 **Hardship Fund** – The Council has been provided with £5.832m of Hardship Fund Grant. This has been distributed at a rate of up to £150 per Council Tax Reduction Scheme recipient.
- 17.4 **Test & Trace Support Payments** – The Council has been provided with £1.2m to support people on low incomes who are unable to work from home if they are told to self-isolate by NHS Test and Trace and will lose income as a result. The scheme has now been extended to the end of March, and further funding is expected to cover this
- 17.4 **Track & Trace** – £3.8m has been provided to establish a Track and Trace system as outlined previously.
- 17.5 **Infection Control Grant** - £10.1m has been provided to assist with infection control in social care settings.
- 17.6 **Emergency Section 31 Grants** - c£54.4m has been provided to help the Council with the additional costs of Covid - £2.7m of this was used in 2019, . The Government has also announced an extra c£18.5m for 2021-22.
- 17.7 **Contain Outbreak Management Fund** provides funding to local authorities in England to help reduce the spread of coronavirus and support local public health. £4 per month per head of population (c£2.2m for Bradford) is provided to Councils in tier 3 subject to review in January 2021.
- 17.7 **Sales Fees and Charges Compensation Scheme** – The government has created a scheme to compensate Councils for Sales Fees and Charges income losses. Under the scheme, the Government compensates qualifying income losses at 75p in the £1 of all losses after 5% of budgeted losses have been absorbed by the Council. The Council also has to take reasonable steps to mitigate those losses as far as possible. The first claim has been submitted to MHCLG for and we expect to claim c£14.1m by year end.
- 17.8 **Furlough** – The Council has participated in the Treasury’s furlough scheme for mainly casual staff, and shielded staff based in Theatres, Museums, Libraries, Sports Centres, ISG and Outdoor Education centres. The total amount claimed up to the end of October is expected to be c£0.9m for approximately 290 staff.
- 17.9 **New Burdens Grant** – The Council has been provided with £275k to help fund the additional administration required as a result of the Business Rates Grants Hardship Grants, and Track and Trace support grants
- 17.10 **High Streets Fund** - £477k has been provided by Government to help the Council support business communities with measures that enable safe trading in public places. The Fund will particularly focus on high streets, as well as other public places that are at the heart of towns and cities gearing up to reopen as safe, welcoming spaces.
- 17.11 **Business Improvement District Covid-19 Support Funding** – A total of £42k has been paid out to the Bradford (£24k), Keighley (£12k), and Ilkley (£8k) BIDs.

- 17.12 **Food Supply Chain Grant** - £845k provided to help ensure food is supplied to qualifying people and families.
- 17.13 **Surge Enforcement Grant** - £374k that been provided to help the Council increase compliance work and enforcement checks on businesses.
- 17.14 **Active Travel and Safe Urban Spaces** - c£2m has been provided by the Government to install pop-up bike lanes with protected space for cycling, wider pavements and safer junctions, as well as cycle and bus-only corridors.
- 17.15 **Winter Grant** - £2.2m has been provided to give vulnerable households peace of mind in the run up to Christmas and over the winter months during the pandemic by helping those who need it to have food on the table and other essentials, so every child will be warm and well fed this winter.
- 17.16 **Discretionary funding for the clinically extremely vulnerable** £377k to provide support, such as access to food deliveries and signposting to local support of befriending services, to the most at risk and enable them to stay at home as much as possible.

18.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Council's risk register has been provided in Appendix 3.

19.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. There are no other legal implications arising from this report.

20.0 OTHER IMPLICATIONS

21.1 EQUALITY & DIVERSITY

None

22.1 SUSTAINABILITY IMPLICATIONS

None

23.1 GREENHOUSE GAS EMISSIONS IMPACTS

None

24.1 COMMUNITY SAFETY IMPLICATIONS

None

25.1 HUMAN RIGHTS ACT

None

26.0 TRADE UNION

None

27.0 WARD IMPLICATIONS

None

28.0 IMPLICATIONS FOR CORPORATE PARENTING

None

29.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

30.0 NOT FOR PUBLICATION DOCUMENTS

None

31.0 RECOMMENDATIONS

That the Executive

31.1 Note the contents of this report

31.2 Approve the £9.5m of continued investment in priority areas as outlined in section 4, to be funded from Covid related grant monies.

31.3 Approve the following capital expenditure schemes as outlined in section 16.8

- £0.975m for the replacement, upgrade and extension of CCTV core network infrastructure for the district. This is a scheme approved by Executive previously and was held in 'Reserve' schemes
- £0.483m additional funding for the Alternative Fuel Centre.
- £0.02m to purchase new welder equipment to be funded by the general contingency budget.
- £0.075m for the Ilkley Parking Scheme. This is an invest to save scheme and the additional income will fund the capital financing costs.

31.4 Note the following has been approved under Section 1.7 of the Financial Regulations as outlined in section 16.10

- £1.2m additional costs for the City Centre Darley Street Market, to be funded by service revenue budget and prudential borrowing.
- £0.3m to enable the purchase of remote cameras and completion of hot spot site prevention works. This is a scheme approved by Executive previously and was held in 'Reserve' schemes

- £0.04m for emergency works to replace the decking planks on the Buck Mill Footbridge
- The movement of £0.665m from the Sports Pitches Reserve Scheme to the Wyke Community Sports Hub project.

32.0 APPENDICES

Appendix 1 Reserves Statement as at 31th December 2020

Appendix 2 Capital Investment Plan

Appendix 3 Risk Register

33.0 BACKGROUND DOCUMENTS

- Medium Term Financial Strategy update 2021-22 to 2023-24 8th Sept 2020
- Qtr 1 Finance Position Statement 2020-21 – Executive 7th July 2020
- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20th 2020.

Reserves Statement as at 31st December 2020

Appendix 1

| | Opening Balance £000 | Movement in 2020-21 £000 | Closing Balance £000 | Comments |
|---|-------------------------|--------------------------------|-------------------------|--|
| A. Reserves available to support the annual revenue budget | | | | |
| Unallocated Corporate Reserves | 10,300 | 0 | 10,300 | |
| Total available Unallocated Corporate Reserves | 10,300 | 0 | 10,300 | |
| B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work. | | | | |
| ESIF - STEP | 328 | 0 | 328 | Funding to support young and disadvantaged people into employment |
| Exempt VAT | 2,000 | 0 | 2,000 | Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit. |
| PFI credits reserve | 490 | 0 | 490 | Funding to cover outstanding potential Building Schools for the Future liabilities. |
| Insurance | 1,775 | -1,775 | 0 | To mitigate and smooth the impact of any future increases in insurance premiums. |
| Better Use of Budgets | 0 | 0 | 0 | To cover deferred spend on priority work from 2019-20. |
| Economic Partnership Reserve | 157 | 0 | 157 | To pump prime initiatives linked to the Council's Producer City programme |
| Regional Growth Fund | 3,741 | 0 | 3,741 | The Council's revenue match funding for the Regional Growth Fund |
| Regional Revolving Investment Fund | 625 | 0 | 625 | Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund. |
| Discretionary Social Fund | 1,495 | 0 | 1,495 | To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015. |
| Transitional and Risk Reserve | 12,943 | -1,125 | 11,818 | To help fund Transitional work, and cover risks. |
| Dilapidation & Demolition | 946 | 0 | 946 | At the end of a lease on a building, the Council will be liable for any dilapidations |

| | Opening Balance £000 | Movement in 2020-21 £000 | Closing Balance £000 | Comments |
|--|-------------------------|--------------------------------|-------------------------|---|
| | | | | of the building. The Council also plans some demolition work. |
| Match Fund Basic needs Grant | 700 | 0 | 700 | Match funding against capital spend – using capital grants first. |
| Strategic Site Assembly | 609 | -300 | 309 | To be moved to Local Plan reserve in 2020 |
| Implementation Reserve | 1,108 | 0 | 1,108 | To fund Projects associated with delivering savings plans. |
| Insurance Risk | 1,893 | 0 | 1,893 | Reduced Insurance provision, increased reserve. |
| NDR Volatility Reserve | 2,735 | -1,000 | 1,735 | 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 | 4,696 | 0 | 4,696 | To provide for the costs of future redundancies |
| Leeds City Region WYTF | 421 | 0 | 421 | Contribution to WY Transport Fund |
| Leeds City Region Economic Development | 402 | 0 | 402 | Match fund for urban centre regeneration |
| Financing Reserve | 52,573 | 0 | 52,573 | MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years. |
| Financing Reserve 2019/20 | 1,000 | 0 | 1,000 | As above. |
| Markets Compensation | 648 | 0 | 648 | Statutory compensation obligation for terminating tenancies |
| Finance Works Reserve | 94 | 0 | 94 | Reserve to fund additional project Finance Work including Housing Revenue Account. |
| ICT Programmes Budget | 3,133 | 0 | 3,133 | To fund future ICT projects |
| Children Services Investment Fund | 1,039 | 0 | 1,039 | Remainder of £6.5m of one off investment approved as part of 2018-19 budget |
| S31 Business Rate Grants Reserve | 16,854 | 0 | 16,854 | |
| Covid 19 funding allocation Reserve | 13,011 | 0 | 13,011 | Remaining Emergency grant from Government – reflects timing issue between receipt and spend |
| Indexation Pressures Reserves | 0 | 136 | 136 | Reserve to cover any in year costs above the 2% budgeted pay award. |
| Project Feasibility Reserve | 0 | 1,000 | 1,000 | |
| Sub Total | 125,991 | -3,064 | 122,927 | |
| C. Reserves to support capital investment | | | | |
| Renewal and replacement | 5,137 | 0 | 5,137 | General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital |

| | Opening Balance £000 | Movement in 2020-21 £000 | Closing Balance £000 | Comments |
|---|-------------------------|--------------------------------|-------------------------|---|
| | | | | to revenue to fund work associated with business case formation. |
| Markets | 102 | 300 | 402 | Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district. |
| Sub total | 5,239 | 300 | 5,539 | |
| D. Service Earmarked Reserves | 33,342 | 580 | 33,922 | See overpage |
| E. Revenue Grant Reserves | 17,160 | -344 | 16,816 | |
| F General Reserves | | | | |
| General Fund | 15,000 | 0 | 15,000 | The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors. |
| Schools delegated budget | 31,922 | 0 | 31,922 | 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 | 46,922 | 0 | 46,922 | |
| G. HRA Reserves | 0 | 503 | 503 | |
| Grand total | 238,954 | -2,025 | 236,929 | |

Departmental Earmarked Reserves Statement at 31st December 2020

| | Opening Balance £000 | Movement in 2020-21 £000 | Latest Balance £000 | Comments |
|---|----------------------------|--------------------------------|---------------------------|---|
| Adult and Community Services | | | | |
| Supporting People | 64 | 0 | 64 | Funding to support invest to save projects |
| Integrated Care | 2,049 | -100 | 1,949 | NHS and Council monies used to support ring fenced projects and integration of health and social care |
| Great Places to Grow Old | 232 | 0 | 232 | Funding to cover management and staffing costs linked to the transformation of services for older people. |
| Care Act Reserve | 368 | 0 | 368 | To support the implementation of the Care Act |
| Public Health | 59 | 0 | 59 | Help Support Living Well Service implementation |
| Total Adult and Community Services | 2,772 | -100 | 2,672 | |
| Children Services | | | | |
| BSF Unitary Charge | 8,572 | 0 | 8,572 | These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces |
| BSF Unitary Charge Phase 2 | 6,583 | 0 | 6,583 | See above |
| Travel Training Unit | 354 | 0 | 354 | To provide travel training to Children with SEND to encourage independent travel. |
| Early Help Enabler Support | 277 | 0 | 277 | To help support Early Help programme |
| Early Help Workforce Development | 34 | 0 | 34 | To fund time limited Prevention & Early Help Work |
| Retail Academy (Skills for Employment) | 197 | 0 | 197 | Skills for work |
| Prevention & Early Help | 500 | 0 | 500 | To fund time limited Prevention & Early Help Work |
| SEND Inspection Resource | 94 | 0 | 94 | To provide resource to assist with preparation for inspection. |
| One Workforce Reserve | 910 | 0 | 910 | Workforce development schemes funded from Leeds City Region business rates pool. |
| Creative Skills | 216 | 0 | 216 | Workforce development schemes funded from LCR business rates pool. |
| ICE Advanced Skills | 337 | 0 | 337 | Training for post 16 Children through Industrial Centres of Excellence. |
| Training Work Programme (Skills for Work) | 465 | 0 | 465 | Skills for Work |

| | Opening Balance £000 | Movement in 2020-21 £000 | Latest Balance £000 | Comments |
|--|----------------------------|--------------------------------|---------------------------|--|
| Total Children | 18,539 | 0 | 18,539 | |
| Department of Place | | | | |
| Marley & other pitch and gyms | 106 | 0 | 106 | 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 | Delivery of City Centre Growth Zone |
| Taxi Licensing | 419 | 0 | 419 | Statutory requirement to set aside any taxi licensing surplus when setting future fees. |
| Theatres Box Office | 346 | 0 | 346 | Work associated with the restoration of St Georges Hall and signage at the Alhambra |
| Culture Service Transition | 76 | 0 | 76 | To cover costs associated with modernising the service and adopting a different service delivery model. |
| Torex | 10 | 0 | 10 | To address e-Govt targets and improve service delivery. |
| Tourism reserve | 15 | 0 | 15 | To develop a new model of volunteer tourism. |
| 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 | Fund for museum improvement |
| Council Housing Reserve | 502 | -502 | 0 | 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 | 9 | 0 | 9 | Development and enablement costs for establishment of BIDs |
| HMO Licencing Scheme | 468 | 0 | 468 | A statutory requirement that fees can only be generated and retained within the HMO licencing function. |
| VCS Transformation Fund | 317 | 0 | 317 | Developing peer to peer solutions to building capacity within the VCS |
| Tree & Woodland Planting Fund | 76 | 0 | 76 | District wide Tree & Woodland planting fund as part of Woodland Strategy. |
| PT&H - Local Plan Reserve | 0 | 300 | 300 | |
| City Park Sinking Fund | 710 | 0 | 710 | Funding set aside to meet the future maintenance costs of City Park. |

| | Opening Balance £000 | Movement in 2020-21 £000 | Latest Balance £000 | Comments |
|---|----------------------------|--------------------------------|---------------------------|---|
| 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 | Incentives to private landlords. |
| Homelessness prevention | 283 | 0 | 283 | To fund initiatives to prevent Homelessness. |
| District Tenants Federation | 30 | 0 | 30 | Funding committed to provide support to District Tenants Federation |
| Clergy House/Jermyn Court | 101 | 0 | 101 | Set aside for lifetime maintenance costs of Clergy House/Jermyn Court |
| Cold Weather Calculator | 11 | 0 | 11 | Licence costs over several years |
| Fresh Start | 412 | 0 | 412 | Housing project focussing on offenders |
| Complex Needs Project | 280 | 0 | 280 | Project to support hard to place vulnerable homeless people |
| B&B Emergency Contingency | 50 | 0 | 50 | Contingency for temporary accommodation/B&B expenditure |
| Ad:venture & community enterprise Reserve | 83 | 0 | 83 | Match funding for a Leeds City Region business support project. |
| Economic Strategy Reserve | 186 | 0 | 186 | For delivery of the Economic growth strategy. |
| Bereavement Strategy | 176 | 0 | 176 | Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy |
| Housing Development Growth Fund | 813 | 0 | 813 | Approval obtained to roll over unspent monies in recognition of the need to take a strategic and planned approach to stimulating growth, delivery and spend |
| Housing CPNI Reserve | 250 | | 250 | A statutory requirement that fees can only be generated and retained within the Housing enforcement function. |
| Well England Reserve | 82 | 0 | 82 | Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley. |
| New Projects (Parks, Open Spaces and Libraries) Reserve | 0 | 700 | 700 | |
| Waste Services Reserve | 1,000 | 0 | 1,000 | |
| City of Culture Reserve | 400 | 0 | 400 | |

| | Opening Balance £000 | Movement in 2020-21 £000 | Latest Balance £000 | Comments |
|---|----------------------------|--------------------------------|---------------------------|--|
| Department of Place | 9,782 | 498 | 10,280 | |
| Corporate Resources | | | | |
| Schools Traded HR Reserves | 89 | 0 | 89 | To mitigate the risk of changes in customer base. |
| Workforce Development | 34 | 0 | 34 | Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning. |
| District Elections | 130 | 205 | 335 | 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 | 302 | -23 | 279 | To support community led service provision and investment in initiatives that engage with vulnerable people. |
| Subsidy Claim | 600 | 0 | 600 | Contingent support set aside to address the fluctuations in the subsidy claims. |
| Revs & Bens Recovery Costs | 211 | 0 | 211 | Legal fees linked to Council Tax. |
| Additional cost of projects including legal and 3rd party costs Reserve | 27 | 0 | 27 | Legal and other costs associated with estates projects |
| ISG over achievement trading reserve | 51 | 0 | 51 | To support ISG |
| Bradford Learning Network (Broadband) | 58 | 0 | 58 | Balancing reserve related to Schools Broadband Contract |
| Estates CAT Support | 53 | 0 | 53 | Residual funding for on-going programme promoting and facilitating community asset transfers |
| Payroll Reserve | 100 | 0 | 100 | To mitigate any reductions in schools trading |
| Central Admin Estates Security | 100 | 0 | 100 | To cover costs of covering emergency/critical alert requirements |
| Energy unit | 484 | 0 | 484 | To help smooth effect of price spikes. |
| Total Corporate Resources | 2,249 | 182 | 2,431 | |
| Total Service Earmarked Reserves | 33,342 | 580 | 33,922 | |

Capital Investment Plan

Appendix 2

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| Health and Wellbeing | | | | | | | | | | | | | | |
| CS0237a | Great Places to Grow Old | 500 | 0 | 500 | 300 | 8 | 3,000 | 1,500 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| CS0237c | Keighley Rd Residential Care Valley View | 350 | 0 | 350 | 128 | -43 | 0 | 0 | 0 | 0 | 350 | 0 | 0 | 350 |
| CS0373 | BACES DFG | 465 | 0 | 465 | 465 | 248 | 443 | 0 | 0 | 0 | 0 | 0 | 908 | 908 |
| CS0239 | Community Capacity Grant | 202 | 0 | 202 | 48 | 42 | 750 | 0 | 0 | 0 | 952 | 0 | 0 | 952 |
| CS0311 | Autism Innovation Capital Grant | 19 | 0 | 19 | 19 | 0 | 0 | 0 | 0 | 0 | 19 | 0 | 0 | 19 |
| CS0312 | Integrated IT system | 90 | 0 | 90 | 90 | 0 | 0 | 0 | 0 | 0 | 90 | 0 | 0 | 90 |
| Total - Health and Wellbeing | | 1,626 | 0 | 1,626 | 1,050 | 255 | 4,193 | 1,500 | 0 | 0 | 1,411 | 0 | 5,908 | 7,319 |
| Children's Services | | | | | | | | | | | | | | |
| CS0249 | Schools DRF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0022 | Devolved Formula Capital | 1,868 | 0 | 1,868 | 1,873 | 1,873 | 0 | 0 | 0 | 0 | 1,868 | 0 | 0 | 1,868 |
| CS0030 | Capital Improvement Work | 484 | 0 | 484 | 385 | 362 | 0 | 0 | 0 | 0 | 484 | 0 | 0 | 484 |
| CS0240 | Capital Maintenance Grant | 4,014 | 0 | 4,014 | 2,726 | 1,598 | 2,869 | 0 | 0 | 0 | 6,883 | 0 | 0 | 6,883 |
| CS0244a | Primary Schools Expansion Programme | 2,358 | 0 | 2,358 | 1,847 | 1,145 | 1,298 | 0 | 0 | 0 | 3,656 | 0 | 0 | 3,656 |
| CS0244b | Silsden School | 7,207 | 0 | 7,207 | 6,678 | 4,589 | 2,000 | 465 | 0 | 0 | 9,672 | 0 | 0 | 9,672 |
| CS0244c | SEN School Expansions | 3,628 | 0 | 3,628 | 3,628 | 1,727 | 1,000 | 0 | 0 | 0 | 4,628 | 0 | 0 | 4,628 |
| CS0362 | Secondary School Expansion | 2,401 | 0 | 2,401 | 1,800 | 1,895 | 2,500 | 1,798 | 0 | 0 | 6,699 | 0 | 0 | 6,699 |
| CS0421 | Healthy Pupil Capital Grant | 65 | 0 | 65 | 52 | 22 | 120 | 0 | 0 | 0 | 185 | 0 | 0 | 185 |
| CS0436 | Children's Home (A) & (B) | 900 | 0 | 900 | 400 | 0 | 0 | 0 | 0 | 0 | 250 | 0 | 650 | 900 |
| CS0488 | Digital Strategy | 1,200 | 0 | 1,200 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200 | 1,200 |
| CS0314 | Foster Homes Adaptation | 25 | 0 | 25 | 25 | 25 | 0 | 0 | 0 | 0 | 25 | 0 | 0 | 25 |
| CS0500 | TFD new scheme | 0 | 200 | 200 | 0 | 0 | 1,200 | 0 | 0 | 0 | 0 | 0 | 1,400 | 1,400 |
| Total - Children's Services | | 24,150 | 200 | 24,350 | 19,514 | 13,236 | 10,987 | 2,263 | 0 | 0 | 34,350 | 0 | 3,250 | 37,600 |
| CS0237b | Keighley Rd Extra Care Fletcher Court | 196 | 0 | 196 | 300 | -115 | 0 | 0 | 0 | 0 | 0 | 0 | 196 | 196 |
| CS0160 | Repayment of Grant | 0 | 51 | 51 | 51 | 51 | 0 | 0 | 0 | 0 | 51 | 0 | 0 | 51 |
| CS0308 | Afford Housing Programme 15 -18 | -96 | 1,075 | 979 | 979 | 98 | 0 | 0 | 0 | 0 | 1,075 | -96 | 0 | 979 |
| CS0380 | Afford Housing Programme 18-21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total - HRA | | 100 | 1,126 | 1,226 | 1,330 | 34 | 0 | 0 | 0 | 0 | 1,126 | -96 | 196 | 1,226 |

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| Place - Economy & Development Services | | | | | | | | | | | | | | |
| CS0136 | Disabled Housing Facilities Grant | 4,000 | 98 | 4,098 | 3,000 | 1,974 | 4,000 | 4,392 | 2,028 | 5,753 | 14,518 | 0 | 5,753 | 20,271 |
| CS0137 | Development of Equity Loans | 800 | 0 | 800 | 300 | 242 | 1,195 | 1,211 | 451 | 0 | 1,727 | 0 | 1,930 | 3,657 |
| CS0144 | Empty Private Sector Homes Strat | 1,151 | 0 | 1,151 | 1,151 | 502 | 825 | 831 | 0 | 0 | 0 | 0 | 2,807 | 2,807 |
| CS0250 | Goitside | 0 | 0 | 0 | 0 | 0 | 178 | 0 | 0 | 0 | 0 | 0 | 178 | 178 |
| CS0280 | Temp Housing Clergy House | 46 | 0 | 46 | 46 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 46 | 46 |
| CS0496 | Town Fund Keighley & Shipley | 1,500 | 0 | 1,500 | 1,500 | 16 | 0 | 0 | 0 | 0 | 1,500 | 0 | 0 | 1,500 |
| CS0084 | City Park | 192 | 0 | 192 | 192 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 192 | 192 |
| CS0085 | City Centre Growth Zone | 883 | 0 | 883 | 110 | 43 | 600 | 0 | 0 | 0 | 0 | 0 | 1,483 | 1,483 |
| CS0228 | Canal Road | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 100 | 100 |
| CS0241 | Re-use of Former College Builds Kghly | 356 | 0 | 356 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 356 | 356 |
| CS0266 | Superconnected Cities | 329 | 0 | 329 | 50 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 829 | 829 |
| CS0446 | Staithegate La Enterprise Zone Site Investigation works | 13 | 0 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 0 | 0 | 13 |
| CS0291 | One City Park | 800 | 0 | 800 | 800 | 0 | 23,900 | 10,300 | 0 | 0 | 7,500 | 15,300 | 12,200 | 35,000 |
| CS0265 | LCR Revolving Econ Invest Fund | 658 | 0 | 658 | 0 | 0 | 0 | 0 | 0 | 0 | 658 | 0 | 0 | 658 |
| CS0345 | Develop Land at Crag Rd, Shply | 43 | 0 | 43 | 43 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 43 | 43 |
| CS0107 | Markets | 21 | 0 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21 | 21 |
| CS0363 | Markets Red'mnt - City Cntr | 3,001 | 0 | 3,001 | 1,130 | 339 | 9,160 | 4,900 | 400 | 0 | 800 | 5,824 | 10,837 | 17,461 |
| CS0363b | Markets Red'mnt - City Cntr Public Realm | 596 | 0 | 596 | 100 | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 1,596 | 1,596 |
| Total - Place - Economy & Development Services | | 14,389 | 98 | 14,487 | 8,442 | 3,123 | 41,458 | 21,634 | 2,879 | 5,753 | 26,716 | 21,124 | 38,371 | 86,211 |
| Place - Planning, Transportation & Highways | | | | | | | | | | | | | | |
| CS0131 | Kghly Town Centre Heritage Initiative | 151 | 0 | 151 | 0 | 0 | 0 | 0 | 0 | 0 | 151 | 0 | 0 | 151 |
| CS0178 | Ilkley Moor | 14 | 0 | 14 | 14 | 0 | 0 | 0 | 0 | 0 | 14 | 0 | 0 | 14 |
| CS0285 | Blight Sites | 517 | 0 | 517 | 300 | 1 | 650 | 0 | 0 | 0 | 0 | 0 | 1,167 | 1,167 |
| CS0071 | Highways S106 Projects | 528 | 0 | 528 | 528 | 22 | 0 | 0 | 0 | 0 | 528 | 0 | 0 | 528 |
| CS0372 | Countryside S106 Projects | 510 | 54 | 564 | 100 | 5 | 0 | 0 | 0 | 0 | 564 | 0 | 0 | 564 |
| CS0091 | Capital Highway Maintenance | 4,952 | 0 | 4,952 | 4,952 | 4,233 | 0 | 0 | 0 | 0 | 4,952 | 0 | 0 | 4,952 |
| CS0095 | Bridges | 201 | 0 | 201 | 201 | 58 | 0 | 0 | 0 | 0 | 201 | 0 | 0 | 201 |
| CS0096 | Street Lighting | 132 | 0 | 132 | 132 | 47 | 0 | 0 | 0 | 0 | 132 | 0 | 0 | 132 |
| CS0099 | Integrated Transport | 73 | 0 | 73 | 73 | 0 | 0 | 0 | 0 | 0 | 73 | 0 | 0 | 73 |
| CS0168 | Connecting the City (Westfield) | 9 | 0 | 9 | 9 | 19 | 0 | 0 | 0 | 0 | 9 | 0 | 0 | 9 |
| CS0172 | Saltaire R/bout Cong& Safety Works | 279 | 0 | 279 | 0 | 0 | 0 | 0 | 0 | 0 | 279 | 0 | 0 | 279 |
| CS0264 | Highway to Health | 0 | 0 | 0 | 9 | 83 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0282 | Highways Strategic Acquisitions | 176 | 0 | 176 | 0 | 0 | 0 | 0 | 0 | 0 | 176 | 0 | 0 | 176 |

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| CS0289 | Local Pinch Point Fund | 495 | 0 | 495 | 0 | 0 | 0 | 0 | 0 | 0 | 495 | 0 | 0 | 495 |
| CS0293 | West Yorks & York Transport Fund | 4,807 | 0 | 4,807 | 4,651 | 4,172 | 34,448 | 93,147 | 0 | 0 | 132,402 | 0 | 0 | 132,402 |
| CS0396 | WYTF Corr Imp Projects | 2,720 | 0 | 2,720 | 958 | 302 | 5,077 | 3,000 | 0 | 0 | 10,797 | 0 | 0 | 10,797 |
| CS0296 | Pothole Funds | 3,536 | 0 | 3,536 | 3,536 | 659 | 400 | 0 | 0 | 0 | 3,936 | 0 | 0 | 3,936 |
| CS0306a | Strategic Transport Infrastructure Priorities | 780 | 0 | 780 | 0 | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,780 | 2,780 |
| CS0302 | Highways Prop Liab Redn Strat | 59 | 0 | 59 | 0 | 13 | 0 | 0 | 0 | 0 | 59 | 0 | 0 | 59 |
| CS0319 | Challenge Fund | 817 | 275 | 1,092 | 1,092 | 524 | 800 | 0 | 0 | 0 | 1,892 | 0 | 0 | 1,892 |
| CS0323 | Flood Risk Management | 177 | 0 | 177 | 177 | 135 | 0 | 0 | 0 | 0 | 177 | 0 | 0 | 177 |
| CS0329 | Damens County Park | 106 | 0 | 106 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 106 | 106 |
| CS0370 | LTP IP3 Safer Roads | 29 | 0 | 29 | 29 | 1 | 500 | 0 | 0 | 0 | 529 | 0 | 0 | 529 |
| CS0371 | LTP IP3 Public Transport | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0379 | NPIF UTMIC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0386 | Cycling & Walking Schemes LTP3 | 17 | 0 | 17 | 17 | 0 | 0 | 0 | 0 | 0 | 17 | 0 | 0 | 17 |
| CS0414 | LTP IP3 Safer Roads | 10 | 0 | 10 | 10 | 13 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 10 |
| CS0398 | Bfd City Ctre Townscape Heritage | 560 | 0 | 560 | 100 | 33 | 845 | 290 | 1,000 | 0 | 2,445 | 0 | 250 | 2,695 |
| CS0430 | Hwys Maint Fund Oct18 | 382 | 0 | 382 | 382 | 203 | 0 | 0 | 0 | 0 | 382 | 0 | 0 | 382 |
| CS0432 | Steeton/Silsden Crossing | 90 | 0 | 90 | 90 | 41 | 0 | 0 | 0 | 0 | 90 | 0 | 0 | 90 |
| CS0423 | Highways IT upgrade | 50 | 0 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | 0 | 50 |
| CS0433 | Gain Lane / Leeds Rd Jct | 29 | 0 | 29 | 29 | 0 | 0 | 0 | 0 | 0 | 29 | 0 | 0 | 29 |
| CS0450 | CILS payments | 0 | 180 | 180 | 180 | 172 | 0 | 0 | 0 | 0 | 180 | 0 | 0 | 180 |
| CS0453 | IP3 Safer Roads 19-20 | 196 | 0 | 196 | 196 | 114 | 0 | 0 | 0 | 0 | 196 | 0 | 0 | 196 |
| CS0454 | Area Comm ITS 19-20 | 72 | 0 | 72 | 72 | 103 | 0 | 0 | 0 | 0 | 72 | 0 | 0 | 72 |
| CS0434 | Smart Street Lighting | 670 | 0 | 670 | 2,225 | 555 | 14,399 | 14,852 | 14,128 | 1,370 | 0 | 45,419 | 0 | 45,419 |
| CS0455 | IP4 projects | 1,389 | 0 | 1,389 | 194 | 202 | 1,201 | 0 | 0 | 0 | 2,590 | 0 | 0 | 2,590 |
| CS0456 | WY Integrated UTMIC Centre | 432 | 0 | 432 | 432 | 276 | 0 | 0 | 0 | 0 | 432 | 0 | 0 | 432 |
| CS0464 | Ben Rhydding Railway Station Car Park | 845 | 0 | 845 | 50 | 27 | 500 | 750 | 0 | 0 | 2,095 | 0 | 0 | 2,095 |
| CS0467 | Transforming Cities Fund (TCF) | 261 | 0 | 261 | 289 | 609 | 0 | 0 | 0 | 0 | 261 | 0 | 0 | 261 |
| CS0469 | IP4 Safer Roads 20-21 | 932 | 0 | 932 | 932 | 344 | 0 | 0 | 0 | 0 | 932 | 0 | 0 | 932 |
| CS0470 | IP4 Safer Roads 21-22 | 0 | 0 | 0 | 0 | 1 | 932 | 0 | 0 | 0 | 932 | 0 | 0 | 932 |
| CS0471 | Clean Air Zone | 747 | 0 | 747 | 747 | 0 | 2,132 | 0 | 0 | 0 | 2,879 | 0 | 0 | 2,879 |
| CS0483 | LTP grant 2021 | 0 | 40 | 40 | 40 | 0 | 0 | 0 | 0 | 0 | 40 | 0 | 0 | 40 |
| CS0486 | Active Travel Fund Programme | 543 | 695 | 1,238 | 1,086 | 454 | 1,000 | 0 | 0 | 0 | 2,238 | 0 | 0 | 2,238 |
| CS0494 | City Centre Bollards | 0 | 210 | 210 | 210 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 210 | 210 |
| CS0502 | Corridor Improvement Prog (CIP2) | 0 | 200 | 200 | 200 | 0 | 470 | 0 | 0 | 0 | 670 | 0 | 0 | 670 |
| CS0499 | Buck Mill Footbridge | 0 | 40 | 40 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 40 | 40 |

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| Total Place - Planning, Transportation & Highways | | 28,293 | 1,694 | 29,987 | 24,282 | 13,425 | 65,354 | 112,039 | 15,128 | 1,370 | 173,856 | 45,469 | 4,553 | 223,878 |
| Dept of Place - Waste, Fleet & Transport | | | | | | | | | | | | | | |
| CS0060 | Replacement of Vehicles | 4,356 | 0 | 4,356 | 4,800 | 4,469 | 3,000 | 3,000 | 0 | 0 | 0 | 10,356 | 0 | 10,356 |
| CS0435 | Sugden End Landfill Site | 1,145 | 0 | 1,145 | 1,644 | 1,369 | 500 | 0 | 0 | 0 | 0 | 0 | 1,645 | 1,645 |
| CS0415 | Shearbridge Depot Security | 89 | 0 | 89 | 89 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 89 | 89 |
| CS0359 | Community Resilience Grant | 13 | 0 | 13 | 13 | 0 | 0 | 0 | 0 | 0 | 13 | 0 | 0 | 13 |
| CS0463 | Waste Trommel | 115 | 0 | 115 | 115 | 115 | 0 | 0 | 0 | 0 | 0 | 115 | 0 | 115 |
| CS0497 | Climate Change Initiatives – Vehicles | 0 | 25 | 25 | 25 | 0 | 0 | 0 | 0 | 0 | 25 | 0 | 0 | 25 |
| CS0503 | Environmental Delivery Works (Fly Tipping) | 0 | 50 | 50 | 50 | 0 | 125 | 125 | 0 | 0 | 0 | 0 | 300 | 300 |
| Total Place - Waste, Fleet & Transport | | 5,718 | 75 | 5,793 | 6,736 | 5,953 | 3,625 | 3,125 | 0 | 0 | 38 | 10,471 | 2,034 | 12,543 |
| Dept of Place - Neighbourhoods & Customer Services | | | | | | | | | | | | | | |
| CS0066 | Ward Investment Fund | 0 | 0 | 0 | 35 | 0 | 35 | 0 | 0 | 0 | 0 | 0 | 35 | 35 |
| CS0466 | Parks Depots | 203 | 0 | 203 | 203 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 203 | 203 |
| CS0378 | Customer Services Strategy | 158 | 0 | 158 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 158 | 158 |
| Total Place - Neighbourhoods & Customer Services | | 361 | 0 | 361 | 288 | 10 | 35 | 0 | 0 | 0 | 0 | 0 | 396 | 396 |
| Dept of Place - Sports & Culture | | | | | | | | | | | | | | |
| CS0151 | Building Safer Communities | 26 | 0 | 26 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 0 | 0 | 26 |
| CS0328 | Cliffe Castle Various | 15 | 0 | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 15 | 0 | 0 | 15 |
| CS0340 | St George's Hall | 33 | 0 | 33 | 120 | 152 | 0 | 0 | 0 | 0 | 0 | 0 | 33 | 33 |
| CS0487 | Alhambra Theatre Lift | 90 | 0 | 90 | 90 | 43 | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 90 |
| CS0129 | Scholemoor Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 83 | 0 | 83 | 0 | 0 | 83 |
| CS0162 | Capital Projects - Recreation | 1,346 | 0 | 1,346 | 1,385 | 469 | 10 | 0 | 0 | 0 | 1,356 | 0 | 0 | 1,356 |
| CS0229 | Cliffe Castle Restoration | 88 | 0 | 88 | 3 | 3 | 0 | 0 | 0 | 0 | 88 | 0 | 0 | 88 |
| CS0347 | Park Ave Cricket Ground | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0004 | S106 Recreation | 0 | 100 | 100 | 80 | 76 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 100 |
| CS0501 | Parks Development Fund | 0 | 250 | 250 | 100 | 0 | 250 | 0 | 0 | 0 | 500 | 0 | 0 | 500 |
| CS0367 | King George V Playing Fields | 200 | 0 | 200 | 0 | 0 | 820 | 0 | 0 | 0 | 700 | 0 | 320 | 1,020 |
| CS0403 | Bereavement Strategy | 7,086 | 0 | 7,086 | 3,210 | 1,386 | 4,750 | 8,100 | 3,245 | 0 | 0 | 7,000 | 16,181 | 23,181 |

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| CS0277 | Wyke Community Sport Hub | 2,613 | 0 | 2,613 | 300 | 13 | 2,665 | 523 | 0 | 0 | 2,474 | 0 | 3,327 | 5,801 |
| CS0245 | Doe Park | 37 | 0 | 37 | 0 | 2 | 0 | 0 | 0 | 0 | 37 | 0 | 0 | 37 |
| CS0459 | Ilkley Lido Tank | 374 | 0 | 374 | 874 | 299 | 0 | 0 | 0 | 0 | 0 | 115 | 259 | 374 |
| CS0461 | Shipley Gym extension & equipment | 163 | 0 | 163 | 163 | 89 | 0 | 0 | 0 | 0 | 0 | 0 | 163 | 163 |
| CS0458 | Doe Park Drainage | 40 | 0 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 40 | 40 |
| CS0468 | Bowling Pool extension | 483 | 0 | 483 | 483 | 29 | 0 | 0 | 0 | 0 | 0 | 433 | 50 | 483 |
| CS0356 | Sedbergh SFIP | 758 | 0 | 758 | 310 | 55 | 0 | 0 | 0 | 0 | 0 | 0 | 758 | 758 |
| CS0354 | Squire Lane Sports Facility | 0 | 0 | 0 | 0 | 0 | 0 | 2,300 | 5,400 | 1,700 | 0 | 0 | 9,400 | 9,400 |
| CS0482 | Marley Replacement Pitch | 329 | 0 | 329 | 330 | 310 | 0 | 0 | 0 | 0 | 329 | 0 | 0 | 329 |
| CS0489 | Lister Park Playable Spaces | 650 | 0 | 650 | 250 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 650 | 650 |
| CS0498 | Libraries IT Infrastructure | 0 | 50 | 50 | 50 | 0 | 170 | 0 | 0 | 0 | 0 | 60 | 160 | 220 |
| Total - Dept of Place - Sports & Culture | | 14,331 | 400 | 14,731 | 7,748 | 2,940 | 8,665 | 10,923 | 8,728 | 1,700 | 5,708 | 7,608 | 31,431 | 44,747 |
| Corp Resources - Estates & Property Services | | | | | | | | | | | | | | |
| CS0094 | Museum Store | 500 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 500 |
| CS0333 | Argus Chambers / Britannia House | 689 | 0 | 689 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 689 | 689 |
| CS0443 | Property Programme 19-20 | 643 | 0 | 643 | 643 | 385 | 0 | 0 | 0 | 0 | 0 | 0 | 643 | 643 |
| CS0460 | Mitre Court CPU Property & Equip | 1,690 | 0 | 1,690 | 676 | 0 | 0 | 0 | 0 | 0 | 250 | 0 | 1,440 | 1,690 |
| CS0475 | Property Programme 20-21 | 1,755 | 0 | 1,755 | 1,575 | 299 | 525 | 0 | 0 | 0 | 0 | 0 | 2,280 | 2,280 |
| CS0230 | Beechgrove Allotments | 0 | 0 | 0 | 148 | 0 | 148 | 0 | 0 | 0 | 148 | 0 | 0 | 148 |
| CS0408 | Top of Town | 325 | 0 | 325 | 325 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 325 | 325 |
| CS0050 | Carbon Management | 544 | 0 | 544 | 531 | 108 | 250 | 0 | 0 | 0 | 0 | 0 | 794 | 794 |
| CS0420 | Electric vehicle charging Infr (Taxi Scheme) | 64 | 372 | 436 | 436 | 150 | 93 | 0 | 0 | 0 | 529 | 0 | 0 | 529 |
| CS0385 | ULEV Taxi scheme LTP3 | 50 | -50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0495 | Bradford LAD1 Scheme | 421 | 0 | 421 | 421 | 0 | 1,000 | 0 | 0 | 0 | 1,421 | 0 | 0 | 1,421 |
| CS2000 | DDA | 50 | 0 | 50 | 50 | 0 | 62 | 59 | 50 | 0 | 0 | 0 | 221 | 221 |
| CS0381 | Godwin St | 1,559 | 0 | 1,559 | 1,100 | 578 | 0 | 0 | 0 | 0 | 1,559 | 0 | 0 | 1,559 |
| CS0409 | Coroner's Court and Accommodation | 1,898 | 0 | 1,898 | 1,500 | 243 | 1,778 | 0 | 0 | 0 | 0 | 0 | 3,676 | 3,676 |
| CS0383 | Jacobs Well demolition | 87 | 0 | 87 | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 87 | 87 |
| CS0427 | Coroner's Equipment | 285 | 0 | 285 | 245 | 245 | 0 | 0 | 0 | 0 | 0 | 0 | 285 | 285 |
| CS0457 | Simpson Green - roof | 41 | 0 | 41 | 23 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 41 | 41 |
| CS0445 | Core IT Infrastructure | 2,064 | 0 | 2,064 | 2,064 | 1,416 | 1,194 | 0 | 0 | 0 | 64 | 0 | 3,194 | 3,258 |
| Total Corp Resources – Estates & Property Services | | 12,665 | 322 | 12,987 | 9,742 | 3,430 | 5,050 | 59 | 50 | 0 | 3,971 | 0 | 14,175 | 18,146 |

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| Reserve Schemes & Contingencies | | | | | | | | | | | | | | |
| CS0395z | General Contingency | 629 | -200 | 429 | 429 | 0 | 1,000 | 1,000 | 1,000 | 0 | 0 | 0 | 3,429 | 3,429 |
| CS0397z | Property Programme | 0 | 0 | 0 | 0 | 0 | 2,000 | 2,000 | 2,000 | 0 | 0 | 0 | 6,000 | 6,000 |
| CS0399z | Strategic Acquisition | 13,460 | 0 | 13,460 | 0 | 0 | 10,000 | 10,000 | 10,000 | 0 | 0 | 43,460 | 0 | 43,460 |
| CS0400z | Keighley One Public Sector Est | 500 | 0 | 500 | 0 | 0 | 4,000 | 9,500 | 4,000 | 0 | 0 | 18,000 | 0 | 18,000 |
| CS0402z | Canal Road Land Assembly | 0 | 0 | 0 | 0 | 0 | 450 | 0 | 0 | 0 | 0 | 0 | 450 | 450 |
| CS0401z | Depots | 0 | 0 | 0 | 0 | 0 | 3,000 | 0 | 0 | 0 | 0 | 0 | 3,000 | 3,000 |
| 2018-19 Schemes | | | | | | | | | | | | | | |
| CS0404z | Sports Pitches | 0 | 0 | 0 | 200 | 0 | 1,068 | 4,248 | 4,250 | 0 | 2,400 | 0 | 7,166 | 9,566 |
| CS0404zb | Playgrounds | 85 | 0 | 85 | 0 | 0 | 2,900 | 2,750 | 0 | 0 | 1,385 | 0 | 4,350 | 5,735 |
| CS0405z | City Hall | 0 | 0 | 0 | 0 | 0 | 4,000 | 5,000 | 3,000 | 0 | 2,000 | 5,000 | 5,000 | 12,000 |
| CS0407z | Affordable Housing | 500 | 0 | 500 | 0 | 0 | 2,000 | 8,000 | 10,724 | 8,000 | 14,430 | 14,794 | 0 | 29,224 |
| CS0408z | Top of town | 0 | 0 | 0 | 0 | 0 | 0 | 2,675 | 0 | 0 | 0 | 0 | 2,675 | 2,675 |
| CS0381z | Godwin St (fmr Odeon) | 4,000 | 0 | 4,000 | 0 | 0 | 5,500 | 2,000 | 0 | 0 | 0 | 11,500 | 0 | 11,500 |
| 2020-21 Schemes | | | | | | | | | | | | | | |
| CS0060z | Vehicles | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | 0 | 0 | 3,000 | 0 | 3,000 |
| CS0060zb | Electric vehicles/ New street cleansing | 1,804 | 0 | 1,804 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,804 | 0 | 1,804 |
| CS0472z | District Heating | 250 | 0 | 250 | 0 | 0 | 250 | 4,752 | 6,702 | 2,361 | 6,459 | 2,871 | 4,985 | 14,315 |
| CS0473z | Renewable Energy | 500 | 0 | 500 | 0 | 0 | 3,000 | 1,500 | 0 | 0 | 2,000 | 3,000 | 0 | 5,000 |
| CS0476z | Additional Building controls | 250 | 0 | 250 | 0 | 0 | 1,000 | 500 | 750 | 0 | 0 | 0 | 2,500 | 2,500 |
| CS0477z | CCTV | 500 | 0 | 500 | 0 | 0 | 475 | 0 | 0 | 0 | 0 | 0 | 975 | 975 |
| CS0478z | Fly tipping | 300 | -300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0474z | Transforming cities fund | 2,250 | 0 | 2,250 | 0 | 0 | 33,000 | 30,750 | 0 | 0 | 66,000 | 0 | 0 | 66,000 |
| CS0480z | Flood Alleviation | 200 | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 200 | 0 | 0 | 200 |
| CS0481z | City Centre Regeneration Fund | 500 | 0 | 500 | 0 | 0 | 9,000 | 0 | 0 | 0 | 0 | 9,500 | 0 | 9,500 |
| CS0471z | Clean Air Zone | 2,943 | 0 | 2,943 | 0 | 0 | 26,026 | 24,400 | 0 | 0 | 53,369 | 0 | 0 | 53,369 |
| CS0445z | Core IT Infrastructure 20-21 | 0 | 0 | 0 | 0 | 0 | 506 | 0 | 0 | 0 | 0 | 0 | 506 | 506 |
| CS0484z | New Reserve | 1,000 | 0 | 1,000 | 500 | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 2,000 | 2,000 |
| CS0485z | Alternative Fuel Centre | 1,813 | 0 | 1,813 | 200 | 0 | 2,114 | 120 | 60 | 1,440 | 795 | 4,752 | 0 | 5,547 |
| CS0485z | Alternative Fuel Centre - additional | 0 | 0 | 0 | 0 | 0 | 0 | 483 | 0 | 0 | 0 | 0 | 483 | 483 |
| CS0494z | City Centre Bollards | 210 | -210 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS0500z | TFD new scheme | 200 | -200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total - Reserve Schemes & Contingencies | | 31,894 | -910 | 30,984 | 1,329 | 0 | 112,289 | 109,678 | 45,486 | 11,801 | 149,038 | 117,681 | 43,519 | 310,238 |

| Scheme No | Scheme Description | Q2 Revised 2020-21 Budget | Q3 New Projects | Q3 Revised 2020-21 Budget | Full Year Forecast 2020-21 | Spend 31 Dec 20 | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | 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 | £'000 |
| TOTAL - All Services | | 133,527 | 3,005 | 136,532 | 80,461 | 42,405 | 251,656 | 261,221 | 72,271 | 20,624 | 396,214 | 202,257 | 143,833 | 742,304 |

Bradford Council Strategic Risk Report

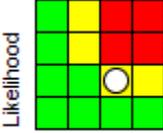


Report Type: Risks Report

Generated on: 31st December 2020

| | | | | | |
|---------------------------------|---|-----|--------------------|---------------|----------------------------|
| Code & Title | SR 1 BCM BCM Critical facilities | | | | Current Risk Matrix |
| Description | Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable | | | | |
| | | | Likelihood | Impact | |
| Type of Risk | District | Yes | Category | High | Critical |
| | Strategic | Yes | Risk Score | 3 | 3 |
| | Operational | Yes | Total Score | 9 | |
| 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</p> | | | | |
| Internal Controls | <p>All services have in place business continuity plans which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council's services will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for Covid-19. These plans will change as lateral flow testing and vaccination programmes are rolled out across the workplace. 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). The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004 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. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water.</p> <p>The. The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the</p> | | | | |

| | |
|---|--|
| | outcomes debriefed for lessons identified which are built back into the plans. Bradford led on a West Yorkshire Covid-19 table top exercise July 2020 The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation. There is a 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. |
| Assurance Mechanisms | 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 and Internal Audit Team |
| Date Reviewed | 30-12/2020 |
| Actions / Controls under development | There is a revised format for BCM Planning throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the applicable debriefs that take place. Responses and controls to lower the impact of Covid19 will include but not be limited to; staff working from home wherever possible/practical, additional vehicle resources and staff redeployments around the essential services, vehicle sanitisation and Covid secure offices etc. |
| Managed By | Susan Spink |
| Administered By | Gina Glot |

| | | | | |
|---------------------------------|---|-----|---------------------|---|
| Code & Title | SR 2 HSG Inadequate Housing Supply | | | 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 type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions will affect the council's direct delivery programme. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding.. The impact of Covid 19 on housing supply and demand is to be determined. | | |  |
| | | | Likelihood | |
| Type of Risk | District | Yes | Type of Risk | District |
| | Strategic | Yes | Risk Score | Strategic |
| | Operational | Yes | Total Score | Operational |
| Potential Effect of Risk | <p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. 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. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155) Negative impact on homelessness and greater use of temporary accommodation</p> | | | |

| | |
|-----------------------------|--|
| Internal Controls | <p>'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base.</p> <p>Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</p> <p>Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</p> <p>In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all."</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 targeted interventions.</p> <p>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>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 including determining whether there is a 5 year supply of deliverable housing land (as required by Government).The Brownfield Register of land available for housing was updated and published in Dec 2019. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published a updated Housing Delivery Test Action Plan (HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and 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. The Council has delivered over 400 affordable homes for rent to date.</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 2216 requests for assistance during 2019/20.</p> <p>The SHMA was updated in 2019</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> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes .</p> |
| Assurance Mechanisms | An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019. |

| | |
|---|---|
| Date Reviewed | 30/12/2020 |
| Actions / Controls under development | <p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation which proposes to further reduce the minimum annual housing need for the District. The final revised standard method will be issued by Government early next year.</p> <p>Local Plan continues to progress though timescales under review in light of Covid – 19 and the recent Government consultation on national planning reforms.. Currently working towards consultation in January 2021 on a single plan including Allocations preferred options. The consultation is progressing on the basis of the current standard method housing need figure of 1703 dwellings per annum.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA became operational on 1.4.2020 and the scale and scope of the future delivery programme will be developed once the financial modelling for the HRA is complete and signed off by the Auditors. The HRA business plan is outstanding and we cannot plan a delivery programme until Housing has a clear understanding of the financial position.</p> |
| Managed By | Jason Longhurst |
| Administered By | Gina Glot |

| | | | | |
|-------------------------|--|-----|--------------------|----------------------------|
| Code & Title | SR 3 DEG Delivering Economic Growth | | | Current Risk Matrix |
| Description | <p>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.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures.</p> | | | |
| | | | Likelihood | Impact |
| Type of Risk | District | Yes | Category | Very high |
| | Strategic | Yes | Risk Score | 4 |
| | Operational | Yes | Total Score | 16 |

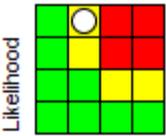
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| Potential Effect of Risk | <p>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>Inability to raise funds for projects and regeneration projects not completed</p> <p>Potential damage to the Council's reputation and the Economic Partnership</p> <p>Not able to meet member, government and the public's expectations</p> <p>Deteriorating physical and infrastructure assets</p> <p>Young people are not equipped to achieve their potential within the district</p> <p>Business failure rate increases and unemployment increases due to the impact of Covid-19</p> <p>Long term cost implications of dealing with social issues linked to economic deprivation</p> <p>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</p> |
| 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. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</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> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p> <p>Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p> <p>Bradford Economic Recovery Board chaired by Prof Zahir Irani established in September 2020 to develop detailed Recovery Plan. The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy.</p> <p>Shipley and Keighley Towns Fund Boards established and developing Town Investment Plans for submission to Government in January 2021.</p> |
| Assurance Mechanisms | <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>COVID-19 response reports into Gold / Silver / Bronze command structure</p> |
| Date Reviewed | 30/12/2020 |
| Actions / Controls under development | <p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021.</p> <p>Submission of the Keighley and Shipley Town Investment Plans in January 2021.</p> <p>Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer</p> <p>Economic Development - service reshaping and restructure; recruitment to vacant positions</p> <p>ESIF Programme engagement</p> <p>Maximising opportunities to attract Government funding to support for urban centre regeneration</p> <p>Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone.</p> |

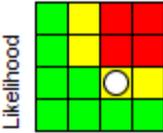
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| | <p>Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021. Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.</p> |
| Managed By | Jason Longhurst |
| Administered By | Gina Glot |

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| Code & Title | SR 4 SCC Safer Cohesive Community | | | Current Risk Matrix | |
| Description | <p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'</p> | | | | |
| | | | | Likelihood | Impact |
| Type of Risk | District | Yes | | Category | High |
| | Strategic | Yes | | Risk Score | 3 |
| | Operational | Yes | | Total Score | 9 |
| Potential Effect of Risk | <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 and community groups Communities continue to believe that some sections are treated differently than others Disproportionate adverse impact on the district's most vulnerable communities</p> | | | | |
| Internal Controls | <p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging</p> | | | | |

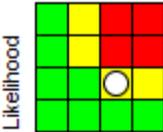
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| | <p>community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc.</p> <p>Council Wardens record issues that may lead to increased community tensions.</p> <p>Regular meetings take place to consider possible impacts of Britain's exit from the European Union and plan responsive actions.</p> <p>Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.</p> <p>Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report.</p> <p>Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.</p> <p>The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.</p> |
| Assurance Mechanisms | <p>Ward Assessments provide an annual assessment of community tensions based on above.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed.</p> <p>A range of measures have been put in place to support communities and vulnerable people through the COVID 19 restrictions. These are coordinated through a district hub and reported through an Outbreak Board and the Health & Social Care Scrutiny Committee.</p> <p>An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Wellbeing Board and the Council's Corporate Overview & Scrutiny Committee.</p> |
| Date Reviewed | 23 December 2020 |
| Actions / Controls under development | <p>The Council is increasing its engagement resources to respond to the national and local restrictions relating to the COVID 19 pandemic. Resources are being centrally administered through a district 'Hub'. These include additional Council Wardens, COVID Support Workers and COVID 19 Youth Ambassadors. The voluntary sector is actively involved in the districts response.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed Police incidents which may have an impact on tension are shared with relevant partners.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives'.</p> <p>A Brexit Preparedness Steering Group meets and considers emerging impacts that includes those with a possibility of community tensions.</p> <p>Assistant Director Neighbourhoods has weekly calls with senior police colleagues to discuss emerging issues, initiated at the commencement of the coronavirus pandemic.</p> <p>Contracts with key VCS organisations have been extended during the coronavirus pandemic to provide some financial assurance, allowing key voluntary sector partners to play a full and active role in responding to emerging community tension issues.</p> |
| Managed By | Ian Day |
| Administered By | Gina Glot |

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| Code & Title | SR 5 BRX Brexit Resilience & Opportunities | Current Risk Matrix |
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| Description | The full effect of the UK leaving the EU will be felt on 1 st January 2021 when the transition period ends. We are working across the council and with partners to prepare for the implications and opportunities presented by Brexit on our residents and businesses. The impact of Brexit now takes place in the context of the pandemic so risks intertwine. | | |  Likelihood Impact | |
| | | | | Likelihood | Impact |
| Type of Risk | District | Yes | Category | Very high | Significant |
| | Strategic | Yes | Risk Score | 4 | 21 |
| | Operational | Yes | Total Score | 8 | |
| Potential Effect of Risk | <p>There are a number of potential issues that may arise, including:</p> <ul style="list-style-type: none"> -Impact on the UK Economy and local economy. -Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights -Ensuring key services and utilities continue continuity of service and can maintain supply chains – this requires preparing for the legal, regulatory and customs and tariff changes that will come into force on 1st January and subsequently -Ensuring preparedness across business, public services and VCS/community sectors particularly as the impact of Brexit and Covid will now intertwine -Filling skills gaps in social care which have, in the recent past, relied in part on a European Union workforce. -Ensuring our most vulnerable groups and communities are protected from the combined impact of Brexit and Covid. | | | | |
| Internal Controls | <p>CMT has conducted a Brexit Preparedness risk assessment and developed a corporate strategy for mitigating the risks from Brexit. , The preparedness risk assessment has been aligned with our wider Covid recovery strategy. We are focussing on four broad thematic areas:</p> <ul style="list-style-type: none"> -Communities and vulnerable groups: ensuring EU residents are aware of impact of changes and supported in securing EUSS – there is a particular focus on vulnerable groups, supporting applications of LAC, monitoring impact on food and fuel poor and on general community cohesion; -Maintaining essential services: ensuring Council and other services and utilities have secure supply chains, workforces and made adjustments to legal and regulatory changes coming and have protected data access; -Businesses and workforce; ensuring businesses are aware of, understand and are motivated to act to prepare for Brexit; -Keeping people informed: promoting awareness across business, VCS and public services sectors and among residents of Bradford on impact of changes and providing advice, guidance and signposting to support preparations | | | | |
| Assurance Mechanisms | We are providing regular reporting to the Council Management Team. | | | | |
| Date Reviewed | 31st December 2020 | | | | |
| Actions / Controls under development | CMT has developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with Brexit. This approach is subject to on-going review and updating. A Brexit Preparedness Steering Group co-ordinates and reviews preparations across the Council. | | | | |
| Managed By | Joanne Hyde | | | | |
| Administered By | Phil Witcherley | | | | |

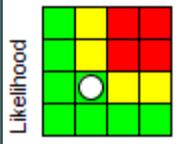
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| Code & Title | SR 6 ENV Environment and Sustainability | | | Current Risk Matrix | |
| Description | Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures. | | |  | |
| | | | | Likelihood | Impact |
| Type of Risk | District | Yes | Category | Medium | Critical |
| | Strategic | Yes | Risk Score | 2 | 3 |
| | Operational | Yes | Total Score | 6 | |
| 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 Damage to Council's credibility as leader if district-wide targets not met. Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability Need to re-prioritise and reallocate resources. Reduced ability to promote external investment. Amount of energy costs as gross figure and relative to the size of Council's estate/ activities Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030 which is drawn from the calculated carbon budget for West Yorkshire Combined Authority to adhere to the maximum allowable warming under the Paris Climate Commitment. This requires annual Greenhouse Gas Emissions reductions of around 13.5% between now and 2038. 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. 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 Actions identified in corporate energy cost reduction plan not delivered Funding for renewable energy and energy efficiency projects not available Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available Wider stakeholder community under resourced to deliver on action commitments Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction Changing legislation, political priorities, targets Global insecurity causing major fluctuations in energy costs</p> | | | | |
| Internal Controls | <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. 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. Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> | | | | |

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| | Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption. Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny. |
| Assurance Mechanisms | 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 the councils agreed target of maintaining emissions below the levels required to stay within the Paris Climate Commitment of no more than 1.5C of global temperature rise above pre industrial levels |
| Date Reviewed | 31 st December 2020 |
| Actions / Controls under development | 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 Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments. Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction. Development of logic model to prioritise interventions and investments. Internal Audit Review being completed. Refocus on the 2038 Carbon Target to be undertaken. |
| Managed By | Ben Middleton |
| Administered By | Mark St Romaine |

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| Code & Title | SR 7 FRS Financial Resilience and Sustainability | | | Current Risk Matrix |
| Description | <p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to Central Government funding continuing to reduce in the Medium Term, or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the uncertainty of future government funding; impacts of fair funding review and associated other finance reviews (Adult Social Care Green paper; Business Rates) and the ongoing impact of Covid and central government Covid funding. The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities. January 2021 – the likelihood reduced back to 2 following further govt funding announcements regarding Covid and the release of the Provisional Local Govt Settlement. Sept 2020 – the likelihood increased from 2 to 3 based on current MTFS projections and ongoing impact upon Covid on Council finances</p> | | |  |
| | | | Likelihood | Impact |
| Type of Risk | District | No | Category | Medium |
| | | | | Critical |

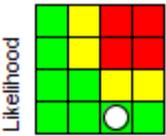
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| | Strategic | Yes | Risk Score | 2 | 3 |
| | Operational | Yes | Total Score | 6 | |
| Potential Effect of Risk | <p>Services run the risk of failing to deliver statutory / minimum standards Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone 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 uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p> | | | | |
| Internal Controls | <p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated. 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. Budget Challenge sessions extended to Capital schemes in 2019/20 Rigorous Change Board challenge sessions introduced for all budget saving proposals to effectively track through into delivery and provide early visibility of risks to delivery. Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this 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. Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding</p> | | | | |
| Assurance Mechanisms | <p>External Audit inspection of accounts and opinion Internal audit review of internal control mechanisms</p> | | | | |
| Date Reviewed | 31 st December 2020 | | | | |
| Actions / Controls under development | <p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs Increased monitoring of high-risk budgets, including review and monitoring of recovery action</p> | | | | |

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| | 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 Implement Finance for Non-Finance Managers training Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2019 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience |
| Managed By | Chris Chapman |
| Administered By | Mark St Romaine |

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| Code & Title | SR 8 INS 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 Likelihood score reduced from High to Medium reflecting improvements made. | | |  | |
| | | | | Likelihood | Impact |
| Type of Risk | District | No | Category | Medium | Significant |
| | Strategic | Yes | Risk Score | 2 | 21 |
| | Operational | Yes | Total Score | 6 | |
| 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) –Director of Finance & IT Assistant Directors/Directors assigned as Information Asset Owners. Cross departmental Information Assurance Group established and regular meetings scheduled Regular DPO / SIRO meetings scheduled to focus priorities 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 / Directors in meeting their IAO responsibilities. Regular reporting on performance information | | | | |

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| | <p>Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p> <p>Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p> <p>Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express</p> <p>Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place.</p> <p>Required encryption in place.</p> <p>Mandatory training for all staff on Protecting Information Monitoring of participation taking place.</p> <p>Regular Information Governance reporting to CMT and Governance & Audit Committee</p> <p>The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p> |
| Assurance Mechanisms | <p>Regular Information Governance reporting to CMT and Governance & Audit Committee</p> <p>Engagement with Information Commissioners Officer with prompt reporting and liaison introduced</p> <p>Use of GDPR helpline to assure processes and procedures</p> |
| Date Reviewed | 5 th January 2021 |
| Actions / Controls under development | <p>Updated mandatory elearning for all Council staff being developed.</p> <p>New temporary role of Childrens IG Business Partner to focus on specific CS issues e.g. organising specific training e.g. for Social Workers.</p> <p>Information Governance SharePoint site being developed as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions.</p> <p>New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30</p> |
| Managed By | Chris Chapman |
| Administered By | Tracey Banfield / Dominic Barnes-Browne |

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| Code & Title | SR 9 GOV Governance Breakdown | Current Risk Matrix |
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| Description | Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation. | | |  Likelihood | |
| | | | | | Impact |
| | | | | Likelihood | Impact |
| Type of Risk | District | No | Category | Low | Critical |
| | Strategic | Yes | Risk Score | 1 | 3 |
| | Operational | Yes | Total Score | 3 | |
| 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. 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 31.7.19 Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 19.9.19 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 A recent improvement is a quicker follow up on Audit recommendations to ensure they have been implemented Revised Risk Strategy approved by Executive</p> | | | | |
| Assurance Mechanisms | <p>New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018. External Audit independent overview. Internal Audit review of emergency arrangements</p> | | | | |

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| Date Reviewed | 31 December 2020 |
| Actions / Controls under development | Response to COVID 19 with Gold, Silver Bronze command structure in place will require management review. Establishing new ways of working during current social distancing requirement such as online meetings Plans in place to reform the assurance processes supporting the Annual Governance Statement 2020/21 |
| Managed By | Joanne Hyde |
| Administered By | Mark St Romaine |

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| Code & Title | SR 12 ADC Adults Demographic Change | | | 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. | | | | |
| | | | | Likelihood | Impact |
| Type of Risk | District | No | Category | Medium | Critical |
| | Strategic | Yes | Risk Score | 2 | 3 |
| | Operational | Yes | Total Score | 6 | |
| Potential Effect of Risk | <p>Demand for social care services is predicted to continue increasing and overspends are likely. 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, impacting on our ability to meet individual outcomes and legislative duties.</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>The Department worked with IMPOWER to review our demand management, saving and transformation plans. This work led to a new 3 year plan based on demand management modelling, which was approved by Executive in 2019 - these plans include renegotiating and remodelling services to help mitigate the pressure. The transformation and change plans were reviewed in autumn 2020 – these included discussions are also taking place with the Finance and corporate leadership on plans to mitigate pressure.</p> <p>These transformation and change plans will be cascaded through the department services/teams as part of a new refreshed engagement strategy – this will ensure that all staff are clear on the pressures, goals and objectives for the department and their specific role in delivering these. They will also be reflected in our service plans.</p> | | | | |

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| | <p>Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services.</p> <p>The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:</p> <ul style="list-style-type: none"> • Monthly Finance, Quality and Performance (FQP) 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. • H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity. • Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings. • Reviewed continuous improvement plans to embed the Departmental Performance Management Framework covering both performance, finance and practice. These plans will provide team managers with support to embed the consistent use of performance and finance monitoring and review across all areas within the department linking these to Council, service and team plans. • We will be rolling out bespoke training on Performance and Financial Management to team Managers on an annual basis, while also ensuring that all new team managers are provided with support as part of their induction process. Similarly, financial management training will be rolled out to all Team Managers –this will also be repeated on annual basis. <i>Please note that Due to Covid safety arrangements we have had to pause this years training until we can secure a robust digital training platform that allows interactive training to be delivered using the hardware they are using.</i> |
| Assurance Mechanisms | At FQP meetings a Performance and Finance report is presented which summarises progress to date. The meeting attendees include reps from Corporate Finance Team and HR. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members. Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure. |
| Date Reviewed | 31 December 2020 |
| Actions / Controls under development | Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. |
| Managed By | Iain Macbeath |
| Administered By | Imran Rathore |

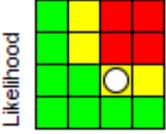
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| Code & Title | SR 13 DSK Delivery of Skills and Training Priority | Current Risk Matrix |
| Description | Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues. | <p>Likelihood</p> <p>Impact</p> |

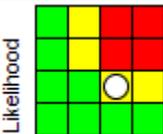
| | | | Likelihood | Impact | |
|---|---|-----|--------------------|--------|----------|
| Type of Risk | District | Yes | Category | Medium | Critical |
| | Strategic | Yes | Risk Score | 2 | 3 |
| | Operational | Yes | Total Score | 6 | |
| Potential Effect of Risk | <p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Workforce Development Plan are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation. Underspend of current funding</p> | | | | |
| Internal Controls | <p>ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019, with further funding secured for unemployed adults in partnership with Leeds Council to run until September 2022. Skills for Work (SfW) Work Choice and Work Programme contracts continue to run down until final customers leave programme. 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 continue 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. SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning. Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Working group established to shape employment and skills response to the coronavirus pandemic under the Bradford Work brand.</p> | | | | |
| Assurance Mechanisms | Bradford Employment and Skills Board established to have oversight of the delivery of the Workforce Development Plan, with the Portfolio holder as Chair | | | | |
| Date Reviewed | 20-May-2020 | | | | |
| Actions / Controls under development | <p>Senior management remain engaged with the Combined Authority regarding the Devolution deal which includes devolution of the Adult Education Budget, Skills Capital and commitment to exploring alignment of other skills funding. Officers are working to inform policy, principles and processes for implementing the Deal. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to establish an employment and skills network to both identify and promote good practice and engage with the national policy debate. LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 and supported the opening of the two new post-16 free schools in September 2019. We continue to develop options for A Level provision in the North of the District where Keighley College is developing an academic offer to complement existing provision. The LA is working through differing post-16 partnerships in the implementation of Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</p> | | | | |

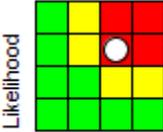
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| | <p>Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p> <p>Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.</p> <p>Build a careers and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p> <p>Initiation of the Academy within the Health and Social Care Economic Partnership's One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</p> <p>Upscaling the SkillsHouse partnership approach to both lead recovery from the Covid 19 pandemic but also work to address the underlying employment and skills issues in the District supporting local people to upskill and secure work and businesses to hire locally.</p> <p>The District Workforce Development plan has been approved by executive and launched in February. Progress is being made with key actions and workstreams and as above new governance has been established.</p> |
| Managed By | |
| Administered By | |

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|---------------------------------|---|-----|--------------------|----------------------------|
| Code & Title | SR 14 SND SEND Services | | | Current Risk Matrix |
| Description | Delivery of the SEND Reforms and compliance with the SEND Code of Practice | | | |
| | | | Likelihood | Impact |
| Type of Risk | District | Yes | Category | Medium |
| | Strategic | Yes | Risk Score | 2 |
| | Operational | Yes | Total Score | 6 |
| 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 Services have been operational throughout the Covid-19 period. Weekly SEND Partnership meetings have taken place between key partners: LA, CCG and Parents Forum to ensure that priority work has progressed in relation to the SEND Reforms. SEND Workstreams and SEND Strategic Partnership Board have been operating virtually from August. Monthly SEND Inspection preparation meetings with Health colleagues are continuing to address any barriers to progress.</p> <p>Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email contacts and weekly Local Offer communications. Face to face listening events have however been disrupted by the COVID-19 pandemic. Individual Focus Groups</p> | | | |

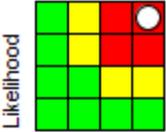
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| | <p>are being held with parent/carer groups to feedback on specific topics such as Local Offer and Short Breaks.</p> <p>The backlog of 600 EHCP cases over 20 weeks' compliance has been removed as of March 2020. Additional Management capacity in place to support the creation of efficient and effective SEN Assessment teams.</p> <p>EHCP 20-week compliance rate has continued to improve since March 2020 and is now at 52.1% YTD, this is compared with the National Average of 60.4% (2019).</p> <p>Development work on the Local Offer content and accessibility has taken place throughout the Covid-19 period in partnership with parents/carers and Health colleagues. A peer review with other LAs is being planned. The Local Offer Annual Report was published in August.</p> <p>The Local Area SEF has been reviewed and revised, taking on board regional good practice and learning from previous inspections. Data has now been received from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board.</p> <p>A Local area improvement plan is being developed with key partners based on the SEF and workstream action plans are being revised to align to identified priorities in the improvement plan.</p> <p>Support approved by the DfE June/July from the Council for Disabled Children (CDC) to expedite progress across the Local Area on Joint Commissioning and Coproduction has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people's (CYP) outcomes framework. A review meeting is set with the CDC for 19th October. Further consultation with CYP and parents/carers is ongoing and support has been approved by the DfE to help in embedding a children and young people's outcomes framework.</p> <p>The LA has been working with the Yorkshire and Humber PFA (Preparation for Adulthood lead) from August and an audit of PFA work has been undertaken, with some good practice identified. Capacity for Supported Internships has been increased through partnership working with MENCAP.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme has continued to develop and has been recognised by the DfE and CDC as good practice. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Quarterly progress review meetings are held with the DfE and NHSE, the last meeting was 28/9/20.</p> <p>Ongoing work on the quality of data within the Capita System is supporting more accurate and wider reporting capability. The Capita Portal has been purchased to enhance the work of the SEN Assessment Team and to replace an unsupported Access database.</p> <p>The SEND Transformation and Compliance Manager and Strategic Manager Integrated Assessment & Psychology attend fortnightly Regional SEND meetings with regional LAs, DfE and NHSE where good practice is shared.</p> <p>The LA and CCG have Jointly Commissioned the SENDIAS Service from July 2020 and joint contract management arrangements are in place.</p> | |
| Assurance Mechanisms | SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams. Quarterly progress review meetings are held with the DfE and NHSE. | |
| Date Reviewed | 31 st December 2020 | |
| Actions / Controls under development | <p>Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme is on-going to improve the quality of SEND reporting.</p> <p>Development of a Health Data Dashboard to feed into LA dashboard.</p> <p>Coproduction and engagement plan across the Local Area.</p> <p>Joint Commissioning Strategy 2020.</p> <p>Capita Portal Project 11.</p> | |
| Managed By | Marium Haque | |
| Administered By | Heidi Hardy | |
| Code & Title | SR 15 OIP Ofsted Improvement Plan | Current Risk Matrix |

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| Description | The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk | | |  Likelihood Impact |
| | | | | |
| | | | Likelihood | Impact |
| Type of Risk | District | No | Category | Medium |
| | Strategic | Yes | Risk Score | 2 |
| | Operational | Yes | Total Score | 6 |
| Potential Effect of Risk | Poor reputation Intervention by DfE of local authority services Financial | | | |
| Internal Controls | <p>Children's Services Improvement Board chaired by Stuart Smith appointed by the DfE continued to operate during the pandemic to scrutinise the improvement work. There is continued progress being made evidenced through the improvement plan and vital signs reports. Children's Social Care continue to deliver their core business with contingency planning in place during the Covid 19 restrictions and new national lockdown situation. The new Children's Social Care leadership and management structure is now fully operational and embedded with a high focus on compliance and quality of practice.</p> <p>The Innovation and Improvement Project Team continue to work with Directors on key projects working alongside HoS own in-service improvement for sustainability of new models of working and practice. Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted reported that 'Senior managers have implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators'</p> <p>Self-evaluation tools for front line services reflect current status of practice which is driving improvement, this is alongside the improvement being made through the key projects. All of this work is within the refreshed Children's Improvement Plan which shows increased pace in the work required.</p> <p>Children's Services have recently had an Assurance visit by Ofsted which concluded in December 2020. Ofsted said that Children's Services knows it self well from the self-assessment, both in terms of strengths and areas which required further improvement. Ofsted noted Children's Services and the partnership approach and response to Covid 19 and the protection of the most vulnerable children and young people, as impressive. Children's Services will receive Ofsted's draft letter in the coming weeks for comment, with publication in February 2021.</p> | | | |
| Assurance Mechanisms | Future Ofsted Inspections | | | |
| Date Reviewed | 31 st December 2020 | | | |
| Actions / Controls under development | Plan Inspection Timetable | | | |

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| Managed By | Mark Douglas | | | |
| Administered By | Heidi Hardy | | | |
| Code & Title | SR 16 EAT Educational Attainment | | | Current Risk Matrix |
| Description | Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation. | | |  |
| | | | Likelihood | Impact |
| Type of Risk | District | Yes | Category | Medium |
| | Strategic | Yes | Risk Score | 2 |
| | Operational | Yes | Total Score | 6 |
| Potential Effect of Risk | Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. | | | |
| Internal Controls | Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets. | | | |
| Assurance Mechanisms | Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible. | | | |
| Date Reviewed | 20-May-2020 | | | |
| Actions / Controls under development | Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools National funding programme to support pupils in academic year 2020/21 will support individual schools with gaps in attainment caused by school closure due to pandemic. Bespoke support programmes to schools to ensure transition back to normal school life is achieved smoothly | | | |
| Managed By | Sue Lowndes | | | |
| Administered By | | | | |

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|---|--|-----|--------------------|---|---------------|
| Code & Title | SR 17 CSI Children 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. | | |  Likelihood Impact | |
| | | | | Likelihood | Impact |
| Type of Risk | District | No | Category | High | Critical |
| | Strategic | Yes | Risk Score | 3 | 3 |
| | Operational | Yes | Total Score | 9 | |
| Potential Effect of Risk | Harm to an individual. Damage to the Council's reputation | | | | |
| Internal Controls | Children's Social Care An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues Social work pay has been uplifted and a recruitment programme put in place. Mandatory training is in place for all staff. MASH/Front Door Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities | | | | |
| Assurance Mechanisms | The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team. | | | | |
| Date Reviewed | 20-May-2020 | | | | |
| Actions / Controls under development | A review of caseload allocation has been put in place to ensure resources are aligned to need. Caseloads for social work teams have now manageable. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Children's Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. 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 | | | | |

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| | <p>work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p> <p>The risk has been increased to recognise the recent increasing demands and resourcing challenges.</p> <p>The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review.</p> <p>Quality and performance dashboards are also in place to monitor the quality of social work practice.</p> <p>New safeguarding arrangements under Working Together 2018 have commenced since the 1/9/19 and the BSCB is now called the Bradford Partnership (TBP). Key work streams include the implementation of a Continuum of Need and the Front Door now deals with exploitation in a wider sense, with the launch of a multi-agency protocol. TBP continues to work closely with the Children Services Improvement Board to provide scrutiny and oversight and facilitate multi-agency working activity. Collaborative work continues with the BSAB and CSP around wider complex safeguarding themes, shared learning from serious case reviews and communication and engagement work.</p> |
| Managed By | Irfan Alam |
| Administered By | |

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| Code & Title | SR 18 COV COVID 19 Multiple Outbreaks | | | Current Risk Matrix | |
| Description | COVID 19 infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios | | |  | |
| | | | | Likelihood | Impact |
| Type of Risk | District | Yes | Category | Very high | Catastrophic |
| | Strategic | Yes | Risk Score | 4 | 4 |
| | Operational | Yes | Total Score | 16 | |
| Potential Effect of Risk | <p>Increased number of fatalities</p> <p>Further pressure on local hospitals</p> <p>Slower economic recovery</p> <p>Breakdown in community cohesion</p> | | | | |
| Internal Controls | <p>COVID 19 Outbreak Control Plan written, exercised and published online. The plan includes Joint Working Agreements for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board</p> <p>Individuals who were previously on the shielded list and those they live with are supported to isolate.</p> <p>Robust testing and tracing processes including local contact tracing service.</p> | | | | |

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| | <p>Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection. Support for people who need to shield/ self-isolate. Finalising system plan that enable us to manage supply of social care support in line with the social care action plan from hospital discharge to communities All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE Developed and implemented Care Home Action Plan tackle infection rates in care homes, letter to OP Providers circulated. Proactive calls to 90 Care Homes have taken and will continue on a weekly basis, with issues being collated and monitored. Secured 1500 home testing kits, been delivered door to door in areas of highest COVID 19 incidence. Have commissioned community anchor organisations from CABAD, REN, Bevan House, Youth work and neighbourhood wardens to deliver work on engagement, education, access to testing and support to isolate. Programme of communications work underway. Robust health intelligence report produced weekly. Robust programme management processes being implemented ensuring 7 keys reporting from work streams weekly. Bradford District COVID-19 Control Team in place, with a SPOC, actively managing outbreaks in partnership with Public Health England Support businesses to adapt and open safely. Weekly updates including information and advice for schools Support to University of Bradford to develop their COVID 19 outbreak control plan Testing strategy in place.</p> |
| Assurance Mechanisms | On-going monitoring of COVID 19 cases, admissions and deaths in the District |
| Date Reviewed | 8 th January 2021 |
| Actions / Controls under development | <p>CBMDC staff encouraged and supported to WFH where possible Work underway to understand how to improve the numbers of residents self-isolating when required to Reinforce activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME Regular testing of key workers across the District Support the NHS to deliver COVID vaccination at scale Continue existing work with partners on health inequalities, prevention and health improvement.</p> |
| Managed By | Sarah Muckle |
| Administered By | Imran Rathore |

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Report of the Director of Finance to the meeting of Executive to be held on 2nd February 2021.

Subject:

DE

2021-22 BUDGET UPDATE

Summary statement:

On 1st December 2020 the Executive approved budget proposals for consultation as required with the public, interested parties, staff and the Trade Unions.

This report provides the Executive with an update on national announcements and local decisions. It also identifies issues and uncertainties which could still have a bearing on the final size of the budget for 2021-22 and future financial years.

Executive will need to have regard to this report when considering the recommendations to make to Council at their meeting on 16th February 2021 in advance of Budget Council on the 18th February 2021

Chris Chapman
Director of Finance

Portfolio:

Leader of Council

Report Contact: Andrew Cross
Phone: 07870386523
Email: andrew.cross@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report provides an update to the 2021-22 Budget Proposals and addendum reported to the Executive on the 1st December 2020, with additional information derived from the Governments Provisional Local Government Settlement and other subsequent announcements and assumption changes.
- 1.2 The Provisional Local Government Settlement is itself subject to the outcome of a nationwide consultation which ends on 14th January 2021, and this will be followed by a Final Settlement shortly after that. This report is based upon officers' assessment of the Provisional Local Government Settlement, informed by financial analysts.
- 1.3 The overall impact of the Provisional Settlement and local funding issues is c£4.7m of reduced pressures and additional funding.
- 1.4 When compared to the 1st December report this would reduce the call on reserves from c£12m to c£7.3m in 2021-22.
- 1.5 Appendix B also provides the outcome of the Budget consultation.

2. MAIN MESSAGES

- 2.1 The Provisional Local Government Settlement published on 15 December 2020 had several announcements that will improve the 2021-22 budget position by approximately £3.8m. The improvement is largely down to the following;

- +£1.7m from Settlement Funding Assessment Multiplier Compensation for underindexing the Business Rates multiplier. This is a basket of complicated things mainly linked to inflation on items that make up the Settlement Funding Assessment, but in short it benefits the Council more than expected.
- +£0.9m from a one off 'Local Tier Services Grant' in 2021-22. In short it's a new one off grant that helps avoid unintended consequences of funding formula, and the grant doesn't come with restrictions.
- +£0.8m as a result of the Bradford share of the new Social Care Grant being higher than estimated in the 1st December report addendum (£3.8m rather than £3.0m).
- + £0.4m increase in the Homelessness Prevention Grant from £1.1m to £1.5m.

- 2.2 Additionally there has been further assessment of local assumptions resulting in c£1.5m of increased pressures. These include;

- £3.5m for pay award. £3.5m had been taken out of the 1st Dec addendum following the Chancellors announcement of a pay freeze for public sector worker earning more than £24k per year. Local Government pay is not however directly determined by the Government and the trade unions are submitting their claim to LGA for negotiation. On this basis, provision has been added back for a pay award of 2%.

£1.5m of higher inflation. The inflation assumptions had reduced in the 1st December addendum as result of lower future expected CPI, however this has been revisited in light of additional inflation on Adult Social Care contracts.

The above have been partly counterbalanced by;

£3m of lower Capital Financing costs due mainly to lower PWLB borrowing rates announced as part of the Comprehensive Spending Review, and lower capital expenditure than previously planned resulting in lower borrowing. Further, the Council no longer has to fund the capital financing costs of housing stock that is now in a separate Housing Revenue Account.

£0.5m reduction in the demographic growth requirement for Adult Social Care following publication of national POPPI and PANSI older people demographic growth data.

- 2.3 Furthermore, following the provision of additional Covid related financial support from the Government, some Covid related proposals that were planned to be funded from the Council's budget in 2021-22, can instead now be funded from the additional Covid grants as outlined in the Qtr 3 Finance Position Statement. These include
- £2.4m for Raising Attainment in the next academic year (£1.2m in the 2021-22 Financial Year)
 - £1m for Skills House to help respond to increases in unemployment
- 2.4 Combined, the above changes result in a c£4.7m improved position, reducing the call on reserves from c£12m to c£7.3m in comparison to the 1st December budget proposals.
- 2.5 Additionally, the provisional settlement also provided;
- 2.6 £6.1m of Local Council Tax Support Grant for a discretionary scheme linked to Local Council Tax Reduction. Depending on the scheme design, some of this could be used to cover the increased cost of having more Council Tax Reduction Scheme claimants as factored into the Council tax base for next year, and could therefore have an impact on next year's budget.
- 2.7 Confirmation of the 4.99% Council Tax Referendum limit (a Council Tax Precept limit of 1.99% and an Adult Social Care Precept of 3%). The financial impact of this was factored into the 1st December report. There is some flexibility in the application of the Adult Social Care precept to allow it to be applied over 2 years.
- 2.8 Confirmation of the continuation of Bradford's £14.1m allocation of Social Care Grant which was already assumed.
- 2.9 £18.5m of additional emergency Covid related grant from the Government for 2021-22 to help cover Covid related costs and losses. The Government has also said that it will keep funding for Council's under review and has indicated that it will provide more if required.

- 2.10 The continuation of the 75% Sales Fees and Charges income loss compensation scheme for the first 3 months of 2021-22. Compensation for Covid related income losses is received via a back dated claim, but the continuation of the scheme is expected to result in c£3.5m of compensation in 2021-22.
- 2.11 Although the above Covid related monies are very welcome and provide some much needed certainty and de-risking of Council finances, the financial strategy associated with Covid related service costs and losses (which are hopefully time limited), has been to keep them as separate as possible from the general day to day Council business and budgeting.
- 2.12 Consequently, the additional Covid monies outlined above (£18.5m and £3.5m) will be kept separate to pay for the myriad other Covid related costs and losses in 2021-22 which remain very uncertain and dependent on how long Covid impacts for. For further detail about Covid related costs and losses, see the 2020-21 Qtr 3 Finance Position Statement which is also reported to the 2nd February 2021 Executive.
- 2.12 The Provisional Settlement also confirmed the eventual end of the New Homes Bonus scheme, with the final tranche received in 2023-24. The saving to the Government from ending of the New Home Bonus nationally is the main funding source for most of the new grants, and uplifts for Local Government (excluding Social Care Precept).
- 2.13 The settlement is one year only. The expected implementation date for the delayed Fair Funding Review and the new Business Rates Retention scheme is still expected in 2022-23. However, their impact on the Medium Term Financial Strategy is difficult to predict with any certainty.

3. OTHER ANNOUNCEMENTS

- 3.1 £98m of additional resource funding nationally has been announced (bringing total funding to £125m), to enable Local Authorities to deliver support to victims of domestic abuse and their children in safe accommodation in England. Bradford's allocation for 2021-22 is currently unknown, but it is likely to be received in the form of a grant, and there will be matching costs.
- 3.2 Over £70m nationally for additional school transport capacity has been announced. How this will be allocated is currently unknown, but any Bradford related element may to be administered by the West Yorkshire Combined Authority.
- 3.3 £24m nationally in capital funding to start a new programme to maintain and expand provision in secure children's homes. How the funding will be distributed is currently unknown, but there would be matching costs in the event that Bradford was a recipient.
- 3.4 £60m nationally for Social Housing Decarbonisation. How the funding will be distributed is currently unknown, but there would be matching costs. The Council has a relatively small and modern housing stock however, so any amounts are received are likely to be small.

- 3.5 £1.7bn nationally in 2021-22 for local roads maintenance and upgrades to tackle potholes, relieve congestion and boost connectivity. This includes £500m for the Potholes Fund and £310m for upgrades to larger local roads. The allocation of funding for Bradford is currently unknown, but the additional monies will come with additional expenditure.
- 3.6 £257m nationally for cycling, which will fund thousands of miles of safe, continuous and direct cycling routes. The allocation of funding is currently unknown and it's unclear who would be responsible for delivery, but any additional monies for the Council would come with additional expenditure.
- 3.7 £621m nationally to regenerate high streets, town centres and communities through the Towns Fund. Shipley and Keighley will benefit from the previous Towns fund allocation, but further amounts have not been received as part of the second tranche of funding announced recently.
- 3.8 The Spending review also made new announcements about a new £4bn Levelling up fund – there is currently little detail on the fund, and it won't impact on the 2021-22 budget, but it will potentially result in new investment in the district. Efforts will be made to attract as much of the fund as possible.
- 3.9 Individual Authority allocations for the Public Health grant are not yet known, however any increase is likely to be inflationary, and will be largely matched by an increase in costs associated with funding Agenda for Change pay increases linked to contracts with NHS providers.

Schools

- 4.0 The Prime Minister in his latest statement about the 3rd national lockdown said that additional IT equipment will be provided to children that can't access remote learning, and the Secretary of State for Education made a further statement on this on the 6th of January. Depending on what resources are made available to the Bradford District, the Government's provision could either supplement or substitute for the Council capital budget proposal to provide £2.2m of additional IT equipment to disadvantaged children.
- 4.1 The Schools' settlement headline increase figures (£2.2bn nationally in 2021/22) were already announced in December 2019. The Spending review 2020 simply confirms these commitments, but does confirm that the national school's budget will not be 'paired back' in 2022/23 in response to COVID. The 2021/22 overall settlement for schools nationally is c3% increase, so above inflation. Pupil Premium Grant however, which is a significant funding stream for the Bradford District, is not increased for inflation in 2021/22 and the settlement for early years is lower than for schools at between 1.3% and 1.5%.
- 4.2 Subject to further detail confirming what is actually meant, a full pay freeze for teachers at September 2021 will reduce pressure on school and academy budgets which could provide capacity for schools to re-deploy for COVID catch up activity/ raising attainment for example. However, not all schools will be in a more comfortable financial position (not all schools are going to get 3% in 2021/22).

- 4.3 In the Chancellors Comprehensive Spending Review statement £300m of capital funding was announced for new Special Educational Needs and Disability placements in 2021/22. It is currently unknown how the funding will be distributed, but any funding received could possibly supplement or substitute for the £6m for SEND expansion included within the Councils proposed capital investment.
- 4.5 The Schools Forum will shortly agree its recommendations on the allocation of the 2021/22 Dedicated Schools Grant. These recommendations will be presented to the Executive on 16 February.

5. LOCAL FUNDING ISSUES

- 5.1 At the meeting of the Executive held on 5 January 2021 the Council Tax base for 2021/2022 was approved as a total number of Band D equivalent properties of 142,000. This was already reflected in the 1st December report.
- 5.2 The provisional Business Rates Base was also approved at Executive on 5 January. The final Business Rates Base will be completed for the end of January and the final budget documents updated accordingly.
- 5.3 Discussions are taking place around the new West Yorkshire Business Rates Pool. The new Pool will redistribute within West Yorkshire a proportion of Business Rates that would otherwise be paid back to the Government. Values associated with this redistribution are currently unknown.
- 5.4 As outlined in the 1st December 2020 report addendum, a Council Tax and Business Rates collection fund deficit compensation scheme was announced as part of the Chancellors Comprehensive Spending Review statement in November. The details are still being worked through, but it now appears that 75% of qualifying irrecoverable losses will be paid in 2021-22, with the remaining deficit allowed to be spread over 3 years. The net benefit remains materially the same at c£5.5m as outlined in the addendum to the 1st December report.

6 Other Issues

- 6.2 The Qtr 3 Finance Position Statement for 2020-21 identified the continuing and growing pressures on Children's Social Care. The current budget proposals provide for £7.1m of budget increases in Children's Social Care next year, with additional amounts for IT and Legal services to support Children's Services.

7 Potential Effect of Items Highlighted in this Report

- 7.1 The overall impact of the Provisional Settlement and local funding issues is c£4.7m of improvements, resulting in a reduction in the call on reserves in comparison to the 1st December report from £12m to c£7.3m

8. OTHER MATTERS TO TAKE INTO CONSIDERATION

Reserves

- 8.1 At 31st December 2020 reserves stand at £236.9m (Council £204.5m, HRA £0.5m and Schools £31.9m). Unallocated reserves stand at £10.3m.
- 8.2 The Council has £15m of General Fund reserves, and £10.3m of unallocated reserves. These reserves are deemed to be the minimum level required to provide assurance about the ability to manage the Councils budget in a financial year given the high levels of uncertainty related to Covid, Brexit and future local government finance reforms.
- 8.3 There are however a number of other Earmarked reserves that could be re-designated or part used in 2021-22 should it be required. These include the £54.9m Financing reserves that resulted from the change in Minimum Revenue Provision policy in 2018-19. Again, should they be used then they will either have to be reimbursed, or otherwise it will cause a budget pressure from 2036 onwards. A review of earmarked reserves has commenced.

Consultation

- 9.0 Appendix B provides the outcome of the budget consultation which includes feedback received from the public, interested parties and key stakeholders.
- 9.1 In proposing the final budget the Executive will need to have due regard to the information contained within this report, the consultation feedback received, and the public sector equality duty as set out in section 149 Equality Act 2010.

10 RISK MANAGEMENT AND GOVERNANCE ISSUES

- 10.1 The uncertainties regarding the funding that will be available to the Council are considered within this report.

11. LEGAL APPRAISAL

- 11.1 It is necessary to ensure that the Executive have comprehensive information when considering the recommendations to make to Council on a budget for 2021/22 at their meeting on 16 February 2021. It is a legal requirement that Members have regard to all relevant information and the information in this report is considered relevant in this context.

1. S149 of the Equality Act 2010 (the Public Sector Equality Duty) provides as follows:

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

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

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

- a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

- a) tackle prejudice, and
- b) promote understanding.

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

2. The Council must ensure that it has sufficient information to enable it to identify whether a proposal, if implemented, would disproportionately affect particular groups with relevant protected characteristics and if so whether any such adverse impact can be avoided or mitigated.

3. The courts have established a number of principles which the Council should take into account in making decisions:

- the duty means that the potential impact of a decision on people with different protected characteristics must always be taken into account as a mandatory relevant consideration
- where large numbers of vulnerable people, many of whom share a protected characteristic, are affected, consideration of the matters set out in the duty must be very high
- even if the number of people affected by a particular decision may be small, the seriousness or the extent of discrimination may be great. The weight given to the aims of the duty is not necessarily less when the number of people affected is small.

4. There is also a duty on all Best Value authorities to consult when making changes to services or ending service provision.

5. In addition to these specific legal duties, the Council has put out its proposals for public consultation and accordingly must have regard to the responses before making budget decisions.

6. In summary, it is necessary to ensure that Executive have comprehensive information when considering the recommendations to make to Council on a budget for 2021- 2022.

Case law has confirmed that, in order to fulfil the duty under S149 Equality Act 2010, Elected Members need to read in full the EIA forms and consultation feedback as it is a legal requirement that Elected Members have regard to all the relevant information and accordingly Elected Members are referred to all the information at Appendix B and the Annex to Appendix B and to the equality assessments <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2021-22/>

12. OTHER IMPLICATIONS

12.1 EQUALITY & DIVERSITY

The equality implications are considered in Appendix B of this report.

12.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications resulting from this report.

12.3 GREENHOUSE GAS EMISSIONS IMPACTS

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

12.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct community safety implications resulting from this report

12.5 HUMAN RIGHTS ACT

There are no Human Rights implications resulting from this report

12.6 TRADE UNION

Trade Union feedback is outlined in Appendix B.

12.7 WARD IMPLICATIONS

There are no direct Ward or area implications resulting from this report.

12.8 IMPLICATIONS FOR CORPORATE PARENTING

None identified.

12.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None identified.

13. NOT FOR PUBLICATION DOCUMENTS

None

14. RECOMMENDATIONS

14.1 Executive are asked to note:

the contents of this report and to have regard to the information contained within this report when considering the recommendations to make to Council on a budget for 2021/22 at their meeting on 16 February 2021.

That in accordance with Section 149 of the Equality Act 2010, the Executive has regard to the information contained in Appendix B and the Annex to Appendix B together with the equality assessments when considering the recommendations to make to the Council on budget proposals for 2021-22.

15. BACKGROUND DOCUMENTS

Proposed Financial Plan 2021/22 and Addendum 1st December 2020 Executive

Calculation of Bradford's Council Tax Base and Business Rates Base for 2021/22 Executive Report 5 January 2021

2020-21 Qtr 3 Financial Position Statement Executive report 2 February 2021

16. Appendix A - SUMMARY OF FINANCIAL IMPLICATIONS

Appendix B - CONSULTATION FEEDBACK AND EQUALITY ASSESSMENT FOR THE 2021-22 COUNCIL BUDGET PROPOSALS FOR 2021-22

APPENDIX A: SUMMARY OF FINANCIAL IMPLICATIONS

| | 2021/22 Budget £'000 |
|--|-------------------------------------|
| NET EXPENDITURE | |
| 2020/21 Budget brought forward | 378,080 |
| Reversal of non-recurring investment from 2020/21 | (5,630) |
| Sub total | 372,450 |
| Proposed Recurring Investments in 2021-22 | 12,411 |
| Funding Changes | (5,107) |
| Inflation incl Pay Award | 14,120 |
| Base Net Expenditure Requirement | 393,874 |
| Demographic pressures in Adults, Children's and Waste | 1,850 |
| One off investments | 0 |
| Capital financing and central budget adjustments | (1,143) |
| Previously approved budget savings | (9,142) |
| Amended prior Budget decisions | 1,608 |
| New Budget proposals for consultation | (745) |
| Net Expenditure Requirement | 386,303 |
| RESOURCES | |
| Localised Business Rates | (62,458) |
| BR Collection fund deficit from 2020-21 | 924 |
| BR Collection fund deficit compensation scheme (75%) | (693) |
| Adj to enable remaining 25% deficit to be split over 3 years | (231) |
| Remaining forecast BR fund deficit repayment (£231k split over 3 years) | 77 |
| Top Up Grant | (69,259) |
| Revenue Support Grant | (34,800) |
| Council Tax | (212,874) |
| CTax fund deficit from 2020-21 | 6,400 |
| CTax 2020-21 fund deficit compensation scheme | (4,800) |
| Adj to enable remaining 25% deficit to split over 3 years | (1,600) |
| Remaining 2020-21 CTax fund deficit repayment (£1.6m split over 3 years) | 533 |
| Pre-approved use of reserves | (198) |
| Proposed use of reserves to balance 2021-22 budget | (7,325) |
| Total Resources | (386,303) |
| Budget (surplus)/shortfall | 0 |

Appendix B

CONSULTATION FEEDBACK AND EQUALITY ASSESSMENT FOR THE 2021-22 COUNCIL BUDGET PROPOSALS FOR 2021-22

1. SUMMARY

On 1 December 2020 the Executive approved new budget proposals for consultation with the public, partners, local business, the voluntary and community sector, and other interested parties, staff and the Trade Unions. This appendix provides feedback from the public engagement and consultation programme. There is particular reference to the Council's responsibilities under equality legislation to enable the Executive to have due regard to the Public Sector Equality Duty when considering its recommendations to Council on proposals for the 2021-22 budget.

2. BACKGROUND

Best Value and the Equality Act

- 2.1 Statutory guidance on Best Value introduced in September 2011 and reaffirmed in March 2015 reminds local authorities that they are under a duty to consult service users and potential service users, local voluntary and community organisations, and small businesses.
- 2.2 There should also be opportunities for organisations, service users and the wider community to put forward options on how to reshape the service or project. Local authorities should assist this engagement by making available all appropriate information in line with the Government's transparency agenda.
- 2.3 The Equality Act 2010 protects people from unlawful discrimination on the basis of 'protected characteristics'. The Equality Act 2010 defines protected characteristics as age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. As outlined in the recently approved Equality Plan, the Council's approach to equalities goes beyond this, by looking at equality more broadly and taking into account the impact of our decisions on people on low income or with a low wage.
- 2.4 The 2010 Act also introduced a specific Public Sector Equality Duty which requires local authorities, in the exercise of their functions, including when making decisions, to have due regard to the need to:
 - Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - Foster good relations between people who share a protected characteristic and people who do not share it.
- 2.5 In discharging this duty, local authorities not only need to understand how different people will be affected by their activities, proposals and decisions, they also need to

demonstrate that they have given due regard by publishing information that shows they have consciously discharged their responsibilities as part of the decision-making process.

2.6 There is a range of guidance materials on the Public Sector Equality Duty from the Equality and Human Rights Commission (EHRC) to assist the bodies that are subject to the duty, to understand the duty and meet their responsibilities. This notes that a public body will only be able to comply with the general equality duty in relation to a decision, if the ultimate decision maker:

- Understands the body's obligations under the general equality duty.
- Has sufficient information.
- Demonstrably takes this information fully into account throughout the decision-making process.

2.7 The EHRC emphasises the importance of ensuring that the duty is complied with before a decision is taken, while options are being developed and appraised, as well as at the time of the actual decision. The duty cannot be used retrospectively to justify a decision.

3. OTHER CONSIDERATIONS

3.1 The engagement and consultation programme in relation to the budget proposals for 2021 – 2022 was agreed by the Executive at its meeting on 1 December 2020. At the meeting the Executive reaffirmed its commitment to a public engagement and consultation programme designed to meet the legislative duties and to fulfil the following objectives:

- Support the 2021-22 budget setting process in as fair and as transparent a way as possible.
- Ensure that the Council meets its specific duties under equality legislation, in particular that the potential impact of the proposals on groups or individuals who share protected characteristics are considered, assessed and consulted upon. This would also be extended to those on low income/low wage.
- Ensure that Trade Unions and staff are consulted appropriately and in a timely manner.
- Meet Best Value Statutory Guidance regarding the way local authorities should work with Voluntary and Community Sector (VCS) organisations and small businesses when facing difficult funding decisions.
- Consult and engage with the VCS.
- Ensure the Council complies with all other legal duties to consult.

3.2 While the Council is not required under statute to produce or publish Equality Impact Assessment (EIA) forms specifically, a local decision has previously been taken to continue to use EIA forms. Equality impacts are considered by officers and elected members as part of the development of the budget proposals, with assessments recorded through an EIA form. The forms can then assist members of the public and other interested parties to view potential equality impacts. This will show where a disproportionate impact has been identified, or where an impact affects a number of people or particularly vulnerable groups. Mitigations will have also been considered, and where these have been possible, they have also been

captured on the EIA forms.

- 3.3 Case law has confirmed that in order to fulfil the duty under S149 of the Equality Act 2010, elected members need to have considered equality impacts and given due regard to the three aims of the Equality Duty as part of their decision making processes.
- 3.4 EIA forms outlining identified equality impacts on the new budget proposals agreed by the Executive at their meeting on 1 December 2020 are available on the Council's web site at <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2021-22/> . A summary of these is also provided in Annex 1 to this document. Feedback from the consultation where respondents have identified a possible negative equality impact related to a proposal is also provided in Annex 1.
- 3.5 Following a review and assessment of the consultation feedback, EIA forms will be updated then republished at the same time as the papers for the Executive meeting to be held on 16 February 2021.

4 Cumulative Equality Impacts on the 2021-22 Budget Proposals

The budget proposals have been prepared to support delivery against the Council Plan and Equality Plan priorities that were approved by Council in December. A major thrust of the Council Plan is to support the District and its people through the COVID-19 pandemic and to support the District's recovery. As such measures within the budget proposals aim to support our vulnerable and disadvantaged residents whilst supporting the District as a whole. The proposals also contribute to fulfilling our equality duties to:

- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; (for instance through our proposals for education, skills, etc.) and
- Foster good relations between people who share a protected characteristic and people who do not share it. (for instance through our proposals for culture, stronger communities etc.)

As the budget proposals are for investment no significant cumulative negative impacts have been identified across the proposals. This assessment is based on the draft budget proposals presented to Executive in December. All EIA forms will be updated where required and republished on the Council's website at the same time as the papers for the Executive meeting to be held on 16 February 2021. This will include an overall assessment of equality impact of the final Budget proposals.

Table showing the total level of impacts across each protected characteristic

group from proposals presented to Executive in December.

| Protected Characteristic | Impact Levels | | | |
|------------------------------|---------------|--------|-----|-------|
| | High | Medium | Low | TOTAL |
| Age | 0 | 1 | 3 | 4 |
| Disability | 0 | 1 | 1 | 2 |
| Gender reassignment | 0 | 0 | 1 | 1 |
| Race | 0 | 0 | 1 | 1 |
| Religion/belief | 0 | 0 | 1 | 1 |
| Pregnancy/Maternity | 0 | 0 | 1 | 1 |
| Sexual Orientation | 0 | 0 | 1 | 1 |
| Sex | 0 | 0 | 2 | 2 |
| Marriage & Civil Partnership | 0 | 0 | 1 | 1 |
| Low Income/Low Wage | 1 | 0 | 3 | 4 |

However, whilst no significant cumulative negative impacts result directly from these proposals we know that COVID-19 has had a disproportionate impact both on the District as a whole and specific groups within it.

5 Consultation Process

- 5.1 The consultation provided the people, partners and businesses of the district along with Council staff and their Trades Unions with opportunities to provide their views on the budget proposals, to help shape and inform final decisions. The budget consultation sought comments on proposals for the financial year 2021/2022.
- 5.2 The consultation was open from 1 December 2020 to 15 January 2021. The consultation comprised of a survey enabling individuals and organisations to comment on the proposals of their choosing. Online meetings to receive feedback were offered to all partners and a number of online open public consultation events were also offered. However, there was no take-up of the public online events.
- 5.3 The public and others responding to the consultation could provide their responses online or by writing to the Council using a freepost address. The Council's website, press releases, social media (Twitter and Facebook), direct email to partners and organisations and the Council's app were used to promote the consultation. The budget information was also provided in easier read and other accessible formats.
- 5.4 The consultation has been promoted to:
- Strategic partnerships and partnerships
 - Partner organisations from across the district
 - Parish and Town Councils
 - Voluntary and Community Sector
 - Faith Groups

- Business community – via Economic Recovery Board and the Chamber
- Organisations that advocate or represent specific groups or communities

5.5 Meetings with partners and other groups have taken place with:

- District Strategic Co-ordination Group
- Bradford District VCS Assembly Steering Group
- Covid Youth Ambassadors
- Bradford, Airedale, Wharfedale and Craven CCG
- Anti-Poverty Co-ordination Group
- Economic Recovery Board
- Health and Wellbeing Board Equalities Group
- Equity Partnership Trustees
- Council Staff Directed Networks leads
- Local Council Liaison Group
- Bradford Talking Media work groups
- Trades Unions

Additional groups and partnerships, such as the Stronger Communities Partnership, have directly requested representatives to provide feedback.

Some additional feedback is expected through the Covid Youth Ambassadors and the Looked After Children engagement. This has been delayed due to specific work taking place around COVID-19. If this becomes available in time, it will be presented to the Executive meeting of the 16 February 2021.

5.6 The Appendix provides the consultation feedback on the budget proposals and feedback on their equality impacts for Executive's consideration when considering the recommendations to make to the Council on budget proposals for 2021-2022.

6 Consultation – Responses and feedback received

6.1 At the close of the consultation on the 15 January 2021, the Council had received 75 responses through its online survey, and 20 responses to Council social media posts. In total this had generated 77 comments to the budget proposals and a further 20 comments not related to the proposals

6.2 Paper copies of completed survey were not submitted.

6.3 The consultation also received six email responses related to the proposals and other issues, one from a member of the public, one from a not-for-profit organisation interested in one of the proposals, a further being a formal response from Bradford, Airedale, Wharfedale and Craven CCG and one from the Bradford Hindu Council. Bradford Talking Media also emailed feedback from their work groups to the consultation proposals.

6.4 In addition, the following organisations provided feedback via consultation meetings:

- District Strategic Co-ordination Group

- Bradford District VCS Assembly Steering Group
- Covid Youth Ambassadors
- Bradford, Airedale, Wharfedale and Craven CCG
- Equity Partnership Trustees
- Council Staff Directed Networks leads
- Local Council Liaison Group

6.5 The number of comments received through responses to the survey, social media and emails and through the partner and focus groups for each of the proposals was as follows:

| Ref | Proposal | Survey/ Social media | Partner Focus Groups | Total |
|---------|--|----------------------------|----------------------------|-------|
| | Increase in Council Tax by 1.99% | 48 | 1 | 49 |
| | Social care precept | 1 | 1 | 2 |
| CHR8.3 | Skills House - Investment | 0 | 2 | 2 |
| CHR8.1 | Children's Services demand pressures & improvement | 1 | 1 | 2 |
| PR8.1 | Waste Services demand & lower recycling income | 4 | 2 | 6 |
| CR8.1 | Learning & Development and equalities | 3 | 3 | 6 |
| HWR8.1 | Adults Commissioning Team expansion | 2 | 1 | 3 |
| PR8.2 | Stronger Communities Team | 2 | 2 | 4 |
| | Adult Social Care demographic growth to meet demand pressures arising from population growth. | 0 | 1 | 1 |
| PR8.3 | Culture investment | 15 | 3 | 18 |
| PR8.4 | Housing First | 1 | 1 | 2 |
| CXR8.1 | Safeguarding Pressure | 0 | 1 | 1 |
| CRR8.6 | Continuing support for Community Asset Transfers | 2 | 1 | 3 |
| CHNR8.1 | Raising Attainment in schools | 0 | 1 | 1 |
| 6X1 | Welfare Advice & Customer Service Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'. Delay the full implementation of the £844k approved saving to 2022-23 as these services are critical to the on-going response to Covid and continue to review their approach to delivery. | 2 | 2 | 4 |
| 5E2. | Youth Services Saving Delay the £513k saving to 2022/23 at a cost of £513k as response to Covid has been critical | 5 | 3 | 8 |
| PCS1 | BACES Additional Investment in Bradford & Airedale Community Equipment Service (BACES) is required beyond the currently approved funding period. The capital budget is an essential part of the BACES requirement for small and minor adaptations to people's homes that are not Disabled Facilities Grant eligible or for larger items of equipment such as Stair lifts and Hoists. It is intended that there will be a future requirement of £350k for Learning Disability service users and £400k for more general BACES capital items. | 1 | 1 | 2 |
| PCS2 | Great Places to Grow Old – Saltire Residential Care Home The Scheme is already in the CIP for the construction of a new 50 bed short stay residential home on the site of Neville | 1 | 1 | 2 |

| | | | | |
|--------------|--|----|----|-----|
| | Grange in Saltaire. | | | |
| PCS4 | Core IT Infrastructure This is for SAP developments and the Digital Strategy capital innovation fund. It will be funded by £0.4m already in the 20-21 Programme, £0.2m revenue contribution and the remainder corporate borrowing. | 0 | 1 | 1 |
| PCS5 | SEND Expansion This is the estimate of the additional budget need above current Basic Needs Grant. It would be funded by corporate borrowing and be used to complete SEND expansion in mainstream schools and SEN schools. | 2 | 1 | 3 |
| PCS6 | IT Processes and Systems – End to End Review A planned programme of work to systems and processes. The improvements to the systems are designed to promote better practice including facilitating improvements in the quality of analysis and the extent to which the child's lived experience is captured. This in turn will contribute to enhanced planning and review, helping us to ensure that progress towards clear targets is monitored. | 1 | 0 | 1 |
| PCS7 | Laptops for Children Investment programme for raising attainment across the District. It includes continuing to invest capital funding in Digital Inclusion for Disadvantaged Children & Young People by investing in an infrastructure to support the programme. | 2 | 3 | 5 |
| Total | | 93 | 33 | 126 |

6.6 Consultation – Feedback on Proposals

Support for the Council budget proposals

District Strategic Co-ordination Group were supportive across all of the proposals. Whilst not providing feedback on specific proposals they welcomed that the Council intended to invest in the area and the proposed specific support in key areas. They also welcomed that there were no cuts planned to services.

Bradford Talking Media work groups, provided feedback on specific proposals and were also supportive of the proposals and agreed that the Council needed to spend money on people and businesses that have been affected because of coronavirus.

Partners and focus groups were generally supportive of the proposals and made comments against specific proposals.

Trade Union feedback

Trades Unions provided the feedback below following the Council's consultation meetings with them through OJC Level 1.

“The Joint Trades Unions recognise the difficulties facing the authority at the present time. We will continue to fully support our members in respect of any workplace issues they have. We note and appreciate that no Section 188 notice was issued and applaud the move to withdraw the necessity for compulsory redundancies. As always we continue to work within the existing Industrial relations

framework to mitigate outstanding budget decisions. and look forward to comprehensive and meaningful consultation through this difficult and challenging time”.

Headlines from the feedback received

The following provides some of the headline feedback made on the specific budget proposals. These comments have come through the online questionnaire, social media, direct emails, and from online meetings with partners and focus groups.

| |
|--|
| Increase in Council Tax by 1.99% |
| Whilst there was support and understanding from a minority of respondents and some partners for this proposed raise, most of the comments were in regard to people’s ability to pay due to low income and the impacts of COVID-19 on families’ finances. Suggestions were made to alleviate the burden on residents |
| Culture investment PR8.3 |
| There were mixed views expressed about this proposal with some respondents stating it wasn’t a priority and others seeking more funding to support what they see as being a vital sector for the district. Partners who considered this proposal were supportive. |
| Youth Services Saving 5E2 |
| Respondents to the online survey expressed support and suggested the proposed cut should be removed and more funding was needed as need will increase further post pandemic. Equity Partnership Trustees and the Youth Covid Ambassadors also welcomed the deferral of the cut and sought to have it removed completely. Equity also considered the Service to be key to safe guarding LGBTQ+ young people. Bradford, Airedale and Wharfedale CCG were supportive of the proposal. |

A summary of all responses is contained in Annex 1 - Consultation feedback and suggestions against the budget proposals and equality impacts of those proposals to this appendix.

7 Background documents

Report to Executive on 1 December 2020: Proposed Financial Plan 2021-22
<https://bradford.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=7340&Ver=4>

Equality Impacts for Budget Proposals 2021-22
<https://www.bradford.gov.uk/your-council/council-budgets-and-spending/budget-eias-2021-22/>

Annex 1 –Consultation feedback and suggestions against the budget proposals and equality impacts of those proposals

All proposals are included in the tables below. Where feedback has not been received for a proposal, this has been stated

| Proposed revenue strategy 2021-22 | | | | | |
|-----------------------------------|-------------------------------|--|---|---|---|
| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
| | | Equalities Impact | Mitigation | | |
| | Increase in Council Tax 1.99% | <p>Use of the funds raised through this proposal may have a positive impact on people who share a protected characteristic – as reflected in the report to Council Executive of 1 December 2020 - Proposed Financial Plan and Budget proposals for 2021/22.</p> <p>Raising the amount of Council Tax payable on properties could have a disproportionate impact on people on low incomes.</p> <p>Bradford is the 5th most income deprived local authority in England.</p> | <p>The Council Tax Reduction Scheme that provides between 70 and 100% reduction for those eligible dependent on which criteria they meet – People on low income who are pensioners or working age can apply.</p> <p>25% discount for single occupancy.</p> <p>Exemption for care leavers up to age 21 and also disregarded for assessing number of adults in a property for Council Tax up to end of year when care leaver reaches age 25.</p> <p>Other discounts are available based on a range</p> | <p>Forty-seven of those responding via the online survey or to Council social media posts commented on this proposal.</p> <p>All, but one, respondents were concerned about the impact of the proposed raise in Council Tax, some suggested ways the impact on families and on individuals' finances could be offset.</p> <p>Of these, 22 two concerns were raised about residents not being able to afford to pay the proposed increase in Council Tax with low income, people being made redundant, people on furlough and unsure of their futures and businesses failing due the impacts of COVID-19 being cited most often. That the increase would be a further hardship on those struggling.</p> <p>Others were concerned about the impact</p> | <p>Equality impact feedback</p> <p>Respondents commented that there could be negative impacts from this policy on the following people:</p> <ul style="list-style-type: none"> • At risk of redundancy, • On furlough, • The unemployed • Those on low income • Some pensioners on low income • Those above with families to support • Children in families who are on low income or in families where income has been reduced due to COVID-19 <p>Suggested changes from</p> |

Proposed revenue strategy 2021-22

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|-----|---------------------|----------------------------|---|---|--|
| | | Equalities Impact | Mitigation | | |
| | | | <p>of personal circumstances, such as reductions in the Council Tax payable on properties adapted to meet the needs of a disabled resident.</p> | <p>the increase would have on their own families' finances and that they were struggling to pay already. That yearly pension increase goes on the Council Tax.</p> <p>Some expressed the view that Keighley would not benefit from the proposal.</p> <p>Other views expressed included reference to Council reserves, that the rise was year on year, issue was about collection rates.</p> <p>One respondent supported the proposal stating that the Council would not be able to do its work without the raise, that the Council had kept people well informed and provided great value during the pandemic.</p> <p>Partners and focus groups feedback Bradford VCS Assembly Steering Group expressed surprise at the level of increase and wanted the Council to consider further support to offset this increase for families in poverty and those affected by COVID-19 (even those who would normally be considered as being better off).</p> <p>Bradford Talking Media Work Groups were concerned about the proposed rise in</p> | <p>consultees to the proposals:</p> <ul style="list-style-type: none"> • Reduce or impose no or only a 1% increase in the Council Tax and the Social Care Precept or delay the increase for a year and collect all CT due. • Put more support into helping those who can't afford to pay • Target a support package at the poorest in the District. • Increase efficiency in the Council and cut costs by imposing pay freezes, cuts to pay and allowance, reducing number of elected members, stop making cycle lanes and charge cyclists for their use. • Spend money across the district fairly and spend every penny in the District • Apply a personal |

Proposed revenue strategy 2021-22

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|-----|------------------------|---|--|---|--|
| | | Equalities Impact | Mitigation | | |
| | | | | Council Tax. Some people thought it was unfair as many people had lost their jobs and businesses due to COVID-19. However, one person thought it was fair that Council Tax would go up. As long as the money is spent well. | <p>charge against all adults instead of the Council Tax</p> <ul style="list-style-type: none"> Review Council Tax Bandings. |
| | Social Care Precept 3% | <p>This funding will support the continuation of social care services.</p> <p>Applying a Social Care precept on properties could have a disproportionate impact on people on low incomes</p> <p>Bradford is the 5th most</p> | As above for proposal to increase Council Tax. | <p>One of those responding via the online survey directly commented on this proposal. Others commenting about the proposed Council Tax increase also mentioned the Social Care Precept or referred to the proposed '4.9 or 5%' increase.</p> <p>Concern raised was about residents' ability to pay especially mid-pandemic. Mention was also made to the expected increase in other levies too – such as parish council,</p> | <p>Equality Feedback:</p> <p>Respondents commented that there could be negative impacts from this policy on the following people:</p> <ul style="list-style-type: none"> Those on low income and those whose finances had been impacted by COVID-19 <p>Most people commenting on</p> |

Proposed revenue strategy 2021-22

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| | | Equalities Impact | Mitigation | | |
| | | income deprived local authority in England. | | <p>police.</p> <p>In addition, a comment was made that many won't be able to afford the rise and won't be able to get help in paying it.</p> | <p>the proposed Council Tax Increase either mentioned or referred to the levy of the Social Care Precept, equality impacts identified in relation to the Council Tax proposal should also be considered in relation to this proposal.</p> <p>Suggested changes from consultees to the proposals:</p> <ul style="list-style-type: none"> • No or only a 1% increase |

Proposed Recurring Investments for 2021-22

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| | | Equalities Impact | Mitigation | | |

Proposed Recurring Investments for 2021-22

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| | | Equalities Impact | Mitigation | | |
| CHR8.1 | Children's Services demand pressures & improvement | The additional resource will provide capacity to implement and sustain required improvements as part of our Ofsted improvement journey at a good pace; enable us to reduce staff turnover; ensure we have sufficient placement capacity to cope with the rising numbers of children in care; and support healthier and safer working cultures and environments to improve our quality of practice with more manageable workloads. | N/A | <p>No direct comments were received from those responding to the online survey or Council social media posts but two indirect comments were received in relation to other proposals.</p> <p>One noted that Children's Services were drastically impacted by previous cuts. The respondent wanted more details about the proposal.</p> <p>Partner and Focus Group feedback</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>We welcome this allocation to children's services. The CCG would welcome a discussion to consider how we address the following system challenges to increase timely access, enhanced quality and improved safety for our local service users:</p> <ol style="list-style-type: none"> 1. Service related pressures placed on the health and care system by a disproportionate increase in the number of children looked after. | <p>No equality feedback was received</p> <p>Suggested changes from consultees to the proposals:</p> <ul style="list-style-type: none"> • Sell assets to raise funds needed. |

Proposed Recurring Investments for 2021-22

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| | | Equalities Impact | Mitigation | | |
| | | | | <p>The CCG is particularly concerned about the safety and timeliness of services provided to these children and young people and is keen to explore how we 'act as one' to remedy this;</p> <ol style="list-style-type: none"> 2. Children's autism; developing a shared system solution to the lengthy waits that children currently experience regarding diagnostic and assessment 3. Education health and care plans (EHCP); addressing jointly, the quality and therapy issues that impact on children who require a EHCP. | |
| CHR8.3 | Skills House - Investment | The intention of the scaling up of Skills House is to have positive impact on all people in the district and enhance equality of opportunity. However, to ensure this is successful continued equality assessments and judgements will need to be made. | A commitment has been made to provide a set of interventions to meet underlying local need. From an equality perspective this includes people on low pay and facing social inequalities. It is also intended to build capacity of deprived communities and residents to be better able to access employment | <p>No feedback received from the online survey or to Council social media posts</p> <p>Partners and focus groups feedback</p> <p>Bradford VCS Assembly Steering Group said that VCS and Council work in partnership to support skills and employability across the District. However, nothing in the budget papers to suggest how much allocation will be</p> | <p>Equality feedback</p> <ul style="list-style-type: none"> • LGBTQ+ young people may need more support in accessing employment support and employment <p>Suggested changes from consultees to the proposals:</p> <ul style="list-style-type: none"> • Ensure specific support is |

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| | | Equalities Impact | Mitigation | | |
| | | <p>The programme's intentions are to create a more diverse workforce (by age, geography, ethnicity and disability) which is better equipped to deliver on current and future economic demands, with greater resilience. Skills House has the potential to be the enabler for system-wide alignment and transformation to address poverty, social exclusion and inequality whilst also meeting the future workforce requirements of employers.</p> <p>This will be particularly necessary as a consequence of the COVID-19 pandemic. The people most likely to hold vulnerable jobs and therefore be affected by a COVID-19 related</p> | <p>opportunities and training to secure sustainable employment and careers.</p> <p>It is also the intention of the wider programme of work to ensure there are suitable jobs (and terms and conditions) to meet the diversity of people in the district who are or will be seeking work. That could be on-job training opportunities, flexible working hours, acceptance of cultural needs (clothing, prayer times), so as not to inadvertently exclude certain protected characteristic groups.</p> <p>To ensure suitable and sustained employment of a diverse range of people the programme will:</p> <ul style="list-style-type: none"> • Have a focus on voluntary engagement to sustain clients' engagement and commitment, though there | <p>used to support this partnership work. Also, do not want to see competition created around this in the (VCS) sector.</p> <p>Would like to check what will be going to the VCS sector from this allocation? How the allocation will create capacity and reassurance that this won't create competition?</p> <p>Equity Partnership Trustees were concerned about youth unemployment during and following the pandemic. They fed back that some young people from the LGBTQ+ community in particular, may need tailored and targeted support to help build their confidence to seek and obtain employment support and jobs. Equity also said that they would be keen to work in partnership with the Council on this.</p> | <p>in place to support groups with specific needs</p> <ul style="list-style-type: none"> • Offer apprenticeships in areas/settings aimed at people, and young people, from specific under represented identities or from specific underrepresented groups |

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| | | Equalities Impact | Mitigation | | |
| | | <p>recession are:</p> <ul style="list-style-type: none"> • People on low-wages and with low skills (Low income/low wage) • Women (sex) • Young people (age) <p>The ambition is to support the district as a whole, however certain support schemes/ activities may inadvertently only positively impact certain protected characteristic groups. For example, some of our programmes are likely to involve digital support, which will disproportionately impact on people who might have reduced access and capabilities with digital platforms and equipment – older people, disabled people and those on low</p> | <p>might be targeted promotion of certain groups if needed.</p> <ul style="list-style-type: none"> • Ensure a seamless service to clients that meet their needs. • Have an in-depth upfront assessment to understand the real barriers to work, which might include health issues or other sensitive personal circumstances. • Use the assessment to develop a personalised journey into sustained work. • Make a good match with employment opportunities so that the work and its conditions are appropriate for the clients physical and learning disabilities and mental health, and a focus of the quality of work. • Sustained support in work to ensure retention and career progression. • Offer sector specific training and skills | | |

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| | | Equalities Impact | Mitigation | | |
| | | <p>income.</p> <p>Disabled people are in some cases going to need more intensive or bespoke support, thereby making them less likely to progress. This will have an impact on the capacity available within Skills House and would need to be considered.</p> | <p>development.</p> <ul style="list-style-type: none"> • Have opportunities from entry level to graduate level. <p>Each SkillsHouse 'support scheme' will need to be assessed for who is accessing it and consequently being supported through to training and/or employment. Should particular protected characteristic groups be identified as having proportionally low take up, then the schemes will either need to be changed, or additional ones set up to target those groups of people especially.</p> <p>This EIA will therefore be updated once the detail of those individual support schemes is known, and then regularly reviewed to support progress with developing the SkillsHouse</p> | | |

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| | | Equalities Impact | Mitigation | | |
| | | | offer. There is also system wide support to reach all our communities with community outreach capacity being available from all partners involved - Bradford Council, Bradford College, Shipley College, Keighley College, University of Bradford, Department of Work and Pensions, National Careers Service, West Yorkshire Combined Authority, Connexions, Incommunities, Cellar Trust. | | |
| PR8.1 | Waste Services demand & lower recycling income | The proposal will have a positive impact on all residents of Bradford by allowing service continuation and improvements. By removing waste and keeping community areas clean, this may have additional benefits of removing potential for | N/A | Two respondents to the online survey commented on this proposal Comments were made that the budget wasn't enough as there is litter all over the District and that it was unclear how the funding would be used to reduce costs – if to fund incinerator projects, one respondent would be against the proposal | No equality feedback was received Suggested changes from consultees to the proposals: <ul style="list-style-type: none"> Measures to green Bradford City centre and Keighley town centre such as by |

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| | | Equalities Impact | Mitigation | | |
| | | harassment/victimisation due to the visible waste building up. | | <p>Two other comments were that streets should be cleaned regularly and that street cleaning had rarely been seen.</p> <p>Partner and Focus Groups feedback</p> <p>Bradford Talking Media Work Groups fed back that as that services had not been so good during the pandemic such as bin collections etc. they agreed that money should be spent on them. Some in the Group said that having clean cities and towns was really important. Groups felt that as Keighley and Bradford City centre were dirty with lots of shops closing down the Council could make them greener by planting trees.</p> <p>At the Local Council Liaison Group, a local Parish Councillor welcomed the investment and commented that areas need regular cleaning to support local people and also tourism.</p> <p>Email and letters</p> <p>A local parish councillor who over all</p> | <p>planting trees and other measures</p> <ul style="list-style-type: none"> • Survey streetscape and assess resource needed to keep it clean and in repair |

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| | | Equalities Impact | Mitigation | | |
| | | | | supported the budget proposals, said that more should be done to keep he district clean, maintain the highways and grass verges and the public realm generally as it would improve the overall image and encourage more people to live, work, play, visit and do business here. This would also support active travel such as walking and cycling. | |
| CR8.1 | Learning & Development and equalities | The Workforce Development Strategy and the Equality Plan identify a number of areas where the Council needs to take action to ensure that all people across all protected characteristics have a fair opportunity to: apply for jobs with the Council, be recruited to Council jobs, have training and promotional opportunities | N/A | <p>Three comments were received via the online survey and in response to social media posts</p> <p>This proposal appears to have caused some confusion in what it intended to achieve with a comment submitted that the amount is a lot if for advertising</p> <p>A further comment also gave evidence of this confusion with a respondent stating that the amount proposed won't be enough to catch-up on education attainment.</p> | <p>Equality impact feedback</p> <ul style="list-style-type: none"> • Children - the respondent linking this proposal to education commented that it would have a negative impact on children as not enough was being spent. <p>Suggested changes from consultees to the proposals</p> |

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| | | Equalities Impact | Mitigation | | |
| | | <p>in line with their needs and abilities. That services are appropriate to meet the needs of residents, that all residents have fair access to services to support them, that they are able to use their voice to influence decisions, have a safe environment in which to live, learn, work, play and grow no matter who they are, what their background is or where they live in the District.</p> <p>A number of actions within the Workforce Development Strategy and the Equality Plan aim to support people and communities to understand and respect people from cultures, backgrounds and with different protected characteristics to</p> | | <p>A final comment was a question as to why the council 'seems to recruit staff in its own image?'</p> <p>Partners and focus groups feedback</p> <p>Bradford VCS Assembly Steering Group fed back that the Council also needs to be transparent about how things will be measured against the equality agenda and that dedicated Council equality staff resource was needed in this area.</p> <p>They also commented that many communities are labelled as 'white' masking their needs. A radical shift in how data is collected is required as it's not nuanced enough except perhaps in regards to South Asian communities. Danger is that for others we don't have the same level of data and therefore don't assess needs.</p> <p>They suggested that the Anti-Poverty Co-ordination Group needs resourcing as do good work and are needed.</p> | <ul style="list-style-type: none"> • Fund the Anti-Poverty Co-ordination Group to do more work to reduce inequalities • Equality Impact Assessment to be used to reduce gaps and impacts on new communities • Improve data capture to enable evidence of need to be identified for smaller, newer and 'hidden' groups • Develop a community engagement strategy |

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| | | Equalities Impact | Mitigation | | |
| | | <p>themselves. There are also actions to address inequality of opportunity in terms of employment, training and promotion and access to services and support experienced by people who share specific protected characteristics and the local characteristic of 'low income'.</p> | | <p>Equality Impact Assessments need to focus on not widening the gap and on assessing the impacts on new communities. Also need to look at 'Community Assessment'. All funding to support the agenda has been short term which creates problems. They also mentioned a need for a Community Engagement Strategy.</p> <p>The Council's Staff Self-directed Network Leads Group suggested a dedicated equality staff resource is needed to support the equalities work.</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>The CCG supports this investment as workforce is at the heart of our shared success as a system. It would be helpful to have a discussion to consider how we can work together to understand how this additional investment helps contribute to system priorities for developing our workforce to best improve outcomes for our population.</p> | |

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| | | Equalities Impact | Mitigation | | |
| CR8.2 | IT requirements to support Children's Services | <p>The proposal and Programmes of work will advance equality as all those individuals requirements with a protected characteristic will be considered as part of any deployment process. For example, an individual may have a disability – sight impairment which would require a larger size laptop or specific software.</p> <p>It maybe that individuals who are of the Age Protected Characteristic will have a disproportionate impact.</p> | <p>Training guidance via IT Services Fundamentals Toolkits on Bradnet are available.</p> <p>Additional support would also be provided by individual's line managers and the Children's Workforce Development as required. There are also Evolve training courses available to provide support and user guides will be supplied as part of any software changes which take place in Children's Services. The training issues for the changes in the Children's IT End to End Programme and the Modern Workplace Programme will consider these as part of their EIA. Employee Health and Wellbeing would also provide support where appropriate.</p> | No feedback received | <p>No equality feedback was received</p> <p>No suggested changes from consultees to the proposals were received</p> |

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| | | Equalities Impact | Mitigation | | |
| | | | There is also the additional option for colleagues to apply under the Apprenticeship Levy to undertake qualifications which may include IT courses. | | |
| CR8.3 | SEND Transport Demographic Growth | Children who will benefit from the proposal share a protected characteristic under the Equality Act 2010. The proposal will ensure that the Council is able to fulfil its statutory duty under the Act. The proposal benefits parents of children with special educational needs, a disability or mobility problems and facilitates their attendance at schools. | N/A | No one responding via the online survey or to a Council social media post directly commented on this proposal but a comment was made about this proposal in connection to Council Tax as follows: Is there a crisis in SEND in Bradford? | No equality feedback was received No suggested changes from consultees to the proposals were received |
| HWR8.1 | Adults Commissioning | Delivering an effective and high quality | N/A | One respondent to the online | No equality feedback was |

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| | | Equalities Impact | Mitigation | | |
| | Team expansion | <p>commissioning, contracts and quality function will ensure well designed and coproduced adult social care services for people with social care needs.</p> <p>Social inclusion outcomes and addressing inequalities are considered a high priority in adult social care commissioning.</p> <p>High quality and effective commissioning and contract and quality management supports delivery of services that meet individual needs and facilitates and sustains a vibrant social care market that offers choice and control to individuals.</p> | | <p>survey commented on this proposal (but the comment relates to proposal 6X1)</p> <p>The comment was about previous cuts to the welfare rights services and suggested funding was re-instated due the pandemic and some people's worsening situations.</p> <p>Partner and Focus Groups feedback</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>This investment is timely and well needed. The CCG is committed to working closely with the adult social care to ensure that we can augment our joint commissioning arrangements and move towards an integrated model of commissioning.</p> | <p>received (for this proposal)</p> <p>No suggested changes from consultees to the proposals (received for this proposal)</p> |

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| | | Equalities Impact | Mitigation | | |
| PR8.2 | Stronger Communities Team | <p>The proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. As a test and learn programme, the evaluation of the programme is already showing early signs of positive outcomes. There is no perceived detriment from undertaking any of the initiatives within the delivery plan.</p> <p>Both the Government Green Paper and the engagement work undertaken locally recognise the importance of getting along in the District by increasing the size and diversity of social networks and bringing confidence and a sense of belonging.</p> | <p>Review of the work being delivered is being effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the District can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits. This will be supported by a thorough communications and marketing plan, and an appointed marketing Executive and behaviour change marketing company and an internal Programme Monitoring and Evaluation group which will look to tackle any on-going risks and issues or negative impact on certain groups.</p> | <p>One of those responding via the online survey commented on this proposal</p> <p>The respondent suggested that culture and stronger communities have the same goal and could be amalgamated to reduce costs.</p> <p>Partner and Focus Group feedback</p> <p>Equity Partnership Trustees were supportive and keen to learn how this would support bespoke community events – such as Bradford Pride?</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG is that they are fully supportive of this proposal</p> <p>Email and letters</p> <p>Bradford Hindu Council would like to hear what would happen to the £250,000 from the Stronger</p> | <p>No equality feedback was received</p> <p>Suggested changes from consultees to the proposals</p> <ul style="list-style-type: none"> • Amalgamate culture and stronger communities |

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| | | Equalities Impact | Mitigation | | |
| | | <p>The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus. It is intended to increase opportunities for people from different backgrounds to mix together, increase their mutual understanding and respect of each other by reducing misunderstandings and barriers through sustained interactions.</p> | | <p>Communities Team if the government continues to fund this organisation, would they redirect the £250,000 or would that go back into the reserves.</p> | |

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| | | Equalities Impact | Mitigation | | |
| | | As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, and it has, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity has been undertaken to review policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the districts work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan. The proposal | | | |

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| | | Equalities Impact | Mitigation | | |
| | | includes aspects of Feeling Safe as this can act as a barrier to people's willingness to engage in activities that bring people together. The Delivery Plan intends to support campaigns to dispel and debunk myths as well as activities that encourage difficult conversations between different groups of people, challenging prejudices and stereotypes. | | | |
| CRR8.4 | Legal Services, to support children service demands | The proposal will support Children's Social Care in ensuring the protection and welfare of children in Bradford. | N/A | No feedback was received | No equality feedback was received No suggested changes from consultees to the proposals were received |

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| | | Equalities Impact | Mitigation | | |
| | | Legal advice/representation will help support those children with a protected characteristic. | | | |
| | Adult Social Care demographic growth to meet demand pressures arising from population growth. | The additional funding will enable the service to provide support to vulnerable people who share a protected characteristic to retain their independence within their own home (or supported living), while enabling them to continue to actively engage in their wider community. | N/A | <p>No feedback was received through the online survey or to Council social media posts</p> <p>Partners and focus groups feedback</p> <p>Bradford VCS Assembly Steering Group feedback was that additional investment is required after the impact on care homes of COVID-19, that care home providers are going out of business and that the Domiciliary care commission learn lessons from the last few months.</p> <p>They also said that they felt the VCS had performed well supporting the NHS yet there is nothing in the budget to strengthen the VCS sector?</p> | <p>No equality feedback was received</p> <p>No suggested changes from consultees to the proposals were received</p> |

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|-------|---------------------|--|------------|---|---|
| | | Equalities Impact | Mitigation | | |
| PR8.3 | Culture investment | <p>The proposal will enable us to have more investment to be able to support pathways and projects that will lead to a more equitable cultural sector that is representative of our communities.</p> <p>It will help with ensuring more cultural representation enabling better understanding and education of the difference in cultures.</p> | N/A | <p>Twelve of those responding via the online survey or responding to Council social media posts either directly or indirectly commented on this proposal</p> <p>There were comments in favour and against the proposal, some suggesting the funding proposed would not be enough to support the sector, that the proposal would help with the economic and COVID-19 recovery, others that it should not be a priority for spending, that it could be a waste if the bid is lost. Others were pleased to see the Council's commitment to culture.</p> <p>Other comments were that this was an opportunity to invest in the City-wide cultural dynamic, that links could be made with business plans, that it offered an opportunity to nurture young people's talent and creativity. Several suggested that the loss of the Events and Festivals budget would negatively impact the proposal. Some of those in favour of the proposal expressed views that culture and the arts were important to wellbeing, that Bradford had best</p> | <p>No equality feedback was received</p> <p>Suggested changes from consultees to the proposals</p> <ul style="list-style-type: none"> • Join the budgets for culture and stronger communities to save money • Increase the Cultural budget to allow for additional response funding and use reserves to support struggling cultural organisations • Increase investment in museums, galleries and libraries, maintaining pre pandemic sites and opening times - especially for libraries • Re-instate, delete and prevent any saving to festivals/events • Secure 'Levelling Up' money or WYCA investment, to continue to invest in our cultural institutions • Ensure 'hidden gems' such |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
|-----|---------------------|----------------------------|------------|---|--|
| | | Equalities Impact | Mitigation | | |
| | | | | <p>practice to share, that culture and arts would be vital for the future of our town and city centres, and that winning the bid would transform the District.</p> <p>Suggestions were also made that libraries, museums, and art galleries should also be invested in as part of the District's cultural offer as they support well-being, especially to our vulnerable, and are important in attracting visitors.</p> <p>Other comments covered a suggested amalgamation of the culture and stronger communities team, that the funding should be put into Youth Services or into Food Banks,</p> <p>The Chair of Saltaire Festival relayed their interest in seeing how the proposal might benefit the Saltaire Festival.</p> <p>Partners and focus groups feedback</p> <p>Bradford VCS Assembly Steering Group questioned if this would be</p> | <p>as Kala Sangam, South Square, Keighley Creative, the Peace Museum etc. are supported with their Capital redevelopment plans</p> <ul style="list-style-type: none"> • Secure funding from Government and Arts Council England • Cultural events to include live music and content from Eastern European Communities – and other minority communities and be staged in central places so all can take part. • Events should include activities that young people can take part in such as dance • Investment in Community centres used by communities • Put £80k to 125k into Breaking to fund 12 months' activity |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
|-----|---------------------|----------------------------|------------|---|--|
| | | Equalities Impact | Mitigation | | |
| | | | | <p>enough to support the City of Culture bid?</p> <p>Covid Youth Ambassadors fed back that cultural events should include live music and content from Eastern European Communities – and other minority communities and be staged in central places so all can take part.</p> <p>And should include activities that young people can take part in such as dance.</p> <p>They suggested that community centres used by communities should be invested in.</p> <p>Equity Partnership Trustees were supportive and keen to learn how this would support bespoke community events – such as Bradford Pride?</p> <p>Emails and letters</p> <p>Bradford Hindu Council asked to hear what additional support the £258k investment would cover from an Indian perspective?</p> | |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | | | <p>A local organisation that provides Breaking activities emailed that Breaking – urban street dance - has been confirmed as an Olympic sport for 2024, and a further £80-125k to the Culture investment would enable a year-long programme of 'Breaking' activity to be implemented across the District.</p> <p>A resident emailed to express their full support for the proposal. Expressing the importance of art and culture as a positive distraction and vital to people's lives offering connection, celebration and elevation and support mental health issues and suggested that savings against events and festivals be removed.</p> | |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| CRR8.5 | Craft working review | EIA not required | N/A | No feedback was received | No equality feedback was received No suggested changes from consultees to the proposals were received |
| PR8.4 | Housing First | <p>In terms of advancing equality of opportunity. Housing First has a set of specific principles, meaning that good practice around equality and diversity in homelessness services will be promoted.</p> <p>All of the beneficiaries have a protected characteristic alongside multiple, complex support needs. Often marginalised, Housing First provides an overarching framework to deliver better homelessness and housing support services</p> | N/A | <p>One of those responding via the online survey commented on this proposal</p> <p>The respondent asked the Council to exert pressure on Government to extend the 'Everyone In' funding and as considered it important to provide for homeless people.</p> <p>Partner and focus group feedback</p> <p>Covid Youth Ambassadors wanted to see more support for young people who become homeless –which they said was increasing during pandemic - as young people need accommodation immediately not a week or two later</p> | <p>Equality feedback</p> <ul style="list-style-type: none"> • Young people with safeguarding issues at greater risk of homelessness <p>Suggested changes from consultees to the proposals</p> <ul style="list-style-type: none"> • Pressure the government to extend the 'Everyone in' initiative • Improve support and pathways to social housing for young people |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | <p>for all groups so that they have a better chance of being supported to sustain their tenancies and accessing specialist support.</p> <p>The proposal aims to improve access to housing and support for those most in need, which could include those people who share a protected characteristic. Work to resolve people's homelessness has the potential to eliminate discrimination and harassment as part of the process of providing solutions for vulnerable people.</p> | | | |
| CXR8.1 | Safeguarding Pressure | EIA not required as funding to cover existing posts | | <p>No feedback was received from the online survey or to Council social media posts</p> <p>Partners and focus groups</p> | <p>Equality Feedback</p> <ul style="list-style-type: none"> Increase in demand unlikely to be met by this proposal leaving |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | | | <p>feedback</p> <p>Bradford VCS Assembly Steering Group considered this to be a small proposed increase in the budget against the increase in demand in the area.</p> <p>They said that MARAC referrals had massively increased over the pandemic. Two full time workers were allocated to pick up the work.</p> | <p>victims and survivors of domestic abuse in need of support.</p> <p>No suggested changes from consultees to the proposals were received</p> |
| CRR8.6 | Continuing support for Community Asset Transfers (CATs) | There are no known or expected equality impacts arising from this project and, therefore, there will be no effect upon protected characteristic groups or the relationship between them. | N/A | <p>Two of those responding via the online survey commented on this proposal</p> <p>The Trustees of the Friends of Bingley Pool (FOBP) questioned whether, given the impact of COVID-19 this figure is adequate to meet the requirements of the consequential delays and asked if there is a priority list of CATs across the District? They also asked if the Council still intended to build the new pool on Squire Lane and about the budget to keep Bingley Pool open in the meantime.</p> | <p>No equality feedback was received</p> <p>Suggested changes from consultees to the proposals:</p> <ul style="list-style-type: none"> • Use model Partnership agreement for CATs proposed by FOBP as would enable national funding to be raised • Consider communities and places and not individual |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | | | <p>Partners and focus groups feedback</p> <p>Bradford VCS Assembly Steering Group feedback that whilst this is on hold at the moment, the allocation is unlikely to support demand.</p> <p>Need to support what is already in process. Also now need a review of all assets and buildings as so much time has passed.</p> <p>Most assets that come through need work and refurbishment for they can be used. Please don't give us 'duds' – we want to work as partners.</p> <p>Also, can transition support (for those already in the process) be continued past March 2021</p> | <p>services when considering impacts of proposals</p> <ul style="list-style-type: none"> • The LA should prioritise the CATs and focus their funding and support on the ones where the local impact will be greatest. • Provide transition support (for those already in the process) be continued past March 2021 |
| HWR8.1 | Financial Inclusion | The proposal will further equality for opportunity as it will give an opportunity to further develop options on | N/A | No feedback was received | <p>No equality feedback was received</p> <p>No suggested changes</p> |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | <p>financial inclusion for the diverse communities of Bradford district, in particular those on a low income.</p> <p>It will provide increased access to bank accounts and affordable credit for people on a low income. This will, in turn, mean people who may face discrimination in being unable to open a bank account or access loans due to a poor credit rating will have an opportunity to do so and improve their credit score.</p> | | | from consultees to the proposals were received |
| CRR8.7 | Microsoft licences | The proposal will provide equality of access to Council IT users to all the tools enabled by the new licence suite and provide additional support, functionality and tools for those with | N/A | No feedback was received | No equality feedback was received No suggested changes from consultees to the proposals were received |

Proposed Recurring Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | <p>certain disabilities, over and above what would be provided through the current outdated/unsupported licences.</p> <p>The licence will provide better enablement for some users with certain disabilities over and above that enabled by the current licence suite.</p> | | | |

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Proposed Non Recurring (Time limited) Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
|---------|-------------------------------|---------------------------------------|------------|---|--|
| | | Equalities Impact | Mitigation | | |
| CHNR8.1 | Raising Attainment in schools | Good educational outcomes for all our | N/A | Whilst no direct feedback was received in response to this proposal through | |

Proposed Non Recurring (Time limited) Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
|-----|---------------------|---|------------|---|---|
| | | Equalities Impact | Mitigation | | |
| | | <p>children is essential to boost opportunity for our disadvantaged groups. Success in education improves opportunities, brings society together and raises earning potential. Through focussing on those elements in the provision of learning, through improvements in teaching and learning and through ensuring progress is tracked and improved for individual's attainment outcomes will improve for relevant groups.</p> <p>The proposal is expected to have a positive impact and help to eliminate discrimination as follows:</p> <p>Through training for teachers and support staff they will communicate:</p> | | <p>the online survey or social media posts feedback was made in relation to CR8.1 Learning & Development and Equalities has relevance here (albeit the funding figures for CR8.1 and CHNR8.1 are significantly different):</p> <p>The amount proposed (at CR8.1 - £1.25m) won't be enough to catch-up on attainment as a problem will be getting children back into schools against a backdrop of COVID-19 closures and existing high levels of truancy.</p> <p>Partner and focus group feedback</p> <p>Covid Youth Ambassadors feedback that: 'work spaces' for students and pupils whose home circumstances might make it hard to study should be provide in public building otherwise it won't matter having a laptop and dongle.</p> <p>Libraries should be open so students can study there too.</p> <p>Education service consider use of l the</p> | <p>No equality feedback was received</p> <p>Suggested changes from consultees to the proposals</p> <ul style="list-style-type: none"> • Provide work spaces for students/pupils in public buildings • Open libraries • Look at packages to help pupils catch up • Provide more social workers • Fund additional support for young carers • Re-instate payments for university accommodation for Care Leavers. |

Proposed Non Recurring (Time limited) Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
|-----|---------------------|--|------------|--|--|
| | | Equalities Impact | Mitigation | | |
| | | <p>high expectations of Black and Mixed ethnicity pupils, directly and frequently, in classroom, pastoral and disciplinary interactions;</p> <ul style="list-style-type: none"> • draw on aspects of pupils’ identity related to race, ethnicity, nationality, culture and faith, in order to make them feel fully included and equally valued; • use appropriate teaching and learning strategies with EAL/WAL learners of Black, Mixed and other minority ethnicities; <p>Through the Education based Emotional Wellbeing Practitioners Team social and educational inclusion will be promoted and hence equality of opportunity for children and young</p> | | <p>Up Learn education packages as provide all of the content needed to catch up for some courses.</p> <p>More social workers to support looked after children as need access to their social workers – especially at critical points such as around leaving school.</p> <p>Fund additional support young carers during the pandemic.</p> | |

Proposed Non Recurring (Time limited) Investments for 2021-22

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals |
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| | | Equalities Impact | Mitigation | | |
| | | <p>people through enabling them to access education. It will help promote good relations between children and young people with social emotional and mental health needs and their peers and adults who work in schools.</p> <p>As families from BAME heritage are more likely to be impacted by COVID-19, it is possible that this group will have greater access to the service.</p> | | | |

New budget proposals for consultation

| Ref | Proposal for change | As published December 2020 | Consultation feedback about the proposal | Consultation feedback about equality impacts and |
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| | | Equalities Impact | Mitigation | | Suggested changes from consultees to the proposals |
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| 8CR1 | Reduce added years pensions budget as saving already delivered | EIA not required | N/A | No feedback was received | No equality feedback was received |
| 8CR2 | Saving in Cash handling and transit as saving already delivered | EIA not required | N/A | No feedback was received | No equality feedback was received |
| 8P1 | Delete Vacant post - Programmes Delivery Officer 0.6 FTE | EIA not required | N/A | No feedback was received | No equality feedback was received |
| 8P2 | Fund contract manager post from European Structural Investment Programme 0.6FTE | EIA not required | N/A | No feedback was received | No equality feedback was received |
| 8P3 | Vacant post - delete vacant Housing Technician post | <p>The Housing Operations Team based within the Economy and Development service is a statutory service responsible for inspecting property in order to ensure compliance with various housing and other legislation. The service is largely reactive and particularly focuses on conditions in the private rented sector.</p> <p>The Private Sector Stock Condition Survey undertaken for the Council in 2015 found that the private rented stock contains proportionately greater levels of properties in poor repair than other tenures with 26% of the stock having a Category 1</p> | Appropriate investment in officer capacity would enable the service to respond to service demands and undertake the necessary enforcement to ensure compliance with housing standards in a timely manner. | No feedback was received | No equality feedback was received |

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| | | <p>hazard with the highest concentrations of hazards being in some of the poorest wards, exacerbating and compounding poverty and health impacts.</p> <p>Fuel poverty also affects 28% of tenants in the private rented sector with over 11% of privately rented dwellings having an Energy Performance certificate rating below Band E.</p> <p>Failing to improve housing conditions in the District will have a negative impact on those groups and individuals who suffer multiple disadvantages associated with poor quality and inadequate housing.</p> | | | |
| 8P4 | Fund post from HMO Licensing reserve and remove base budget | EIA not required | N/A | No feedback was received | No equality feedback was received |

| Amended prior year budget savings | | | | |
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| Ref | Proposal for change | As published December 2020 | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from |

| | | Equalities Impact | Mitigation | | consultees to the proposals |
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| 4L1 | Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed – Delete the saving as the work of the service has not reduced as expected | EIA not required | N/A | No feedback was received | No equality feedback was received No suggested changes from consultees to the proposals were received |
| 4R14 | Asset Management Saving - "Seek to invest in non-operational property to generate surplus income" - Defer the saving as the investment market is impacted by the current economical position created by COVID-19. | EIA not required | N/A | No feedback was received | No equality feedback was received No suggested changes from consultees to the proposals were received |
| 4E8 | Events and Festivals Saving - review to develop a more sustainable and balanced events programme – Delete saving as part of investment in City of Culture bid | The proposal supports the Culture Investment proposal, and overall it will assist in a wider range of people with different protected characteristics having access to cultural opportunities/experiences. | N/A | No direct feedback was received from the online survey or social media posts. However, feedback received in relation to a PR8.3 is relevant here: Comments were made that it was disappointing to see there had been a deletion in the Events and Festivals Fund as seen as key to supporting the investment in culture and that the saving be removed. Partners and focus groups feedback None received | No equality feedback was received No suggested changes from consultees to the proposals were received |

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| 5X1 | 5X1 - Reduce total cost of top management - the scope is the senior management (Strategic and Assistant Directors) and their PA structure – Delete saving as original proposal not valid | EIA not required | N/A | No direct feedback was received from the online survey or to social media posts but some suggestions made against the Council Tax proposal may be considered relevant to this proposal also. | No equality feedback was received Suggested changes from consultees to the proposals: See suggestions related to efficiencies against the proposal to raise Council Tax increase |
| 6X1 | Welfare Advice & Customer Service - Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'. - Delay the full implementation of the £844k approved saving to 2022-23 as these services are critical to the on-going response to COVID-19 and continue to review their approach to delivery | This proposal aims to maintain stability and continuity in a key sector at the time which it is most needed. It will advance and support a range of protected characteristic groups and also target households on low incomes. This allows families and individuals to maximise income through welfare benefits and other income support schemes, tackle personal debt, maintain their homes through landlord tenant advice, resolve immigration status and other issues all of which impact adversely on finance and more importantly individuals' mental health. Having greater financial security and being free from the adverse mental health impacts that debt can incur | N/A | One of those responding via the online survey or to social media posts commented on this proposal The respondent sought clarity about the budget. Citing that the document states £844000 of cuts with £35000 put back for a year. They also posed a question about the plan regarding the welfare advice and customer services and the share of the cuts. Partners and focus groups feedback Bradford VCS Assembly Steering Group said that whilst not cutting this year more needs to be invested in this. The pandemic has made more families vulnerable in the district – those previously considered to be doing well, have also been impacted by the pandemic. | Equality feedback <ul style="list-style-type: none"> • Those on low incomes may not be able to access support Suggested changes from consultees to the proposals: <ul style="list-style-type: none"> • Invest and expand in provision to offset COVID-19 impacts on individuals' finances and increased need for support • Continue funding beyond 21/22 • Expand provision across the Sector |

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| | | allows individuals and families to feel part of the wider community | | <p>Concern that budget decisions made for short term but need is likely to grow.</p> <p>Need to expand the provision of welfare advice out across the sector again.</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>We recognise the indispensable role that welfare advice plays for some of our most disadvantaged communities. The CCG recommends that this funding is continued beyond 21/22 and is made recurrent.</p> | |
| 5E2 | Youth Services Saving – delay the £513k saving to 2022/23 at a cost of £513k as response to COVID-19 has been critical | The decision last year to defer this reduction enabled the Youth Service to be very responsive to emerging needs during the COVID-19 pandemic. This included visiting care leavers who would otherwise not have had contact with a Council service, increasing street based detached work in response to COVID-19 and enabled the rapid development of digital support, Garden Gate visits to over a 1000 young people who were known to be particularly vulnerable. | <p>Post 2021/22, the Youth Service will attempt to raise external funds to continue the interventions the service currently undertakes.</p> <p>The Mental Health work currently is funded by Health and the plan will be to continue this.</p> | <p>Four of those responding via the online survey or to Council social media posts commented directly against this proposal, with a further indirect comment made against another proposal</p> <p>Respondents supported the deferral of the saving to the budget, wanted the deferral to be permanent and suggested more investment was needed.</p> <p>Respondents also commented that more funding was needed for the Youth Service, that young people had suffered immensely through the</p> | <p>Equality Impact Feedback</p> <ul style="list-style-type: none"> • People who are young– if funding not secured • People who are young and vulnerable • people who are young with disabilities <p>Suggested changes from consultees to the proposals:</p> <ul style="list-style-type: none"> • Put Culture investment into Youth Services • Stop any cut to Youth Services and invest in it heavily |

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| | | <p>This responsiveness was recognised by Public Health who made a further investment into the Covid Young Ambassadors project which has been active in the District's response to the pandemic.</p> <p>The decision not to reduce Council base budget to Youth Services has also helped secure the continued support of Youth In Mind funding into the service which may have been withdrawn as the funding was for additional work.</p> <p>The proposal means the Youth Service. That provides support to 13-19 year-olds, will enjoy another year 2021-2 where it can be highly responsive to the COVID-19 crisis and also other emerging issues.</p> <p>The service focuses on many of the most vulnerable young people and groups experiencing disadvantage.</p> <p>The focus has ensured that for example Roma people have been engaged with during the pandemic.</p> | | <p>pandemic, Youth workers and outreach was vital in engaging with disaffected youth, and that things will take time to normalise after COVID-19.</p> <p>Another respondent mentioned the Council's legal duty in regards to provision stating that many young people, including those who are deaf, have no activities. That the pandemic had highlighted the adverse effect on physical and mental health.</p> <p>When pandemic restrictions are lifted, there will be Community Safety implications.</p> <p>A respondent suggested that the Council live up to its statement that children are at the heart of everything we do and remove future cuts to this budget and asked the Council to make its decisions based on Bradford being the youngest city</p> <p>Partner and focus group feedback</p> <p>In line with comments from the online survey and in response to Council social media posts the Covid Youth Ambassadors fed back that: More youth service required not less, increase funding needed, and</p> | <ul style="list-style-type: none"> • Increase youth service • Remove the saving permanently • Provide safe spaces for young people – especially during the pandemic • Read "Ten Steps to Mental Health", published by the Health Education Council. Implement it. It aligns closely with the Section 507B legal duty. • Council act as a broker to enable voluntary organisations to get ESFA funding (minimum contract too big for most at £500k) as would expand capacity • Share Council staffs' bid writing experience with the voluntary sector so they can win funding, expand and develop • Volunteers could be used to increase the service |
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| | | <p>Maintaining funding means the Youth Service will be able to respond to emerging needs, continue preventative work such as around CSE, anti-social behaviour, community tensions, mental health, school holiday programmes.</p> <p>The proposed funding for 2021-22 would defer the negative disproportionate impacts for a further year of the original decision made in 2018-19 to reduce the Youth Service base budget by £513k.</p> | | <p>the saving should be permanently removed.</p> <p>They also mentioned that safe spaces needed for young people to get away from difficult home situations, to enable them to get peer support and get help – especially during the pandemic</p> <p>Equity Partnership Trustees welcomed the deferral of this saving, and sought to have it removed completely. They consider the service key to safe guarding young LGBTQ+ people.</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>The youth service plays an invaluable role in offering young people various sports, arts and cultural opportunities to take part in; the CCG recommends that this investment is continued beyond 21/22 as recurrent funding as it provides direct emotional wellbeing support to our local population. The need for such support post-COVID will be greater</p> | |
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Proposed capital investment plan

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals: |
|------|--|--|------------|--|---|
| | | Equalities Impact | Mitigation | | |
| PCS1 | <p>BACES Additional Investment in Bradford & Airedale Community Equipment Service (BACES) is required beyond the currently approved funding period. The capital budget is an essential part of the BACES requirement for small and minor adaptations to people's homes that are not Disabled Facilities Grant eligible or for larger items of equipment such as Stair lifts and Hoists. It is intended that there will be a future requirement of £350k for Learning Disability service users and £400k for more general BACES capital items.</p> | <p>The additional funding will enable the service to provide support to vulnerable people who share a protected characteristic to retain their independence within their own home (or supported living), while enabling them to continue to actively engage in their wider community.</p> <p>BACES provides a service based on equality of opportunity and clinical and social need. The proposal will continue to do so, the investment will also ensure the continuance of the service to meet the needs of its clients in a timely, effective and efficient manner.</p> | N/A | <p>No feedback received from the online survey or from Council social media posts</p> <p>Partner and Focus Group feedback</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>Fully supportive but the CCG would welcome a system conversation in relation to the increasing demand for equipment for those individuals who are discharged from hospital or who require such support to remain at home.</p> | |
| PCS2 | <p>Great Places to Grow Old – Saltaire Residential Care Home</p> | <p>The Unit will provide a range of accessible services, opening broader options for</p> | N/A | <p>No feedback received from the online survey or from Council social media</p> | <p>No equality feedback was received</p> |

Proposed capital investment plan

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals: |
|-----|--|--|------------|---|---|
| | | Equalities Impact | Mitigation | | |
| | The Scheme is already in the CIP for the construction of a new 50 bed short stay residential home on the site of Neville Grange in Saltaire. | <p>peoples' on-going support.</p> <p>The unit will provide accommodation, which is fit for purpose, that meets peoples assessed needs with:</p> <ul style="list-style-type: none"> • All relevant protected characteristics being fully considered throughout the project development and implementation process. • A consistent and coordinated approach and access to a range of services to promote independence. In turn, this will improve overall quality of support that individuals receive while also ensuring that there is a focus on wellness and recovery, and support for the individual to achieve their goals. • A comprehensive learning and development programme building on existing good practice will | | <p>posts</p> <p>Partner and Focus Groups feedback</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>The CCG fully supports the vision that a new facility is needed that can integrate residential beds with a rehab wing. The CCG will work closely with adult social care to clarify demand and service needs of our population.</p> | <p>No suggested changes from consultees to the proposals were received</p> |

Proposed capital investment plan

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals: |
|-------------|--|---|------------|---|--|
| | | Equalities Impact | Mitigation | | |
| | | <p>be delivered to ensure staff are competent in all areas of quality and equality and are kind, helpful and provide support and encouragement.</p> <ul style="list-style-type: none"> • The provision of culturally sensitive support, as per individual requirements, and that the setting provides a welcoming environment to all. • A robust performance management system will be able to demonstrate value for money, an equality service and an effective service. | | | |
| PCS3 | Marley Playing Field Works to riverbank next to the playing field. | There are no known or expected equality impacts arising from this project and, therefore, there will be no effect upon protected characteristic groups or the relationship between them. | N/A | No feedback received from the online survey or in response to Council Social media post but was mentioned as being the only leisure proposal in the capital programme in response to CRR8.6 CATs | No equality feedback was received No suggested changes from consultees to the proposals were received |
| PCS4 | Core IT Infrastructure This is for SAP | EIA not required | | No feedback received from the online survey | Equality feedback <ul style="list-style-type: none"> • Older people at greater risk |

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|------|--|---|------------|--|---|
| | | Equalities Impact | Mitigation | | |
| | developments and the Digital Strategy capital innovation fund. It will be funded by £0.4m already in the 20-21 Programme, £0.2m revenue contribution and the remainder corporate borrowing. | | | <p>Partner and Focus Group Feedback Equity Partnership Trustees felt that older people, and those older people who are from the LGBTQ+ community, are at risk of isolation and especially through digital exclusion.</p> | <p>of digital exclusion</p> <ul style="list-style-type: none"> • LGBTQ+ older people <p>Suggested changes from consultees to the proposal</p> <ul style="list-style-type: none"> • Ensure includes provision for and to support older people's digital inclusion |
| PCS5 | <p>SEND Expansion This is the estimate of the additional budget need above current Basic Needs Grant. It would be funded by corporate borrowing and be used to complete SEND expansion in mainstream schools and SEN schools.</p> | <p>Providing and expanding additional specialist places for children and young people with SEND alongside their mainstream peers, where appropriate, will help to eliminate discrimination and harassment by fostering a greater understanding of each other's needs, and through early identification, assessment and intervention using specialists and high quality practitioners to improve outcomes for all children with SEND.</p> <p>The Local Authority and</p> | N/A | <p>No direct feedback received from the online survey or in response to Council Social media posts except this feedback in other proposal responses</p> <p>In capital (2.12) expanding SEND places will cost an extra £6m over three years; what percentage increase is this and have we got a SEND crisis in Bradford? What are our rates of SEND children per head of population?</p> | <p>No equality feedback was received</p> <p>No suggested changes from consultees to the proposals were received</p> |

Proposed capital investment plan

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals: |
|------|---|--|---|--|---|
| | | Equalities Impact | Mitigation | | |
| | | strategic partners have made significant efforts to mitigate against any negative impacts; whilst continuing to use High Needs Block funding to intervene early and use this funding effectively to improve outcomes for Children and Young people with SEND. | | <p>Partner and Focus Groups feedback</p> <p>Formal response from Bradford, Airedale, Wharfedale and Craven CCG</p> <p>Fully supportive</p> | |
| PCS6 | <p>IT Processes and Systems – End to End Review (Children’s)</p> <p>A planned programme of work to systems and processes. The improvements to the systems are designed to promote better practice including facilitating improvements in the quality of analysis and the extent to which the child’s lived experience is captured. This in turn will contribute to enhanced planning and review, helping us to ensure that</p> | <p>The proposal will improve all business/core system processes within Children’s Services which will in turn result in an improved quality of practice for all children and young people within the district who require our input into their lives, this is regardless of their protected characteristic.</p> <p>An aim of the programme is to also eliminate any areas which may impact in terms of discrimination / harassment or victimisation. All projects within the</p> | <p>The programme is made up of 11 complex projects. All the projects are considering the requirement for a DPIA / EIA separately. IT Services are in the process of ensuring that all the major systems used by Children’s Services have a DPIA / EIA undertaken to ensure that the linkages are made for the system. The EIAs will be signed off by the appropriate project sponsors. Any mitigation required will be recorded on the appropriate action</p> | <p>One respondent to the online survey commented on this proposal</p> <p>The comment was for the Council to guard against putting everything online and making all applications via digital means as not everyone can access or use or are literate and this could result in unemployment or not being able to access services.</p> | <p>No equality feedback was received</p> <p>No suggested changes from consultees to the proposals were received</p> |

Proposed capital investment plan

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals: |
|------|---|---|-----------------------|--|--|
| | | Equalities Impact | Mitigation | | |
| | progress towards clear targets is monitored. | programme will undergo equality Impact Assessment and identify mitigating actions. | log for each project. | | |
| PCS7 | Laptops for Children Investment programme for raising attainment across the District. It includes continuing to invest capital funding in Digital Inclusion for Disadvantaged Children & Young People by investing in an infrastructure to support the programme. | Bradford's disadvantaged children and young people will be empowered to actively participate in education through the use of technology provided to them as individuals. It is important that digital inclusion forms part of the raising attainment strategy, as access to digital devices and the internet is something that children from more affluent backgrounds enjoy. This proposal will ensure that no child is technologically disadvantaged. | N/A | <p>Two respondents to the online survey commented on this proposal</p> <p>One questioned the provision of laptops if there is a lack of support at home to use them. Also felt that level of funding too much and that schools or parents should fund. The other questioned 'buying stuff' and suggested spending money on people to raise attainment and regenerate Bradford.</p> <p>Partner and Focus Group feedback</p> <p>Equity Partnership Trustees commented that more than the provision of laptops and data was required and echoed comments made by the Covid Young Ambassadors that public space was needed along</p> | <p>Equality feedback</p> <ul style="list-style-type: none"> • LGBTQ+ young people • Older people in terms of isolation and access to digital, especially those from the LGBTQ+ community • Disadvantaged and vulnerable children • Vulnerable children • Children whose families are asylum seekers and refugees <p>Suggested changes from consultees to the proposal</p> <ul style="list-style-type: none"> • Provide computers in public buildings and libraries for use by vulnerable children • Provide mobile devices for vulnerable children and older people who are digitally excluded to support |

Proposed capital investment plan

| Ref | Proposal for change | As published December 2020 | | Consultation feedback about the proposal | Consultation feedback about equality impacts and Suggested changes from consultees to the proposals: |
|-----|---------------------|----------------------------|------------|--|--|
| | | Equalities Impact | Mitigation | | |
| | | | | <p>with mobile devices that young people, especially from the LGBTQ+ community, could use to support their safety and safeguarding away from home. Also that children from asylum seeker and refugee families were particularly vulnerable without access to digital and mobile.</p> <p>Bradford Talking Media Work Groups fed back that it was important that kids missing school were supported to learn at home and to be provided with the technology to be able to do this.</p> | <p>their safety</p> <ul style="list-style-type: none"> • Schools and pupils should use paper and go back to basics • Set up a 'not buying anything department' to scrutinise and stop unnecessary spend and train staff to not spend anything. |

SUMMARY OF OTHER COMMENTS – NOT RELATING TO PROPOSALS

| Theme | Comments |
|--------------------|---|
| Children/education | A respondent suggested that early help and prevention such as through teaching children life skills such as money management, healthy eating and cooking, jobs skills etc. would reduce issues in the future. That more SEND children would be able to access provision was seen as positive but the proposed mileage rate for SEND parents' and carers' was not considered to be enough. A further suggestion was to |

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| | provide music education in schools, and especially in Primary schools. |
| Jobs and employment | A respondent questioned why there was more investment in Children's provision due to COVID-19 than to adults seeking employment and suggesting that investing in adults to help them gain. There was also a call to invest in the District's talented people post pandemic. The Council was also encouraged to work in partnership with the DWP to reduce unemployment. |
| Adult Social Care | Another respondent suggested that people seeking adult social care support should be means tested and that this department was receiving the least from these proposals. |
| Planning | A respondent requested that the Council doesn't approve further takeaways. Others wanted the Council to be more joined up in its approach to works |
| Highways/Bridleways | There were suggestions to better maintain the highways and paths to reduce costly remedial work required to deal with potholes, flooding etc., and that there is no provision for the upgrades or improvements of bridleways in the proposals. Comments made about cycle lanes were concerned with the need for a more coherent cycle lane policy with others suggesting that cycle lanes were not needed or used. A suggestion was also made that A650 road scheme could be 'parked for now', |
| Street cleaning | A respondent commented that the "streets are becoming worse with litter", and requested the Council provides grit boxes in Bierley and uses community service to clear roads and streets. A further respondent asked when the streets and gutters would be cleared of leaves as they were making it slippery. A detailed submission was made about places in Bradford South that needed cleaning as the respondent believed they were causing road traffic issues. |
| Council efficiencies | Several comments were made about how the Council should conduct its business and how it could find the money to pay for the proposals, such as through cutting staff and senior management pay grades, providing more transparency about impacts of cuts already made. Several respondents asked the Council 'Will you listen?' Another respondent asked 'Why are there no cost saving plans?' Further comments were made that the Council should collect all the Council due. |
| Museums, Libraries and industrial heritage | A respondent commented that the Council should acknowledge the needs of its own museums and libraries to support City of Culture bid and its own industrial heritage. A suggestion was made that library opening times post pandemic need to be normalised, |
| Leisure services | A respondent asked that the Council support leisure service provision in Bingley |
| Environment and flood prevention | Comments were received about a lack of environmental measures such as support for heating and alternative transport as well as energy generation. Another commented on 'cut-backs to the environment department's budget in the face of more house and flats being built. Another comment was made that suggested there was a lack of engagement, action and joined up working by the Council regarding flooding with the commenter suggesting the Council undid flood works and allowed properties to be flooded. Two respondents asked the Council to oppose the expansion of LBA. |
| Climate Emergency | Several comments were received about issues related to the Council's action on this agenda and how this work could be improved such as: placing an emphasis on climate emergency, that all policies and spend should be assessed against damage to the environment, a need for a joined-up approach to climate emergency and health emergency along with a raft of measures to support active travel, accessibility etc., the need to ensure budget available to assess impacts of tree planting proposals on existing wildlife. A suggestion was made to not seek Green Flag status as considered not best value. Suggestions were made about switching off street lights overnight, increasing rate of improvements for cyclists and closing roads to motorists. Further suggestions were to create 'Not Purchasing' and 'Greening' departments. |

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| Use of Neville grange site | Respondent said they opposed to plans to build a 50 bed – hostel at Neville grange for ‘rough sleepers’, a further comment asks who the home is for? |
| Provision for older people | Comment that the focus of the proposals is on children with nothing for ‘elderly who might ‘fall through the net’. Another comment suggests that to improve older people’s experience it should be compulsory for all new supermarkets/ big stores to provide a minimum of two working mobility scooters |
| Community/VCS | A comment was made that there was a lack of support for the LGBTQ+ community and where support was available it was in the City centre and not for groups elsewhere such as Keighley. Another comment was about difficulty in accessing volunteering opportunities that volunteers had supported libraries and could support youth services. A comment was made that the budget did not identify anything to support the voluntary and community sector. |
| Abandoned shops/Empty premises | A suggestion was made that empty shops and premises could be used for community groups, do something to get the empty units in Bradford filled. |
| Mental health | A respondent asked for the Council to provide counselling for adults and children as was previously provided by schools for children but is ceasing. |

PARTNERS AND FOCUS GROUPS - OTHER COMMENTS – NOT RELATING TO PROPOSALS

| Theme | Comments |
|----------------------|--|
| Accessible pavements | Bradford Talking Media Work Groups thought money should be spent making pavements accessible with dropped kerbs etc. as it was difficult for wheelchairs to get around. |
| Procurement strategy | Bradford VCS Assembly Steering Group welcomed the ‘Keep it local’ ambition in the Procurement Strategy and that social value element will be used to support the VCS. |
| VCS Funding | Bradford VCS Assembly Steering Group couldn’t see any proposals to fund the VCS. At the very least, the Council needs to commit to funding the VCS at the existing level. And stated that none of the test and trace or vaccination programme funding had gone to the VCS. Asked that Flag that if funds made available (via government) how this will be awarded in future for the levels of engagement needed? |
| Mental Health | Bradford VCS Assembly Steering Group feedback that mental health is an issue with suicides increasing throughout the pandemic. Some temporary provision, such as around bereavement loss therapy has been extended but expecting to be wound up quickly. Need investment into mental health and prevention and support services as all VCS seeing increase in people coming through. VCS have put own resources into supporting – but this is short term. Need something in the budget to support mental health. |
| | Covid Youth Ambassadors commented that support was needed for young people and everyone – pandemic making mental health issues worse. |
| | Some in the Bradford Talking Media Work Groups suggested the Council should spend money on having more outdoor exercise facilities that everyone could use. Running tracks were suggested. People thought this was especially important at this time because gyms and leisure facilities |

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| | were closed and it was having an impact on people's mental health. |
| Consulting Young People | Bradford VCS Assembly Steering Group suggested that consultation should be more than just through the Youth Service. |
| Environment | Bradford VCS Assembly Steering Group fed back they were pleased to see environmental (sustainability plans) in the Council Plan but feel it is Council centric. VCS do loads in this area and there needs to be something about partnership delivery. |
| Budget papers | Bradford Hindu Council felt that the details and information provided is very sparse and hence difficult to provide constructive feedback. |

Part of the formal response from Bradford, Airedale, Wharfedale and Craven CCG

| Other Feedback on the consultation | Observations | CCG response |
|---|--|---|
| Public Health | The impact of the costs savings in 2019 in relation to school nursing and health visiting are still reverberating across the system | Recurrent investment into early help and prevention for 0-5's to address some of the gaps left by the cost saving programme in 2019 is essential for the population of Bradford District, particularly given the impact of COVID-19 which will have further deepened already deep-seated inequalities leaving our children who live and grow up in vulnerable and disadvantaged families without the support they need. |
| Substance misuse | The impact of the cost savings to SMS was highlighted as a concern by the CCG in 2018 and the fact that a reduction in early help and prevention in SMS had resulted in patients reverting to practices. | The impact of COVID-19 on the social, emotional and mental health of our vulnerable and disadvantaged communities has been marked. The resulting dependency on substance misuse could be high. The CCG would welcome attention on SMS and the need for funding to address areas that may be under-resourced. |

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MINUTES OF THE MEETING OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD REMOTELY ON FRIDAY, 4 SEPTEMBER 2020

Present:

| | |
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| Councillor Susan Hinchcliffe (Chair) | Bradford Council |
| Councillor Tim Swift MBE (Deputy Chair) | Calderdale Council (to minute 36) |
| Councillor Andy D'Agorne (Substitute) | York Council |
| Councillor Judith Blake CBE | Leeds City Council (to minute 39) |
| Councillor Stewart Golton | Leeds City Council |
| Councillor Jack Hemingway (Substitute) | Wakefield Council |
| Councillor Steven Leigh MBE | Calderdale Council |
| Roger Marsh OBE DL | Leeds City Region Local Enterprise Partnership |
| Councillor Shabir Pandor | Kirklees Council |
| Councillor John Pennington | Bradford Council |

In attendance:

| | |
|-----------------|-----------------------------------|
| Ben Still | West Yorkshire Combined Authority |
| Caroline Allen | West Yorkshire Combined Authority |
| Angela Taylor | West Yorkshire Combined Authority |
| Brian Archer | West Yorkshire Combined Authority |
| Alan Reiss | West Yorkshire Combined Authority |
| Dave Pearson | West Yorkshire Combined Authority |
| Dave Haskins | West Yorkshire Combined Authority |
| Lindsey Daniels | West Yorkshire Combined Authority |
| Ruth Chaplin | West Yorkshire Combined Authority |

30. Apologies for Absence

Apologies for absence were received from Councillors Keith Aspden and Denise Jeffery.

31. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by Members at the meeting.

32. Exclusion of the Press and Public

There were no items that required the exclusion of the press and public.

33. Minutes of the Meeting of the Combined Authority held on 27 July 2020

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 27 July 2020 be approved.

34. Covid-19

The Combined Authority considered a report of the Director, Economic Services on COVID-19.

Members were given an update on progress with the delivery and development of products and services in response to the crisis and discussed the current position.

The Authority endorsed the first complete version of the West Yorkshire Economic Recovery Plan which had been published in draft on the Authority's website. The plan focusses on three action areas of good jobs and resilient businesses, skills and training and accelerated infrastructure and will continue to be kept under review as the implications of the pandemic continue to develop.

In respect of the transport response, it was reported that Government had announced the continuation of the COVID-19 Bus Services Subsidy Grant (CBSSG) on a rolling eight week basis. Transport arrangements have been made to support the return to school/college which will need around 60 additional buses. The Department for Education has awarded £1.9 million to the Combined Authority to meet the cost of the additional school transport provision over the first half term.

Resolved:

- (a) That the progress on the delivery and development of the response to the COVID-19 crisis be noted.
- (b) That the first version of the West Yorkshire COVID-19 Economic Recovery Plan and supporting detailed propositions be endorsed.

35. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director, Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Transforming Cities Fund (TCF): Dewsbury-Batley-Tingley Sustainable Travel Corridor
- Corridor Improvement Programme (CIP) Phase 2 Delivery
- Brownfield Housing Fund Programme
- Active and Sustainable Travel across Bradford City Centre
- Connecting employment and skills centres in Dewsbury
- South Bradford Park & Ride and Expressway
- Network Navigation – West Yorkshire
- Transforming access to Bradford Interchange from employment areas – Bradford Interchange Station Access
- Transforming access to Brighouse and Elland Railway Stations
- Transforming bus and active travel opportunities between Dewsbury and Bradford (A638)
- West Bradford – Cycle Superhighway

- City Connect Phase 3 Canals
- Tong Street A650 Highway
- A660 Headingley Hills
- Enterprise Zone, Langthwaite
- A61 North

In addition, it was noted that since the last meeting, decisions on the following schemes have been made by the Investment Committee:

- Halifax, Walking Cycling and Bus Transformation Package – Halifax Bus Station
- Real Time Bus Information

In respect of the Growing Places Fund, the Authority considered and approved to delegate authority to the Section 73 officer to approve and vary any terms of repayment of individual Growing Places Fund loans, with any variations to be subsequently reported to the Business Investment Panel for information.

Members considered the need to deliver schemes within the tight timescales for Tranche 2 Emergency Active Travel Funding. It was agreed that because there is no Combined Authority meeting scheduled until 10 November 2020, authority be delegated to the Investment Committee to approve the pathway and to consider and give as appropriate approvals and decisions in relation to the allocation of the funding allocated by the Department for Transport.

Details of all the schemes were provided in the submitted report.

Resolved:

- (a) In respect of TCF: Dewsbury–Batley–Tingley Sustainable Travel Corridor –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Dewsbury–Batley–Tingley Sustainable Travel Corridor package project proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case)
- (ii) That an indicative approval to the total project value of £6 million is granted from the Transforming Cities Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority’s Managing Director following a

recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

(b) In respect of CIP Phase 2 Delivery –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the CIP Phase 2 Programme proceeds through decision point 2 (strategic outline case) and work commences on individual schemes to activity 3 (outline business case).
- (ii) That an indicative approval to the total programme value of £47.35 million is given from the West Yorkshire plus Transport Fund with full approval to spend being granted once the schemes have progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That approval be given to development costs of £4 million from the West Yorkshire plus Transport Fund of which £3 million to fund business case development costs in order to progress schemes within CIP Phase 2 to decision point 3 (outline business case) and £1 million to be allocated to support programme resilience and contingency.
- (iv) That the Combined Authority enters into a funding agreement with: Kirklees council for expenditure up to £600,000; Calderdale council for expenditure up to £600,000; Bradford council for expenditure up to £670,000; Wakefield council for expenditure up to £1.13 million; all from the West Yorkshire plus Transport Fund.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 4 (full business case) and decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(c) In respect of Brownfield Housing Fund Programme –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Brownfield Housing Fund programme proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case) and activity 4 (full business case) for individual schemes coming through the programme.

- (ii) That an indicative approval to the total scheme value of £66.779 million is given from the Brownfield Housing Fund with full approval to spend being granted once individual schemes have progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That development costs of £5 million from the Brownfield Housing Fund are approved in order to develop and manage the programme and design and develop individual schemes to the next decision point.
 - (iv) That delegation of allocation of development costs and to enter into funding and legal agreements with Bradford, Kirklees, Wakefield, Calderdale and Leeds Councils and associated development activity as outlined in this report to a total combined value of £5 million from the Brownfield Housing Fund, is given to the Combined Authority's Director of Delivery to enable programme development and individual projects to progress to the next decision point.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at the next decision point through delegation to the Investment Committee and at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (d) In respect of Active and Sustainable Travel across Bradford City Centre –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Active and Sustainable Travel in Bradford City Centre package project proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval to the total package value up to £30 million is given from the Transforming Cities Fund with full approval to spend once the package has progressed through the assurance process to decision point 5.
- (iii) That development costs of £1.67 million to complete outline business case development be approved. This will bring the total project approval to £2.15 million.
- (iv) That the Combined Authority enter into an amended funding agreement with Bradford Council for development costs of £1.67

million from Transforming Cities Fund, taking the total project approval to £2.15 million.

- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

- (e) In respect of Connecting employment and skills centres in Dewsbury

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Connecting Employment and Skills Centres in Dewsbury/ Active and Sustainable Travel in Dewsbury package project proceeds through decision point 2 and work commences on activity 3 (outline business case) for the Dewsbury Bus Station Replacement and Dewsbury town centre pedestrian and cycle improvement projects.
- (ii) That an indicative approval to the total package value of £16 million is given from the Transforming Cities Fund with full approval to spend once the package has progressed through the assurance process to decision point 5.
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

- (f) In respect of South Bradford Bus Park & Ride and Expressway –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the South Bradford Bus Park and Ride and Expressway project proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval to the total package value of £20 million is given from the Transforming Cities Fund with full approval to spend once the package has progressed through the assurance process to decision point 5.
- (iii) That £335,000 of development costs have been approved to date for this scheme and a further £1.02 million development funding is to be approved from the Transforming Cities Fund

requested to take the scheme to decision point 3 (outline business case) bringing the total funding approved to £1.36 million.

- (iv) That the Combined Authority enters into an amended funding agreement with Bradford Council for this scheme up to £1.02 million from the Transforming Cities Fund bringing the total scheme approval to £1.34 million.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.
- (g) In respect of Network Navigation - West Yorkshire –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Network Navigation project proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
 - (ii) That an indicative approval to the total package value of £15.20 million is given from the Transforming Cities Fund and £300,000 from Integrated Transport Block funding with full approval to spend once the package has progressed through the assurance process to decision point 5.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.
- (h) In respect of Transforming Access to Bradford Interchange from employment areas - Bradford Interchange Station Access –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Transforming Access to Bradford Interchange package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval to the total Combined Authority funding of £13.2 million is given from the Transforming Cities Fund with full approval to spend once the package has

progressed through the assurance process to decision point 5 (full business case with finalised costs).

- (iii) Development costs of £350,000 have been approved for this project to date. A further £2.69 million from the Transforming Cities Fund be approved to progress to decision point 3 (outline business case).
- (iv) That the Combined Authority enter into an amended funding agreement with Bradford Council for additional development costs of up to £2.69 million from the Transforming Cities Fund, taking the total amount approved to £3.04 million.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

(i) In respect of City Connect Phase 3 Canals –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the CityConnect Phase 3 canals project proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case with final costs).
- (ii) That an indicative approval to the total project value of £1.363 million is granted from the West Yorkshire plus Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(j) In respect of Transforming Access to Brighouse and Elland Railway Stations –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Transforming Cycling and Walking Access in Brighouse and Elland Railways Stations package project proceeds through decision point 2 (strategic outline case) and work commences

on activity 3 (outline business case) for the Brighthouse Cycling and Walking Improvement Scheme and activity 4 (full business case) for the Elland Station Access scheme.

- (ii) That an indicative approval to the Combined Authority's contribution of £7.40 million, £5.42 million which will be funded from the Transforming Cities Fund and £1.98 million from the West Yorkshire plus Transport Fund (Elland station and access package) is given with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.
- (k) In respect of Transforming bus and active travel opportunities between Dewsbury and Bradford (A638) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Transforming bus and active travel opportunities between Dewsbury and Bradford (A638) package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
 - (ii) That an indicative approval to the total value of Combined Authority funding £16 million is given from the Transforming Cities Fund to spend once the package has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That the Combined Authority approve further development costs to progress this scheme to decision point 3 (outline business case) of £80,000, taking the total approved to £350,000 and enter into an amended funding agreement with Kirklees Council for an additional £80,000 from the Transforming Cities Fund.
 - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.
- (l) In respect of West Bradford - Cycle Superhighway –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the West Bradford – Cycle Superhighway package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
 - (ii) That an indicative approval to the total package value of £17.5 million is given from the Transforming Cities Fund with full approval to spend being granted once the package has progressed through the assurance process to decision point 5.
 - (iii) Development costs of £175,000 have been approved for this project to date. A further £1.25 million from the Transforming Cities Fund be approved for developments costs in order to progress the project to decision point 3 (outline business case).
 - (iv) That the Combined Authority enter into an amended funding agreement for this scheme with Bradford Council for an additional £1.25 million for development costs from the Transforming Cities Fund, taking total approved to £1.43 million.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.
- (m) In respect of Tong Street A650 Highway –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Tong Street A650 Highway scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the Combined Authority's contribution of up to £20 million to be funded through the West Yorkshire plus Transport Fund be given, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs). The total project cost is estimated to be up to £24.49 million.
- (iii) That additional development costs of £2.53 million be approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £2.715 million.

- (iv) That the Combined Authority enter into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £2.715 million from the West Yorkshire plus Transport Fund.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (n) In respect of A660 Headingley Hills –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A660 Headingley Hill scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
 - (ii) That an indicative approval to the total project value of £5.1 million is granted from a funding source to be identified before the next decision point, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That development costs of £825,807 from the West Yorkshire plus Transport Fund be approved in order to progress the scheme to decision point 4 (full business case with finalised costs).
 - (iv) That the Combined Authority enters into a funding agreement with Leeds City Council for £825,807 from the West Yorkshire plus Transport Fund.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (o) In respect of Enterprise Zone – Langthwaite –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Langthwaite Enterprise Zone scheme proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the total scheme value of £5.55 million is given made up from the Local Growth Fund (£1.26 million) and Getting Building Fund (£4.29 million) with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That approval be given to development costs of £1.26 million from the Local Growth Fund to develop the scheme to decision point 5 (full business case with finalised costs), including funding to Wakefield Council to deliver the road, pre-construction enabling works and project development funding for the Combined Authority to develop and progress the scheme to the next decision point.
 - (iv) That the Combined Authority enters into a funding agreement with Wakefield Council for an amount within the £1.26 million development costs from Local Growth Fund, the amount to be confirmed by the Programme team.
 - (v) That funding reallocation between the Getting Building Fund and Local Growth Funding element be approved, to maximise efficient and timely use of the Local Growth Fund where allowed.
 - (vi) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (p) In respect of A61 North –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A61(North) scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total scheme value of £4.41 million be given from the Leeds Public Transport Improvement Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5.

- (iii) That development costs of £117,607 be approved in order to progress the scheme to decision point 5 taking the total scheme approval to £923,062 and approval of £892,141 for construction work undertaken at risk on package three, the Moortown Corner junction element, taking the total scheme approval to £1,815,203.
- (iv) That the Combined Authority enters into a variation of the existing LPTIP Funding Agreement with Leeds City Council for expenditure of up to £1,815,203 from the LPTIP fund.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(q) In respect of Additional Approval – Growing Places Fund –

The Combined Authority approves that authority is delegated to the Combined Authority's Section 73 officer, upon receipt of a written request from a loan holder and giving consideration to all relevant matters, to approve and vary any terms of repayment of individual Growing Places Fund loans, with any variations to be subsequently reported to the Business Investment Panel for information.

(r) In respect of Tranche 2 Emergency Active Travel Funding –

The Combined Authority delegates authority to the Investment Committee to approve:

- (i) The Tranche 2 Emergency Active Travel Assurance Framework pathway and approvals.
- (ii) The expenditure of Tranche 2 Emergency Active Travel funding that is allocated to the Combined Authority. Presently, this is £10.053 million, but this could vary as the final allocation is dependent on satisfactory plans being submitted to government that set out the proposals to be delivered.
- (iii) The allocation of the DfT Emergency Active Travel funding between the Combined Authority and the five West Yorkshire partners.

36. Getting Building Fund

The Combined Authority considered a report of the Director, Delivery on the Getting Building Fund.

Members considered the proposals for the progress of, and funding for, a number of West Yorkshire Combined Authority supported projects that have

been approved by Government for funding through the Getting Building Fund. These included:

- Business Growth Programme, West Yorkshire
- Huddersfield George Hotel redevelopment
- Enterprise Zone Expansions: Parry Lane, Bradford and Langthwaite, Wakefield
- Brighthouse A6025 reconstruction
- Leeds City Centre 'Grey to Green' economic infrastructure and public realm
- Bradford One City Park
- Holbeck, Leeds Phase 2 Victorian Terrace retrofit
- Beech Hill Phase 2, Halifax – multi-tenure housing group repair scheme
- Wakefield Warm Homes Fund – energy efficient heating solutions
- Dewsbury Arcade
- Bradford 'City Village' Phase 1 – accelerating city centre regeneration
- Leeds Liverpool Canal Towpath/Cycleway
- Temple Green, Leeds Park & Ride Expansion
- Wakefield Business Gigabit Voucher Scheme
- Knottingley Skills, Business and Service Hub

It was noted that the Getting Building Fund schemes had to be substantially complete by 31 March 2022 and all the grant must be spent by that date. The projects have already been assessed and agreed as part of the programme by Government and the Investment Committee was in full support of the proposals.

The Authority agreed to over-programme by up to £1 million to cover the management costs of the Combined Authority. In addition to this, an initial approval of £2.63 million was agreed to support the development costs of the projects to ensure resources are in place to bring projects forward as a matter of urgency.

Resolved: That the Combined Authority approves:

- (a) That the Getting Building Fund programme proceeds through decision point 2 (strategic business case).
- (b) That each project commences work on activity 4 (full business case) or where relevant a change request is brought forward where the project is an extension to an existing Combined Authority project/programme.
- (c) That an indicative approval to the Combined Authority's contribution of up to £52.60 million to be funded through the Getting Building Fund is given, with full approval to spend being granted once each of the projects has progressed through the assurance process to decision point 5 (full business case with finalised costs).

- (d) That programme development costs of up to £1 million (2%) and project development costs of £2.63 million (5%) are approved in order to progress the projects to decision point 4 (full business case) and allocation of these development costs to the individual projects is delegated to the Director of Delivery.
- (e) That the Combined Authority enter into funding agreements with Bradford Council, Calderdale Council, Kirklees Council, Leeds Council and Wakefield Council and other partners, including Canal and River Trust, as necessary for expenditure of up to £2.63 million collectively from the Getting Building Fund (the allocation per project/partner council to be delegated to the Director of Delivery).
- (f) That the assurances tolerances:
 - Any programme cost increase remains within 2% as set out in the submitted report and reallocation of funding between the projects is delegated to the Combined Authority's Managing Director.
 - Delivery timescales remain within those set out in the submitted report.
- (g) That future approvals are made by the Investment Committee at decision point 4 and through a delegation to the Combined Authority's Managing Director at decision point 5 following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

37. Devolution implementation

The Combined Authority considered a report of the Director, Policy Strategy and Communications on devolution implementation.

Members discussed the outcome of the public consultation on the Scheme which had been undertaken jointly by the Constituent Councils and the Combined Authority. In response to comments raised in respect of future decision making for issues such as planning, housing and spatial development strategy, it was clarified that decisions in relation to the spatial development strategy would need the unanimous consent of each member of the Combined Authority appointed by a Constituent Council (excluding political balancing members). Decision that directly impact upon a council area (eg. compulsory purchase) would require the consent of the member for the area affected (excluding political balancing members). A summary of the consultation responses has been published on the website and it was agreed that this be submitted to the Secretary of State by 11 September 2020. In order to ensure that the submission incorporates any issues which may be raised by any Constituent Council or the Combined Authority before 11 September 2020, it was agreed that authority be jointly delegated to the Combined Authority's Managing Director, in consultation with the Leader and Chief Executive of each Constituent Council and the Chair of the Combined Authority, to finalise and submit documents subject to any technical issues which may arise.

The report set out the next steps for implementing the deal and a revised timetable was attached at Appendix 2 to the submitted report. It was agreed that the decisions taken in respect of the report be exempt from call-in by the Overview and Scrutiny Committee. This was on the grounds of urgency as any delay caused by the call-in process would prejudice the Combined Authority's and Constituent Councils' interests as delaying the submission to the Secretary of State, which would have a significant detrimental impact on the proposed timeline set out in Appendix 2.

With regard to the transfer of Police and Crime Commissioner (PCC) functions, it was reported that consultants had been appointed to undertake a comprehensive risk assessment of the transfer and a critical path if this is to be achieved by May 2021. A final report is anticipated in the near future and this will be progressed with a view to resolution prior to the 'consent stage' (due in November 2020) for Constituent Councils and the Combined Authority if any issues arise from the due diligence work that require further action.

It was reported that Combined Authority officers are working closely with the Electoral Services Manager at Leeds City Council in order to prepare for the election of the Mayor in May 2021. It was agreed that the Chief Executive of Leeds City Council, Tom Riordan, be appointed as the Combined Authority Returning Officer (CARO), supported by the Combined Authority's Managing Director, Ben Still, as one of the Deputy Combined Authority Returning Officers.

Members considered the invitation for the Combined Authority to become a full member of the Yorkshire Leaders Board. It was noted that a financial contribution would be required to support regional working in line with that of Sheffield City Region Combined Authority and the larger constituent local authorities. The West Yorkshire Mayor would represent the Combined Authority once elected but prior to May 2021 the Combined Authority's Managing Director would be the representative.

Resolved:

- (a) That the report be noted.
- (b) That the Summary of Consultation Responses be submitted to the Secretary of State by 11 September 2020, and that approval be given to jointly delegate authority to the Managing Director of the Combined Authority, in consultation with the Leader and Chief Executive of each Constituent Council and the Chair of the Combined Authority, to finalise and submit documents subject to any technical issues which may arise.
- (c) That the updated timetable set out in Appendix 2 to the report and the next steps which are subject to the consent being given by the Constituent Councils and Combined Authority, to the draft Order in November 2020 so that a mayoral combined authority model and

associated changes may be adopted and implemented by May 2021, as set out in the Deal be noted.

- (d) That this decision is exempt from call-in on the grounds of urgency, for the reasons set out in paragraph 6.1 of the report.
- (e) That Tom Riordan, Leeds City Council Chief Executive be appointed as the Combined Authority Returning Officer (CARO) in respect of the West Yorkshire Combined Authority Mayoral election, due to take place on Thursday 6 May 2021, subject to this appointment being confirmed by the Combined Authority following the devolution Order being made in early 2021.
- (f) That the West Yorkshire Combined Authority becomes a full member of the Yorkshire Leaders Board, including providing a financial contribution to support regional working in line with that of the Sheffield City Region Combined Authority and larger constituent local authorities.

38. Adult Education Budget Devolution

The Combined Authority considered a report of the Director, Policy Strategy and Communications on the Adult Education Budget (AEB) Devolution.

The report provided an update on work to develop the AEB Strategy and summarised the method, contents and implications of the draft AEB Strategy consultation. The strategy was being developed as part of preparation to deliver the fund from 1 August 2021. A summary of the key findings was provided in the submitted report and the strategy has been revised based on the consultation responses.

Members discussed and approved the draft AEB Strategy which has been reviewed with the Employment and Skills Panel and relevant officers across West Yorkshire. This will now allow the Authority to agree grant allocations as outlined in the commissioning approach and begin procurement on 1 October 2020 which is essential for meeting delivery deadlines ahead of August 2021.

A governance proposal regarding the funds will be brought to the next meeting.

Resolved: That the Adult Education Budget (AEB) Strategy be approved.

39. Strategic Economic Framework

The Combined Authority considered a report of the Director, Policy Strategy and Communications on the Strategic Economic Framework (SEF).

It was noted that since 2016, the Strategic Economic Plan (SEP) has set out the Authority's priorities for growth and development and will continue to be used for Growth Deal programmes until it ends in March 2021. Members were advised that the Strategic Economic Framework (SEF) has now been developed to reflect the growing range of policy areas that the Combined Authority operates in, changing national political and economic

circumstances and the need to incorporate the future mayor's manifesto commitments.

Members discussed the SEF which will form the new overarching economic strategy for the region, setting out the vision and priorities for achieving this. The SEF will be a digital document with five sections: Our Vision, Our Priorities, Our Policies and Strategies, Our Partnerships, and Monitoring and Impact and details were outlined in the submitted report.

The SEF will inform the production of the Single Investment Fund strategy and the updated Assurance Framework. The Combined Authority endorsed the SEF and it was proposed that it be formally reviewed every six months. Any new policies, strategies or major amendments will be considered by the Combined Authority following consideration by the appropriate advisory panel.

Resolved:

- (a) That the Combined Authority endorse and adopt the concept and content of the Strategic Economic Framework (SEF) and welcome the launch of the SEF as the new overarching economic framework for the region's policies and strategies.
- (b) That the draft text setting out the vision for West Yorkshire, attached at Appendix 1 to the report be approved.
- (c) That the Combined Authority agree that the SEP expires at the end of March 2021, and continues to be used for Growth Deal programmes until then.
- (d) That the Combined Authority agree to the intention for future policies, strategies and changes to the SEF to be brought to the advisory panels, LEP Board and Combined Authority for consideration as appropriate.
- (e) That regular reviews and updates on the SEF be brought back to the Combined Authority every six months and that future reports on policies indicate whether a consequential change is required to the SEF.
- (f) That further detail on proposed indicators for individual policy areas be brought to future meetings.

40. Statement of Common Ground

The Combined Authority considered a report of the Director, Policy Strategy and Communications on the Statement of Common Ground (SoCG).

Members considered the revised Statement of Common Ground which had been updated to reflect the Authority's joint policy position on matters including mass transit and climate emergency declarations.

The Authority endorsed the SoCG which had been prepared in partnership with all participating authorities and a copy was attached at Appendix 1 to the submitted report.

Resolved: That the revised Statement of Common Ground (2020) be endorsed.

41. Corporate Planning & Performance

The Combined Authority considered a report of the Director, Corporate Services which provided an update on corporate performance including progress against corporate plan priorities, risk management and budget position.

Members noted the summaries of the performance against the key performance indicators and strategic organisational risks which were provided in Appendix 1. A summary of the 2020/21 spend as at July 2020 compared to the approved revenue budget was attached at Appendix 2.

It was reported that regular forecasts will continue to be undertaken during the year to assess the full impact of COVID-19. The recent government funding announcements on bus are being assessed and updates will be brought to future meetings as well as informing the budget planning process.

It was noted that some flexibility would be built into the 2021/22 budget and business planning. This was because it will be the first year of the Mayoral Combined Authority and the need to take account of any issues arising from the COVID-19 recovery and the formal exit from the European Union. It was proposed that an early draft of the budget would be considered by the Budget Working Group and a report brought to the next meeting of the Combined Authority.

Resolved: That the information provided on corporate performance be noted.

42. Minutes for Information

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

Resolved: That the minutes of the Combined Authority's committees and panels be noted.

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD REMOTELY ON TUESDAY, 10 NOVEMBER 2020**

Present:

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|---|--|
| Councillor Susan Hinchcliffe (Chair) | Bradford Council |
| Councillor Tim Swift MBE (Deputy Chair) | Calderdale Council |
| Councillor Judith Blake CBE | Leeds City Council |
| Councillor Andrew Carter CBE (Substitute) | Leeds City Council |
| Councillor Andy D'Agorne (Substitute) | York Council |
| Councillor Stewart Golton | Leeds City Council |
| Councillor Jack Hemingway (Substitute) | Wakefield Council |
| Roger Marsh OBE DL | Leeds City Region Local Enterprise Partnership |
| Councillor Shabir Pandor | Kirklees Council |
| Councillor Rebecca Poulsen | Bradford Council |

In attendance:

| | |
|--------------------------|--------------------------------------|
| Peggy Haywood | MHCLG (minute 53 only) |
| Councillor Kim Groves | Chair, Transport Committee |
| Councillor Peter Harrand | Chair, Overview & Scrutiny Committee |
| Ben Still | West Yorkshire Combined Authority |
| Caroline Allen | West Yorkshire Combined Authority |
| Brian Archer | West Yorkshire Combined Authority |
| Melanie Corcoran | West Yorkshire Combined Authority |
| Alan Reiss | West Yorkshire Combined Authority |
| Angela Taylor | West Yorkshire Combined Authority |
| Heather Waddington | West Yorkshire Combined Authority |
| Seamus McDonnell | West Yorkshire Combined Authority |
| Justin Wilson | West Yorkshire Combined Authority |
| Ruth Chaplin | West Yorkshire Combined Authority |

43. Apologies for Absence

Apologies for absence were received from Councillors Keith Aspden, Denise Jeffery and Steven Leigh.

44. Declarations of Disclosable Pecuniary Interests

Councillor Kim Groves declared an other interest in Agenda Item 7, Future-Ready Skills Commission as she is a Director of Inspiring Positive Futures.

45. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendices 1-4 to Agenda Item 11 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

46. Minutes of the Meeting of the Combined Authority held on 4 September 2020

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 4 September 2020 be approved.

47. Covid-19

The Combined Authority considered a report of the Director, Economic Services on COVID-19.

The Chair referred to the national lockdown, rising infections in the region and the effects this was having on the health service and stressed the importance of following national guidelines in order to reduce the infection rate.

The Authority noted the update on the current position and discussed the economic impact the pandemic had had on the region. They expressed their concern regarding the rise in unemployment, particularly amongst the 18-24 age group. The importance of providing skills support and help with training and job opportunities through initiatives such as FutureGoals was discussed and the Authority would continue to work with JobCentre Plus on the Youth Guarantee offer which will include local co-ordination of support for young people through a Youth Hub model.

The details of the business support packages to be provided as a result of the Tier 2, Tier 3 and ultimately the national lockdown were noted and the importance of communicating the support available to small businesses was stressed.

In respect of the economic recovery for West Yorkshire, it was noted that the economic recovery plan which included funding asks had been submitted to Government. This will be further refined and developed subject to future announcements and further understanding of the impact of the crisis and direction of recovery. The outcome of the Comprehensive Spending Review on 25 November 2020 was awaited where the Government will have an opportunity to make further announcements about economic recovery.

The report also provided an update on the transport response. It was reported that bus patronage had been increasing before the national

lockdown and Members discussed the impact the new restrictions would have on the demand for public transport. Concern was expressed about the future sustainability of services/routes particularly in the rural areas and the need to press Government regarding future funding was stressed. Discussions were being held with transport operators to ensure service levels continue to support key workers and access to health and education.

Resolved: That progress on the delivery and development of the response to the COVID-19 crisis be noted.

48. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director, Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Huddersfield Stations Gateway package – preparing for Transpennine Route Upgrade (TRU) at Huddersfield and opening up employment sites
- Halifax Walking, Cycling and Bus Transformation package – North Halifax cycle super highways, park ward streets for people, bus priority
- Active and Sustainable Travel in Wakefield City Centre
- York Station and City Centre Access package

Members also considered the Highways Maintenance Challenge Fund allocation 2020/21 which was outlined in the submitted report.

In addition, it was noted that since the last meeting, decisions and change requests had been approved by the Investment Committee on the following schemes:

- TCF Leeds Rail Station Sustainable Travel Gateway
- Beech Hill, Halifax
- Strategic Business Growth
- A629 Phase 2: Halifax Town Centre
- Wakefield SE Gateway (Kirkgate)
- Tranche 2 Emergency Active Travel
- Wakefield SE Gateway (Rutland Mills)
- Bradford Heritage Properties (High Point)
- Rail Park and Ride Phase 1 (Steeton & Silsden, Moorthorpe, Normanton)

It was reported that the Investment Committee had considered the Active and Sustainable Travel in Wakefield City Centre and York Station and City Centre Access package projects at their meeting held on 5 November 2020 and recommended them to the Authority for approval.

Members discussed the importance of provided transport links from rural areas to the transport hubs and it was noted that the West Yorkshire Connectivity Plan would be brought to a future meeting. It was noted that

the impact of COVID-19 on travel behaviour into and around towns and cities is assessed as part of scheme appraisal. However, the business cases for some schemes in the submitted report were developed prior to COVID-19 and aim to address issues identified prior to lockdown restrictions. It was acknowledged that whilst public transport patronage is lower than pre COVID-19 levels it remains a priority to invest in public transport infrastructure to both help with economic recovery and to have the required infrastructure in place to respond to increase in demand post COVID-19. As scheme business cases develop further, growth assumptions will be re-tested.

Details of all the schemes were provided in the submitted report.

Resolved:

- (a) In respect of Highways Maintenance Challenge Fund allocation 2020/21 –
 - (i) That the expenditure of the DfT Highways Maintenance Challenge Fund totalling £3.334 million be approved.
 - (ii) That the allocations of the DfT Highways Maintenance Challenge Fund grant of £1,075,329 to Bradford, £1,514,155 to Leeds and £744,209 to Wakefield, totalling £3.334 million be approved and that allocations are paid quarterly to partner councils.
- (b) In respect of Huddersfield Stations Gateway package - Preparing for Transpennine Route Upgrade (TRU) at Huddersfield and opening up employment sites –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Huddersfield Stations Gateway package proceeds through Decision Point 2 and work commences on Activity 3 (outline business case).
- (ii) That an indicative approval to the Combined Authority contribution of £28 million from the Transforming Cities Fund, with full approval to spend once the package has progressed through the assurance process to decision point 5 (full business case plus finalised costs). Total project costs are £42 million (£28 million TCF, £10 million WY+TF and £4 million from Kirklees Council's Kirklees Town Centre Capital fund).
- (iii) That development costs of £0.1 million are approved, to progress the scheme to decision point 3 (outline business case), taking the total approval to £0.916 million.

- (iv) That the Combined Authority issue an addendum to the existing Funding Agreement with Kirklees Council for expenditure of up to £0.916 million from the Transforming Cities Fund.
 - (v) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, which will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) In respect of Halifax, Walking Cycling and Bus Transformation Package - North Halifax Cycle Super Highways, Park Ward Streets for People, Bus Priority –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Halifax Walking, Cycling, Rail and Bus Transformation package proceeds through decision point 2 and work commences on Activity 3 (outline business case) for individual schemes.
 - (ii) That an indicative approval to the Combined Authority contribution of £53.9 million from the Transforming Cities Fund, with full approval to spend once the package has progressed through the assurance process to decision point 5 (full business case plus finalised costs). Total project costs are £71.805 million (£53.9 million TCF, £16.5 million WY+TF, £0.405 million CMBC and £1 million LTP for Park Ward Streets for People.
 - (iii) That an indicative approval to the total package value of £53.9 million is given from the Transforming Cities Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5.
 - (iv) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, which will be subject to the scheme remaining within the tolerances outlined in the report.
- (d) In respect of Active and Sustainable Travel in Wakefield City Centre –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Wakefield City Centre Bus, Cycle and Walking improvements package proceeds through decision point 2 and work commences on Activity 3 (outline business case).
- (ii) That an indicative approval to the total package value of £13.6 million is given from the Transforming Cities Fund with full approval to spend being granted once the package has progressed through the assurance process to decision point 5.

- (iii) That development costs of £0.119 million are approved to progress the scheme to decision point 3 (outline business case) bringing the total development costs approval to £0.525 million.
 - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Wakefield Council for expenditure of up to £0.525 million from the Transforming Cities Fund.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report, which will be subject to the scheme remaining within the tolerances outlined in the report.
- (e) In respect of York Station and City Centre Access Package –
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the York Station and City Centre Access Gateway package proceeds through Decision Point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the total package value of £14.547 million is given from the Transforming Cities Fund with full approval to spend being granted once the package has progressed through the assurance process to decision point 5.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report, which will be subject to the scheme remaining within the tolerances outlined in the report.

49. Future-Ready Skills Commission

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on Future-Ready Skills Commission.

The final report of the Future-Ready Skills Commission was launched online on 24 September 2020. Members welcomed the report which set out the blueprint for a radical shift in powers and responsibilities for a future-ready skills systems. They discussed the Skills Commission's recommendations outlined in the submitted report and noted the executive summary which was attached at Appendix 1.

The next steps for implementation and the need for the investment strategy to be aligned with the Skills Commission's recommendation of creating skills funding for every public infrastructure project were discussed. The importance of inclusivity was recognised and the work of the school partnership team, Kickstart programme and SEN hub noted. The skills gaps in the region were discussed and the aspiration for skills funding to be

devolved to local level in order to ensure that training was provided to fill those gaps was emphasised.

Members were thanked for their feedback and a report on the next steps for infrastructure investment and skills would be prepared for a future meeting.

Resolved:

- (a) That the findings of the final report of the Skills Commission be noted.
- (b) That the Combined Authority agrees the next steps of the Commission's work for implementation and a report be prepared for a future meeting.

50. Comprehensive Spending Review

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on the Combined Authority's submission to the 2020 Comprehensive Spending Review.

It was reported that the Combined Authority had submitted a representation to the Comprehensive Spending Review which set out detailed proposals aligned to the long-term vision for a more productive, inclusive and greener Leeds City Region. It recognised the significant impact of COVID-19 and focussed on three key areas crucial to enabling a recovery that will deliver for the Leeds City Region and support the national recovery which were outlined in the submitted report.

The Comprehensive Spending Review will be for one year, setting government department's resource and capital budgets for 2021/22 and full details are expected from Government on 25 November 2020.

Resolved: That the content of the Comprehensive Spending Review submission be noted.

51. Business Planning and Budget 2021/22

The Combined Authority considered a report of the Director, Corporate Services on the work underway on the business plan and budgeting for 2021/22.

It was reported that the business planning for 2021/22 will take into account the transition to becoming a Mayoral Combined Authority (MCA), the response to COVID-19, preparing for the EU exit and the conclusion of funding streams such as the Growth Deal.

Members discussed the current position of the revenue budget for 2020/21 and the projections which indicated a £4.6 million deficit position due to COVID-19. Work was underway to refine the revenue budget forecasts and discussions continue with Government to provide support for the estimated losses.

The budget 2021/22 would be set within the context of the business plan and a revised medium term financial strategy. It was acknowledged that the challenging financial position for local authorities as well as the Combined Authority would make setting the budget difficult, particularly with the uncertainty of future bus funding.

The report set out a number of key budget assumptions including that the gainshare expected as part of the devolution deal is not available for general revenue budget issues. Work on options to address the budget gap without the use of reserves was being undertaken. A further report will be prepared for the Combined Authority meeting to be held on 10 December 2020.

Resolved: That the business planning and budget work being undertaken be noted.

52. Corporate Planning and Performance

The Combined Authority considered a report of the Director, Corporate Services which provided an update on corporate performance including progress against corporate plan priorities, risk management and budget position.

Members noted the summaries of the performance against the key performance indicators and strategic organisational risks which were provided in Appendix 1. A summary of the 2020/21 spend as at August 2020 compared to the approved revenue budget was attached at Appendix 2 and included a RAG rating to identify budgets that need further review.

It was acknowledged that there were a number of 'red' areas of concerns relating to the COVID-19 pandemic. Key impacts were being felt across commercial income, bus station costs, commission from travel card/MCard sales, bus revenues (for gross cost contracts) and transport service costs.

Resolved: That the information provided on corporate performance be noted.

53. European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)

The Combined Authority considered a report of the Director, Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that the Investment Committee had considered the detail and endorsed the advice included in each of the outline assessments and the prioritised list which were attached as exempt Appendices 2-4.

In its role as the Intermediate Body (IB), the Combined Authority considered and agreed the advice provided in the exempt appendices. The assessment forms will now be submitted to the Ministry of Housing, Communities and Local Government (MHCLG) who, as Managing Authority (MA), will finalise

its assessment and make its decision based on a reconciliation to the available budget.

It was also agreed that once the MA has reconciled the budget, the final selection of projects be delegated to the Director, Corporate Services in consultation with the Chair of the Combined Authority.

Resolved:

- (a) That the Combined Authority, in its role as the Intermediate Body, approves the advice included in the outline assessment forms at part 3 of exempt Appendices 2, 3 and 4, the decision and any respective conditions outlined in part 5a, in its role as the Intermediate Body for the SUD part of the ESIF programme, and the prioritisation list for SUD included in exempt Appendix 1.
- (b) That once the MA has reconciled to the budget, the final selection of projects be delegated to the Director, Corporate Services in consultation with the Chair of the Combined Authority, as required, to ensure no further delays in progressing applications under the European programme occur.

54. Minutes for Information

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

Resolved: That the minutes of the Combined Authority's committees and panels be noted.

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD REMOTELY ON FRIDAY, 27 NOVEMBER 2020**

Present:

| | |
|---|---|
| Councillor Susan Hinchcliffe (Chair) | Bradford Council |
| Councillor Tim Swift MBE (Deputy Chair) | Calderdale Council |
| Councillor Andy D'Agorne (Substitute) | York Council |
| Councillor Judith Blake CBE | Leeds City Council |
| Councillor Stewart Golton | Leeds City Council |
| Councillor Jack Hemingway (Substitute) | Wakefield Council |
| Councillor Steven Leigh MBE | Calderdale Council |
| Roger Marsh OBE DL | Leeds City Region Local Enterprise Partnership |
| Councillor Shabir Pandor | Kirklees Council |
| Councillor Rebecca Poulsen | Bradford Council |

In attendance:

| | |
|--------------------------|--------------------------------------|
| Councillor Kim Groves | Chair, Transport Committee |
| Councillor Peter Harrand | Chair, Overview & Scrutiny Committee |
| Ben Still | West Yorkshire Combined Authority |
| Caroline Allen | West Yorkshire Combined Authority |
| Brian Archer | West Yorkshire Combined Authority |
| Melanie Corcoran | West Yorkshire Combined Authority |
| Alan Reiss | West Yorkshire Combined Authority |
| Angela Taylor | West Yorkshire Combined Authority |
| Ruth Chaplin | West Yorkshire Combined Authority |

55. Apologies for Absence

Apologies for absence were received from Councillors Keith Aspden and Denise Jeffery.

56. Declarations of Disclosable Pecuniary Interests

Councillor Susan Hinchcliffe declared a non-pecuniary interest in Agenda Item 5, Devolution Implementation as she was a shortlisted Labour nominee for the role of West Yorkshire Mayor.

Councillor Stuart Golton declared a non-pecuniary interest in Agenda Item 5, Devolution Implementation as he was the Liberal Democrat candidate for the role of West Yorkshire Mayor.

Councillor Kim Groves declared an other interest in Agenda Item 6, Adult Education Budget Governance as she is a Director of Inspiring Positive Futures.

57. Exclusion of the Press and Public

There were no items that required the exclusion of the press and public.

58. Minutes of the Meeting of the Combined Authority held on 10 November 2020

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 10 November 2020 be approved.

59. Devolution Implementation

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on devolution implementation.

Members considered and consented in principle to the draft Order to establish a mayoral combined authority and associated changes, a copy of which was attached at Appendix 2 to the submitted report. It was noted that the draft Order had also been considered by the Executive Committee and full Council of each Local Authority and, as part of the parliamentary process, would be considered by Parliament's Joint Committee on Statutory Instruments (JCSI). It was acknowledged that the JCSI process may lead to technical amendments being made to the Order which will be non-negotiable.

It was noted that the functions relating to the Spatial Development Strategy (SDS) and Strategic Infrastructure Tariff (SIT) had been part of the 'minded to' devolution deal and the Scheme. However Government have decided to remove these from the draft Order due to the ongoing national planning reforms currently underway. A letter from the Minister for Regional Growth and Local Government explaining the changes was attached at Appendix 3.

Consent to the final draft of the Order is required following consideration by JCSI. In order to facilitate this it was agreed that authority be delegated to the Combined Authority's Managing Director in consultation with the Leader and Chief Executive of each Constituent Council and the Chair of the Combined Authority, to finalise and consent to the final draft of the Order further to any technical issues which may arise.

It is intended that the Order will be laid in Parliament in early December 2020 with the devolution deal set to become law in January/February 2021. It was agreed that the decision is exempt from call-in on the grounds of urgency as any delay caused by the call-in process would prejudice the Combined Authority's and Constituent Councils' interests and delay the

consent to the draft Order. This would have a significant detrimental impact on the proposed timeline which was set out in Appendix 1 to the submitted report. Members discussed the importance of ensuring the MCA had robust scrutiny arrangements and resource and this would be reflected in the budget plans and draft budget which was to be considered at the next meeting.

The Authority unanimously agreed the recommendations and welcomed the significant step taken towards establishing a mayoral combined authority and the benefits it will bring to West Yorkshire. It was acknowledged that it had taken several years to reach this point and Members thanked officers of the Combined Authority and the District Councils who had been involved in securing the deal for their work and support.

Resolved:

- (a) That the content of the report and draft Order attached at Appendix 2 be noted.
- (b) That consent be given in principle to the draft Order attached at Appendix 2, to establish a mayoral combined authority and associated changes as set out in the 'minded to' Devolution Deal.
- (c) That authority be delegated to the Managing Director of the Combined Authority, in consultation with the Leader and Chief Executive of each Constituent Council and the Chair of the Combined Authority, to finalise and consent to the final draft of the Order further to any technical issues which may arise.
- (d) That the updated timetable set out in Appendix 1 to this report and the next steps which are subject to the consent being given by the Constituent Councils and Combined Authority, to the Order that the Secretary of State will lay the Order in Parliament in December 2020 be noted.
- (e) That this decision is exempt from call-in on the grounds of urgency, for the reasons set out in paragraph 6.1 of the submitted report.

60. Adult Education Budget Governance

The Combined Authority considered a report of the Director of Economic Services on the proposed governance arrangements for the devolved Adult Education Budget (AEB) programme.

Members discussed and supported the proposed formal decision making arrangements for AEB which were outlined in the submitted report. It was considered that the AEB governance should be strategically led by the Combined Authority, with advisory support by the Employment and Skills Panel (ESP) and operational decision making to be carried out at officer level under the Combined Authority's Officer Delegation Scheme. It was considered that approving and varying the AEB Strategy was a function

specifically reserved to the Combined Authority and therefore it was agreed that any amendments to the AEB Strategy be defined as a Key Decision, under the Combined Authority's Access to Information Annex. In this respect it was agreed that authority be delegated to the Head of Legal and Governance Services to amend the definition of a key decision in the Combined Authority's Access to Information Annex to include the approval or variation of the AEB Strategy, and amend the Officer Delegation Scheme to clarify that approving or varying the AEB Strategy is not delegated to any officer under the Scheme. The proposed level at which decisions will be taken was attached at Appendix 1 to the submitted report.

It was acknowledged that the success of AEB delivery will require stakeholder and local authority engagement to advise on where the local need and gaps are that can be addressed through the funding. It was noted that all conflicts of interest will be addressed in line with the Combined Authority's AEB Conflicts of Interest Policy for adult education provision and a draft was attached at Appendix 2.

Resolved:

- (a) That the AEB governance arrangements as set out in the submitted report and appendices be approved.
- (b) That authority be delegated to the Head of Legal and Governance Services to amend the definition of a key decision in the Combined Authority's Access to Information Annex to include the approval or variation of the AEB Strategy, and amend the Officer Delegation Scheme to clarify that approving or varying the AEB Strategy is not delegated to any officer under the Scheme.

61. Initial Funding Priorities for Economic Recovery

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on initial funding priorities for economic recovery.

Members discussed the impact COVID-19 has had on businesses and employment and the gaps in provision, particularly to support people to gain and stay in work as a result of the increasing levels of unemployment.

It was noted that the creation of the Single Investment Fund (SIF) will give the MCA greater ability to prioritise investments. However, whilst noting the good progress being made in the design of the SIF, it was recognised that action is required immediately to support people and businesses to recover.

The Authority discussed and agreed the proposal to fund the following two partnership programmes from the Economic Recovery Plan, which are also in line with the priorities for the SIF:

- [Re]boot – to support people unemployed or at risk of redundancy to retrain.
- Employment Hubs – to facilitate access to advice and support across West Yorkshire

Details of the funding, which would be from the gainshare part of the SIF, were outlined in the submitted report. It was noted that this would be subject to the MCA Order being approved and the funding, including gainshare, being made available. It was agreed that approval of the required existing project change requests be delegated to the Investment Committee and these would be assessed in line with the Combined Authority's assurance process.

Members discussed the need to consider further proposals to support economic recovery and a report will be brought to a future meeting.

It was noted that it has not been possible to provide the statutory 28 days' notice of this key decision being considered due to the need to approve immediate recovery programmes to support people to gain and stay in work and help newly unemployed retrain as they are priority actions resulting from the West Yorkshire Economic Recovery Plan. However, in accordance with the Combined Authority's Access to Information Annex to Procedure Standing Orders (part 1 section 7C – General Exception), the Chair of the Overview and Scrutiny Committee had been notified and notification has been published on the Authority's website. Accordingly, as set out in the rules of General Exception, the Combined Authority may still make the decision.

Resolved:

- (a) That the Combined Authority indicatively approves £13.5m gainshare for COVID recovery, for the extension of the existing [Re]boot and the Employment Hub projects, with full approval to spend being granted once the project change requests have progressed through the assurance process in line with the Combined Authority's Assurance Process.
- (b) That approval of the required existing project change requests be delegated to the Investment Committee and be assessed in line with the Combined Authority's assurance process.
- (c) That the progress made in the design of the Single Investment Fund (SIF) as the transition to a Mayoral Combined Authority (MCA) takes place be noted.

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