

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held Remotely on Thursday, 23 July 2020 at 4.00pm

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT AND INDEPENDENT GROUP
Azam (Ch) Tait D Green Kamran Hussain Watson Shafiq	Bibby Goodall Riaz	Griffiths

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT AND INDEPENDENT GROUP
Akhtar Dunbar T Hussain Nazir Thirkill Salam	Pollard Townend Sullivan	Reid

Notes:

- Please note that, under the current circumstances only Members and Alternates on the Committee will receive paper copies of the agenda, however the agenda and reports can be viewed on the Council's agenda and minutes website five clear working days in advance of the meeting.
- **The meeting will be held remotely, Members and officers in advance of the meeting will be sent via email, instructions and a link on how to join the meeting remotely.**
- 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.

- Approximately 30 minutes before the start time of the meeting the Governance Officer will set up the electronic conference arrangements initially in private and bring into the conference facility the Members and officers so that any issues can be raised before the start of the meeting. The officers presenting the reports at the meeting will have been advised by the Governance Officer of their participation and will be brought into the electronic meeting at the appropriate time.
- Members should be on their own when attending remotely and ensure that any confidential papers are not visible via the technology used.
- Any Councillors or members of the public who wish to make a contribution at the meeting are asked to email yusuf.patel@bradford.gov.uk by **10.30 on Tuesday 21 July 2020** 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 Yusuf Patel.

From:

Parveen Akhtar

City Solicitor

Agenda Contact: Yusuf Patel

Phone: 07970 411923

E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel - 01274 434579)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

No referrals have been made at the time of the publication of the agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. CALLED-IN DECISION - QTR. 1 FINANCE POSITION STATEMENT FOR 2020-21 (EXECUTIVE DOCUMENT "BT")

At its meeting on 7 July 2020 the Executive received a report of the Director of Finance (**Executive Document "BT"**) which provided Members with an overview of the forecast financial position of the Council for 2020-21.

It examined the latest spend against revenue and capital budgets and forecasted the financial position at the year end. It stated the Council's current balances and reserves and forecasted school balances for the year.

Executive resolved -

- (1) That the contents of Document "BT" and the actions taken to manage the forecast overspend be noted.
- (2) That the new initiatives required to respond to Covid-19 as outlined in paragraphs 4.13 to 4.32 of Document "BT" be approved. Funding for the schemes of up to £5.978m to derive from Council reserves unless additional Government support or partner support is received, with a further £1m to derive from Public Health grant.
- (3) That the following capital expenditure schemes be approved.
 - £0.9m for the purchase of two Children's Residential Homes. They will be funded by a mixture of corporate borrowing and capital receipts.

- £3m for IT Core Infrastructure projects of connectivity and network infrastructure, server investment and mobile enhancements. The scheme to be funded by using £3m of the previously agreed £3.7m budget in February 2020 from the previously approved Reserve schemes for IT Capital Projects.
- £5.5m for the development of an Advance Fuel Centre and the replacement of vehicles with compressed gas variants. To be funded by fuel cost savings and additional income from sales.
- Create a £2m reserve as a contingency against future overspends within the Capital Investment Plan. That it be noted the following have been approved under Section 1.7 of the Financial Regulations:
 - 0.05m additional funding to replace the pool filters as part of the works to refurbish Bowling Pool. To be funded from the general contingency budget.
 - £0.6m for the extension of the burial ground at Scholemoor Cemetery.

(4) That the continuation of the contract with Impower be approved as outlined in paragraph 12.15 and Appendix 3 to Document “BT”, to support the delivery of transformation, using the £1m investment which was approved as part of the 2020-21 Council budget. The objective being to continue to;

- **Improve outcomes in the services where significant changes to service delivery are being undertaken**
- **Provide a Return on Investment on the work undertaken and a sustained improvement in performance and value for money**
- **Increase the skills within the Council so that more capacity exists to re-modelling services in the future.**
- **That the continuation of the contract with Impower be approved to support the delivery of key transformation programmes within a reset Council Transformation Plan.**
- **That authority be delegated to the Strategic Director of Corporate Resources to enter into a contractual arrangement with Impower.**

- **That the Strategic Director Corporate Resources presents a revised Council Transformation Programme to a future Executive meeting.**

ACTION: All Strategic Directors

In accordance with Paragraph 8.6 (Part 3E, Overview and Scrutiny Procedure Rules) of the Council Constitution, the decision of the Executive in relation to **resolution 4 above (see bold)** has been called in by Councillor David Green.

The reasons for Cllr David Green requesting the call-in are:

“ The reason for the request is that this is a commitment to a significant expenditure on a consultancy but there is no indication of what this consultancy has achieved thus far nor what the proposed work will be in the future. There is no indication of the savings to be realised by the saving and therefore no indication of whether this is a good use of the councils finances.

Part of our role as a committee is to look in detail at financial proposals and in this case I believe that we have a duty to look closely at this proposal to continue the consultancy to be able to reassure ourselves that there is value for our investment and to receive details of how the proposed savings will be realised against the investment and what external advice and support will be provided. We will need to see details of the savings against expenditure already realised under the contract”.

The Quarter 1 Finance Position statement which is the subject of the Call-In is already earmarked for consideration at this meeting (**Please refer to Document “E” of the Agenda pack**), however the Call-in will be considered as a stand alone item.

In accordance with Paragraph 8.6.9 of Part 3E of the Constitution Members of the Overview and Scrutiny Committee can, following consideration of the matter, resolve to:

- (1) **Release the decision for implementation.**
- (2) **Refer all or part of the decision back to the Executive to reconsider it in the light of any representations the Committee may make. The decision may not be implemented until the Executive has met to reconsider its earlier decision.**

- (3) Refer the decision to full Council for consideration, in which case the decision may not be implemented until the Council has met to consider the matter.**

If the Committee makes no resolution, in accordance with paragraph 8.6.9 of the Constitution, the decision may be implemented.

(Corporate Overview & Scrutiny Committee)

(Andrew Cross – 01274 436823)

6. FULL-YEAR PERFORMANCE REPORT

1 - 50

The Chief Executive will submit a report (**Document “C”**) which provides a summary of the high level achievements of the Authority as well as performance against Key Performance Indicators (KPIs) for 2019-20. As the final performance report for the Council Plan 2016-2020 period, this report also provides a summary of what has been achieved over the last four years.

We will be developing a new Council Plan later this year which will potentially require a new set of KPIs, based around our revised priorities in light of the challenges presented by the COVID 19 pandemic. This report recommends that we continue to monitor the existing Key Performance Indicators based around our priorities and reset these at the point in time the new Council Plan is set.

Recommended –

That the progress against performance metrics outlined in the report be considered.

(Phil Witcherley - 01274 431241)

7. FINANCE POSITION STATEMENT FOR 2019-20

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The Director of Finance will submit a report (**Document “D”**) which provides Members with an overview of the financial position of the Council for 2019-20.

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

Recommended –

That the Corporate Overview & Scrutiny Committee review and comment on the Finance Position Statement for 2019-20.

(Andrew Cross - 01274 436823)

8. **QTR. 1 FINANCE POSITION STATEMENT FOR 2020-21** 143 -
214

The Director of Finance will submit a report (**Document “E”**) which provides Members with an overview of 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 Corporate Overview & Scrutiny Committee review and comment on the Qtr 1 Finance Position Statement for 2020-21.

(Andrew Cross - 01274 436823)

9. **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2020/21** 215 -
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The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “F”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2020/21.

Recommended –

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

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

(Mustansir Butt - 01274 432574)



Report of the Chief Executive to the meeting of Corporate Overview & Scrutiny to be held on Thursday 23 July 2020

C

Subject:

FULL-YEAR PERFORMANCE REPORT

Summary statement:

This report provides a summary of the high level achievements of the Authority as well as performance against Key Performance Indicators (KPIs) for 2019-20. As the final performance report for the Council Plan 2016-2020 period, this report also provides a summary of what has been achieved over the last four years.

We will be developing a new Council Plan later this year which will potentially require a new set of KPIs, based around our revised priorities in light of the challenges presented by the COVID 19 pandemic. This report recommends that we continue to monitor the existing Key Performance Indicators based around our priorities and reset these at the point in time the new Council Plan is set.

Report Contact: Phil Witcherley, Head of **Portfolio: Leader**
Policy and Performance
Phone: (01274) 431241
E-mail: philip.witcherley@bradford.gov.uk

1. SUMMARY

1.1. This report provides a summary of progress against the Council's Key Performance Indicators for the municipal year 2019-20. As this is the final full-year performance report covering the 2016-2020 Council Plan, this report also includes a summary of achievements during this period.

1.2. As outlined in other papers to this Executive, the Council and its partners are in the process of developing a new plan for the next five years setting out how we will Build a Better Future for our District. This paper also looks ahead to the new Council Plan and the potential process for setting targets in the future.

1.3. This report is divided into a number of sections:

- Section 2 outlines the overall context in which we are operating
- Section 3 provides highlights of our performance over 2019-2020
- Section 4 provides reporting on the Key Performance Indicators
- Section 5 provides a summary of achievements throughout the Council Plan period
- Section 6 sets out next steps for KPIs in light of the challenges of COVID 19 and the refresh of the Council Plan planned for later in the year

2. CONTEXT

2.1. This performance report covers a period where Local Government has faced unprecedented challenges. COVID 19 has had a radical impact on all of the District's citizens and its businesses. The pandemic also led to a rapid change in the way in which the Council has operated, with some services stopped temporarily (such as libraries and leisure centres), some services changing the way in which they operate and others such as community services and business support have experienced significant surges in demand.

2.2. Our performance should also be viewed alongside the long-term trend over the last ten years for reductions in overall spending to Local Government and recent uncertainty over the implications around exiting the European Union. Over the last twelve months, Bradford District has also seen a rise in the ageing population, leading to increasing demand for services.

3. Key Achievements – Summary by Outcome Area

3.1. Against these circumstances, there have been a number of key achievements against priority areas over the last twelve months. The overall budget position for 2019/20 was achieved, through an effective Medium Term Financial Strategy and

robust governance arrangements. These improved governance arrangements gave us the opportunity to plan a budget for growth in 2020/21. The unexpected arrival of the COVID 19 Pandemic will have a significant impact on this position.

3.2. Alongside this robust financial performance, there are a number of achievements to point to these are outlined below, by outcome area.

Better Skills, More Jobs and a Growing Economy

- Successful negotiation with Government and partners for a 'minded to' devolution deal for West Yorkshire Combined Authority, which will unlock £1.8 billion for the Region and help key projects across the District.
- "People, Skills Prosperity"- The District Skills Plan was launched, with key partners from business and education, setting out the programme of work to drive skills development for the District.
- The work on Business Development Zones has now been finalised. We are now working on projects within the zones (including a new link road across Parry Lane site) and looking at how the areas in Shipley and Keighley link with the Towns Fund.
- We launched our bid for City of Culture 2025. The competition is run by the Government and success would see the District host a year-long, high quality cultural programme bringing significant economic and cultural benefits. Hull's City of Culture year in 2017 generated an audience of over five million, £220 million of investment and 800 new jobs.
- The Towns Fund was launched in Keighley and Shipley and stakeholder sessions with a range of local interested partners took place earlier this year.

Decent Homes

- Bradford District Housing Strategy - "A Place to Call Home, A Place to Thrive" was launched earlier in the year. This strategy has been developed with partners and sets out the actions that can be taken to create healthy, well-connected, sustainable and vibrant communities.
- The Bradford Homelessness and Rough Sleeping Strategy 2020-2025 was adopted setting out the vision and actions to reduce homelessness and rough sleeping over the next five years. It is a partnership strategy developed and signed up to by a range of providers and agencies.
- Two housing partnerships led by Bradford Council have been shortlisted for a nationally recognised UK Housing Award. The Bradford Homelessness Outreach Partnership (Bradford HOP) and Housing First which prevents and relieves homelessness in Bradford have joined just nine UK entries for the prestigious Homelessness Partnership of the Year Award.
- The Council completed construction of its first flagship Extra Care Scheme and Community Resource Unit in Oakworth. The scheme was shortlisted for Public-Private Partnership of the Year at the Insider Yorkshire Property Industry

Awards and received a Gold Award for 'Secure by Design' in recognition of its safety and security.

- Government Office confirmed Compulsory Purchase Orders on eight very long-term, complex and problematic empty properties – three of which were following public inquiries. The Council's approach to tackling empty homes was recognised by two national awards for meeting the challenge of empty homes and innovation.
- The Council developed and launched a new multi-agency hoarding framework in partnership with West Yorkshire Fire and Rescue Authorities and supported by the Safeguarding Adults Board. This provides for a consistent approach to delivering tailored multi agency support to highly vulnerable people and reducing the risk to their health and safety.

Good Start, Great Schools

- In 2019, more children across Bradford District got their first choice primary and secondary school places.
- Over £1.4 million in external research funding was drawn into Bradford following the founding of the Centre for Applied Educational Research (CAER) in collaboration with Bradford Institute of Health Research and Bradford Council. As a result, over 110 schools are participating in research studies on fine motor skills, early identification and support for children with autism and 'Glasses in Classes'.
- In 2019, over 200,000 employer encounters were delivered to 11-18 year olds through the Opportunity Area's partnership with the Careers and Enterprise Company.
- Over 85,000 pupil places on Essential Life Skills activities were funded for children and young people aged 5-18, across the District. This has enabled every one of Bradford's 207 schools to deliver or procure activities for their pupils with projects ranging from public speaking, to education psychologist-led training on resilience, to sports, to outdoor education.

Better Health, Better Lives

- Overall, the access team has reduced the number of people being referred for assessments and increased the number of people signposted to community based services. 87% of contacts diverted to information and guidance by the Independence Advice Hub over the last six months from a baseline of 55%.
- There has been a reduction of 7,000 homecare hours in the last six months through strength based reviewing.
- The Local Authority and local NHS partners have worked together with providers to improve the quality of care and support. 86% of providers in Bradford rate as Good or Outstanding as of June 2020.

- Using the Community Led Social Work model, Let's Connect hubs have been rolled out across the District so that people can have a face to face chat with a social care worker.
- The Council has carried out full public consultation on the Clean Air Plan proposals as part of the development of the final business case to introduce a Clean Air Zone (CAZ) in the District in October 2021. Bradford District Council has also been successful in securing an additional £4 million to support this work.
- Bradford schools have worked hard with parents to improve air quality and safety around school sites. Schools have been working with the campaign group Clean Air Bradford to raise awareness of the air pollution problem around the schools and to look at ways that the school communities can take action to protect children's health. Examples include (1) the "no idling" campaign at Myrtle Park school; (3) the Jump Up programme running in Manningham, Allerton, Eccleshill and Keighley and (4) three primary schools in Shipley who have launched a joint initiative to ask parents, carers and other drivers to switch off their engines when waiting in vehicles on roads near the three schools.
- Bradford District Council has secured funding for a three-year Childhood Obesity Trailblazer Programme - This will focus on the structural, cultural and behavioural drivers of obesity experienced by Muslim South Asian families living in the District.
- The Council has made a successful submission to become one of the Sport England Delivery Pilots, which aims to tackle physical inactivity in children and under-represented groups.
- Bradford Youth Offending Team won the John Hawkins Award for Innovation and Creativity in Youth Justice Practice for the development of a child friendly plan which included the voice of young people in the design and production.
- Bradford's Integrated Out of Hours service for adults and children was shortlisted for an MJ Award in 2019.

Safe, Clean and Active Communities

- Bradford District joined the intercultural cities network in 2019 which recognised some of the work the District has been doing to bring communities together. As part of this initiative, an Intercultural Cities Academy was held in the District in October 2019.
- We have commissioned 13 Voluntary and Community Sector VCS organisations in Bradford District to support 11,000 EU Settlement Scheme Applications. 11,000 applications,
- The Council has created an agenda of activities for Hate Crime Week in October and supporting the Equalities and Community Relationship Strategy Group which meet quarterly.
- We have been continuing our work with West Yorkshire Police through our safer partnership and have closed the gap between the crime rate in the District and the West Yorkshire average.

- Following the work of Operation Steerside, the number of people killed or seriously injured in road accidents was at the lowest level in the last ten years in the first half of this year.
- Bradford District welcomed the Duke and Duchess of Cambridge to the District in January resulting in considerable positive national, regional and local media coverage. During their time in the District, they visited the Khidmat Centre to meet key projects working to bring communities together, also meeting Bradford businesses at My Lahore restaurant.
- Bradford District has been increasing tree cover on Council land and this has been equivalent to 20 football pitches in recent years, in addition to this, in the last two years we have felled eight hectares of woodland and replaced trees native to the area.

Well Run Council

- The Council delivered a greater proportion of its savings targets in 2019-20 when compared to the two previous years.
- IT infrastructure was configured quickly to enable employees to work from home as part of Covid safe working plans.
- The success of a significant reduction in the use of cash across the Council, meant the service needed to be delivered differently. An alternative provider was sourced to realise economies of scale and all staff that wanted to remain with the Council were successfully redeployed.
- Extensive supplier relief mechanisms were implemented quickly to support the supply chain during COVID 19, including for example making early payment to support cashflow.
- In the last year, we spent £196 million with local suppliers, an additional £9.1m on the previous year. Underpinning our commitment to support local spend.
- Work on the Keep It Local Pilot, supporting small, local independent organisations to have access to Council contracts, received a special commendation at the Locality awards.
- The Council's procurement team have been shortlisted for a UK National Government Opportunities Social Value award. The Council has been awarded the Chartered Institute of Procurement and Supply Corporate Ethics standard.
- The Council delivered a number of elections during the last twelve months with the Council elections and European Parliament elections on separate dates in May 2019 and the General Election in December 2019.
- The Council saw a marked improvement on response times for service access requests and Freedom of Information requests over the last year compared with the year before. Benchmarking with other West Yorkshire authorities ranked our performance 1st for SAR and 2nd for Fol requests.
- Bradford District has been selected as one of six locations to take part in an experimental £33 million programme funded by Big Society Capital and the

Local Access Foundation to tackle inequality through boosting the social enterprise sector in the district.

4. Key Performance Indicators

4.1. This report provides summary data of performance against headline targets which were set in July 2019 by the Executive for the 2019/20 municipal year. Our performance against our financial targets, including savings targets is covered in a separate report to this Executive meeting. To match our ambition, a number of stretching targets were set and where available, these are compared in the report with the performance of other Local Authorities.

4.2. The headline performance against these indicators is outlined in Figure 1 below. Compared with last year, Bradford has nearly twice as many measures (9) that are performing well (5).

4.3. Detailed reporting is included in Appendix A. This appendix includes numeric targets and, where available, comparisons with other Local Authorities. This section also provides detailed commentary on performance and sets out the actions which are being taken to improve performance where this is required.

Headline Performance indicators

Indicators that are performing well

Council Outcome	Description
01) Better skills, more good jobs and a growing economy	Median earnings of employees in the area
	The total number of visits to museums & libraries ¹
2) Decent homes that people can afford to live in	Increase the number of homes improved through Council interventions
	Ensure statutory homelessness remains below the England average per 1,000 households
04) Better health, Better lives	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19
	Improve fraction of mortality due to air quality to the regional average
05) Safe, Clean and Active Communities	Reduce the number of people killed or seriously injured in road accidents
	Improve the percentage of people from different backgrounds who get on well together

¹ Library visit figures for the month of March 2020 are estimated due to missing figures over the Covid 19 period

	Improve the percentage of household waste sent for reuse, recycling composting or anaerobic digestion
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Indicators that are close to target²

Council Outcome	Description
01) Better skills, more good jobs and a growing economy	20,000 more people into work in the District by 2030
2) Decent homes that people can afford to live in	An additional 2,476 homes delivered per year
03) Great Start, Good Schools	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
04) Better health, Better lives	Maintain performance for the number of older people in new care home placements per 100,000 over 65s
	Reduce number of 18-64 year olds in new care home placements per 100,000
	Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight
	Bring percentage of re-referral cases in children’s social care in line with our statistical neighbours
05) Safe, Clean and Active Communities	Reduce crime rate per 1,000 people in line with West Yorkshire Average

Indicators that are underperforming or not on target to be fully achieved

Council Outcome	Description
01) Better skills, more good jobs and a growing economy	The total number of physical visits to markets
	Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average
	48,000 additional number of people in the District with NVQ Level 3 and above by 2030
03) Good Start. Great Schools	Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20
	Percentage of secondary schools judged to be Good or Outstanding to be in line with national average for 2019/20
	Reduce percentage of unauthorised absences across all phases
	Continue to improve on the positive KS4 Progress 8 measure
	Early Years Foundation Stage at good level of development in the top two of our statistical neighbours
	Percentage of Education Health and Care assessments (excluding exception cases) completed within 20 weeks closes the gap with the national average in 2019/20
04) Better health,	Increase the percentage of adults who are physically active to

² Measures are rated amber when there is a 5% variance from the performance target.

Better lives	the regional average
	Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.
06) Well Run Council	Percentage of staff with a goal (using the new Evolve system to record the information)
	Percentage of employees with a disability
	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days

4.4. A detailed narrative on performance against each of these targets can be found in Annex A.

5. Summary of Achievements throughout the Council Plan Period 2016-2020

5.1. This is the final year of the Council Plan, which covered the period from 2016 to 2020. In the period of this Council Plan, there have been a number of significant achievements which can be highlighted.

5.2. On **better skills, more good jobs and a growing economy**, we said that we would support businesses starting up, growing and investing in Bradford District, get the right infrastructure, let everyone know Bradford and the District is a great place to live, work play and invest and ensure we have a skilled and flexible workforce.

5.3. On this outcome, our progress has been celebrated by a number of external organisations including being Barclays Best Place to Start a Business, the most improved city in PwCs Good Growth index in 2019 and one of the Sunday Times' top 20 places to do business. We have seen investment in the District from PwC opening an office in the City Centre and Channel 4 coming to Leeds City Region in part because of the young and diverse offer of Bradford District.

5.4. We have made investments in our local infrastructure from improvements such as those to Hard Ings Road in Keighley and made the case successfully to put Bradford District on the map for a station on the new Northern Powerhouse Rail. We have also delivered capital investment improvements such as St George's Hall and made progress on planned investments including Bradford Live, One City Park and improvements to markets.

5.5. Finally, we have worked to create a new vocational approach to skills through launching Industrial Centres of Excellence (ICE), a partnership between businesses and education providers. We now have a number of ICE programmes from Health and Social Care to the Creative Sector to Manufacturing and Engineering. These ensure that our people have the skills that match the needs of

our businesses. The Skills Plan published in 2020 brings together ICE and many other strands of work into three key aims: Building the Skills Employers Seek; Improving Job Quality; and Connecting Communities to Good Jobs and Careers.

- 5.6. For **Decent Homes that people can afford to live in** - we said we would increase the number of homes to meet rising demand for housing, provide decent, safe homes that are appropriate for people's needs and support people who have the most housing need.
- 5.7. Since 2016, the Council has been developing its local plan and there has been an increase in the number of homes in the District of 4,744 between 2016 and 2019. In every year the increase in the number of new homes in the District has been above our CIPFA statistical neighbours average.
- 5.8. We have also been working hard to improve the quality of the local housing stock. Between 2016 and 2020, the Council housing team intervened to improve 4,244 homes. The Council has been presented with National Empty Homes network awards for our work in tackling empty homes and our innovation in developing Sharia approved equity loans for the owners of empty properties. Our teams have been addressing homelessness in the district. Between 2016 and 2020, the Council supported 6,000 homeless people and those threatened with homelessness into accommodation
- 5.9. On **Better Health, Better Lives**, the focus has been to promote lifestyles, create choice and control, join up services and safeguard children's and adults.
- 5.10. The relationship between Social Care and the NHS was praised in the Care Quality Commission systems inspection in 2018. This report said that there *"was a clear shared and agreed purpose, vision and strategy described in the Happy, Healthy at Home plan which had been developed by the organisations that make up the local system in Bradford. This was articulated throughout all levels of the system. CQC found that most staff were committed to the vision - whether working in adult social care, primary and secondary care sectors, or in the voluntary sector."*
- 5.11. We have made some significant progress on keeping people healthy and at home over the last four years. Bradford District Council is ranked 4th in England on the overall rate of delayed days when care is transferred from hospital per 100,000 population aged 18+. There has been a significant shift in how needs are met. A lower proportion of people now live in a care home than there were two years ago and 250 less people in residential care (15% reduction in placements since April 2019 from 1,700 to 1,450 – in all service areas).

- 5.12. Whilst obesity and physical activity are challenges for the District a number of initiatives have been introduced to tackle these issues, from creating a schools based project team to work with schools to tackle obesity, to the Community Sports and Activities Development Unit focusing on physical activity for women from a BAME background. We have also invested in the value of the Council's sports and leisure estate, including through opening the new Sedburgh Leisure Centre in the last year.
- 5.13. The Council was extremely disappointed at the outcome of the Ofsted inspection in September 2018 which found that the services we deliver to protect the most vulnerable are not meeting the high standards our children deserve. The over-riding priority for Children's Services, the Council and its partners since this report, has been to address the issues highlighted by Ofsted. Since the Ofsted inspection, there is a new management team in place including a new Director of Children's Services and a new Deputy Director of Children's Social Care who are working hard to address the issues identified in this service.
- 5.14. In terms of our priority for a **great start and good schools for all our children**. We have been working to ensure that children start school ready to learn, children achieve well at school and young people leave school ready for life and work.
- 5.15. Work with children and families in the District has been informed by the work of the Bradford Institute for Health Research which in 2019 developed the Centre for Applied Health and Education Research which is leading research programmes in 100 Bradford schools, bringing together education and health data and interventions to improve outcomes for children. This programme has brought an additional £1.4 million to fund action research projects.
- 5.16. The Opportunity Area (OA) has brought together senior education and business leaders from across the District to deliver programmes into schools which have brought an additional investment of £18 million into the District. These have included leadership programmes to strengthen school leadership, providing mentoring, coaching and leadership masterclasses to new and aspiring Head Teachers (a programme delivered by a consortium of Bradford District's strongest Teaching Schools) as well as a number of literacy initiatives. OA has also trialled work with parents across three areas aimed at improving parental support on attendance and literacy, and to build better relationships with their school. The trials are unique in that work with parents takes place in community settings, rather than in school. This allowed the intervention to reach a cohort of parents who have disengaged from school, but not community services such as health. This work has created a cohort of parent champions; local residents (who are themselves parents) who understand the barriers faced by parents in their communities and are a source of creative solutions.

- 5.17. During the time of the Council Plan our Early Year's provision has performed well. Take up of places has been strong with an increase in take-up of the two year offer from 67% in 2016 to 75% in 2020. Our childcare sufficiency assessment shows that there is enough good quality provision of childcare in the District to support demand. Better Start Bradford has piloted innovative Early Years programmes in the District working closely in partnership with the early help hubs.
- 5.18. SEND provision has been significantly strengthened with additional specialist provision being developed across the District in both mainstream and special schools with many more children having their needs met within the District.
- 5.19. For **Safe, Clean and Active Communities** much of our work has focused on bringing our communities together and making our communities safer.
- 5.20. The District was selected as one of five integration pilot areas and as part of this work, we have brought a number of additional initiatives to the District. By the time the delivery of this programme is complete in 2021, we expect to have engaged with 38,292 residents from all ages and backgrounds across 20 wards through the delivery of 34 projects.
- 5.21. An example of this is the Linking Network, which aims to provide a linking experience between two classes in two schools over an academic year. It has engaged with 5,550 children from September 2018 to September 2019. Overall, the project has engaged 67% (185 primary classes) of Year 3, 4 & 5 pupils and 26 secondary schools in a linking experience. 96% of all teachers involved felt this project fostered greater self-understanding, critical thinking, empathy, mutual respect and intercultural and interfaith dialogue and understanding.
- 5.22. Through People Can, we have had 2,636 people engaged in informal volunteering by March 2019. Over the last year, this number increased to 3,436 with 800 more people volunteering through our 'Great Big Get Together' in September 2019 bringing people together from different backgrounds. In addition, 400 people from 14 different ethnic backgrounds have been engaged in community conversations.
- 5.23. Through the safer communities work we have worked with the Police and other partners to help reduce crime and create a safer District. One example of where we have made progress in this area is the reductions in the levels of individuals who are killed or seriously injured in road accidents through Operation Steerside. Operation Steerside is a partnership with West Yorkshire Police, working across the District to take positive action against anyone whose driving falls below the required standard. This has led to a reduction in the level of KSI and the beginning half of this year saw the lowest levels in Bradford District for 10 years.

5.24. On **Well Run Council**, we want to use our resources wisely, work in partnership well and make sure we are well governed, accountable and legally compliant.

5.25. Over recent years, the number of our existing partnerships have been enhanced with a number of new additions. This includes the Economic Partnership, chaired by David Baldwin, the Bradfordian Chief Executive of the English Football League and the Stronger Communities Partnership, chaired by Bishop Toby Howarth. These new groups have developed and are working across partners to implement plans to deliver for the District.

5.26. We have worked to support the community sector in the District through long-lease Community Asset Transfers. One recent example of our Community Asset Transfer is South Square in Thornton in 2019. This has been transferred as a long-term 99 year lease and has helped secure community led regeneration and a sustainable use of a heritage, culture and arts building in the District.

5.27. Over the last four years, we have made improvements in our approach to Social Value procurement through buying goods and services from local providers where possible. Our work and commitment in this area has led to us being selected as a Locality Keep It Local Pilot alongside Bristol Council. Over the last year, we have been shortlisted for a number of awards on our local and social value procurement approach and nearly £200m worth of council contracts now go to local suppliers.

6. Developing future indicators and measuring performance in 2020/2021

6.1. At the time of writing, the COVID 19 pandemic is ongoing and the full implications of this on our outcomes and the medium and long term implications are unknown. We are also facing uncertainty on the amount of resources the Council and District will have to fund services in the future. Against this backdrop, it is extremely challenging to set targets.

6.2. As agreed at June 2020 Executive, we are now working to refresh the Council Plan for the next five years and we are focused on Building a Better Future for Bradford District. Until this new Council Plan is developed, it is recommended that we continue to track the existing targets until the new Council Plan is developed. Future targets will be developed as part of the refresh of the Council Plan later this year.

6.3. At this stage the recommendation is that the Council continues to track progress using the current indicators with the addition of a number of KPIs on employment for people with protected characteristics. This is in addition to the information we

already report on employees with a disability. These figures are based on self-reported characteristics, so may not fully reflect the proportions from each protected characteristic. We are due to set our equalities objectives later this year for the 2020-2024. We will develop future targets as part of this process.

Council Outcome	Description	Baseline performance
Well Run Council	Percentage of top 5% employees who are female	48.5%
	Percentage of employees from LGBTQ backgrounds	0.6%
	Percentage of employees from BAME backgrounds	27.7%
	Percentage of top 5% Council employees by income who are from BAME backgrounds	18.5%

7. OTHER CONSIDERATIONS

None

8. FINANCIAL & RESOURCE APPRAISAL

There are no specific financial issues or resource implications arising from this report.

9. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risks in relation to budgetary implications of COVID 19 impact are noted and will be monitored and reported.

10. LEGAL APPRAISAL

There are no specific legal issues.

11. OTHER IMPLICATIONS

11.1 EQUALITY & DIVERSITY

Equality and diversity is a key underpinning consideration behind all Council planning. Proposed additional indicators on equalities are set out in section 6 of this report.

11.2 SUSTAINABILITY IMPLICATIONS

No specific issues other than those outlined in the outcome section.

11.3 GREENHOUSE GAS EMISSIONS IMPACTS

No specific issues other than those outlined in the outcome section.

11.4 COMMUNITY SAFETY IMPLICATIONS

There are no specific issues other than those outlined in the outcome section.

11.5 HUMAN RIGHTS ACT

There are no specific issues.

11.6 TRADE UNION

There are no specific issues.

11.7 WARD IMPLICATIONS

There are no specific issues identified.

11.8 IMPLICATIONS FOR CORPORATE PARENTING

There are no specific issues identified other than those outlined in the outcome section.

11.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues identified.

12. NOT FOR PUBLICATION DOCUMENTS

Not applicable.

13. RECOMMENDATIONS

1. That the progress against performance metrics outlined in the report be considered.

11. APPENDICES

Appendix A – Detailed Performance Information and Reporting

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

1. KEY PERFORMANCE INDICATORS WHERE THERE HAS BEEN A CHANGE IN THE LAST 6 MONTHS

Indicator	Current Performance	Target	Variance (Amber)	Time Period	RAG	Direction of Travel
01) Better skills, more good jobs and a growing economy						
Median earnings of employees in the area	£500	£480	£456	2019	Green	Green
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average	£9.48bn	£10.07bn	£9.57bn	2018	Red	Red
The total number of visits to museums & libraries	1,267,880 ³	1,213,908	1,153,213	19/20	Green	Red
The total number of physical visits to markets	4,264,969	4,680,000	4,446,000	19/20	Red	Red
20,000 more people into work in the District by 2030	216,500	224,670	213,437	12 mths to Dec 19	Amber	Green
48,000 additional number of people in the District with NVQ Level 3 and above by 2030	134,600	154,600	146,870	12 mths to Dec 19	Red	Red
2) Decent homes that people can afford to live in						
Increase the number of homes improved through Council interventions	1,056	1000	950	19/20	Green	Red
An additional 2,476 homes delivered per year	1,690 ⁴	1,703	1,618	19/20	Amber	Amber
Ensure statutory homelessness remains below the England average per 1,000 households	0.60	2.41	2.53	19/20	Green	Green
03) Great Start Good Schools						
Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20	82%	88%	83.6%	Mar-20	Red	Green
Percentage of secondary schools judged to be Good or Outstanding to be in line with national average for 2019/20.	64%	76%	72.2%	Mar-20	Red	Green
Reduce percentage of unauthorised absences across all	2.20%	1.50%	1.58%	Ac yr	Red	Red

³ Library visit figures for the month of March 2020 are estimated due to missing data over the Covid period

⁴ The figure of 1,690 is an estimated figure as the time-lag to the full outturn for 19/20 takes approximately 6 months to verify.

phases				18-19		
Continue to improve on the positive KS4 Progress 8 measure	-0.01			Ac yr 18-19	Red	Red
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours	68%	top 2 SN		Ac yr 18-19	Red	Green
By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average	63%	65%	61.75%	Ac yr 18-19	Amber	Green
Percentage of Education Health and Care assessments (excluding exception cases) completed within 20 weeks closes the gap with the national average in 2019/20.	28.70%	60.4%	57.40%	2019	Red	Red
04) Better health, Better lives						
Improve fraction of mortality due to air quality to the regional average	5.3%	5.3%	5.6%	2019	Green	Green
Reduce number of 18-64 year olds in new care home placements per 100,000	9.8	7.9	10.31	19/20 provisional	Amber	Red
Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+	Due to the coronavirus illness (COVID-19) and the need to release capacity across the NHS to support the response, NHS Digital has paused the collection and publication of this data					
Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight	38.30%	37.6%	39.4%	18/19	Amber	Green
Increase the percentage of adults who are physically active to the regional average	62.40%	66.20%	62.89%	18/19	Red	Green
Maintain performance for the number of older people in new care home placements per 100,000 over 65s	565	548.7	593	19/20 provisional	Amber	Red
Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.	2.34%	3.50%	7%	Mar-20	Green	Green
Bring percentage of re-referral cases in children's social care in line with our statistical neighbours.	22.89%	20%	25%	Mar-20	Amber	Red
Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.	13.09%	9%	10.50%	Mar-20	Red	Red
05) Safe, Clean and Active Communities						

Reduce the number of people killed or seriously injured in road accidents	170	178	186.9	2019	Green	Green
Improve the percentage of people from different backgrounds who get on well together	55.7%	51%	48.45%	19/20	Green	Green
Reduce crime rate per 1,000 people in line with West Yorkshire Average	136.7	124.9	143.5	19/20	Amber	Green
Improve the percentage of household waste sent for reuse, recycling composting or anaerobic digestion	42.1%	40%	38%	Q3 19/20	Green	Green
06) Well Run Council						
Percentage of staff with a goal (using the new Evolve system to record the information)	48.4%	90%	85.5%	19/20	Red	Green
Percentage of employees with a disability	4.34	5.40%	5.13%	19/20	Red	Green
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	12.96	9.76	10.25	19/20	Red	Red

2. Detailed Reporting for Performance Measures which are Exceeding the Target.

Theme / Priority:	Better skills, more good jobs and a growing economy																																										
Indicator / Measure detail:	Median earnings of employees in the area																																										
Recent Trends:	<table border="1"> <caption>Estimated Median Earnings (2013-2019)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>445.0</td> <td>480.0</td> <td>470.0</td> <td>520.0</td> </tr> <tr> <td>2014</td> <td>448.0</td> <td>482.0</td> <td>475.0</td> <td>525.0</td> </tr> <tr> <td>2015</td> <td>450.0</td> <td>485.0</td> <td>480.0</td> <td>530.0</td> </tr> <tr> <td>2016</td> <td>475.0</td> <td>500.0</td> <td>495.0</td> <td>545.0</td> </tr> <tr> <td>2017</td> <td>478.0</td> <td>505.0</td> <td>500.0</td> <td>555.0</td> </tr> <tr> <td>2018</td> <td>490.0</td> <td>520.0</td> <td>515.0</td> <td>575.0</td> </tr> <tr> <td>2019</td> <td>500.0</td> <td>535.0</td> <td>520.0</td> <td>590.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	445.0	480.0	470.0	520.0	2014	448.0	482.0	475.0	525.0	2015	450.0	485.0	480.0	530.0	2016	475.0	500.0	495.0	545.0	2017	478.0	505.0	500.0	555.0	2018	490.0	520.0	515.0	575.0	2019	500.0	535.0	520.0	590.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
2013	445.0	480.0	470.0	520.0																																							
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2018	490.0	520.0	515.0	575.0																																							
2019	500.0	535.0	520.0	590.0																																							
Target and timescale:	£480 (2019)	Actual and timescale:	£500 (2019)																																								
Why is performance at the current level?																																											
<p>In 2019, there was an increase in median gross weekly earnings for Bradford District residents of £11.30 or 2.3%.</p> <p>Over the past ten years Bradford has improved its position relative to the UK average. Bradford's full-time workers median weekly pay has risen from £422.40 in 2010, an increase of £77.60 (18.4%) over the past 10 years. The 18.4% increase was higher than the UK increase of 17.3%. Women's pay has risen faster than men's pay over the last ten years. Since 2010 median weekly pay for female full-time workers increased by £71.40 (19.0%) whilst male full-time workers increased by £63.70 (13.6%).</p> <p>In Bradford lower income workers and higher income workers saw higher rates of increase (above the regional and national rates) than middle (median) income workers.</p>																																											

Theme / Priority:	Better skills, more good jobs and a growing economy								
Indicator / Measure detail:	The total number of visits to museums and libraries								
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~1,430,000</td> </tr> <tr> <td>2019/20</td> <td>~1,270,000</td> </tr> </tbody> </table>			Year	Visits	2018/19	~1,430,000	2019/20	~1,270,000
Year	Visits								
2018/19	~1,430,000								
2019/20	~1,270,000								
Target and timescale:	1,213,908 (2019-20)	Actual and timescale:	1,267,880 (2019-20) Note: Library data for March 2020 has been estimated based on average figures for Apr 19 - Feb 20. This is due to incomplete March figures as a result of COVID 19.						
Why is performance at the current level?									
The museums have had a positive year with increased user numbers, and the library service has experienced a mixed picture with overall performance slightly down on previous years in the second half of the year. Both libraries and museum services were closed for part of the month of March due to COVID 19.									

Theme / Priority:	Decent homes that people can afford to live in												
Indicator / Measure detail:	Increase the number of homes improved through Council interventions												
Recent Trends:	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Financial Year</th> <th>Number of Homes Improved</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>950</td> </tr> <tr> <td>2017/18</td> <td>1010</td> </tr> <tr> <td>2018/19</td> <td>1230</td> </tr> <tr> <td>2019/20</td> <td>1056</td> </tr> </tbody> </table>			Financial Year	Number of Homes Improved	2016/17	950	2017/18	1010	2018/19	1230	2019/20	1056
Financial Year	Number of Homes Improved												
2016/17	950												
2017/18	1010												
2018/19	1230												
2019/20	1056												
Target and timescale:	1,000 (19-20)	Actual and timescale:	1,056 (19-20)										
Why is performance at the current level?													
<p>Over the last twelve months, 1,056 homes were improved and the target exceeded.</p> <p>The number of homes improved though Council interventions has increased by 11.5% over the last three years (since 2016/17). In the same period the number of housing standards related service requests increased by 21.9%.</p> <p>The reduction in the number of homes improved over the last year was anticipated because the service has introduced a triage system to deal with lower risk housing standards issues. The triage system was introduced in response to the higher levels of demand and to increase capacity to carry out targeted proactive work on the highest risk properties.</p>													

Theme / Priority:	Decent homes that people can afford to live in																																										
Indicator / Measure detail:	Ensure statutory homelessness remains below the England average per 1,000 households																																										
Recent Trends:	<table border="1"> <caption>Homelessness rate (per 1,000 households)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>CIPFA nearest neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2012-13</td> <td>1.65</td> <td>2.20</td> <td>2.30</td> <td>2.40</td> </tr> <tr> <td>2013-14</td> <td>1.70</td> <td>1.55</td> <td>2.30</td> <td>2.30</td> </tr> <tr> <td>2014-15</td> <td>1.50</td> <td>1.45</td> <td>1.90</td> <td>2.40</td> </tr> <tr> <td>2015-16</td> <td>1.90</td> <td>1.50</td> <td>2.40</td> <td>2.50</td> </tr> <tr> <td>2016-17</td> <td>2.00</td> <td>1.60</td> <td>2.70</td> <td>2.50</td> </tr> <tr> <td>2017-18</td> <td>1.80</td> <td>1.70</td> <td>2.60</td> <td>2.40</td> </tr> <tr> <td>2018-19</td> <td>0.60</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England	2012-13	1.65	2.20	2.30	2.40	2013-14	1.70	1.55	2.30	2.30	2014-15	1.50	1.45	1.90	2.40	2015-16	1.90	1.50	2.40	2.50	2016-17	2.00	1.60	2.70	2.50	2017-18	1.80	1.70	2.60	2.40	2018-19	0.60	-	-	-
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2017-18	1.80	1.70	2.60	2.40																																							
2018-19	0.60	-	-	-																																							
Target and timescale:	2.41 (19-20)	Actual and timescale:	0.60 (19-20)																																								
Why is performance at the current level?																																											
<p>Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of LA's nationally.</p> <p>Bradford also has some issues with clients who are difficult to place in more permanent accommodation due to rent arrears or anti-social behaviour, but in late 18/19 funding was received from the MHCLG to focus specifically on such clients in the hope of securing long(er) term private rented accommodation with a target of 100 placements with final turn-out of 102. Bradford District also received funding for assisting Rough Sleepers and at the end of March 2020, 112 customers had been accommodated.</p> <p>Bradford has commissioned Concept Housing to act as our sole provider of crisis accommodation from February 2020 which should significantly improve and reduce our use of Temporary Accommodation with more detailed figures to be supplied in subsequent reports.</p>																																											

Theme / Priority:	Better Health, Better Lives																
Indicator / Measure detail:	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.																
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>01-Mar-15</td> <td>4.7%</td> </tr> <tr> <td>01-Mar-16</td> <td>3.3%</td> </tr> <tr> <td>01-Mar-17</td> <td>3.4%</td> </tr> <tr> <td>01-Mar-18</td> <td>2.5%</td> </tr> <tr> <td>01-Mar-19</td> <td>3.6%</td> </tr> <tr> <td>01-Mar-20</td> <td>2.3%</td> </tr> </tbody> </table>			Date	Percentage	01-Mar-15	4.7%	01-Mar-16	3.3%	01-Mar-17	3.4%	01-Mar-18	2.5%	01-Mar-19	3.6%	01-Mar-20	2.3%
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Target and timescale:	3.5% (2019-20)	Actual and timescale:	2.34% (Provisional for 2019-20)														
Why is performance at the current level?																	
<p>The number of children subject to Child Protection plans for over two years has shown a steady decline; this is positive progress. This has been driven by strengthened Quality Assurance arrangements and a manager review of all children subject to plans from the third review at 13 months. A new management structure is in place within children's social care and this has improved management grip on drift and delay and is driving improved social work practice.</p> <p>This will continue to be closely monitored and reviewed to understand decision making but more importantly how risk is being managed safely to ensure that we are achieving the right outcomes for children.</p>																	

Theme / Priority:	Better Health, Better Lives																																														
Indicator / Measure detail:	Improve fraction of mortality due to air quality to the regional average																																														
Recent Trends:	<table border="1"> <caption>Estimated data from the line chart</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Yorkshire & the Humber (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr><td>2010</td><td>5.3</td><td>5.3</td><td>5.7</td></tr> <tr><td>2011</td><td>4.9</td><td>5.0</td><td>5.4</td></tr> <tr><td>2012</td><td>4.7</td><td>4.9</td><td>5.1</td></tr> <tr><td>2013</td><td>4.7</td><td>5.1</td><td>5.3</td></tr> <tr><td>2014</td><td>4.6</td><td>4.9</td><td>5.1</td></tr> <tr><td>2015</td><td>4.2</td><td>4.3</td><td>4.7</td></tr> <tr><td>2016</td><td>4.9</td><td>4.8</td><td>5.3</td></tr> <tr><td>2017</td><td>4.3</td><td>4.2</td><td>5.1</td></tr> <tr><td>2018</td><td>4.6</td><td>4.5</td><td>5.2</td></tr> <tr><td>2019</td><td>5.3</td><td>5.3</td><td>5.6</td></tr> </tbody> </table>			Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)	2010	5.3	5.3	5.7	2011	4.9	5.0	5.4	2012	4.7	4.9	5.1	2013	4.7	5.1	5.3	2014	4.6	4.9	5.1	2015	4.2	4.3	4.7	2016	4.9	4.8	5.3	2017	4.3	4.2	5.1	2018	4.6	4.5	5.2	2019	5.3	5.3	5.6
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Target and timescale:	5.3% (2019)	Actual and timescale:	5.3% (2019)																																												
Why is performance at the current level?																																															
<p>This target has been met and work to develop Bradford District's Clean Air Plan (B-CAP) will ensure that Bradford's air pollution will continue to improve. A Clean Air Zone will be implemented in 2021 and this will reduce the particulate emissions from local traffic, this alongside other initiatives to improve air quality including the uptake of low emission fuels, increases in active travel and reductions in industrial and domestic emissions will also ensure cleaner air and improved health in the City.</p> <p>We propose to continue the target of being in line with the regional average to ensure we are incentivised to keep pace with the wider regional and national trends.</p>																																															

Theme / Priority:	Safe, Clean and Active Communities																																															
Indicator / Measure detail:	Reduce the number of people killed or seriously injured in road accidents																																															
Recent Trends:	Rate per 100,000 <table border="1"> <caption>Estimated Road Accident Rates per 100,000</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>CIPFA nearest neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010-12</td> <td>41</td> <td>45</td> <td>32</td> <td>40</td> </tr> <tr> <td>2011-13</td> <td>39</td> <td>45</td> <td>31</td> <td>39</td> </tr> <tr> <td>2012-14</td> <td>37</td> <td>44</td> <td>31</td> <td>38</td> </tr> <tr> <td>2013-15</td> <td>36</td> <td>43</td> <td>31</td> <td>39</td> </tr> <tr> <td>2014-16</td> <td>35</td> <td>44</td> <td>32</td> <td>40</td> </tr> <tr> <td>2015-17</td> <td>34</td> <td>46</td> <td>31</td> <td>41</td> </tr> <tr> <td>2016-18</td> <td>33</td> <td>49</td> <td>31</td> <td>42</td> </tr> <tr> <td>2017-19</td> <td>34</td> <td>47</td> <td>31</td> <td>43</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England	2010-12	41	45	32	40	2011-13	39	45	31	39	2012-14	37	44	31	38	2013-15	36	43	31	39	2014-16	35	44	32	40	2015-17	34	46	31	41	2016-18	33	49	31	42	2017-19	34	47	31	43
Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England																																												
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2015-17	34	46	31	41																																												
2016-18	33	49	31	42																																												
2017-19	34	47	31	43																																												
Target and timescale:	178 (2019)	Actual and timescale:	170 (2019)																																													
Why is performance at the current level?																																																
<p>In 2019, Bradford KSIs (Killed and Serious Injuries) dropped by 4% to 170 from 177 in 2018. There have been reductions in all categories apart from car occupants (an increase of 1 compared to 2018). The reduction for cyclist casualties (a reduction of 2 compared to 2018) should be viewed in a context of a general increase of cycling trips in the county in recent year. Cycling infrastructures including the 23km cycle superhighway between Leeds and Bradford, have contributed to more cycling trips in the county.</p> <p>Bradford will be in a strong position to meet the 2026 target reduction if these levels continue.</p> <p>Bradford provides detailed casualty assessments in order to develop Casualty Programmes and is an exemplar Authority for Partnership Working. We have also created a strategic top slice from the Capital Programme to deliver a programme of higher level safety schemes such as the City Centre 20mph zone and the Schools 20mph zone programme. Bradford also performs high level engagement with schools and educational establishments in the District with regard to Education, Training and Publicity. We annually train 1,800 children with cycle skills and are now seeing decreases in cycle injuries against an ever rising increase in cyclist numbers.</p> <p>Operation Steerside has proved a valuable contribution to joint roads policing activity in Bradford with over 12,000 interactions in a 12 month period in Bradford. This has been funded primarily by the Police with local contributions from the Council and a Parish Council to support this activity in other parts of Bradford.</p> <p>A further expansion of the mobile cameras operated by the West Yorkshire Casualty Reduction Partnership is being examined by the West Yorkshire Safer Roads Working Group. Random Road Watch allows cameras to be utilised on any part of the network and not just designated mobile camera sites. This is to address areas of high anti-social behaviour where complaints are made. A deployment model is currently under scrutiny.</p>																																																

Theme / Priority:	Safe, Clean and Active Communities																																																														
Indicator / Measure detail:	Improve the percentage of people from different backgrounds who get on well together																																																														
Recent Trends:	<p>Rate per 100,000</p> <table border="1"> <caption>Line Chart Data: Rate per 100,000</caption> <thead> <tr> <th>Month</th> <th>Bradford (%)</th> <th>West Yorkshire (%)</th> </tr> </thead> <tbody> <tr><td>Sep-18</td><td>49.6</td><td>53.5</td></tr> <tr><td>Oct-18</td><td>49.5</td><td>53.5</td></tr> <tr><td>Nov-18</td><td>49.5</td><td>53.5</td></tr> <tr><td>Dec-18</td><td>49.5</td><td>53.5</td></tr> <tr><td>Jan-19</td><td>49.5</td><td>53.5</td></tr> <tr><td>Feb-19</td><td>49.5</td><td>53.5</td></tr> <tr><td>Mar-19</td><td>49.6</td><td>53.5</td></tr> <tr><td>Apr-19</td><td>50.0</td><td>53.5</td></tr> <tr><td>May-19</td><td>50.5</td><td>54.0</td></tr> <tr><td>Jun-19</td><td>51.0</td><td>54.5</td></tr> <tr><td>Jul-19</td><td>51.5</td><td>55.0</td></tr> <tr><td>Aug-19</td><td>52.0</td><td>55.0</td></tr> <tr><td>Sep-19</td><td>52.5</td><td>55.0</td></tr> <tr><td>Oct-19</td><td>53.0</td><td>55.5</td></tr> <tr><td>Nov-19</td><td>53.5</td><td>56.0</td></tr> <tr><td>Dec-19</td><td>54.0</td><td>56.5</td></tr> <tr><td>Jan-20</td><td>54.5</td><td>56.5</td></tr> <tr><td>Feb-20</td><td>55.0</td><td>57.0</td></tr> <tr><td>Mar-20</td><td>55.7</td><td>57.5</td></tr> </tbody> </table>			Month	Bradford (%)	West Yorkshire (%)	Sep-18	49.6	53.5	Oct-18	49.5	53.5	Nov-18	49.5	53.5	Dec-18	49.5	53.5	Jan-19	49.5	53.5	Feb-19	49.5	53.5	Mar-19	49.6	53.5	Apr-19	50.0	53.5	May-19	50.5	54.0	Jun-19	51.0	54.5	Jul-19	51.5	55.0	Aug-19	52.0	55.0	Sep-19	52.5	55.0	Oct-19	53.0	55.5	Nov-19	53.5	56.0	Dec-19	54.0	56.5	Jan-20	54.5	56.5	Feb-20	55.0	57.0	Mar-20	55.7	57.5
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Feb-20	55.0	57.0																																																													
Mar-20	55.7	57.5																																																													
Target and timescale:	51% (2019-20)	Actual and timescale:	55.7% (2019-20)																																																												
Why is performance at the current level?																																																															
<p>Performance for this measure has improved over the last year to 55.7% for the 12 months to March 2020 (from 49.6% for the same period the previous year).</p> <p>The Stronger Communities Strategy 2018-2023 made the commitment to improve integration and cohesion in the District. The strategy incorporates both the Stronger Communities existing areas of work (e.g. Voluntary and Community Sector infrastructure support, Community Building Grant, People Can, and Transformation Fund) and events such as Remembrance Days; Great Get Togethers and the Controlling Migration Fund.</p>																																																															

Theme / Priority:	Safe, Clean and Active Communities																																		
Indicator / Measure detail:	Improve the percentage of household waste sent for reuse, recycling, composting or anaerobic digestion																																		
Recent Trends:	<table border="1"> <caption>Percentage of household waste sent for reuse, recycling, composting or anaerobic digestion</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>52</td> <td>44</td> <td>44</td> </tr> <tr> <td>2014-15</td> <td>51</td> <td>43</td> <td>43</td> </tr> <tr> <td>2015-16</td> <td>40</td> <td>43</td> <td>43</td> </tr> <tr> <td>2016-17</td> <td>38</td> <td>43</td> <td>43</td> </tr> <tr> <td>2017-18</td> <td>35</td> <td>43</td> <td>43</td> </tr> <tr> <td>2018/19</td> <td>40</td> <td>43</td> <td>43</td> </tr> <tr> <td>2019/20 Q3</td> <td>42</td> <td>43</td> <td>43</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	2013-14	52	44	44	2014-15	51	43	43	2015-16	40	43	43	2016-17	38	43	43	2017-18	35	43	43	2018/19	40	43	43	2019/20 Q3	42	43	43
Year	Bradford	Yorkshire & Humber	England																																
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2017-18	35	43	43																																
2018/19	40	43	43																																
2019/20 Q3	42	43	43																																
Target and timescale:	40% (2019-20)	Actual and timescale:	42.1% (Q3 19-20)																																
Why is performance at the current level?																																			
<p>From April 2019 to October 2020, we had a marked improvement in our processes to reduce contamination levels within commodities received at the MRF. This resulted in six months of very good sales income (gain-share) from our end processors. Unfortunately, the global recyclates market crashed in November – especially for paper and card which make up 60% of our recyclates which then became a serious cost for us. Then in December, the situation worsened and glass prices also tumbled which effectively meant our glass was worthless due to the contamination level which is currently beyond our control. Only aluminium and plastic prices have remained consistently high. Prices for all other recyclates have just started increasing gradually in May 2020.</p> <p>COVID 19 seriously affected our tonnages from early April 2020. Due to lockdown, kerbside collected weights increased straight away which have remained about 20 to 25% higher than usual for the last nine weeks for both recyclates and general waste. The joint impact of this has a huge financial impact which is still continuing.</p> <p>In order to maximise income from the sale of our recyclates we are continually reviewing our operations at the MRF and the contracts we let for the sales of recyclates. Continued work with residents to improve and increase recycling, reduce contamination and to reduce food waste in to the residual waste stream will be a high priority for the Service over the next 12 months. Regardless of our efforts, we are also largely dependent upon market prices which need to improve.</p>																																			

3. Detailed Reporting for Performance Measures which are close to meeting the Target.

Theme / Priority:	Better skills, more good jobs and a growing economy																																										
Indicator / Measure detail:	20,000 more people into work in the District by 2030																																										
Recent Trends: Employment rate - aged 16-64 (12 months to December)	<table border="1"> <caption>Employment rate - aged 16-64 (12 months to December)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>66.5</td> <td>69.5</td> <td>67.5</td> <td>71.5</td> </tr> <tr> <td>2014</td> <td>65.5</td> <td>70.5</td> <td>68.0</td> <td>72.5</td> </tr> <tr> <td>2015</td> <td>65.5</td> <td>72.5</td> <td>68.5</td> <td>73.5</td> </tr> <tr> <td>2016</td> <td>67.5</td> <td>72.5</td> <td>69.5</td> <td>74.5</td> </tr> <tr> <td>2017</td> <td>67.5</td> <td>73.5</td> <td>70.5</td> <td>75.5</td> </tr> <tr> <td>2018</td> <td>66.0</td> <td>73.5</td> <td>71.5</td> <td>76.0</td> </tr> <tr> <td>2019</td> <td>66.3</td> <td>73.7</td> <td>71.8</td> <td>76.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	66.5	69.5	67.5	71.5	2014	65.5	70.5	68.0	72.5	2015	65.5	72.5	68.5	73.5	2016	67.5	72.5	69.5	74.5	2017	67.5	73.5	70.5	75.5	2018	66.0	73.5	71.5	76.0	2019	66.3	73.7	71.8	76.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
2013	66.5	69.5	67.5	71.5																																							
2014	65.5	70.5	68.0	72.5																																							
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2018	66.0	73.5	71.5	76.0																																							
2019	66.3	73.7	71.8	76.0																																							
Target and timescale:	224,670 (2019)	Actual and timescale:	216,500 (2019)																																								
Why is performance at the current level?																																											
<p>The latest Annual Population Survey figures show that the number of working age people (16-64) in employment over the year to December 2019 rose by 4,400 to 216,500 (66.3%) compared to the same period in 2018. During the year the employment rate reached a peak of 220,100 (67.7%) for the 12 months to September 2019. This was close to the five year high of September 2017 (223,400).</p> <p>ONS advise against making too much of a single data point but to look at the long term trend as that will give a truer reflection of employment rates. Over the last five years, the numbers in employment has increased by 2,200. Despite the increase in number of people in employment in the Bradford District, the employment rate is still significantly lower than comparators such as the rate for Yorkshire and the Humber of 73.7%.</p> <p>Bradford experienced an increase of 6,500 private sector jobs in 2017 and the recent location by PwC into the City shows that the ambition of the economic strategy to create 20,000 jobs was being delivered prior to the COVID 19 pandemic.</p>																																											
How can we make sure things get better?																																											
<p>Our work in this area will need to factor in the impact of the COVID 19 pandemic which is already being felt with a 48% increase in the claimant count between March and April. We are likely to see significant redundancies going forward and an increase in the unemployment rate. Bradford has framed a national ask to central Government for resources to enable a locally led recovery plan. The plan has a sharp focus on employment and skills to support people in the District, with action that links business and skills development with Bradford residents looking for work.</p>																																											

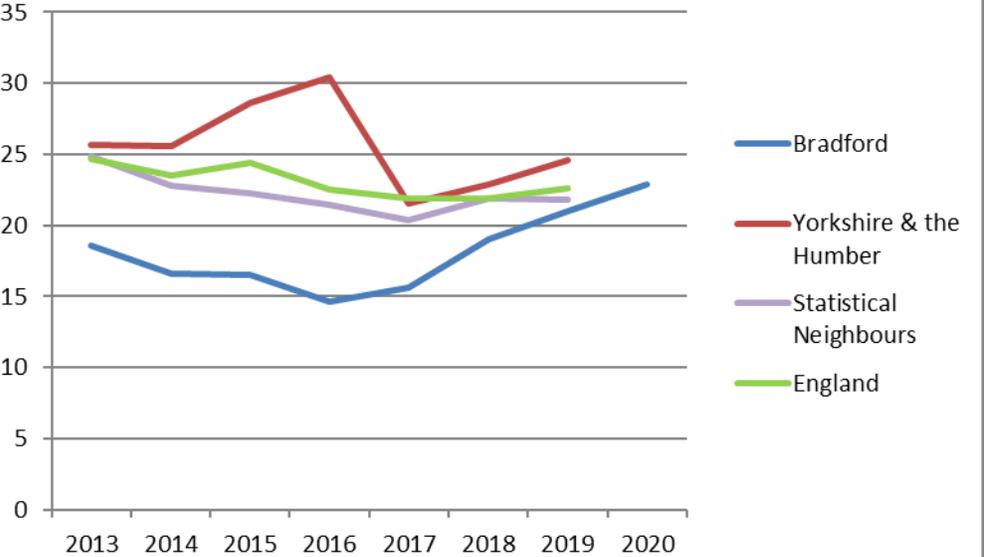
Theme / Priority:	Decent homes that people can afford to live in																										
Indicator / Measure detail:	Additional homes delivered per year																										
Recent Trends:	<table border="1"> <caption>Net Additional Homes Data</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>CIPFA Nearest Neighbours</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>850</td> <td>600</td> </tr> <tr> <td>2014/15</td> <td>1150</td> <td>750</td> </tr> <tr> <td>2015/16</td> <td>1400</td> <td>750</td> </tr> <tr> <td>2016/17</td> <td>1500</td> <td>850</td> </tr> <tr> <td>2017/18</td> <td>1650</td> <td>950</td> </tr> <tr> <td>2018/19</td> <td>1600</td> <td>1000</td> </tr> <tr> <td>2019/20</td> <td>1700</td> <td>1050</td> </tr> </tbody> </table>			Year	Bradford	CIPFA Nearest Neighbours	2013/14	850	600	2014/15	1150	750	2015/16	1400	750	2016/17	1500	850	2017/18	1650	950	2018/19	1600	1000	2019/20	1700	1050
Year	Bradford	CIPFA Nearest Neighbours																									
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2019/20	1700	1050																									
Target and timescale:	1,703 (19-20)	Actual and timescale:	1,690 (this is an estimated figure as the time-lag to the full outturn for 19/20 takes approximately 6 months to verify).																								
Why is performance at the current level?																											
<p>The Council's Core Strategy Partial Review (CSPR) Preferred Options report, which has been subject to consultation, sets out a revised minimum housing need figure of 1,703 dwellings per annum or 28,951 dwellings over a suggested revised 17-year plan period of 2020-37. The figure of 1,690* is an estimated figure as the time-lag to the full out-turn for 19/20 takes approximately six months to verify. The housing figure has been calculated using the Government's Standard Methodology.</p>																											
How can we make sure things get better?																											
<p>In August 2019, the Council published a Housing Delivery Test Action Plan. This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. In preparing the Action Plan, the Council gathered a broad range of evidence and views from a variety of key stakeholders involved in planning policy, planning processes and the delivery of housing across the District. This included a review of policy documents and has factored in past and present research studies in relation to housing delivery. It also involved engagement with volume house builders, registered providers, SMEs and intermediaries who contribute to our housing supply in order to gain an understanding of the key factors influencing delivery across the District. This included engaging with providers and developers who are active in the District and those that have had little activity in Bradford but are delivering regionally. The feedback received, combined with our internal knowledge of local sites, land and development activity and housing context has aided identification of the issues and barriers to delivery and the actions required to overcome them.</p>																											

Theme / Priority:	Better Health, Better Lives																																					
Indicator / Measure detail:	Maintain performance for the number of older people in new care home placements per 100,000 over 65s																																					
Recent Trends:	<table border="1"> <caption>Estimated data from the line chart</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>560.00</td> <td>750.00</td> <td>700.00</td> <td>660.00</td> </tr> <tr> <td>2015/16</td> <td>500.00</td> <td>700.00</td> <td>670.00</td> <td>630.00</td> </tr> <tr> <td>2016/17</td> <td>570.00</td> <td>660.00</td> <td>700.00</td> <td>610.00</td> </tr> <tr> <td>2017/18</td> <td>490.00</td> <td>630.00</td> <td>650.00</td> <td>590.00</td> </tr> <tr> <td>2018/19</td> <td>550.00</td> <td>640.00</td> <td>620.00</td> <td>580.00</td> </tr> <tr> <td>2019/20</td> <td>560.00</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	560.00	750.00	700.00	660.00	2015/16	500.00	700.00	670.00	630.00	2016/17	570.00	660.00	700.00	610.00	2017/18	490.00	630.00	650.00	590.00	2018/19	550.00	640.00	620.00	580.00	2019/20	560.00	-	-	-
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																																		
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2018/19	550.00	640.00	620.00	580.00																																		
2019/20	560.00	-	-	-																																		
Target and timescale:	548.7 (2019-20)	Actual and timescale:	565.04 (2019-20 Provisional)																																			
Why is performance at the current level?																																						
<p>The focus within Adult Social Care is to enable people to be happy and healthy in their own home and ensure independence can be maintained and increased where possible. Care home placements will only be considered where people have complex needs which cannot be met in their community.</p> <p>Challenging targets have been set in this area over the next three years to ensure Adult Social Care can meet its savings targets. A transformation programme has been put in place to ensure that outcomes are improved. As a result, the number of people aged 65+ living in care home settings is falling. The number of people age 65+ who are living in a care home placement commissioned by the Council has fallen by 85, from 1,362 in April 2019 to 1,277 at the end of March 2020, a reduction of 6%. This follows on from reductions in the previous years.</p> <p>This indicator focuses on the number of people per 100k population newly placed in to permanent Council commissioned care home placements. Data for 2019/20 is currently provisional, though there has been a small increase from 2018-19.</p> <p>2018/19 reported performance was better than regional and national averages. Bradford were ranked 4th best of 15 Councils in Yorkshire and Humber, and ranked 5th best of 16 councils in our comparator group. Based on this provisional data we expect Bradford to be a good performer and similarly ranked when national data is published later in the year.</p>																																						
How can we make sure things get better?																																						
<p>Strengths based approaches are well established across the department and care homes are only considered when community based solutions to meet a person's long term support needs have been considered.</p> <p>A performance framework is now established in Adult Social Care increasing transparency and scrutiny of performance. Information on placement numbers is now discussed at performance focused senior management team meetings and directorate leadership meetings. These meetings</p>																																						

will agree relevant corrective actions if the number of people in placements are failing to meet agreed targets.

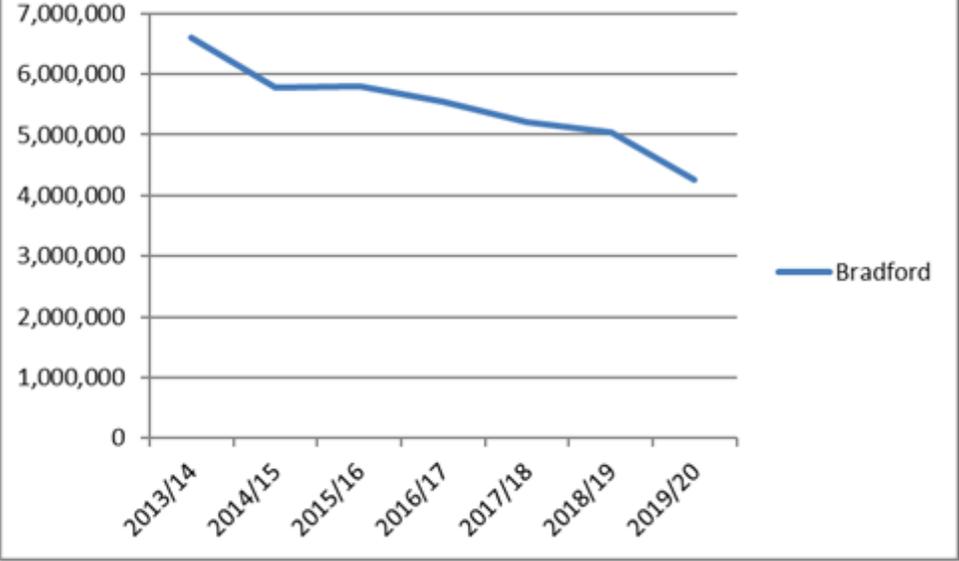
Theme / Priority:	Great Start Good Schools																											
Indicator / Measure detail:	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average																											
Recent Trends:	<table border="1"> <caption>Key Stage 2 Reading, Writing and Maths Scores (Estimated from Graph)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>47</td> <td>50</td> <td>50</td> <td>53</td> </tr> <tr> <td>2017</td> <td>57</td> <td>58</td> <td>58</td> <td>61</td> </tr> <tr> <td>2018</td> <td>61</td> <td>62</td> <td>62</td> <td>64</td> </tr> <tr> <td>2019</td> <td>62</td> <td>63</td> <td>62</td> <td>65</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	47	50	50	53	2017	57	58	58	61	2018	61	62	62	64	2019	62	63	62	65
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																								
2016	47	50	50	53																								
2017	57	58	58	61																								
2018	61	62	62	64																								
2019	62	63	62	65																								
Target and timescale:	65% (national average: academic year 18-19)	Actual and timescale:	63% (academic year 18-19)																									
Why is performance at the current level?																												
<p>The gap between the national and the Bradford combined percentage score for reading, writing and mathematics has reduced since 2017 by 4%. Although the gap to national remains at three percentage points, nationally, Bradford has moved up the rankings from 125th in 2018 to 106th in 2019, 19 places higher.</p> <p>The decline in the combined figure can be linked largely to the outcomes in reading, which declined by 1% on the 2018 figure: the national average declined by 2%. In summer 2019, the KS2 reading paper was complex and the content was difficult for some groups of pupils to access.</p> <p>When compared with statistical neighbours, Bradford has improved in ranking placement from 7th in 2018 to 4th in 2019.</p>																												
How can we make sure things get better?																												
<p>Work began last year with Keeping In Touch visits (KIT) offered to all schools and academies to analyse data and review plans for improvement. This will be continued this year alongside work to support schools to operate in an environment of COVID 19 and it is intended that the further challenge will support schools in sustaining improvements.</p> <p>In LA maintained schools, support for the schools needing to improve the most is intensive and bespoke. Improvements in leadership quality and in teaching and learning continue to be a focus.</p> <p>Partnership work through the Opportunity Area continues to focus both on improved literacy and on school leadership. A fourth year of OA funding has been confirmed and a set of new programmes have been agreed.</p>																												

Theme / Priority:	Better Health, Better Lives																																																				
Indicator / Measure detail:	Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight																																																				
Recent Trends:	<table border="1"> <caption>Year 6 Childhood Obesity Rates (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>35.3%</td> <td>33.1%</td> <td>34.8%</td> <td>33.3%</td> </tr> <tr> <td>2011/12</td> <td>35.3%</td> <td>33.7%</td> <td>35.3%</td> <td>33.9%</td> </tr> <tr> <td>2012/13</td> <td>35.5%</td> <td>33.1%</td> <td>34.5%</td> <td>33.2%</td> </tr> <tr> <td>2013/14</td> <td>36.3%</td> <td>33.4%</td> <td>35.5%</td> <td>33.4%</td> </tr> <tr> <td>2014/15</td> <td>35.7%</td> <td>33.2%</td> <td>35.1%</td> <td>33.2%</td> </tr> <tr> <td>2015/16</td> <td>36.5%</td> <td>34.5%</td> <td>36.5%</td> <td>34.2%</td> </tr> <tr> <td>2016/17</td> <td>38.0%</td> <td>34.5%</td> <td>37.5%</td> <td>34.2%</td> </tr> <tr> <td>2017/18</td> <td>38.5%</td> <td>34.6%</td> <td>37.4%</td> <td>34.3%</td> </tr> <tr> <td>2018/19</td> <td>38.3%</td> <td>35.1%</td> <td>37.6%</td> <td>34.3%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010/11	35.3%	33.1%	34.8%	33.3%	2011/12	35.3%	33.7%	35.3%	33.9%	2012/13	35.5%	33.1%	34.5%	33.2%	2013/14	36.3%	33.4%	35.5%	33.4%	2014/15	35.7%	33.2%	35.1%	33.2%	2015/16	36.5%	34.5%	36.5%	34.2%	2016/17	38.0%	34.5%	37.5%	34.2%	2017/18	38.5%	34.6%	37.4%	34.3%	2018/19	38.3%	35.1%	37.6%	34.3%
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2018/19	38.3%	35.1%	37.6%	34.3%																																																	
Target and timescale:	37.6% (Statistical Neighbour average 18-19)	Actual and timescale:	38.3% (2018-19)																																																		
Why is performance at the current level?																																																					
High levels of deprivation across the District have contributed to higher levels of obesity in Year 6. Whilst levels of childhood are still obesity is higher than in our statistical neighbour areas, the District has been closing the gap in the last twelve months.																																																					
How can we make sure things get better?																																																					
An obesity needs assessment has recently been conducted highlighting gaps in service and a new obesity plan for the District has been developed, including plans to work with schools to provide high quality nutrition and at least 30 minutes of physical activity for children while at school.																																																					
The Living Well Programme which launched in 2019 continues to provide a co-ordinated and consistent communication around prevention activities and weight management services to the public. Living Well seeks to extend the principles of the whole systems approach to tackle obesity beyond issues relating to obesity to the broad issues around health and wellbeing across the District.																																																					
Work is being done to improve the promotion and targeting of healthy weight intervention activities to groups with greatest health need and ensure that services are accessible and appropriate for these communities.																																																					
Work continues on the partnership between Bradford Council, Born in Bradford and the Bradford Council for Mosques to explore the opportunities for working with Islamic Religious Settings, in particular Madrassas to tackle childhood obesity by supporting healthier behaviours and influencing positive social and structural change for better health in the local environment.																																																					

Theme / Priority:	Better Health, Better Lives																																															
Indicator / Measure detail:	Bring percentage of re-referral cases in children’s social care in line with our statistical neighbours.																																															
Recent Trends:	 <table border="1" data-bbox="435 373 1438 930"> <caption>Re-referral Rates (2013-2020)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>18.5</td> <td>25.5</td> <td>24.5</td> <td>24.5</td> </tr> <tr> <td>2014</td> <td>16.5</td> <td>25.5</td> <td>22.5</td> <td>23.5</td> </tr> <tr> <td>2015</td> <td>16.5</td> <td>28.5</td> <td>22.5</td> <td>24.5</td> </tr> <tr> <td>2016</td> <td>14.5</td> <td>30.0</td> <td>21.5</td> <td>22.5</td> </tr> <tr> <td>2017</td> <td>15.5</td> <td>21.5</td> <td>20.5</td> <td>21.5</td> </tr> <tr> <td>2018</td> <td>19.0</td> <td>23.0</td> <td>21.5</td> <td>22.0</td> </tr> <tr> <td>2019</td> <td>20.5</td> <td>24.5</td> <td>21.85</td> <td>22.5</td> </tr> <tr> <td>2020</td> <td>23.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	18.5	25.5	24.5	24.5	2014	16.5	25.5	22.5	23.5	2015	16.5	28.5	22.5	24.5	2016	14.5	30.0	21.5	22.5	2017	15.5	21.5	20.5	21.5	2018	19.0	23.0	21.5	22.0	2019	20.5	24.5	21.85	22.5	2020	23.0	-	-	-
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																												
2013	18.5	25.5	24.5	24.5																																												
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2019	20.5	24.5	21.85	22.5																																												
2020	23.0	-	-	-																																												
Target and timescale:	20% (2019-20)	Actual and timescale:	22.9% (Provisional 2019-20)																																													
Why is performance at the current level?																																																
Bradford District has historically had a lower re-referral rate than its comparators since at least 2013. The 12 months to March 20 figures for the District shows a re-referral rate that is slightly higher than the 2018/19 Statistical Neighbour Average (21.85%). The 2019/20 statistical neighbour average will not be available until March 2021.																																																
How can we make sure things get better?																																																
<p>Re-referrals are something that we want to be neither too high nor too low. Circumstance in families lives change, partners need to be confident in referring and there are some legacy cases that may need to be reconsidered. The District’s rate is now similar to that of the statistical neighbour average which is line with the target and which is positive progress. Current performance indicates that the service is working well with families; ensuring families are receiving the right support, at the right time by the right people.</p> <p>Performance against this target is reviewed on a regular basis with partnership quality assurance activity providing a lens on decision making.</p>																																																

Theme / Priority:	Safe, Clean and Active Communities																																					
Indicator / Measure detail:	Reduce crime rate per 1,000 people in line with West Yorkshire Average																																					
Recent Trends:	<table border="1"> <caption>Crime Rate per 1,000 People (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>West Yorkshire</th> <th>Most Similar Group (MSG)</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>75</td> <td>70</td> <td>70</td> <td>60</td> </tr> <tr> <td>2015-16</td> <td>95</td> <td>85</td> <td>80</td> <td>65</td> </tr> <tr> <td>2016-17</td> <td>110</td> <td>105</td> <td>95</td> <td>70</td> </tr> <tr> <td>2017-18</td> <td>130</td> <td>115</td> <td>110</td> <td>80</td> </tr> <tr> <td>2018-19</td> <td>142</td> <td>128</td> <td>125</td> <td>88</td> </tr> <tr> <td>2019-20</td> <td>136.69</td> <td>125</td> <td>115</td> <td>88</td> </tr> </tbody> </table>			Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England	2014-15	75	70	70	60	2015-16	95	85	80	65	2016-17	110	105	95	70	2017-18	130	115	110	80	2018-19	142	128	125	88	2019-20	136.69	125	115	88
Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England																																		
2014-15	75	70	70	60																																		
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2017-18	130	115	110	80																																		
2018-19	142	128	125	88																																		
2019-20	136.69	125	115	88																																		
Target and timescale:	124.93 (WY average Mar 2020)	Actual and timescale:	136.69 (March 2020)																																			
Why is performance at the current level?																																						
<p>There were 73,100 crimes recorded in Bradford for the 12 months to March 2020 – a crime rate of 136.69. The number of Police recorded crimes has reduced by 3.68% over the last year, 2,795 fewer crimes than the previous year (against a 2.58% reduction for West Yorkshire). The gap between Bradford and West Yorkshire has been closing over the last 12 months.</p>																																						
How can we make sure things get better?																																						
<p>The Community Safety Partnership (CSP) has sharpened its focus on the key crime issues for the District. Priorities for the CSP are outlined below and will all contribute towards reducing overall crime rates in Bradford:</p> <ul style="list-style-type: none"> - Tackling Domestic Abuse and Sexual Violence - Tackling Crime and Reoffending - Tackling Anti-Social Behaviour 																																						

4. Detailed Reporting – Performance indicators where target is not currently being met (red rating)

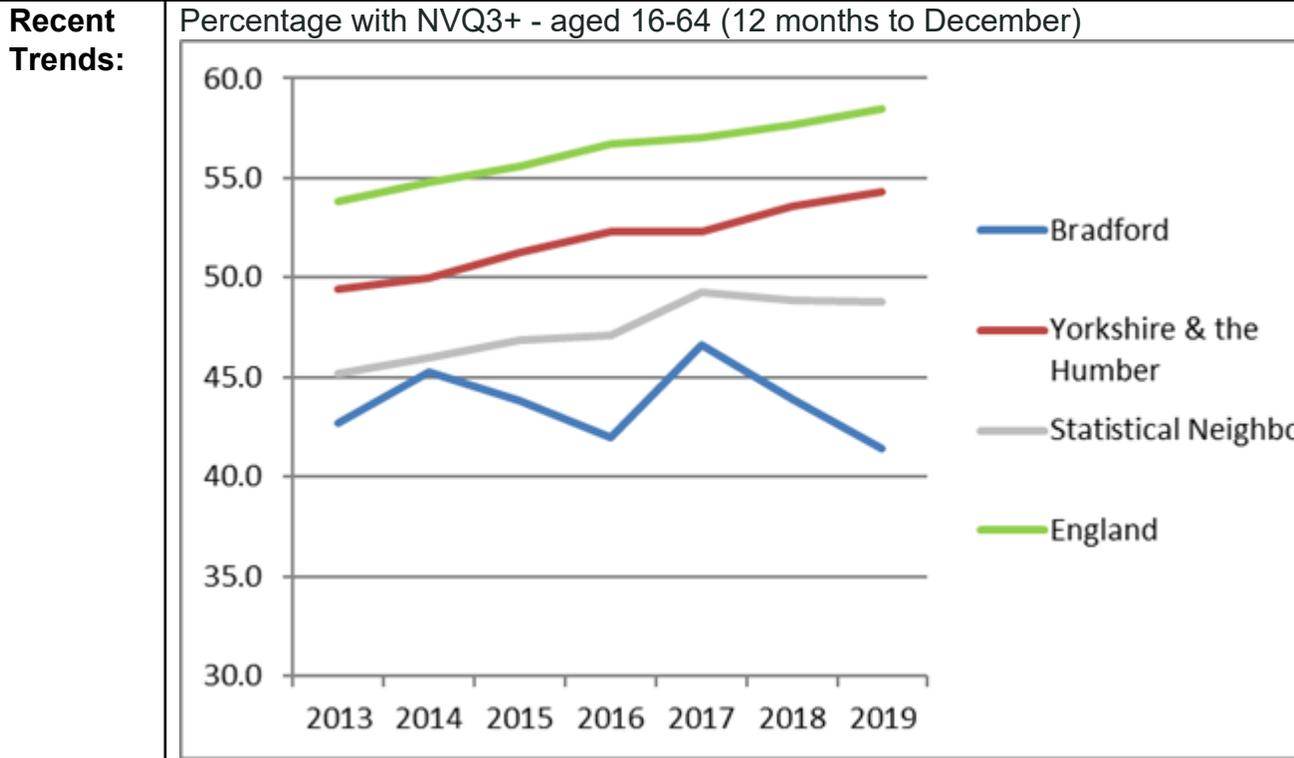
Theme / Priority:	Better skills, more good jobs and a growing economy		
Indicator / Measure detail:	Total number of physical visits to markets in the Bradford District		
Recent Trends:	 <p>(excludes Library data for Q4 19-20 which is unavailable)</p>		
Target and timescale:	4,680,000 (2019-20)	Actual and timescale:	4,264,969 (2019-20)
Why is performance at the current level?			
<p>There has been a decline in visits to the two City Centre markets and this mirrors the decline in traditional markets across many cities in the UK. Furthermore, the anticipated closure of the two City Centre venues in 2022 has resulted in a drop in demand as potential new traders are reluctant to invest in a market that is set for closure. The high number of vacancies has therefore had an impact on customer visits.</p>			
How can we make sure things get better?			
<p>In the short term, we are supporting markets to continue to operate whilst respecting social distancing rules.</p> <p>In the long term, we are making investments into Markets in the District. The new Darley Street Market and adjacent market square will create a new markets offer in a more central City Centre location that will not only regenerate the market offer but also the Darley Street area which has suffered from the relocation of retailers to the Broadway Centre.</p> <p>The change in the retail offer of the new market that includes creating a large hot food & beverage offer that will open into the early evening alongside a new open air market square for ad-hoc market activities with dramatically increase visitor numbers.</p>			

Theme / Priority:	Better skills, more good jobs and a growing economy																
Indicator / Measure detail:	The value of the local economy measured by Gross Value Added																
Recent Trends:	<table border="1"> <caption>Bradford GVA (Millions of Pounds)</caption> <thead> <tr> <th>Year</th> <th>GVA (Millions)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>8,900</td> </tr> <tr> <td>2014</td> <td>9,200</td> </tr> <tr> <td>2015</td> <td>9,650</td> </tr> <tr> <td>2016</td> <td>9,900</td> </tr> <tr> <td>2017</td> <td>10,000</td> </tr> <tr> <td>2018</td> <td>9,480</td> </tr> </tbody> </table>			Year	GVA (Millions)	2013	8,900	2014	9,200	2015	9,650	2016	9,900	2017	10,000	2018	9,480
Year	GVA (Millions)																
2013	8,900																
2014	9,200																
2015	9,650																
2016	9,900																
2017	10,000																
2018	9,480																
Target and timescale:	£10.07bn (2018)	Actual and timescale:	£9.48bn (2018)														
Why is performance at the current level?																	
<p>Up until 2017, the value of Bradford’s economy had been increasing year on year and has risen faster than regional and National GVA growth. The most recent year’s data for 2018 shows a 1.5% fall compared to continued regional growth of 7.0% and national growth of 3.4%. The fall was driven by a fall in high value service sectors such as legal and accounting services, retail and health activities which contributed to £315 million fall (-4.2%) in overall service sector GVA. This was balanced to some extent by manufacturing GVA growth of £198 million (+16%). The long term year picture is more encouraging – GVA grew by 22.8% between 2008 and 2018. This was on a par with Yorkshire & Humber growth of 25.5%.</p> <p>It should be noted that ONS have changed the methodology for calculating GVA which has revised Bradford GVA current and historic estimates downwards. This has meant that previous year’s figures have also been revised downwards. The £10.07 billion target for 2018 was based on a 2016 baseline of £9.90 billion. The revised figure for 2016 using the new ONS methodology was £9.22 billion. Targets going forward have been rebased used the new 2018 GVA figure. The revised 2019 target is £10.34 billion.</p>																	
How can we make sure things get better?																	
<p>In the short to medium term impact of the COVID 19 pandemic and the economic lockdown is likely to see a significant fall in GVA both locally and nationally. This will require a refresh of the economic strategy to address the job losses, business failures and sector shifts that will result and that are already being seen. Large scale economic disruption may also generate opportunities and we need to move quickly to identify and respond to these. The opportunity for localised supply chains, the shift to home working and the increasing importance of digital skills are obvious areas for action.</p> <p>We will continue to work on the economic strategy objectives in partnership with our business community. This will include building on the successes of last year, including promoting innovation</p>																	

and attracting high value businesses to the district such as PwC and supporting our own business community to thrive. We are also looking at unlocking some of the barriers to productivity growth in the District, including skills and transport connectivity.

Theme / Priority: **Better skills, more good jobs and a growing economy**

Indicator / Measure detail: Number of people in the District with NVQ Level 3 and above



Target and timescale:	154,600 (2019)	Actual and timescale:	134,600 (2019)
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Why is performance at the current level?

As of December 2019, 134,600 people equating to 41.1% of the working age population was qualified to Level 3 or above in Bradford District, in comparison to 54.3% across Yorkshire & Humber and 58.4% across the UK as a whole. This was a fall of 6,800 on the previous year equating to a 4.8% fall compared to UK increase of 1.6%.

When we look at the data more closely, the biggest components of the fall in the NVQ 3 skills Level was an increase of 7,800 for those with other qualifications and an increase of 600 for those with no qualifications.

The long term trend remains for improvements in qualification levels. Since 2009, the proportion of the work age population qualified to NVQ Level 3 and above has increased by 5% equating to around 7,100 people. However, this increase was much lower than a UK increase of 27% and a regional increase of 22%. From the Economic Strategy September 2016 baseline there are now 1,600 less working age residents qualified to Level 3 and above, a fall of 1.2% compared to a UK increase of 3.8%.

There are many possible reasons to explain the fall in the NVQ 3 skills levels over the past two

year. Changes in the profile of workplace jobs could also be a factor but analysis of sector employment between 2017 and 2018 does not suggest that this is the case as there has not been an occupational shift towards lower skilled jobs such as hospitality, retail and distribution on a large enough scale.

Bradford District's relatively low house prices may also be a factor in that housing is more affordable for those on low incomes working in low wage jobs. Evidence shows that people in low wage jobs typically have lower skills levels. ONS and Census shows that Bradford has a higher proportion of residents working in lower wage occupations both in Bradford and the wider City region. Census data also showed that a higher proportion of higher paid jobs in Bradford District were occupied by people living outside the District

How can we make sure things get better?

We are working hard to address this, improving the District's workforce skills as a driver for increased productivity and inclusive economic growth is the key goal of the workforce development plan, "People Skills Prosperity". The Inclusive Employment Board, part of the governance structure for implementing the workforce development plan will take a lead on improving skills levels and utilisation in the workplace. This will include identifying and promoting where employers are successfully developing their workforce, looking to stimulate private investment in skills, improving links between Higher Education and local employers, and leveraging the combined investments and efforts of anchor institutions to improve skills outcomes.

We are working to unify the local employment and skills offer under a single local SkillsHouse brand underpinned by a digital platform that will create a single point of access for residents giving support, information and advice to enable access to training that supports personal development and promotes higher skills development.

Other key developments that will support skills development are the Academy within the Health and Social Care Economic Partnership's One Workforce programme; the opening of the two new sixth form free schools in the City Centre is already raising aspirations to complete a Level 3 qualification amongst our young people, and improve quality and relevance of the offer and the impact of the ICE programme in secondary schools

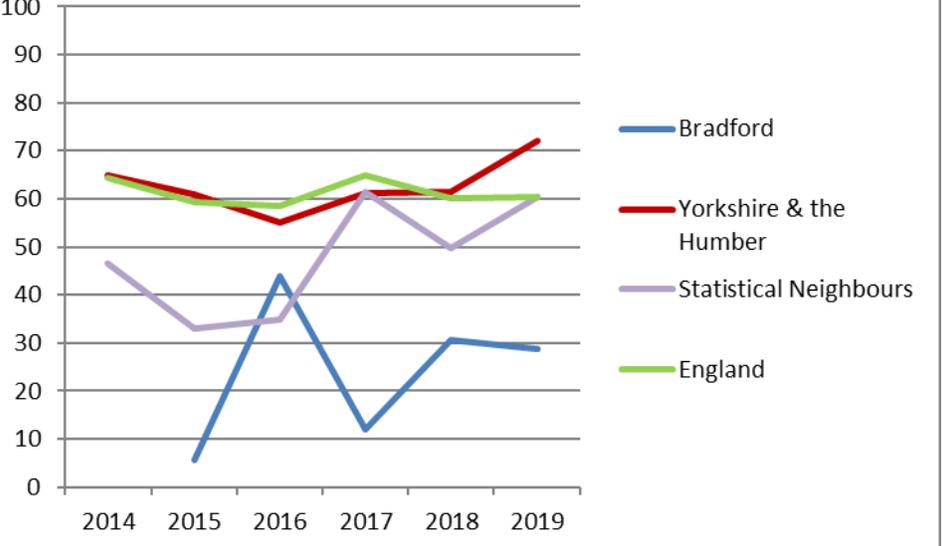
Devolution also creates an opportunity for us to realign local spend of the Adult Education Budget (AEB) in a more strategic way, eliminating duplication and promoting progression and increased uptake of higher level skills. We continue to work with the Combined Authority on this agenda.

Theme / Priority:	Great Start Good Schools																																												
Indicator / Measure detail:	Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20																																												
Recent Trends:	<table border="1"> <caption>Approximate data from the line graph</caption> <thead> <tr> <th>Date</th> <th>Bradford (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr><td>01/03/2017</td><td>79</td><td>90</td></tr> <tr><td>01/06/2017</td><td>78</td><td>90</td></tr> <tr><td>01/09/2017</td><td>76</td><td>91</td></tr> <tr><td>01/12/2017</td><td>76</td><td>90</td></tr> <tr><td>01/03/2018</td><td>78</td><td>90</td></tr> <tr><td>01/06/2018</td><td>74</td><td>87</td></tr> <tr><td>01/09/2018</td><td>73</td><td>87</td></tr> <tr><td>01/12/2018</td><td>74</td><td>87</td></tr> <tr><td>01/03/2019</td><td>74</td><td>87</td></tr> <tr><td>01/06/2019</td><td>78</td><td>87</td></tr> <tr><td>01/09/2019</td><td>79</td><td>88</td></tr> <tr><td>01/12/2019</td><td>81</td><td>88</td></tr> <tr><td>01/03/2020</td><td>82</td><td>88</td></tr> </tbody> </table>			Date	Bradford (%)	England (%)	01/03/2017	79	90	01/06/2017	78	90	01/09/2017	76	91	01/12/2017	76	90	01/03/2018	78	90	01/06/2018	74	87	01/09/2018	73	87	01/12/2018	74	87	01/03/2019	74	87	01/06/2019	78	87	01/09/2019	79	88	01/12/2019	81	88	01/03/2020	82	88
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01/09/2019	79	88																																											
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01/03/2020	82	88																																											
Target and timescale:	88% National Average for March 2020	Actual and timescale:	82% (March 2020)																																										
Why is performance at the current level?																																													
<p>Commentary from Q2 Report Nov 2019: Inspection judgments in Bradford have improved in this period. Currently there are no schools in special measures in Bradford. Schools which were previously inspected and found to be in need of special measures were, under current legislation academised and some of these are now being inspected or are due inspection and have improved to at least Requires Improvement. Inspection has been paused during the COVID 19 pandemic, resulting in schools who are due inspection not being visited and being unable to improve their inspection judgments.</p>																																													
How can we make sure things get better?																																													
<p>Partnership work is being undertaken with the LA and the Department for Education through the Opportunity Area programme to focus on those schools who need additional support and to make sure that this is put in place. Schools are receiving additional support from, the DfE School improvement programme where they have one or more Required Improvement judgements. LA maintained schools receive bespoke support to enable them to achieve “Good” at the next inspection.</p> <p>A new inspection framework was introduced in September 2019 which may prove to be more challenging but as yet too few schools have been inspected under the framework to form a view on the likely impact on inspection outcomes.</p>																																													

Theme / Priority:	Great Start Good Schools																																																									
Indicator / Measure detail:	Reduce percentage of unauthorised absences across all phases																																																									
Recent Trends:	<table border="1"> <caption>Unauthorised Absences (Percentage) by Year and Region</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr><td>2010</td><td>1.75</td><td>1.25</td><td>1.15</td><td>1.05</td></tr> <tr><td>2011</td><td>1.70</td><td>1.30</td><td>1.18</td><td>1.10</td></tr> <tr><td>2012</td><td>1.60</td><td>1.10</td><td>1.10</td><td>1.00</td></tr> <tr><td>2013</td><td>1.80</td><td>1.30</td><td>1.20</td><td>1.10</td></tr> <tr><td>2014</td><td>1.60</td><td>1.30</td><td>1.20</td><td>1.10</td></tr> <tr><td>2015</td><td>1.70</td><td>1.30</td><td>1.25</td><td>1.10</td></tr> <tr><td>2016</td><td>1.70</td><td>1.40</td><td>1.35</td><td>1.10</td></tr> <tr><td>2017</td><td>1.90</td><td>1.60</td><td>1.50</td><td>1.30</td></tr> <tr><td>2018</td><td>2.10</td><td>1.70</td><td>1.65</td><td>1.40</td></tr> <tr><td>2019</td><td>2.20</td><td>1.80</td><td>1.70</td><td>1.40</td></tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010	1.75	1.25	1.15	1.05	2011	1.70	1.30	1.18	1.10	2012	1.60	1.10	1.10	1.00	2013	1.80	1.30	1.20	1.10	2014	1.60	1.30	1.20	1.10	2015	1.70	1.30	1.25	1.10	2016	1.70	1.40	1.35	1.10	2017	1.90	1.60	1.50	1.30	2018	2.10	1.70	1.65	1.40	2019	2.20	1.80	1.70	1.40
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																						
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2019	2.20	1.80	1.70	1.40																																																						
Target and timescale:	1.5% (Academic Year 18-19)	Actual and timescale:	2.2% (Academic Year 18-19)																																																							
Why is performance at the current level?																																																										
<p>Bradford has a large number of academies, the majority of whom manage their own absence and attendance procedures.</p> <p>The Attendance service within Education Safeguarding is fully traded and 26 schools buy into this service leaving the LA very few opportunities to positively impact.</p> <p>Bradford has a historic demographic of families who take unauthorised leave within term time to avoid high flight costs. Families anecdotally sight that they would rather accept a fine as this is still more financially viable for them.</p>																																																										
How can we make sure things get better?																																																										
<p>Schools to engage communities in respect of improving school attendance and reducing unauthorised absence.</p> <p>The Access Team, who support families who are new to Bradford, continue to resource and support families in understanding the expectations of school attendance within the UK.</p> <p>Improved services and provision for SEN pupils in identifying appropriate provision to reduce the numbers of pupils who are placed within settings who cannot meet their needs.</p> <p>Education Safeguarding is linking to Prevention and Early Help area teams to support frontline staff in addressing school attendance concerns.</p> <p>The Education Safeguarding Team has initiated a termly attendance network meeting which launched in June 2019 to support schools in understanding their responsibilities for attendance and coding.</p>																																																										

Theme / Priority:	Great Start Good Schools																											
Indicator / Measure detail:	Continue to improve on the positive KS4 Progress 8 measure																											
Recent Trends:	<table border="1"> <caption>Average Progress 8 per pupil</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>-0.15</td> <td>-0.03</td> <td>-0.12</td> <td></td> </tr> <tr> <td>2017</td> <td>0.02</td> <td>0.03</td> <td>-0.11</td> <td></td> </tr> <tr> <td>2018</td> <td>0.00</td> <td>-0.02</td> <td>-0.13</td> <td></td> </tr> <tr> <td>2019</td> <td>-0.01</td> <td>-0.02</td> <td>-0.16</td> <td>-0.08</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	-0.15	-0.03	-0.12		2017	0.02	0.03	-0.11		2018	0.00	-0.02	-0.13		2019	-0.01	-0.02	-0.16	-0.08
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																								
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2018	0.00	-0.02	-0.13																									
2019	-0.01	-0.02	-0.16	-0.08																								
Target and timescale:	0.01 (academic year 2018/19)	Actual and timescale:	-0.01 (academic year 2018/19)																									
Why is performance at the current level?																												
<p>Progress 8 is a measure used to compare student's progress from Year 6 to Year 11.</p> <p>There has been a decline in progress and in attainment at the end of KS4 when compared with 2018. However, our progress 8 score is still higher than the England and Yorkshire average. Also the measures of attainment in the basic subjects have also declined.</p>																												
How can we make sure things get better?																												
<p>Discussions between the Assistant Director of Education and Learning and the CEOs of multi academy trusts in Bradford are on-going. These are focused on improving the educational outcomes for pupils. Discussions have also been held with LA maintained schools.</p> <p>Recently, our emphasis has been on Progress 8 measures which schools use to compare students' progress from Year 6 to Year 11. Additionally, every school and academy will be offered a Keeping in Touch (KIT) visit from a school improvement professional to discuss plans for improvement. The Opportunity Area funded 'booster' classes to provide additional support for some school to improve attainment in mathematics and English last year. This activity is planned to continue in the current academic year.</p>																												

Theme / Priority:	Great Start Good Schools																																										
Indicator / Measure detail:	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours																																										
Recent Trends:	<table border="1"> <caption>Approximate data from the line graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>49</td> <td>50</td> <td>45</td> <td>52</td> </tr> <tr> <td>2014</td> <td>55</td> <td>58</td> <td>55</td> <td>60</td> </tr> <tr> <td>2015</td> <td>62</td> <td>65</td> <td>61</td> <td>66</td> </tr> <tr> <td>2016</td> <td>66</td> <td>68</td> <td>65</td> <td>70</td> </tr> <tr> <td>2017</td> <td>68</td> <td>69</td> <td>67</td> <td>71</td> </tr> <tr> <td>2018</td> <td>67</td> <td>69</td> <td>68</td> <td>72</td> </tr> <tr> <td>2019</td> <td>68</td> <td>70</td> <td>69</td> <td>72</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	49	50	45	52	2014	55	58	55	60	2015	62	65	61	66	2016	66	68	65	70	2017	68	69	67	71	2018	67	69	68	72	2019	68	70	69	72
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
2013	49	50	45	52																																							
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2016	66	68	65	70																																							
2017	68	69	67	71																																							
2018	67	69	68	72																																							
2019	68	70	69	72																																							
Target and timescale:	70.7% (academic year 2018/19)	Actual and timescale:	68% (academic year 2018/19)																																								
Why is performance at the current level?																																											
<p>There is a 1% increase in outcomes for good level of development in the 2019 figure. This remains 4% below the national average figure but the gap between Bradford and national has narrowed by 1%. This demonstrates a slight improvement overall and a steady increase over the past five years.</p>																																											
How can we make sure things get better?																																											
<p>We continue to work with Private, Voluntary & Independent settings and childminders to ensure that there is good quality provision for early childhood. We work with nursery schools and with foundation stage classes in schools to evaluate the provision and outcomes and to endeavour to improve the quality of the provision.</p>																																											

Theme / Priority:	Great Start Good Schools																																					
Indicator / Measure detail:	Percentage of Education Health and Care assessments (excluding exception cases) completed within 20 weeks closes the gap with the national average in 2019/20																																					
Recent Trends:	 <table border="1" data-bbox="435 310 1377 856"> <caption>Estimated data from the line graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>65</td> <td>65</td> <td>48</td> <td>65</td> </tr> <tr> <td>2015</td> <td>5</td> <td>60</td> <td>32</td> <td>60</td> </tr> <tr> <td>2016</td> <td>45</td> <td>55</td> <td>35</td> <td>60</td> </tr> <tr> <td>2017</td> <td>12</td> <td>62</td> <td>62</td> <td>65</td> </tr> <tr> <td>2018</td> <td>30</td> <td>60</td> <td>50</td> <td>60</td> </tr> <tr> <td>2019</td> <td>28</td> <td>72</td> <td>60</td> <td>60</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2014	65	65	48	65	2015	5	60	32	60	2016	45	55	35	60	2017	12	62	62	65	2018	30	60	50	60	2019	28	72	60	60
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2014	65	65	48	65																																		
2015	5	60	32	60																																		
2016	45	55	35	60																																		
2017	12	62	62	65																																		
2018	30	60	50	60																																		
2019	28	72	60	60																																		
Target and timescale:	60.4% (national average academic year 2018/19)	Actual and timescale:	28.7% (academic year 2018/19)																																			
Why is performance at the current level?																																						
<p>Performance regarding new assessments improved during 2018/9 but this was significantly impacted on by the high number of historical cases over the time-limit. This backlog of cases (approximately 600) continued to impact on compliance alongside various other historic issues such as staffing, information management systems and process. All of these issues are now being worked on to aid in the improvement of compliance levels.</p> <p>All of the backlog cases have now been dealt with and a new plan finalised where necessary.</p>																																						
How can we make sure things get better?																																						
<p>There are significant changes underway within the Integrated Assessment Team including:</p> <ul style="list-style-type: none"> • An emerging work culture which can be summarized as “compliance matters” • The Integrated Assessment Team continuing to build on the structural and procedural changes introduced last year • An on-going programme of practitioner training designed to increase the competency, efficiency and knowledge base of officers • The management team develop new performance management tools including a real time workflow analysis spread sheet • The EHCP Officers (Administrative team) have been reorganised so that email inboxes are effectively managed • Individual Seniors Officers with the five local teams have been given the additional responsibility of monitoring and ensuring compliance • There is a planned restructure of the Integrated Assessment Team which, if implemented, will increase the team’s capacity to manage the increased number of referral for EHC needs assessments 																																						

Theme / Priority:	Better Health, Better Lives																						
Indicator / Measure detail:	Increase the percentage of adults who are physically active to the regional average																						
Recent Trends:	<table border="1"> <caption>Physical Activity Data (2015/16 - 2018/19)</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Yorkshire & the Humber (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>60.5</td> <td>64.2</td> <td>66.2</td> </tr> <tr> <td>2016/17</td> <td>63.5</td> <td>64.5</td> <td>66.0</td> </tr> <tr> <td>2017/18</td> <td>61.9</td> <td>64.0</td> <td>66.5</td> </tr> <tr> <td>2018/19</td> <td>62.4</td> <td>66.5</td> <td>67.2</td> </tr> </tbody> </table>			Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)	2015/16	60.5	64.2	66.2	2016/17	63.5	64.5	66.0	2017/18	61.9	64.0	66.5	2018/19	62.4	66.5	67.2
Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)																				
2015/16	60.5	64.2	66.2																				
2016/17	63.5	64.5	66.0																				
2017/18	61.9	64.0	66.5																				
2018/19	62.4	66.5	67.2																				
Target and timescale:	66.2% (2018-19)	Actual and timescale:	62.4% (2018-19)																				
Why is performance at the current level?																							
<p>The health profile in Bradford District for physical activity is that only 61.9% of adults are reaching the Chief Medical officers (CMO) recommendations of 150 minutes of moderate intensity exercise per week, which is significantly lower than the national average.</p> <p>However, the most recent Sport England Active Lives research published relating to November 2018 suggests Bradford has lower levels of inactivity (undertaking less than 30 minutes of moderate activity per week) than most other Districts across West Yorkshire and South Yorkshire and is below the national average. The data shows that Bradford is one of only a handful of Local Authority areas across the country that has had a significant reduction in the numbers of adults who are inactive.</p>																							
How can we make sure things get better?																							
<p>There are a number of plans and strategies that all help to promote physical activity in our District. This includes (1) Bradford District Cycle Strategy 2016-21, (2) Bradford District Playing Pitch Strategy and (3) Active Bradford: Physical Activity and Sport Framework.</p> <p>We are also looking to build on a range of initiatives that have been introduced, including - The Council's Dance for Life project, in partnership with Yorkshire Dance and funded by Sport England, regularly delivers dance sessions for over 50s across the district and the Community Sports & Activities Development Unit has focused on a sports training programme for women and especially those from a BAME background. The training allows the women to organise sessions for other women in local settings. Partners include England Athletics, British Cycling, British Fencing, Yorkshire Cricket and the Get Out Get Active scheme (GOGA).</p>																							

Theme / Priority:	Better Health, Better Lives																																
Indicator / Measure detail:	Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.																																
Recent Trends:	<table border="1"> <caption>Percentage of children looked after with three or more placements</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>9%</td> <td>10%</td> <td>8.5%</td> <td>10%</td> </tr> <tr> <td>2017</td> <td>10%</td> <td>11%</td> <td>8.5%</td> <td>10%</td> </tr> <tr> <td>2018</td> <td>11%</td> <td>11%</td> <td>8.5%</td> <td>10%</td> </tr> <tr> <td>2019</td> <td>12%</td> <td>11%</td> <td>9%</td> <td>10%</td> </tr> <tr> <td>2020</td> <td>13.09%</td> <td>11%</td> <td>9%</td> <td>10%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	9%	10%	8.5%	10%	2017	10%	11%	8.5%	10%	2018	11%	11%	8.5%	10%	2019	12%	11%	9%	10%	2020	13.09%	11%	9%	10%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																													
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2019	12%	11%	9%	10%																													
2020	13.09%	11%	9%	10%																													
Target and timescale:	9% (2019-20)	Actual and timescale:	13.09% (Provisional 2019-20)																														
Why is performance at the current level?																																	
<p>The children in care population rose by 86 (7.4%) in the year to 31 March 2020, following a rise of 173 (17.5%) in the previous year. These percentages should be considered in the light of a long-term national trend of about 4% increase year-on-year.</p> <p>Strong growth in demand has not been matched with supply, other than by recourse to independent fostering agencies and independent residential care providers. It is possible that urgency and scarcity have resulted in some children moving into placements based on availability rather than complete suitability. This may in turn have resulted in subsequent planned moves, when something more suitable became available, or in unplanned moves or placement breakdowns.</p>																																	
How can we make sure things get better?																																	
<p>We need to create sufficiency of placement choice across Bradford so that children can be matched and placed with the most appropriate carer. The Placement Team has been strengthened to enable this to happen.</p> <p>Increasing the quality and number of in house foster carers: A significant amount of work has been completed in respect of improving the support to Bradford foster carers, this work has centred around giving carers a voice, ensuring that they feel listened to and that they feel supported in their professional development. We are working towards re-building the sense of community within our fostering service and increasing the number of in house foster carers. In conjunction with the foster carer annual review process we are creating a personal development plan to support foster carers' development and skill progression which includes an enhanced on line offer.</p> <p>Improving Family Finding: In the fostering service we are re-developing the foster family finding team to best meet the needs of children in Bradford and work effectively with the locality model of practice within children's social work. The team will also focus on building relationships with local IFA (Independent Fostering Agency) providers. The increased capacity will allow more availability to engage in direct communications with IFAs on individual cases and wider placement availability discussions in order to keep our children and young people local.</p> <p>Residential: Significant work is being undertaken with the independent sector to create suitable</p>																																	

residential capacity across the District.

Theme / Priority:	Well Run Council										
Indicator / Measure detail:	Percentage of staff with a goal (using the new Evolve system to record the information)										
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017-18</td> <td>15%</td> </tr> <tr> <td>2018-19</td> <td>10%</td> </tr> <tr> <td>2019-20</td> <td>48.4%</td> </tr> </tbody> </table>			Year	Percentage	2017-18	15%	2018-19	10%	2019-20	48.4%
Year	Percentage										
2017-18	15%										
2018-19	10%										
2019-20	48.4%										
Target and timescale:	90% (2019-20)	Actual and timescale:	48.4% (2019-20)								
Why is performance at the current level?											
<p>Over the last year performance has improved in this area, use of the Evolve learning management system to record performance conversation has increased by 39% since April 2019. During 2019/2020 308 managers received specific Evolve system training. A series of face-to-face training sessions regarding the system and the performance process, have taken place, with on-going support throughout the organisation, including targeting specific services. Management teams can access information through the HR Dashboard on service performance against this measure and track and discuss progress at monthly Departmental Management Teams.</p>											
How can we make sure things get better?											
<p>We take performance management seriously - because it makes a difference. It helps the Council perform better, helps managers meet service objectives, and gives staff useful feedback to help them develop, hone skills and progress their careers.</p> <p>We will ensure that there are on-going and consistent messages driven by the current results and successes of those already making full use of performance management and our learning management system. HR will continue to provide training, support and promote the gains and benefits of effective Performance Management to all services within the organisation and continue to target areas where appropriate. The first year of our new annual performance cycle is now embedded with the majority of the organisation, aware of performance management, the cycle and the Evolve learning management system and how it supports the whole process and provides access to development, guides and useful tools. We will ensure that new managers stepping up within the organisation and those new to the organisation are provided with the right information, support and training, at the right time, to enable them to support their own development and that of their teams to embed a culture of Performance Management where everyone's performance and development matters.</p>											

Theme / Priority:	Well Run Council																		
Indicator / Measure detail:	Percentage of employees with a disability																		
Recent Trends:	<table border="1"> <caption>Percentage of employees with a disability (2013-14 to 2019-20)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>2.4</td> </tr> <tr> <td>2014-15</td> <td>2.4</td> </tr> <tr> <td>2015-16</td> <td>2.2</td> </tr> <tr> <td>2016-17</td> <td>2.3</td> </tr> <tr> <td>2017-18</td> <td>3.9</td> </tr> <tr> <td>2018-19</td> <td>4.3</td> </tr> <tr> <td>2019-20</td> <td>4.3</td> </tr> </tbody> </table>			Year	Percentage	2013-14	2.4	2014-15	2.4	2015-16	2.2	2016-17	2.3	2017-18	3.9	2018-19	4.3	2019-20	4.3
Year	Percentage																		
2013-14	2.4																		
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2015-16	2.2																		
2016-17	2.3																		
2017-18	3.9																		
2018-19	4.3																		
2019-20	4.3																		
Target and timescale:	5.4% (2019-20)	Actual and timescale:	4.34% (2019-20)																
Why is performance at the current level?																			
There has been an increase of 0.03 percentage points in the last twelve months.																			
How can we make sure things get better?																			
<p>We are working, as part of our equalities and inclusive employment approach, to ensure that all potential employees are able to access our jobs and made welcome at the Council, regardless of their background. Our plans for 2020/21 include developing an enhanced inclusive recruitment and selection approach providing an excellent person centred experience and welcome into the Council. Technological developments are being explored to ensure that recruitment diversity data transfers into the electronic employee staff record, rather than requesting new employees to input the information after they take up duty which should improve declaration rates. The commencement of this technological work however has been delayed by the COVID 19 pandemic and there have been a similar number of disabled employees leaving the Council as those starting with the Council, so the overall figure has remained fairly static. There is also still the issue of this being a voluntary disclosure and a significant number of employees prefer not to say whether or not they have a disability.</p>																			

Theme / Priority:	Well Run Council																		
Indicator / Measure detail:	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.																		
Recent Trends:	<table border="1"> <caption>Sick Days Lost per Employee (Estimated from Graph)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Average Sick Days Lost</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>11.8</td> </tr> <tr> <td>2014/15</td> <td>11.7</td> </tr> <tr> <td>2015/16</td> <td>11.7</td> </tr> <tr> <td>2016/17</td> <td>11.8</td> </tr> <tr> <td>2017/18</td> <td>12.6</td> </tr> <tr> <td>2018/19</td> <td>13.0</td> </tr> <tr> <td>2019/20</td> <td>12.96</td> </tr> </tbody> </table>			Fiscal Year	Average Sick Days Lost	2013/14	11.8	2014/15	11.7	2015/16	11.7	2016/17	11.8	2017/18	12.6	2018/19	13.0	2019/20	12.96
Fiscal Year	Average Sick Days Lost																		
2013/14	11.8																		
2014/15	11.7																		
2015/16	11.7																		
2016/17	11.8																		
2017/18	12.6																		
2018/19	13.0																		
2019/20	12.96																		
Target and timescale:	9.76 (2019-20)	Actual and timescale:	12.96 (2019-20)																
Why is performance at the current level?																			
<p>Based on unadjusted data, performance in 2019/20 showed a decrease in 0.04 FTE days absent compared to the end of 2018/19.</p> <p>Whilst there is not a significant reduction in the overall Council figure, there have been significant reductions in sickness within Health & Wellbeing and Place during this period, equating to over 4,600 fewer sick days over these two areas.</p>																			
How can we make sure things get better?																			
<p>Management training, through coaching and mentoring, has been undertaken to ensure managers are having the appropriate conversations with employees at the earliest point of absence.</p> <p>Case management targets have been introduced to ensure managers are managing absence effectively including the need for managers to open a case when a corporate review point has been met (for both long and short term absence.) The target is 85%, current performance is 54.5%. Data shows that employee absence rates reduce by 7% following an intervention so it's crucial that a case is raised as early as possible to ensure that the appropriate support measures are undertaken to facilitate an early return to work or other interventions as appropriate. These targets are being integrated into management performance objectives.</p> <p>Sessions to support Mental Health and Wellbeing have also taken place.</p>																			

5. Full list of performance indicators

Skills, Jobs and Economy	
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average	Median earnings of employees in the area
20,000 more people into work in the district by 2030	The total number of visits to Council cultural attractions (theatres, museums & libraries)
48,000 additional number of people in the District with NVQ Level 3 and above by 2030	
Decent Homes	
An additional 1,703 homes delivered per year	Ensure statutory homelessness remains below the England average per 1,000 households
Increase the number of homes improved through Council interventions	
Good Start, Great Schools	
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
Continue to improve on the positive KS4 Progress 8 measure	Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20
Percentage of secondary schools judged to be Good or Outstanding to be in line with national average for 2019/20.	Reduce percentage of unauthorised absences across all phases
Percentage of Education Health and Care assessments completed within 20 weeks closes the gap with the national average in 2019/20.	
Better Health, Better Lives	
Reduce number of 16-64 year olds in new care home placements per 100,000 for 18-64s	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+
Maintain performance for the number of older people in new care home placements per 100,000 over 65s	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.
Bring percentage of re-referral cases in children's social care in line with our statistical neighbours.	Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.
Increase the percentage of adults who are physically active to the regional average	Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight
Improve fraction of mortality due to air quality to the regional average	

Safe, Clean and Active Communities	
Reduce crime rate per 1,000 people in line with West Yorkshire Average	Reduce the number of people killed or seriously injured in road accidents
Improve the percentage of people from different backgrounds who get on well together	Improve the percentage of household waste sent for reuse, recycling composting or anaerobic digestion
Well Run Council	
Number of performance reviews completed performance reviews	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.
Percentage of employees with a disability	Ensure spending is within budget and year on year savings agreed by Council are delivered (reported on within the finance report)



Report of the Director of Finance to the meeting of the Corporate Overview & Scrutiny Committee to be held on 23rd July 2020.

D

Subject:

FINANCE POSITION STATEMENT FOR 2019-20

Summary statement:

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

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

Chris Chapman
Director of Finance

Portfolio:

Leader of the Council and Corporate

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**Overview & Scrutiny Area:
Corporate**

FINANCIAL POSITION STATEMENT FOR 2019-20

1.0 INTRODUCTION

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

. The report provides an update on;

- The year-end position of the Council's revenue budget.
- The delivery of 2019-20 approved budget savings plans.
- A statement on the Council's reserves including movements since the 4th quarter report.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Revenue Budget

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

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

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

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

Children's Services

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

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

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

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

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

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

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

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

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

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

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

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

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

Travel Assistance

- 3.1 The Travel Assistance service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place has a budgeted savings target of £4.774m.
- 3.2 Due to uncertainties of delivering the Travel Assistance savings without impacting vulnerable groups, a corporate contingency has been set aside to meet any savings shortfall pending a detailed review.
- 3.3 The review has completed and has found that only £2.47m is deliverable by 2021-22, with £0.5m being deliverable in 2019-20.
- 3.4 It should also be recognised that the service has managed to avoid increased costs and absorbed additional demand which could have cost approximately £0.6m.
- 3.5 Contingencies were used to mitigate the underachievement in 2019-20, and the budget saving for 2020-21 has been reduced following the external review of deliverability.

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

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

Department of Health & Wellbeing

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

Department of Place

- 5.1 The Department of Place underspent the £115.6m net expenditure budget, by £1.7m, and delivered £2.9m of the planned £3.5m budget savings. The main budget variances include;
- 5.2 Waste Disposal Services overspent the £17.1m budget by £0.9m due mainly to the disposal of dry mixed recycling (DMR) residual waste where falling market prices for recyclable materials are resulting in higher costs to the Council.
- 5.3 The contract for the processing and disposal of Dry mixed recycling tonnes has recently been extended and new recyclate extraction equipment for the Materials Reclamation Facility (MRF) is under consideration, which should help to reduce waste processing costs.
- 5.4 However, although the 2020-21 budget includes £1m for additional demographic growth and contract price increases, this is unlikely to be sufficient to cover the falling market prices for recyclable materials. As prices can go up as well as down, a £1m Waste Services reserve has been created at year end.
- 5.5 Sports and Culture overspent by £0.6m due in part to the delayed openings of the new Sedbergh leisure centre (£0.3m), and the fitness facilities at

Bowling Pool (£0.1m). There was also a restructure within Libraries and Museums that took longer than planned (£0.1m), and further cost pressures totalling £0.2m.

- 5.6 Planning Transportation & Highways also overspent by £0.2m caused largely by a £0.3m overspend in Building Control due to lower than budgeted fee income. This has been a recurring issue for a number of years and the 2020-21 budget includes a budget increase to address this.
- 5.7 Additionally, Street Lighting overspent by £0.4m due to higher energy costs than budgeted. The overspends are partly counter balanced by additional income in Highways maintenance (£0.4m) this year, and the Street Lighting capital investment plan should help reduce energy consumption when implemented in the longer term. The project to procure replacement street lighting has commenced.
- 5.8 A £2.2m underspend in Neighbourhoods and Customer services, linked mainly to increased parking and enforcement related revenues in Uniformed Services (£1.6m), and a £1.1m underspend in Economy and Development Services brings the overall Department of Place outturn to a £1.7m underspend.

Corporate Resources

- 6.1 Corporate Resources underspent the £48.3m net budget by £1.5m, and delivered £1.8m of £2.5m of budgeted savings as planned. The main variances are outlined below.
- 6.2 Estates and Property Services overspent by £0.3m. This included both a £0.3m income shortfall in Estates Operational & Investment, and a £0.3m overspend in Industrial Services Group due to significant trading pressures. There are also on-going structural pressures in Architectural Services (£0.2m) and Building Services (£0.2m). These were however partly counter balanced by underspends in other services.
- 6.3 Revenues & Benefits underspent by £2.0m. This included £0.9m relating to benefits payments achieved via a combination of improvements in the recovery of overpayments; savings from a reduction in unsubsidised overpayments, and the net impact of reductions in recovery income and bad debt provision which provided a one off benefit in year. Additionally, £0.7m relates to short term in year savings on salaries due to vacancy control, and £0.4m on court costs (net of lost income) & contracts.
- 6.4 Legal & Democratic Services overspent the £6.3m net budget by £0.3m mainly as a result of cost pressures on both the elections budget. £0.2m, was due in part to the increase costs of postal voting, and Coronial services overspent by £0.3m, partly as a result of one off costs such as backdated pay awards. This was partially offset by underspends across the remaining services, Registrars, Members & Civic and legal services as a whole.
- 6.5 Human Resources overspent the £3.9m net budget by £0.3m, partly due to structural shortfalls in budget, mainly relating to Business Support functions, (£0.2m), and partly to reduction in traded services income (£0.3m). These were partially offset by an underspend of £0.2m on core operational services.

6.6 ICT underspent the £12.1m net expenditure budget by £0.2m primarily due to savings on staffing cost due to vacancy control within the core services and on contracts of £0.5m. This more than offset the overspends on school related traded services in Education ICT (£0.2m) and in Curriculum Innovation (£0.1m).

General Fund & Non Service

7.0 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others underspent by £5.7m due to;

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

7.1 The Non Service area which includes added pension years for former employees, payments to West Yorkshire Joint Services, Flood defence payments and External Audit costs amongst others, is underspent by £0.9m due mainly to lower pension costs.

Material Changes since Qtr. 4 (Dec)

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

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

8.2 The underspend in Health and Wellbeing has reduced by £0.9m, due mainly to an increase in Learning Disability (LD) long term support costs. The increase was due to the settlement of £0.2m of previously disputed out of area invoices and £0.6m of additional Supported Living liabilities.

8.3 The £0.2m increase in the Children's Services overspend to £10.1m was due to a £0.2m increase Agency Social Worker cost within Children Social Care and Child Protection services.

8.4 The £1.7m improvement in the variance in the Department of Place is mainly due to;

- A £0.4m increase in the underspend in Economic Development to £0.9m due to deferred costs.
- A £0.4m increase in the underspend in Neighbourhoods & Customer

services due to higher revenues in Uniformed Services and lower equipment purchase costs in Street Cleansing.

- A £0.5m reduction in the forecast overspend in Waste Services, as the disposal as direct deliveries income was higher than planned, and the underachievement of income in Trade Waste wasn't as high as previously forecast.

Savings Tracker

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

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

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

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

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

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9

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

9.6 The other forecast underachieved savings are not expected to have a significant impact in 2020-21.

Capital Expenditure

10.1 Against the latest capital budget of £122.8m, the Council made a total investment of £80.6m. The largest proportion of the spend (£32.3m) was on the upkeep of owned buildings, while next in significance (£18.2m) was the creation / acquisition of new buildings.

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

- Children's – The £11.6m includes variances on budgets for Secondary and Primary School Expansion and construction of a new Silsden primary School. The Expansion Programmes were delayed due to inclement weather in January and February and the halting of construction work in March due to Covid-19. The appointment of a contractor for the new Silsden school took longer than planned and start on site was January 2020 rather than mid-2019. These schemes are grant funded and the budgets will be carried over in to 2020-21.
- Reserve schemes and contingencies - £11.0m will slip in to next year or beyond. These schemes have not been reviewed by the Project Appraisal Group or formally committed in the Capital Investment Plan (CIP). With reserve schemes there is a high degree of uncertainty to the actual timing of capital spend due to the development of the specific projects and the identification of investment property acquisitions.
- Planning, Transportation & Highways – Part of the underspend was across a number of projects, including West Yorkshire Transport Fund Schemes. Spend and funding will move in to future years for these schemes.

10.3 The £80.6m of spend was funded by £45.3m grants, £28.6m of new borrowing and the remainder funded by capital receipts and direct revenue funding. New capital receipts generated from the disposal of surplus assets and loan repayments totalled £3.2m.

10.4 Capital expenditure is outlined in greater detail in Appendix 1 Section 5.

Council Tax and Business Rates Collection

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

12.0 RISK MANAGEMENT

The financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.

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

13.0 LEGAL APPRAISAL

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

14.0 OTHER IMPLICATIONS

15.1 EQUALITY & DIVERSITY

15.2 SUSTAINABILITY IMPLICATIONS

None

15.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

15.4 COMMUNITY SAFETY IMPLICATIONS

None

15.5 HUMAN RIGHTS ACT

None

15.6 TRADE UNION

Any Trade Union implications were discussed during the budget setting process

15.7 WARD IMPLICATIONS

None

15.8 IMPLICATIONS FOR CORPORATE PARENTING

None

15.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

15.10 NOT FOR PUBLICATION DOCUMENTS

None

16.1 RECOMMENDATIONS

That the Corporate Overview & Scrutiny Committee

16.1 Review and comment on the Finance Position Statement for 2019-20

17.0 APPENDICES

Appendix 1 – Detailed Financial Position Statement for 2019-20

18.0 BACKGROUND DOCUMENTS

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

Appendix 1 - Detailed Financial Position Statement

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

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

Contents

1 Revenue Budget Outturn

2 Service Commentaries

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

3 Better use of budget requests and Savings Tracker

- 3.1 Better use of Budget Requests
- 3.2 Savings Tracker

4 Balance Sheet

- 4.1 Reserves
- 4.2 School Balances

5 Capital Investment Plan

6 Council Tax and Business Rate Collection

Annex 1 Reserves Statement at 31/03/2020

Annex 2 Earmarked Reserves Statement at 31/03/2020

Annex 3 Capital Investment Plan by scheme.

Annex 4 Risk Register

1.0 COUNCIL REVENUE OUTTURN

2019-20 Revenue Outturn at 31st March 2020

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

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

Table 1 – Revenue forecast by department

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

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

2. SERVICE COMMENTARIES

2.1 Department of Health and Well Being

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

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

- The following sections outline the financial and service performance of the different Adult Social Care services.

Access

- The Access service provides the first line of contact for potential Adult Social Care service users. The service provides an initial screening to assess eligibility for Adult Social Care, and also provides information and advice to people contacting the service about other non-Adult Social Care eligible assistance that can be accessed from the voluntary and community sector for example.
- The service underspent the £0.9m net expenditure budget by £0.1m due to vacant posts in 2019-20.
- The table below indicates that the service is continuing to deal with high levels of enquiries for services.

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

Assessment and Support

- Assessment and Support are the Social Work and Occupational Therapy teams that undertake the Social Care assessments that have been referred by either the Access team or Hospital Teams.
- Social Workers undertake assessments, help identify ways to enable independence, help create appropriate packages of care, and then review and support the Adult Social Care needs of service users.
- Overall the service underspent the £10.5m net expenditure budget by £0.5m due to a planned re profiling of staff in line with the implementation of a new operating model which reflects the three tiered and community led support approach being taken to maximise independence for people.
- The service also undertook a higher level of new assessments and reviews of existing clients in 2019-20.

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

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

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

Source ASCOF framework NHS Digital

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

Long Term Support - Purchased Care

- The £81.6m Long Term Support net expenditure budget overspent by £0.6m.
- Overall the £0.6m overspend comprised of a £0.5m overspend on Older People and Physical Disabilities services, a £0.8m overspend on Learning Disabilities and an £0.7m underspend on Mental Health long term support.
- The main service areas are outlined in further detail below.

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

- The table below shows that both Older People and Physical Disability services are providing higher levels of Community Care (Homecare, Direct Payments, Extra Care), and significantly less Residential and Nursing Care in line with the strategy. Overall there were fewer Older People and people with Physical Disabilities receiving long term care during 2019-20 compared to the prior years.

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

OP & PD Residential and Nursing Fees

- The service underspent the £14.8m net expenditure budget (£37.5m gross expenditure budget) by £0.4m.
- Activity data continues to show significant reductions in the numbers of people in Residential and Nursing care linked to promoting independent living through the Districts Home First Strategy and Healthy, Happy and at Home Strategy.

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

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

OP & PD Home Support

- The service overspent the £6.8m net expenditure budget by £0.5m. This was due to more home care hours delivered than budgeted.
- The Home Care budget had assumed a reduction of 5,100 monthly home care hours resulting from the opening of the new Extra Care facility in Keighley (Fletcher Court), which was originally due to open in April 2019; however, the facility will now not become operational until later in 2020-21 and this delay has impacted on the Home Care budget.

6.1 The first half of 2019-20 saw an increase in the enablement support hours delivered by private Home Care providers due to capacity issues in the Bradford Enablement Support Team (BEST). This was as a result of supply issues in the market, which resulted in BEST holding a significant number of long term care hours. This position improved in the second half of the year through reviewing packages of care (focusing on the short term cases held with private providers) and working with the market to increase capacity.

- The significant reduction in the number of Residential and Nursing placements will have also resulted in an increase in Home Care hours as an alternative provision. This is however a positive direction of travel.
- Gross costs increased by £1.1m in 2019-20, of which £0.4m is due to the 2019-20

fee uplift and £0.7m due to an increase in home care hours delivered (1.182m hours were delivered in 2019-20, an annual increase of 49,000 from 2018-19).

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

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

OP & PD Direct Payments

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

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

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

include anyone who was admitted even for one night. The figures in the tables above show the numbers of people who are actually in permanent care.

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

Source Ascof framework NHS Digital

- In summary, there is significant evidence to suggest that Older Peoples and Physical Disability services benchmark well and are continuing to transform in line with the strategy, indicating both good performance but also greater challenges to reduce permanent admissions to care further relative to other Councils.
- In 2019-20, Older People and Physical Disabilities Long Term Support had a £0.8m budget saving to be delivered by further reductions in Residential & Nursing care, and community care services. At the yearend, £0.5m of the saving is unachieved as the planned home care hours' reduction was not met, mainly as a result of the delay in the opening of the new extra care facility, Fletcher Court.
- Further demand management savings of £2.3m are due to be delivered in 2020-21. These are planned to be delivered by the consistent application of the three tier approach supported by community led support; improved use of assistive technology, reviewing and to strengthen the approach and capacity of Re-ablement and Intermediate Care services in conjunction with health.

Learning Disabilities (LD) Purchased Care

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

Learning Disabilities Residential Fees

- The £9.9m Residential Fees net expenditure budget overspent by £0.4m. Although the number of clients in a Residential setting has reduced significantly (a reduction of 15 on the average population compared to 2018-19), net expenditure has only reduced by £0.1m. This is due to the weekly average net cost per client increasing by £108 in 2019-20; factors affecting this are:
 - client reductions in 'block contracts' which do not result in expenditure reductions, as a result of the delays due to the capacity within the commissioning team
 - backdated payments for care packages spanning a number of financial years and high cost packages as a result of more complex care needs; this is being negotiated with the CCG as several people require CHC assessments.

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

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

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

- In 2020-21 the demand management plan will seek to reduce the use of Residential Care and increase independence further. This includes a planned programme of reviews; embedding the three tier model supported by community led support work, increasing the use of assistive technology and developing a robust approach to managing transitions from Children's Services.

Learning Disabilities Nursing Fees

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

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

Learning Disabilities Home Care

- LD Home Care underspent the £7.6m net expenditure budget by £4.3m. This is due to homecare activity on the departments payments system, ContrOCC, being re-classified as Supported Living; there is a compensation overspend on the Supported Living budget. Due to this, it is not possible to accurately compare expenditure and activity from previous years.
- The budgets for 2020-21 have been re-aligned to reflect these changes.

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

Learning Disabilities Supported Living

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

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

Learning Disabilities Day Care

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

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

Learning Disabilities Direct Payments

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

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

- Though growing, Bradford currently has a relatively low proportion of service users in receipt of Direct Payments relative to other alike Councils (23.3% Bradford, 26.7% Region Comparator in 2018-19).
- The numbers of clients in receipt of Direct Payment is planned to continue to grow further in future years.

Mental Health (MH) Purchased Care

- The table below shows an overall reduction in the average number of Mental Health clients, with reducing numbers receiving Residential and Nursing care in line with the departments strategy.

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

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

Mental Health Residential Fees

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

Mental Health Nursing Fees

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

Mental Health Home Support

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

Mental Health Direct Payments

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

Mental Health Supported Living Services

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

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

In House Community Care Services

Enablement Services

- The Enablement service provides short team support (typically up to 6 weeks), with the aim of helping to enable service users to live as independently as possible after a stay in hospital for example, and reduce the need for Long Term support.
- The service underspent the £0.6m net expenditure budget (£5.8m gross budget) by £0.4m mainly due to staffing vacancies

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

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

In-house Residential and Day Care

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

In-House Residential Services

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

*includes capital charges of £1.1m

- The In-house residential care service focuses on delivering intermediate care which is multidisciplinary re-ablement support to service users, respite care (either planned or as a response to a carer/service user need), and short term beds to enable an assessment period for service users who are considering options for longer term support. The NHS fund 42% of the cost of the service (£4m) to prevent hospital admission and to facilitate/enable a speedier hospital discharge.

- The service overspent the £3.3m net expenditure by £0.1m, mainly due to additional expenditure incurred on property repairs. The gross cost increased by £2.6m from 2018-19, however this is mainly due to a £1.2m increase in FRS 17 and capital charges and a further £1.3m increase in employee costs, reflecting pay increases and additional staff costs relating to increased client dependency levels.
- Bed weeks have increased from 2018-19, which was reduced as a result of wing closures to allow refurbishment.
- A new 50 bed residential care home opened in October 2019, Valley View, which has increased the capacity to provide short term reablement across the district.

In-House Extra Care Services

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

In-house Day Care

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

Shared Lives / Time Out

- The Shared Lives/Time Out service overspent the £1m net expenditure budget by £0.1m due to an increase in both the number of clients accessing the service and an increase in fees to providers.

BACES Equipment Service

- The Bradford and Airedale Community Equipment Service (BACES) provides equipment to aid independent living through a pooled budget arrangement with the NHS. The service overspent the £0.1m net expenditure budget (£3.1m gross budget) by £0.1m which was shared with the CCG and also utilised £0.6m of capital funding.

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

* Data not available due to a system change

- Adult Services are seeking to significantly improve and expand the use of Assistive Technology in the coming years to help client remain independent.

No Recourse to Public Funds

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

Commissioning and Integration

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

Strategic Director Health and Well-Being

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

Safeguarding

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

2.1.2 Health and Wellbeing – Public Health

Health and Wellbeing – Public Health

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

0-19 Children's Service

- The service overspent the £12.3m gross expenditure budget by £0.4m. The 0-19 Children's Service was subject to a procurement process with a new service to be in place by 1st April 2019, with a budget saving of £2m to be delivered in 2019-20. This process experienced delays and the new contract start date was 1st August 2019, resulting in a savings shortfall on £0.6m. This was mitigated by a £250k contribution from Bradford City CCG and the balance of £0.4m met from underspends elsewhere within Public Health.
- The new service incorporates health visiting, school nursing and oral health provision placing focus on prevention and early intervention, ensuring consistency of early help offer and embedding full partnership working. The aim of the service is to improve the health and wellbeing of babies, children, young people and families from pre-conception, antenatal, birth, up to 19 years with transitional support for children and young people with Special Educational Needs (SEN) and/or Disabilities (SEND) up to the age of 25 years.

Living & Ageing Well Programme

- The service underspent the £11.7m gross expenditure budget by £1.1m. This is due to delays in fully setting up the new Living Well scheme in Bradford. Due to the level of underspend permission has been obtained from Public Health England to carry this funding forward to 2020-21.
- Living Well is a whole systems approach incorporating 3 core work streams; Living Well people, Living Well Societies and Living Well Environments (businesses, food retails, schools). Living Well is an approach to tackle rising levels of obesity, low levels of physical activity, smoking, excessive alcohol consumption and ill health such as diabetes and heart disease that often occur as a result of lifestyle behaviours and launched in June 2019. Its aim is to reduce preventable mortality and ill health by making it easier for people in the District to adopt healthier lifestyles, behaviours and be better able to care for themselves.

Environmental Health

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

2.2 Children's Services

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

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

2.2.1 Children's Social Care Service

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

- The table below shows the overall increases in the average number of Children receiving support which is contributing to the budget overspends.

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

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

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

Looked After Children – Purchased Placements

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

- A Purchased Placement is an independent fostering placement, an external residential placement, a leaving care placement, or secure residential provision.
- There are several issues contributing to the pressure on purchasing external placements:
 - A shortage of in-house options including in-house foster carers; appropriate vacancies within in-house residential units; lack of in-house leaving care provision and no local secure provision.
 - An increase in the number of teenagers requiring placements and the reduction in the number of very young children being accommodated, has led to a mismatch with current in-house foster carer approval level, skills and/or experience.
- The table below outlines that costs increased by 51.7% in 2019-20 and at the same time the total number of care nights increased by 56.7% Since 2013-14 the net cost of Purchased Placements has increased by 181%.

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

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

Fees and Allowances

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

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

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

Social Work - Care Management

- The service overspent the £18.2m budget by £1.6m mainly due to pressure on the social work staffing budget linked to difficult to fill vacant posts being covered by agency staff.

- There are 138.5 FTE Social Workers in Children's Care Management directly employed (excluding Agency Social Workers) by the Council as at March 2020. The service has been dealing with greater workloads in 2019-20

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

- At year end there were also approximately 116 Agency Social Workers.
- Department for Education Benchmarking information indicates that Caseloads per Social Worker (18.8) are now above the national (16.9) and regional averages (18.0).
- The 2020-21 budget includes £2.0m for Social Workers to make permanent funding used from the Children Investment Fund to support the current social work structure. The Council also allocated £13.625m permanent funding to support the service pressure around social work and demand management. A further £2m was allocated for two financial years to support Prevention and Early Help work in the district.
- The Council had created a £6.5m one off Children's Investment Fund to support Children's Services respond to the Inadequate Ofsted inspection judgement for Children's Social Care. £5.1m of this fund was used in 2019-20 to support the improvement work including funding for social workers. The remaining £1.4m is committed in 2020-21.

Children In-House Residential Homes

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

Children with Disabilities

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

Through Care and After Care Services

- Through and After Care services overspent the £5.9m net budget by £1.1m (£0.6m on staffing and £0.5m on placement costs). The service has continued to benefit by £0.2m from the Staying Put grant allocation which supports young people to continue to live with their foster carers once they turn 18 (the "Staying Put" duty). This duty came into force in May 2014.

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

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

Prevention and Early Help

- Prevention and Early Help Service was restructured in 2018-19 and the new service was operational from October 2018. The service is required to make budget savings in 2019-20 and 2020-21. The service underspent the £8.9m net budget in 2019-20 by £1.4m as outlined below.
- The Youth Offending Team has a break-even position for the year on a budget of £1.0m. The service also received £1.1m of grant income from the Youth Justice Board.
- Family Support Services underspent their £1.8m budget by £0.2m on commissioning services.
- The newly established Family Hubs incorporating the Children Centres had a £1.2m underspend delivered in preparation for the 2020-21 budget savings.

Innovation Fund (“B” Positive Pathways)

- Children’s Social Care Services continued with the delivery of the Innovation Fund (“B” Positive Pathways or BPP) programme in 2019-20. The Government allocated £3.2m of funding over 2 years to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care.
- The service spent £1.4m in 2019-20 in delivering the programme. The BPP has three key elements; Hub Home/Specialist Children’s Homes, Mockingbird Fostering Model and PACE model of care.

2.2.2 Performance Commissioning and Development

- Performance Commissioning and Development underspent the net budget of £6.7m by £0.1m.
- Child Protection Services overspent the net budget of £2.3m by £0.1m due to the use of agency staff. The overall trend in the numbers of children who are the subject of a child protection plan has been gradually rising over the last year. There were 1,187 plans at 31st March 2020 compared to 1,088 at March 2019.
- The Commissioning Team fully spent the £0.5m net budget.
- The Children’s Travel Assistance Service (TAS) budget of £11.1m underspent by £0.2m.

- EDGE Public Solutions have been appointed to support the delivery of TAS budget savings across the Council (Children's and Adults (Clients), and Passenger Transport Services in the Dept of Place (Providers)).
 - The Council previously approved £5.94m of Travel related savings and to date only £1.17m have been delivered, leaving £4.8m outstanding.
 - EDGE have reported that only £2.5m of the remaining £4.8m saving can be delivered over 3 years and £2.3m of savings shortfall has been addressed as part of the 2020-21 Council budget.
 - In 2019-20, the service has delivered £0.8m of the £2.5m savings. including £0.3m of cost avoidance savings,
- Employment and Skills service has fully spent the £1.2m net budget in 2019-20.
 - Bradford Opportunity area balanced its budget in 2019-20. Bradford is one of the Education Secretary's 12 Opportunity Areas (OAs) - these are social mobility 'coldspots' each receiving a share of £72 million to improve opportunities for young people in this community.

2.2.3 Education and Learning Service

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

SEND and Behaviour including Integrated Assessments

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

Intelligence & Sufficiency

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

Education Safeguarding

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

School Improvement

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

Former Teachers/Lecturer Pension Payments/

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

2020-21

- The budget for 2020-21 includes a £2.975m savings programme linked mainly to the reprofiled Travel Assistance savings and early help services.
- During 2020-21 there will be further Ofsted Monitoring visits with a full inspection before the end of the financial year. The Children's Improvement Board continues to progress the implementation of the agreed improvement plan.
- An SEND inspection is also expected in 2020-21.
- High levels of Social Worker vacancies being covered by Agency staff, are likely to

provide a high risk of further overspend in 2020-21.

- The service continues to provide services to vulnerable children of the district during the COVID19 pandemic.

2.3 Department of Place

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Outturn £m	Budget £m	Outturn £m	Budget £m	Outturn £m	Variance £m
Directors Office	0.5	0.5	0.0	0.0	0.5	0.5	0.0
Waste, Fleet & Transport Services	46.3	46.6	-16.2	-15.6	30.1	31.0	0.9
Economy & Development Services	30.4	29.8	-15.7	-16.2	14.8	13.6	-1.1
Neighbourhoods & Customer Services	29.4	29.5	-7.4	-9.7	22.0	19.8	-2.2
Sports & Culture Services	37.6	42.8	-18.6	-23.2	19.0	19.6	0.6
Planning, Transportation & Highways	36.4	38.4	-7.2	-9.0	29.2	29.4	0.2
Total	180.7	187.7	-65.0	-73.7	115.6	113.9	-1.7

- The department underspent the £115.6m net expenditure budget, (£180.7m gross budget) by £1.7m.
- The department's 2019-20 budget includes £3.5m of budget savings. £2.9m of these were delivered as planned. Of the remainder, budget has either been provided to cancel the saving or budget recovery plans have been put in place so that the underachievement won't recur in 2020-21.

2.3.1 Waste, Fleet & Transport Services

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

Waste Disposal

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

contributed to market volatility and uncertainty.

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

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

Waste Collection

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

Kerbside Residual & Recycling Waste Collection

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

not originally budgeted for. This round was required to address increasing demands on the service arising from property growth.

- This budget pressure has been addressed in 2020/21 as part of the Council's recurring investment funding and £0.2m will be added to the budget.

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

Trade Waste

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

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

Garden Waste

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

Garden Waste Collection	2017-18	2018-19	2019-20
Gross Costs £000s	618	584	594
Income £000s	-1,112	-1,101	-1,170
Direct Net Costs £000s	-494	-517	-576
Direct Non Controllable costs	54	46	76
Corporate and Dept Recharges	61	82	

Net Costs	-380	-389	
Tonnes collected	8,622	6,866	7,531
Gross Cost per Tonne collected	£71.69	£85.01	£78.81

Licensing

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

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

Land Charges

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

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

Emergency Planning

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

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

Fleet Services

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

Fleet Services	2017-18	2018-19	2019-20
Gross Costs £000s	7,022	7,239	7,156
Income £000s	-7,686	-7,731	-7,502
Direct Net Costs £000s	-664	-492	-446

Direct Non Controllable costs	183	178	297
Corporate and Dept Recharges	524	441	
Net Costs	43	126	
Number of jobs completed within 24 hours	10,278	9,663	8,568
% of jobs completed within 24 hours	84%	83%	82%
Total number of vehicles sent for testing	150	146	124
Number of vehicles passed	141	138	115
% MOT passed	94%	95%	93%
Benchmark comparator pass rate	90%	90%	91%
Cost of Fuel Issued £000s	2,105	2,205	2,109

Hackney Carriages

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

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

Adult Social Care Taxi Transport

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

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

SEN Children's & Adults In-House minibus transport

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

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

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

SEN Children's Taxi Transport

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

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

Training Division

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

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

2.3.2 Sports and Culture

Sports and Culture

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

Sports Facilities

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

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

Sports Development

- The service overspent the £0.4m net budget (£0.6m gross) by £0.1m due mainly to support that was provided for events such as the Tour De Yorkshire, the Dragon Boat Festival, support to programmes to create a more active and healthy district & support to capital scheme application and development plans.

Swimming Development

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

Bereavement Services

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

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

Parks – Business & Technical Services and Trees & Woodlands

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

Theatres

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

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

Libraries Service

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

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

Museums & Galleries

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

Museums	2017/18	2018/19	2109/20
Gross Costs £000s	2,783	2,554	2,483
Income £000s	(476)	(225)	(268)
Direct Net Costs £000s	2,307	2,329	2,215
Direct Non Controllable costs	828	1,039	2,545
Corporate and Dept Recharges	588	570	
Net Costs	3,723	3,938	
Number of visits	228,186	274,214	235,395
Net direct cost per visit	£10.11	£8.49	£9.41
Bottom Line subsidy per visit	£16.31	£14.36	

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

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

Tourism Service

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

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

Culture Policy & Events

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

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

2.3.3 Neighbourhoods and Customer Services

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

Street Cleansing

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

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

Parks Depots

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

Environmental Services

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

Neighbourhood Services

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

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

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

- Neighbourhood Support Services under spent the £1.3m net budget by £0.05m as a result of lower than budgeted employee costs.
- The service comprises of five Area Committees, covering the costs for Area Co-ordinators, Ward Officers and a fund for small grants to local organisations, schools, community groups and charities. During the Covid-19 outbreak the 5 area committees spent an additional £0.1m setting up response hubs, providing support within their wards as well additional expenditure to food banks.

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

Uniformed Services

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

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

Customer Services

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

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

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

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

Youth Services

- The Youth Service balanced the £2.4m net budget (£3.1m gross). £0.2m of the Creative Grant was moved into reserves.
- The service was supported by £0.3m in grants and contributions during 2019-20. The Creative Grant programme started in 2017-18 and is set to continue into 2020-21. The programme delivers support to 800 young people with mental health problems.
- The service received £0.1m from the Education Opportunities Fund which has been granted for 3 years. This is to be used to promote activities that will improve social mobility outcomes of children and young people.

Youth Service	2017-18	2018-19	2019-20
Gross Costs £000s	2,414	2,844	2,737
Income £000s	-365	-459	-496
Direct Net Costs £000s	2,049	2,385	2,241

Direct Non Controllable costs	299	304	397
Corp & Dept Recharges	478	689	
Net Costs	2,826	3,378	

2.3.4 Economy and Development Services

- The service underspent the £14.8m net budget (£30.4m gross) by £1.1m
- There were £14.9m reserves within Economy and Development Services at the start of 2019-20, inclusive of Markets. A number of transfers were made during the year including surplus rental income on Housing Development and Housing Strategy, HMO Licensing within Housing Operations, and a number of smaller movements within Economic Development. The balance at the end of the financial year was £15.5m, comprising of; Service Earmarked Reserves (£5.7m), Corporate Earmarked Reserves (£6.4m), Capital Reserves (£0.1m) and Grant Reserves (£3.3m).

Housing Operations

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

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

- There has been a continued trend in the increase in requests for service from the Housing Standards team which deals with the enforcement of housing standards in the private rented sector (PRS). In the last year the number of service requests has increased by 5% and now stands at 28% higher than three years ago. In order to prioritise high risk service requests and ensure capacity for proactive work, a triage system was introduced in 2018/19 which means that some low risk issues are dealt with without the need for an inspection – this largely accounts for the slight drop in Housing Standards inspections in the last year.
- Delivery of the extended mandatory licensing scheme for Houses in Multiple Occupation (HMOs) has increased the number of licensed HMOs by 90.
- In the aftermath of the Grenfell tragedy, the Housing Operations team has been given enforcement responsibility for the replacement of defective cladding on high rise residential buildings. Officers within the team continue to work closely with officers from Building Control and the West Yorkshire Fire and Rescue Authority to inspect affected buildings in the district in order to ensure the removal of the defective cladding. This is an extremely resource intensive area of work due to the very complicated ownership structures of these buildings and the size and complexity of the construction. Delivery of this significant additional workload has had to be accommodated within the existing service.
- The service will take on further new statutory responsibilities relating to electrical standards in private rented accommodation during 2020-21.
- Enforcement of this new area of work will lead to financial penalties for non-compliance in addition to those that the service already applies for Housing Act offences. Income from these Civil or Financial penalties can be retained by the Service as long as it funds delivery of housing enforcement. The Housing team is working closely with colleagues in Legal and Financial Services to improve the recovery of unpaid debts from these penalties.

- The Service successfully secured Government grant funding from the Private Rented Sector Innovation and Enforcement Fund to develop and deliver a landlord training package, to fund advanced training for officers and to fund the use of external information systems to assist officers to investigate the financial situations of landlords and their ability to pay monetary fines. We believe this will assist us in our ability to recover debts from landlords. The Covid 19 lockdown has delayed the delivery of some of these work areas but they should be completed in 2020/21
- Demand for major adaptations (Disabled Facilities Grants) to enable disabled people to continue to live independently, remains high with an average of 47 new referrals/month being received by the Housing service during 2019/20. This has resulted in a significant increase in the number of active DFG cases in the system, such that there are currently 611 live cases with an estimated value of £6.8m in the pipeline.
- The indications are that demand is likely to continue at a similar level during 2020-21 in line with the strategy of keeping people independent for longer.
- The number of disabled clients that the service has assisted increased significantly in 2019/20 as the service delivered both an increased number of major adaptations through DFG but also delivered over 50% more stair lifts (74) and Ceiling Track Hoists (45) through the Government grant allocation but outside of the DFG process. This resulted in the highest annual expenditure on major adaptations.
- The Covid 19 outbreak impacted heavily on the delivery of major adaptation and other grant/loan programmes at the end of March 2020. This was due to a combination of the vulnerability of the clients, furloughing of contractors and Government advice. The continued vulnerability of this group of clients along with the need to maintain social distancing and other precautions for the protection of clients, contractors and officers will significantly impact on delivery of the programmes during 2020/21 and the ability of the service to generate agency income. A Better Use of Budget request has been submitted to retain the surplus income generated in 2019/20 to help bridge this shortfall in the revenue budget.
- The number of empty homes brought back in to use through the intervention of the Service fluctuates between years and the figure for 2018/19 was particularly high. The figure for 2019/20 is the lowest figure over the last three years but reflects the increasing complexity of the type of cases that the service is dealing with. During 2019/20 the Empty Homes team has successfully defended 4 Public Inquiries and been recognised with two national awards.
- Overall the number of long term empty properties has reduced by 3,262 over the last 10 years with figures indicating an increase in the rate that long term empty properties are being brought back into use across the District.
- The Housing Operations team delivers the Council's financial assistance programmes for vulnerable homeowners. Assistance is offered through equity share loans with a minimal grant available as a last resort where no equity is available. The service received 372 enquiries for assistance in 2019/20, an increase of 95% since 2015/16. Over the same period the number of homeowners receiving assistance has increased by 88%. During 2019/20 the service delivered a programme of £949K to help these vulnerable homeowners carry out essential repairs to remove health and safety hazards to their homes.

Housing Development

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

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

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

Housing Strategy and Access

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

Housing Strategy Access to Housing	2017/18	2018/19	2019/20
Gross Costs £000s	3,757	4,234	5,153
Income £000s	(2,042)	(2,373)	-3117
Direct Net Costs £000s	1,715	1,861	2,036
Direct Non Controllable costs	195	201	34
Corporate and Dept Recharges	616	850	

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

Client Services

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

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

- CS has a team of professional specialists in Project, Programme and Contract Management. The team manages the contractual arrangements of the Private

Finance Initiative schools encompassing 7 secondary and 3 Special Educational Needs schools.

- The team also leads on academy conversions, school expansion projects, major school repairs and crossing patrols and bids for funding to create new facilities. In recent years the team has also led on major corporate projects such as Swimming Pools, St Georges Hall, the Odeon, Markets relocation, Coroners Court and City Hall projects.
- Each Year CS manages 2 multi-million pound grants from the Department for Education. Basic Need is used to expand schools to meet demand from increasing pupil numbers. The School Condition Allocation Grant is used to pay for major capital improvements identified in school condition surveys.

CS Team Activity	2010-2019 delivered	Outturn 2019-2020	Future Years
Number of Schools Expanded	59	11	23
School Expansion Projects Delivered (in phases)	118	0	0
Number of New School Places Created	8,582 to date	610	1110
School Expansion Capital Spent	£130.2m	£10,563m	£17,583m
Number of Major Schools Repair Projects	165	52	50
Major School Repair Capital Spent	£23.5m	£3.8m	£5.9m
Academy Conversions Completed	75	4	14
School Crossing Patrols Maintained	94	94	91
Swimming Pool Schemes		0	0
PFI Contract Deductions Administered	£3.690m + £150,000 disputed	£230k + £165k disputed	Unestimatable
PFI contract change notices	2,054 to date	263	Unestimatable
Additional Schemes Delivered: <ul style="list-style-type: none"> • 2YOO (2 year old offer) • UIFSM (Universal Free School Meals) • PRU (Pupil Referral Unit) • 30 Hour Offer Nursery Places 	102 schemes (£7.7m) 66 schemes - £4.3m 33 schemes - £1.96m 2 scheme - £1.39 5 schemes £487k	£57k	£214k
Grant Income Secured	£114m		
New schemes for Place	St Georges Hall - completed Bradford Live – started April 2018	<ul style="list-style-type: none"> • Market (£22m) on going • Bradford Live on going • Coroners (£4.5m) on going • City Hall (£8m) on going 	<ul style="list-style-type: none"> • City Hall on going • Markets on going • Bradford Live on going • Coroners on going • Social Care Residential Unit (£5.3m)

Economic Development

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

Economic Delivery

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

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

Economic Development Programmes

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

Economic Development Programmes	2017/18	2018/19	2019/20
Gross Costs £000s	1,843	1,558	1,807
Income £000s	(132)	(152)	(1,343)
Direct Net Costs £000s	1,711	1,406	464
Direct Non Controllable Costs £000s	71	92	138
Corporate & Dept Recharges £000s	98	87	
Net Costs	1,880	1,585	

- EDS are responsible for large scale initiatives supporting the local economy. Among these are the City Centre Growth Scheme, The District Growth Scheme and the Leader Programme.
- The Team have provided Accountable Body support for the two Community Led Local Development Programmes in Bradford Central and Keighley.
- Also within the Economic Development Programmes area are costs relating to the operation and maintenance of the City Park area & Mirror Pool.
- Significant expenditure was incurred in 2019/20 on repairs, following a flood in the pump room service had forecasted to use funding from base budget, mitigated by savings from vacant posts in other areas, as City Park Sinking Fund reserve exists specific for this, the cost centre balances to a nil variance.

Business Investment & Enterprise

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

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

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

Programme Delivery

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

Programmes Delivery	2017/18	2018/19	2019/20
Gross Costs £000s	257	155	170
Income £000s	(29)	(31)	-44
Direct Net Costs £000s	228	124	126
Direct Non Controllable costs	16	10	23
Corporate and Dept Recharges	65	70	
Net Costs	308	204	

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

Regen Development

- Regen Development under spent the £1.6m net budget (£1.7m gross) by £0.1m.
- This was as a result of a vacant post in the Regen Development Team and under spends in the Property Fund.
- Under spends in the Property Fund occurred due to funding allocations for essential feasibility study works (such as site investigations & development appraisals) being replaced by grant funding secured by the Combined Authority).

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

Markets Service

- The Markets Service under achieved the £0.1m net income budget by £0.1m due mainly to increases in vacant market stalls at the indoor and outdoor venues. This has meant not only a loss of income but in the case of indoor markets increased expenditure in terms of increased Business Rates liabilities. Council policy is for the surplus or deficit balance on the markets account to be paid into or out of the Markets Reserve. The closing balance on the reserve reduced in 2019-20 from £0.4m to £0.1m, with £0.3m being transferred out to cover the service's underachievement.

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

2.3.5 Planning Transportation and Highways

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

Policy/Local Plan

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

Building Control Services

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

Development Management

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

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

Highways Asset Management including Highways Delivery Unit

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

- Street Lighting operations and utilities energy costs were £0.38m overspent against budget, this was mostly down to increases in energy prices and pass through costs which is outside of the Service's control.
- Capital investment of £45m for the replacement of 59,000 lanterns and 17,000 street lighting columns over the next 5 years is expected to deliver energy reduction of at least 65% with energy savings of approximately £166m and maintenance savings of £23.6m over the next 50 years.
- The service maintains approximately 1,840kms of highway. The investment of £1.5m in the highway network between 2017/18 to 2019/20 from the Department for Transport Pot Hole Fund has resulted in the need for fewer repairs. Capital expenditure on the highway was comparable to 2018-19, resurfacing approximately 92kms of highway.

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

- Highways services continued to work on the Challenge Fund schemes with the Urban Traffic Management Control Unit delivering Transport Management schemes with a Capital Funded Grant of £3.5m.
- Savings (3R13) – A strategy for increasing commercialisation within the CCTV unit has been approved by Place Programme Board based on additional revenues for the introduction of the Clean Air Zone (CAZ) in 20/21.
- Savings (3R14 & 4R11) Consultation arrangements regarding Street Lighting switch off have been abandoned due to the implementation of the Smart Street Lighting Project which will deliver these savings in 2020-21 and beyond.

Transport Development

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

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

2.4 Corporate Resources

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

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

2.4.1 Finance & Procurement

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

2.4.2 Revenues & Benefits

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

2.4.3 ICT

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

September 2015. Spend per user also reduced significantly over the years from approximately £3,400 in 2014/15 to £2,500 in 2018-19.

2.4.4 Estates and Property Services

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

Estates – Operational, Investment & Programmes

- Estates as a whole overspent by £0.25m of which Estates Operations had an overspend of £0.2m. This is due to a combination of pressure on rental income linked to the voluntary sector, and an overall reduction in rental properties and increase costs associated with the cost of maintaining and vacant properties prior to disposal or redevelopment. The structural income shortfall relating to the voluntary sector has been addressed in 20/21 via a budget realignment.
- The £0.1m income shortfall in Estates Investments is linked to underachieved savings that were planned to be delivered by expanding the investment estate. In respect of investment property, the Council purchased a site in Ilkley to generate additional rental income. However due to market conditions, the prospect of additional income generation looks limited with a consequent budget pressure for 20/21.
- The Estates Property Programme had a small underspend of £0.05m, work on CAT's continues to be funded from a reserve which is expected to be used by summer 2020. A report on progress in this area is being prepared which will also look at whether this work needs going forward to be provided for from base budget as business as usual.
- The service area as a whole has seen an increasing pressure from one off projects and as such a central reserve of £0.35m was established in 2018-19 to provide contingency funding to cover both internal costs of managerial/legal support & 3rd party costs. This funding has been almost depleted and a request to top this up to £0.15m for 2020-21 has been made.

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

- **Building & Technical services** overspent the net budget by £0.2m partly as a result of a smaller capital programme and partly as a result of an increase in contractor costs on major projects that required revenue, rather than capital, funding. It should also be noted that this was on a reducing budget, assuming savings relating to Richard Dunn which were not achievable in full, and against a background of reducing capital works which have seen income levels drop from £14m in 2015-16 to £11.7m in 2019-20.

- **Architects Services** overspend of £0.2m is primarily due to a structural budgetary shortfall as a result of a reducing contribution to overheads, due to an historic decline in workloads linked to a smaller capital programme, Income levels having fallen from £1.2m in 2015-16 to £0.9m in 2019-20 although this is slightly up on 18/19. The reduced contribution has been addressed via a budgetary realignment of £0.15m for 20/21.
- Overall, the Councils estate has significantly reduced in size, and improved in quality in recent years.

Backlog Maintenance £m	Base line	2014-15	2016-17	2017-18	2019-20
Operational	85	50	49	46	44
Non Operational	16	5	8	5	8
Approx. Total Backlog Maintenance £ms	101	55	57	54	52
Of which Priority 1 £ms	70	28	25	24	22
Operational GIAm2 000s	319	256	237	228	230
Non-Operational GIAm2 000s	27	23	37	37	33
Total	346	279	274	265	263

GIAm2 = Gross Internal Area metres squared

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

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

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

FM – Catering & Office Services

- School Catering achieved an underspend of £0.5m due to a combination of improved productivity and the securing of additional secondary contracts

which offset the loss of a number of Primary schools in the year. Operational efficiencies were achieved through the increased use of ICT, including electronic payment which is now available in over 80% of schools, and the achievement of procurement savings. For 20/21 £0.3m has redirected to offset structural shortfalls as part of a realignment of budgets.

- School Catering is however under increasing pressure, both to retain contracts and reduce costs, from the increase in Multi Academy Trusts and from individual schools with budgetary constraints.
- School & Building Cleaning Services underspent their budget by £0.2m via a combination of improvements in productivity and increases in charge out rates for external work. Other Catering, although showing an improvement on the 18/19 position, had an £0.05m overspend due to the ongoing issues of reduced levels of trade and fixed staffing levels which has minimised the services flexibility to make savings.
- Admin Buildings covers the main Council Office buildings including City Hall, Britannia House, Margaret Macmillan Tower, Sir Henry Mitchell and the Town Halls etc. In 2019-20 spend was £0.05m over the £4.7m net budget, the main pressure being in relation overtime costs associated with evening and weekend opening which was partly reduced in year. Mail services had an overspend of £0.05m relating primarily to the increasing volume and cost of mail associated with Electoral Services.
- The increasing shift to flexible working through the Property Programme, has resulted in significant improvements in occupancy levels and reductions in cost. Buildings vacated include Future House, Jacobs Well, Flockton House, City Exchange, No 1 the Interchange & Olicana House amongst others.

2.4.5 Human Resources

- HR overspent the £3.9m net budget by £0.3m, partly due to structural shortfalls in budget, mainly relating to Business Support functions and partly to reduction in traded services income as identified below.
- HR Business Support was £0.2m overspent due mainly, to structural budget issues which have been addressed for 20/21 through a combination of a planned service wide restructure and through budgetary realignments for 20/21.
- The services trading arm with schools, PACT HR, has seen a further decrease in income as Multi Academy trusts especially have chosen not to continue using the service. Income fell by £0.1m from 18/19 levels and was £0.36m down on budget. Despite a reduction in employee costs and additional savings the service had an overspend of £0.3m and a deficit on operating costs of £0.1m.
- HR Core operational services had a net underspend of £0.2m which served to partially offset the overspends highlighted above. This was mainly due to additional income received in relation to training to students via the college and from recharges to schools for medicals. Outturn figures allows for £0.1m of work on Council priority programmes for the Learner Management System being funded via dedicated reserves, and for spending of £40k to fund

software enhancement for traded services.

2.4.6 City Solicitor

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

2.5 Chief Executive

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

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

2.6 Non Service Budgets

- Non Service budgets underspent by £0.9m as a result of lower Pension related costs for people that were made redundant in prior years where there was an agreement to pay added years as part of the redundancy agreement.

2.7 Central Budgets & Contingencies

The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others underspent by £5.7m due to;

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

3.1 Delivery of Budgeted Savings proposals

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

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

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

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

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

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9

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

4.0 BALANCE SHEET

4.1 Cash Reserves

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

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

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

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

- +£25m to the Financing Reserve as a result of the change in MRP policy
- +£6.7m School Balances
- +£5m of Grant Reserves
- +£4m to the Transition & Risk reserve to cover known risks and support future decisions
- +£3m to the Redundancy Reserve for redundancy costs beyond 2019-20
- +£2m to the NDR Volatility Reserve
- +£1.5m for PFI Schools Credits Reserve
- +£0.4m City of Culture Reserve

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

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

4.2 School Balances

The table below shows School Reserves (including Schools Contingencies) at 31st of March 2020.

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

- The school balances reserve has increased by £4.8m in 2019-20 from £26.0m to

£30.8m.

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

5.0 CAPITAL

CAPITAL

- The Capital Investment Plan deals with investment in land, buildings and equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an on-going basis are dealt with in the revenue budget, for example the payment of salaries to staff for a library.
- The Capital Investment Plan originally budgeted 2019-20 spend at £146.5m (Full Council, 21 February 2019). This budget was reprofiled to £121.3m in the 1st quarter monitoring report (Executive, 9th July 2019). Since the agreement of the 2019-20 budget in the first monitoring report the only changes to budgets have been for new approved schemes and the budget in the 4th quarter monitoring report was £121.0m with the spend forecast being £89.5m (Executive, 24 March 2020).
- The latest budget at April 2020 is £122.8m, an increase of £1.8m. The increase in budget is made up of:
 - £1.1m Finance leases and PFI capital spend.
 - £0.4m for St Georges Hall funded by revenue.
 - £0.3m of Grant funding for Transforming Cities.
- Against the latest reprofiled budget of £122.8m, the Outturn was £80.6m. This is summarised by department in the Table below and is outlined in greater detail in Annex 3.

Capital Investment Plan 2019-20 by Department

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

- As shown in the table above, the 2019-20 Outturn had a £42.2m underspend compared to the budget. Part of the underspend was on Place – Planning, Transportation and Highways, across a number of projects, including West Yorkshire & York Transport Fund (WYTF) Schemes. The funding received from WYTF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes.
- In Economy and Development Services it was on the City Centre Growth Zone and Disabled Housing Facilities Grants (DFG). DFG expenditure in 2019-20 was £4.740m the highest expenditure on DFG that the Council has ever achieved with expenditure exceeding the annual grant allocation but within the budget due to the carry forward of 2018-19 grant. The unspent budget will be carried forward to honour individual grants already approved.
- The most significant underspend related to Children's Services on budgets for Secondary and Primary School Expansion and construction of a new Silsden primary School. The Expansion Programmes were delayed due to inclement weather in January and February and the halting of construction work in March due to Covid-19. The appointment of a contractor for the new Silsden school took longer than planned and start on site was January 2020 rather than mid-2019. These schemes are grant funded and the budgets will be carried over in to 2020-21.
- Also there was an underspend on Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions, Affordable Housing Programme 2016-21 and Godwin Street (former Odeon). Strategic Acquisition budgets are part of a policy to invest to promote economic development and generate on going income that funds Council support across the District. Such acquisitions should only happen when an investment meets high threshold against criteria including risk and yield.
- The latest Capital Investment Plan was set as part of the 2020-21 budget (Full Council, 20 February 2020, The Council's Investment Plan for 2020-21 onwards, Appendix 1).
- The 2020-21 Plan has been updated following the 2019-20 Outturn. This update includes an additional £46.5m carry forward from 2019-20. Other capital schemes are proposed for addition to the Capital Investment Plan, following approval from Executive. Further, existing schemes have been reprofiled to better reflect the expected date of spend.

Analysis of Spend by Type of Expenditure

- Despite the underspend, a 2019-20 Outturn of £80.6m represents a substantial investment in the District. Of the total amount, £72.3m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' houses, for example grants funding disabled adaptations.
- The largest proportion of the £80.6m spend was on the upkeep of the Council's buildings, with further significant spend on new builds and increasing school capacity. An analysis of the 2019-20 capital spend showing its purpose is set out in the table below.

2019-20 Budget, outturn and underspend analysed by purpose

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

- The 2019-20 spend includes innovative approaches and schemes that have improved services in the District. For example, it includes the construction of a new Sports Centre at Sedbergh, providing the citizens of Bradford with a modern, fit for purpose, multi sport facility. This facility was completed £1m under budget, without compromising the quality of the sporting services offered. Since the centre opened in November 2019, until March 2020, the use and popularity of it has exceeded expectation.
- Also there was the completion of further affordable housing units in 2019-20, which will be available to rent. This project is in partnership with the Homes and Communities Agency. These new housing units will represent an important achievement for the Council Plan, which set out targets to improve housing in the District.
- Further, the 2019-20 spend enabled the completion of a new Residential Care Home and an Extra Care facility, both located in Oakworth. The extra care facility (Fletcher Court) consists of 69 beds and the residential home (Valley View Court) provides 50 beds. Valley View Court is a dementia specialist unit and will be used for the delivery of short-term services including assessment and intermediate care, in partnership with health.
- There was continued spend on primary and secondary school expansion, improving education, another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.
- The 2019-20 spend in the Capital Investment Plan creates an additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement for spend was £17.0m. To help explain this, the funding of the spend is set out in the table below.

Funding of Capital Investment Plan

- In year the total capital expenditure of £80.6m was funded from a variety of sources, shown in the table below:

Sources of funding	£m
Capital Grants and Contributions	45.3

Direct Revenue Funding and reserves	3.8
Capital Receipts	2.0
Invest to save Borrowing	11.6
Corporate Borrowing	17.0
PFI and Other Finance Lease	0.9
Total resources used to fund capital spend	80.6

- The above table shows that out of the £80.6m spend, there was no future capital financing requirement for £51.1m of it, as it was financed from available funding in 2019-20.
- The £51.1m includes £45.3m of grants. Such grants were used in the 2019-20 year, so up to their full amount, there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes within the spend. The majority of the grants are from the Department of Education and the West Yorkshire Transport Fund. Also these grants include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £51.1m also includes £2m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £3.8m of funding comes from on-going revenue budgets or one off reserves. Again there is no future financing requirement on any of the spend funded from these sources.
- The £0.9m funding from Finance Leases represents a technical accounting adjustment which reclassified on going Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is no future additional draw.
- In contrast to the funding sources described above, the Invest to Save spend of £11.6m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate on going savings matching the future financing requirement, so there is no net draw on the revenue budget. For example, the affordable housing units are partly funded by Invest to Save, with a future financing requirement funded from the rentals.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating on going savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. For the 2019-20 Outturn Corporate Borrowing of £17.0m is needed.
- The Council looked to maximise flexibility to fund spend using grants and income from sales of land and building. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2019-20 financial year. These balances are shown in the two tables below.

Capital Grants and Contributions

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

Capital grants and contributions

£m

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

- The above tables show the Council has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £46.9m will enable significant investment in the District in future years.

Capital Receipts

- The Council received £3.2m of receipts from the disposal of assets and repayment of loans. £2.0m was applied to fund capital expenditure on the Council's own assets. To reduce revenue, spend all capital receipts have been applied to fund capital spend this year where available. Also £1.2m has moved to deferred capital receipt as the payments will be received over the next three years.

Capital receipts

	£m
Balance B/fwd at 1.4.2019	0
Capital receipts received in year	3.2
Deferred Capital Receipt	-1.2
Applied to fund spend on Property Plant & Equipment	-2.0
Balance C/fwd 31.3.2020	0.0

- The Council can use capital receipts to fund any capital spend, so has fully used the balances, as shown in the tables above, to reduce using Corporate Funding in 2019-20. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3m per year in capital receipts.
- Overall, the Council has maximised the use of balances of capital grants and receipts to reduce the use of Corporate Borrowing. The capital financing costs included in the 2020-21 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2020.
- Overall there has been a £20m decrease in the value of the Council's property portfolio. The Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £80.6m spend, £16.4m was on residents houses and other schools, leaving £64.2m additions to the balance sheet.
- Other outcomes for capital in 2019-20 were a net £19.2m downward revaluation of the Council's property by a qualified in house property valuer. While this revaluation is not a decrease, it reflects the expectation of the valuer of decreases in the service benefit that can be derived from the Council's property portfolio.
- Other changes to the property portfolio's value shown on the balance sheet included £32.9m of depreciation reflecting the cost of their wear and tear from delivering services over the 2019-20 financial year. There was also £31.5m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such schools are removed from the Council's balance sheet.

² Revenue Expenditure Funded from Capital under statute, is revenue expenditure where the Secretary of State has given specific approval for it to be funded using capital financing.

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

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

6.0 COUNCIL TAX AND BUSINESS RATES

- The Council holds a separate account (Collection Fund) for the collection of Council Tax and Business Rates. All Council Tax and Business Rates collected across the district are held in this Fund. Relevant shares are distributed out of this Fund to the Council and also other bodies. However, the amount of these distributions are agreed in advance, before the start of the financial year, to aid budget stability. When forward projecting these distributions, the aim is to breakeven with the amount collected during the year, but inevitably a variance arises.
- In terms of background, while the Council receives a significant share of Council Tax from the Fund, relevant shares are also distributed to the other preceptors: West Yorkshire Police and Crime Commissioner (WYPCC); West Yorkshire Fire and Rescue Authority (WYFRA) and Local Parishes. Business Rates are also distributed to the Government and WYFRA.
- The 2019-20 forecast collection fund surpluses have been factored into the 2020-21 budget.

Reserves Statement as at 31st March 2020

Appendix 1

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	10,300	0	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	241	87	328	Funding to support young and disadvantaged people into employment
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	103	-103	0	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	-1	0	
Single Status	23	-23	0	To cover any residual implementation of Single Status costs.
Better Use of Budgets	789	-789	0	To cover deferred spend on priority work from 2018-19
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's programme
Regional Growth Fund	4,222	-481	3,741	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,622	-127	1,495	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	16,759	-6,193	10,566	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,388	-442	946	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	-222	0	Available to fund projects that lead to greater integration between the Council and its Health partners.

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	0	700	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	698	-90	608	To be moved to Local Plan reserve in 2020
Implementation Reserve	2,557	-1,449	1,108	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	2,735	0	2,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	
Redundancy Reserve	5,430	0	5,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	-10	0	Professional advice on MRP policy – moves to Finance Works reserve
Review of Council's Pension Guarantees	4	-4	0	Moved to Finance Works reserve
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	47,401	6,520	53,921	Reserve created as a result of change in Minimum Revenue provision accounting policy.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	360	288	648	Statutory compensation obligation for terminating tenancies
ICT Programmes Budget	4,951	-1,818	3,133	To fund future ICT projects
Children Services Investment Fund	0	1,039	1,039	
S31 Business Rate Grants Reserve	0	16,854	16,854	
Covid 19 funding allocation Reserve	0	14,011	14,011	
Finance Works Reserve	56	38	94	Reserve to fund additional project Finance Work including Housing Revenue Account.
Sub Total	99,610	27,085	126,695	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	390	-289	101	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,527	-289	5,238	
D. Service Earmarked Reserves	32,473	-707	31,766	See Appendix 2
E. Revenue Grant Reserves	18,636	-1,476	17,160	

F General Reserves

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	27,276	4,647	31,923	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	42,276	4,647	46,923	
Grand total	208,822	29,260	238,082	

Departmental Earmarked Reserves Statement at 31st March 2020

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

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
City centre regeneration	51	0	51	and Leisure venues across the District. Delivery of City Centre Growth Zone
Customer Service Strategy	46	-46	0	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	499	-80	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
Cricket Pitch Refurbishment	310	-310	0	Maintenance & improvement work associated with 6 Council owned cricket pitches.
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	-10	0	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
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	790	-288	502	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	383	85	468	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	362	-45	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.
City Park Sinking Fund	812	-102	710	Funding set aside to meet the lifetime maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Used as match funding for ESif and future WYCA calls for enterprise activity
Empty Rates Relief Scheme	500	0	500	Supporting Business

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
				Growth
Private Housing Rented Option	200	0	200	Landlord incentives
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	88	13	101	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	-211	50	Contingency for temporary accommodation/B&B expenditure
Housing Options IT System	173	-173	0	Housing IT
PT&H Local Plan	216	-216	0	To complete the local plan
PT&H Local Plan Transport Modelling	250	-250	0	To complete the local plan
Ad:venture & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	91	-91	0	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	500	313	813	
Housing CPNI Reserve	0	250	250	
Well England Reserve	100	-18	82	Programme provides a range of initiatives to support Health & Wellbeing in Gillington, Holme Wood and Keighley.
Department of Place	9,385	-1,179	8,206	
Corporate Resources				
Schools Traded HR Reserves	147	-58	89	To mitigate the risk of changes in customer base.
Workforce Development	122	-88	34	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	208	-78	130	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	322	-20	302	To support community

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

Capital Expenditure

Annex 3

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing										
CS0237a	Great Places to Grow Old	500	0	0	0	0	0	0	0	0
CS0237b	Keighley Rd Extra Care Fletcher Court	33	2,202	1,928	2,205	-3	0	357	1,848	2,205
CS0237c	Keighley Rd Residential Care Valley View	89	988	677	838	150	838	0	0	838
CS0373	BACES DFG	443	980	700	959	21	0	0	959	959
CS0239	Community Capacity Grant	606	50	86	34	16	34	0	0	34
CS0311	Autism Innovation Capital Grant	0	19	19	0	19	0	0	0	0
CS0312	Integrated IT system	0	90	90	0	90	0	0	0	0
CS0352	Electric vehicle charging infrastructure	1	1	1	0	1	0	0	0	0
CS0451	The Third Place	0	250	250	250	0	250	0	0	250
CS0275	Bfd Dementia Friendly Environ Pilot	0	0	0	1	-1	0	0	1	1
Total - Health and Wellbeing		1,672	4,580	3,751	4,287	293	1,122	357	2,808	4,287
Children's Services										
CS0249	Schools DRF	0	0	0	197	-197	197	0	0	197
CS0278	Targeted Basic Needs	31	33	0	0	33	0	0	0	0
CS0022	Devolved Formula Capital	750	2,685	2,690	1,501	1,184	1,501	0	0	1,501
CS0030	Capital Improvement Work	15	626	550	316	310	316	0	0	316
CS0240	Capital Maintenance Grant	1,500	1,000	522	416	584	416	0	0	416
CS0240b	Capital Maintenance Grant	2,900	3,870	3,685	3,040	830	3,040	0	0	3,040
CS0240c	School Cap Inv Prog 19-20	0	2,002	132	340	1,662	340	0	0	340
CS0244a	Primary Schools Expansion Progr	7,700	5,600	3,000	3,373	2,227	3,373	0	0	3,373
CS0244b	Silsden School	5,588	3,424	1,000	554	2,870	554	0	0	554
CS0244c	SEN School Expansions	2,000	2,363	1,800	1,835	528	1,835	0	0	1,835
CS0362	Secondary School Expansion	6,136	6,198	4,600	4,800	1,398	4,800	0	0	4,800
CS0377	LA SEN Free School	4,650	0	0	-3	3	-3	0	0	-3
CS0421	Healthy Pupil Capital Grant	220	227	77	57	170	57	0	0	57
CS0448	CS0448 PFI 1920	0	162	0	162	0	162	0	0	162
CS0447	CS0447 19-20 Finance Leases	0	142	0	142	0	142	0	0	142

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

Scheme No	Scheme Description	Budget at Feb 19	Revised Outturn 2019-20 Budget	Forecast	Spend 31 Mar 20	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Planning, Transportation & Highways										
CS0131	Kghly Town Cntr Heritage Initi	0	151	0	0	151	0	0	0	0
CS0178	Ilkley Moor	0	14	0	0	14	0	0	0	0
CS0179	Landscape Environ Imp	0	21	0	0	21	0	0	0	0
CS0285	Strategic Development Fund	1,167	1,167	0	0	1,167	0	0	0	0
CS0071	Highways S106 Projects	386	249	30	21	228	21	0	0	21
CS0372	Countryside S106 Projects	135	226	10	16	210	16	0	0	16
CS0091	Capital Highway Maint	4,953	5,006	5,006	4,971	35	4,971	0	0	4,971
CS0095	Bridges	0	200	700	650	-450	650	0	0	650
CS0096	Street Lighting	0	132	80	96	36	96	0	0	96
CS0099	Integrated Transport	108	140	140	33	107	33	0	0	33
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	0	15	19	17	-2	17	0	0	17
CS0172	Saltaire R/bout Cong& Safety Works	281	279	0	0	279	0	0	0	0
CS0252	Measures to Support Hubs	45	45	0	0	45	0	0	0	0
CS0264	Highway to Health	0	0	437	484	-484	484	0	0	484
CS0282	Highways Strategic Acquisi	0	176	0	0	176	0	0	0	0
CS0289	Local Pinch Point Fund	0	495	0	0	495	0	0	0	0
CS0293	West Yorks & York Transport Fund	11,908	7,529	6,680	5,874	1,655	5,874	0	0	5,874
CS0396	WYTF Corr Imp Projects	2,893	768	1,482	1,307	-539	842	0	465	1,307
CS0296	Pothole Funds	0	431	377	490	-59	490	0	0	490
CS0306a	Strategic Transp Infrastr Priorit	1,000	1,090	0	0	1,090	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	0	97	33	38	59	0	0	38	38
CS0310	Clean Vehicle Technology Fund	3	3	0	0	3	0	0	0	0
CS0317	VMS Signage	0	39	0	0	39	0	0	0	0
CS0319	Challenge Fund	0	425	1,611	1,310	-885	1,310	0	0	1,310
CS0323	Flood Risk Mgmt	0	30	50	68	-38	68	0	0	68
CS0329	Damens County Park	0	106	106	0	106	0	0	0	0
CS0332	Flood Funding	0	6	0	0	6	0	0	0	0
CS0334	Air Quality Monitoring Equip	0	9	9	0	9	0	0	0	0
CS0350	Street Lighting Invest to Save	0	312	312	0	312	0	0	0	0
CS0365	National Productivity Invest Fund	0	3	43	43	-40	43	0	0	43
CS0370	LTP IP3 Safer Roads	779	1,619	124	2	1,617	2	0	0	2
CS0371	LTP IP3 Public Transport	0	247	228	287	-40	287	0	0	287

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

Scheme No	Scheme Description	Budget at	Revised		Spend	Variance	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		Feb 19	Outturn 2019-20 Budget	Forecast	31 Mar 20	Budget - Spend				
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Neighbourhoods & Customer Services										
CS0066	Ward Investment Fund	0	35	0	0	35	0	0	0	0
CS0378	Cust Serv Strategy	0	158	158	0	158	0	0	0	0
CS0462	Ilkley Parking scheme £320k Invest to Save	0	100	300	457	-357	137	320	0	457
Total Place - Neighbourhoods & Customer Services		0	293	458	457	-164	137	320	0	457
Dept of Place - Sports & Culture										
CS0151	Building Safer Commun	0	47	21	21	26	21	0	0	21
CS0328	Cliffe Castle Various	0	15	15	0	15	0	0	0	0
CS0430	Cartwright Hall Café	50	105	105	116	-11	10	106	0	116
CS0340	St George's Hall	0	263	400	230	33	216	0	14	230
CS0129	Scholemoor Project	0	0	0	0	0	0	0	0	0
CS0162	Capital Projects - Recreation	0	602	510	244	358	244	0	0	244
CS0229	Cliffe Castle Restoration	19	110	91	90	20	90	0	0	90
CS0347	Park Ave Cricket Ground	0	7	45	35	-28	35	0	0	35
CS0004	S106 Recreation	0	0	100	124	-124	124	0	0	124
CS0367	King George V Playing Fields	1,017	0	0	0	0	0	0	0	0
CS0403	Bereavement Strategy	0	400	523	511	-111	91	0	420	511
CS0277	Wyke Manor Sports Dev - demolitn	102	177	400	1	176	1	0	0	1
CS0277b	Wyke Community Sports Hub	1,896	739	0	302	437	176	0	126	302
CS0245	Doe Park	37	37	0	0	37	0	0	0	0
CS0459	Ilkley Lido Tank	0	460	460	86	374	0	0	86	86
CS0461	Shipleigh Gym extension & equipment	0	305	305	142	163	0	142	0	142
CS0458	Doe Park Drainage	0	40	40	0	40	0	0	0	0
CS0356	Sedbergh SFIP	8,859	7,479	6,136	5,842	1,637	0	0	5,842	5,842
CS0354	Squire Lane Sports Facility	300	0	0	0	0	0	0	0	0
CS0132	Community Hubs	0	25	25	0	25	0	0	0	0
Total - Dept of Place - Sports & Culture		12,280	10,811	9,176	7,744	3,067	1,008	248	6,488	7,744

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

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

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

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Report of the Director of Finance to the meeting of the Corporate Overview and Scrutiny Committee to be held on 23rd July 2020.

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Subject:

QTR. 1 FINANCE POSITION STATEMENT FOR 2020-21

Summary statement:

This report provides Members with an overview of 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

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2020-21

1.0 INTRODUCTION

This report is the first 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 impact of Covid-19 on the Council over different time scenarios.
- An update on Council Tax and Business Rates collection.
- New expenditure initiatives that are recommended for approval to respond to Covid-19
- The delivery of 2020-21 approved budget savings plans.
- A statement on the Council's reserves including movements in the first 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.
- Other initiatives that are recommended for approval.
- The Councils Risk Register

2.0. MAIN MESSAGES

Net Revenue Budget

	Budget £m	Forecast Variance to end of Mar 21 (non Covid 19)	Covid-19 Impact Time Scenarios		
			Forecast cost of Covid to end of July 20	Forecast cost of Covid to end of Sept 20	Forecast cost of Covid to end of Mar 21
Health and Wellbeing	112.0	1.1	8.0	8.8	10.4
Children's Services	98.4	6.6	4.8	6.8	10.8
Department of Place	63.4	1.6	10.7	12.7	20.4
Corporate Resources	43.3	0.0	9.2	11.2	15.7
Chief Executive	4.2	0.0	0.4	0.4	0.4
Non Service Budgets	6.2	0.0	0.0	0.1	0.1
Total	327.6	9.2	32.7	39.5	57.3
General Fund	50.5	-3.8	0.0	0.0	0.0
Total Council	378.1	5.4	32.7	39.5	57.3
Remaining Covid Grant¹	0		-27.8	-27.8	-27.8
Variance after Covid Grant			4.9	11.7	29.5
Add Non Covid Variance			5.4	5.4	5.4
Total			10.3	17.1	35.0
Add New Planned initiatives per the recommendation in this report			6.0	6.0	6.0
Total Including New Planned Initiatives			16.3	23.1	40.9
Add Council & Business Rates Collection Fund Deficits*			8.9	12.7	25.2
Total including Fund Deficits			25.2	35.8	66.1

¹ The Council has received £30.5m in emergency funding from the Government. £2.7m of this was used in 2019-20, leaving £27.8m.

*Collection Fund deficits have to be repaid in the next financial year.

- 2.1 Council leadership and resources have played a critical role in the District's response to the Covid-19 crisis. Working alongside partners to manage lockdown has led to high levels of additional costs to the Council that could not have been anticipated when the 2020-21 budget was set, and not all of which have been met through additional government support. Along with the loss of income due to the closure of Council services such as leisure centres, theatres, museums and galleries this has placed budgets under unsustainable pressure.
- 2.2 Based on a projection at May 31st 2020, the Council is forecast to overspend the £378.1m net revenue budget by £5.4m due to non Covid-19 related reasons by March 31st 2020, and by up to £35m including the additional net costs of Covid-19 depending on the length of time that the pandemic impacts for.
- 2.3 The impact of Covid-19 on communities, businesses, families and individuals is such that further additional priority investments are proposed. Those investments are necessary in order to deal effectively and equitably with the impact, to ensure that the District has safe spaces, workplaces, schools and transport as we adapt to a period of living alongside the virus and to help build a sustainable and better future beyond that period.
- 2.4 Action is proposed that will support education and the economy including skills and training that will ensure that unequal and disproportionate impacts of COVID 19 are identified, monitored and addressed. These investments are outlined at paras 4.13 to 4.32, and should they be approved in line with the recommendations of this report, the Council's forecast overspend would increase by a further £6.0m.
- 2.5 In short, the forecast year end (31st March 2021) overspend could be in the range of £10.3m to £40.9m depending on the length of time that Covid-19 impacts for, and the approval of new initiatives.
- 2.6 Additionally, Council Tax and Business Rates collection fund deficits of £25m are projected in 2020-21, but due to the way the collection fund system works, these deficits have to be repaid in the 2021-22 financial year alongside any budgeted reduction to the amounts of Council Tax and Business Rates that could reasonably be expected to be collected in 2021-22. Collection fund deficits do not therefore impact on this financial year, but they are potentially a significant loss of income to the Council that will cause future budget issues.
- 2.7 Given the significant uncertainty about the ongoing impact of Covid-19, and the timing of when circumstances might return to normal, the base assumption that has been used for forecasting is a return to a close to normal position from the end of July 2020 (unless we have other better assumptions against which to forecast, for example one off initiatives).
- 2.8 Although the realism of this is questionable, all other reasonable assumptions would be equally subjective, and using the end of July as the base assumption has the following benefits;

- It aligns with the assumptions that the Government have asked all Councils to adopt when providing forecasts in financial information returns to government.
- It provides a simplicity and consistency in the approach to forecasting that can then aid the estimation over different time scenarios.
- The Government are seeking to ease restrictions further in July.

2.9 As a result of prudent financial management and planning the Council has sufficient reserves to be able to fund some of the critically important and urgent action that is needed over the short-term. However, this funding is only available once, and for a limited period of time, and reserves will need to be replenished in the future. Sustaining new investments for an extended period will not be possible without additional support from Government or other sources of external funding and/or significant cuts to local services.

Covid-19 Financial Impact Tracker.

- 3.1 The table below shows that the costs and income losses incurred in 2020-21 are forecast to exceed the remaining £27.8m of Emergency Section 31 grant by £4.9m by the end of July 2020 (the base assumption). The table also provides estimates if the impact continues to the end of September 2020 (6 months) and March 2021 (12 months) to illustrate the impact should additional costs and losses continue for longer. The costs to the Council get larger quickly from approximately the end of June 2020 onwards as from that point the emergency grant has been used up.
- 3.2 Given the uncertainty about the length of time of lockdown measures; the time it could take to return to normal, and the consequent impact on the economy, the estimated impact gets significantly less robust the longer the time period.
- 3.3 Though in some instances expenditure and income loss items are one off & time limited, in most instances, values shown are an extrapolation for illustrative purposes.

Estimated Financial Impacts £ms	March 2019-20	2020-21 to 31 st July	2020-21 to 30 th Sept 20	2020-21 to 31 st Mar 21
Health & Wellbeing				
Supporting Care providers	0.7	6.0	6.7	8.1
Infection Control Grant	0.0	-5.2	-5.2	-5.2
Additional PPE	0.0	5.0	5.0	5.0
Fairer Charging income reduction	0.0	2.1	2.1	2.1
Other Support	0.0	0.1	0.1	0.1
Total Health & Wellbeing	0.7	8.0	8.8	10.4
Department of Place				
Parking Services: reduced car parking & enforcement revenues	0.3	2.0	2.8	5.5
Leisure: lost revenue from closure of Leisure facilities,	0.2	1.6	1.9	3.3
Museums / Theatres / Libraries/Tourist info: lost revenue	0.1	1.7	2.0	3.1
Food Supply Chain	0.1	1.4	1.4	1.4
Planning, Transport Highways – Income loss	0.0	1.2	1.3	1.8
Waste Services – disposal costs & income	0.0	1.0	1.5	1.9
Bereavement Service	0.0	0.6	0.6	1.0
Housing Support	0.0	0.6	0.8	1.2
Markets – rent foregone	0.0	0.3	0.4	0.5
Other	0.0	0.1	0.2	0.4
Total Department of Place	0.8	10.6	12.7	20.4
Children's Services				
School Closures impacting on Outdoor Centres, Music Services, Psychology, Governor, Clerking service and others.	0.0	1.5	2.2	4.4
Additional payments to Care providers	0.0	0.8	1.3	2.3
Additional PPE for Children's homes	0.0	0.3	0.6	1.2
Schools – loss of income	0.0	2.1	2.6	2.6
Other	0.0	0.2	0.2	0.3
Total Children's Services	0.0	4.8	6.8	10.8
Corporate Resources				
School (& other) catering and cleaning activity. Lost revenue due to school closures, but also includes additional costs of deep cleaning and provision of free meals.	0.0	1.0	1.5	2.5
Estates and Facilities Management – PPE, Closure of ISG, additional building cleaning costs, lost catering income, other income	0.0	6.3	7.1	9.1
Revenues and benefits – higher debts, reduction in overpayment recovery	0.0	0.6	1.0	1.9
Additional ICT to support home working and other	0.0	0.6	0.8	1.0
Legal & Democratic Services – additional Forensic science centre costs, lower registrars income (marriages)	0.0	0.3	0.4	0.8
Other	1.2	0.4	0.4	0.4
Total Corporate Resources	1.2	9.2	11.2	15.7
Impact on Council Services in 2020-21	2.7	32.7	39.5	57.3
Less Emergency Section 31 Grant	-2.7	-27.8	-27.8	-27.8
Total Forecast Impact on 2020-21		4.9	11.7	29.5

Forecast Council Tax deficit coll fund deficit from 2020-21 that impacts on 2021-22	0.0	6.9	10.0	20.0
Forecast Bus Rates coll fund deficit from 2020-21 that impacts on 2021-22	0.0	2.0	2.7	5.2
Total impact on the Council including Collection Fund Deficits	0.0	13.7	24.4	54.7

- 3.4 Any year end overspend would have to be funded by reserves in the absence of any additional government support.
- 3.5 It should also be noted that the tracker above does not currently incorporate the £6.0m of additional initiatives that are outlined in paragraphs 4.13 to 4.32 below. Again these would have to be funded by using reserves should the required additional Government support not be forthcoming.
- 3.6 Service managers are undertaking measures to mitigate the additional Covid-19 related costs and income losses by for example, redeploying staff where possible, not recruiting to vacant posts in some areas, reducing expenditure to essentials, asking providers of affected services to deliver services in a different way (e.g. day care), and reducing agency staff amongst others.
- 3.7 Furthermore, some of the additional expenditure may be fundable from other sources. Some IT costs may be capitalisable for example, and there have been a number of instances where specific government funding is announced for initiatives that the Council has already started doing – for example support for Food Distribution. Additional government support for Councils is likely, however the extent of it is currently unknown.

Council Tax and Business Rates.

- 4.1 Covid-19 is also forecast to impact on Council Tax and Business Rates collection due to the recession which is predicted by the International Monetary Fund to be the worst since the Great Depression, with the OECD also forecasting that the UK will have the largest recession of all OECD countries. The Bank of England is also forecasting that the economy will shrink by 14% and unemployment will double, both of which would have significant impact on Council Tax and Business Rates collection.
- 4.2 To help Councils financial planning and resilience, the Council Tax and Business Rates collection fund system requires that any surplus's or deficits (i.e the difference between the amount budgeted to be collected, and the amount actually collected in that year) impact on the following financial year. Any deficits on the Council Tax and Business Rates collection funds in 2020-21 will not therefore affect the year end position for 2020-21, but they will have to be incorporated as an additional pressure in the 2021-22 budget, and they are clearly a demonstrable income loss resulting from Covid-19.
- 4.3 Based on the Business Rates collection reducing to the safety net level. The deficit on the Collection fund would be £5.2m.
- 4.4 The longer term impacts of a reduction in Business Rates beyond 2020-21 are uncertain. However, these results will be interconnected with the governments funding formula review.

- 4.5 Assuming a 10% deficit on the Council Tax collection fund resulting from higher numbers of Council Tax Reduction Scheme claimants; fewer houses being built, and increases in non-payment/ arrears. The Council Tax deficit from 2020-21 that would have to be repaid in 2021-22 would be approximately £20m by year end. The assumed deficit on the Council Tax collection fund is very hypothetical at the moment, and the actual deficit will be very much dependent on the impact of Covid-19 on the economy, and the success of government policies to avoid unemployment. It should also be noted that a sustained period of increased unemployment and a poor economic outlook, would have an adverse impact on the Council Tax collection beyond 2021-22.

Summary position

- 4.6 Based on the above, the financial situation is therefore potentially severe for the Council, but it should be noted that the assessment of the impact on the Councils finances is very much in keeping with other Councils across the country, and in some cases more favourable.
- 4.7 The Local Government Association have found that of the £3.2bn of emergency funding provided by the government to the whole of Local Government, Councils across the country have estimated that these funds will be used by the end of May 2020.
- 4.8 Although the Councils financial situation is severe, and has the potential to get worse quickly without a relatively swift return to normal, or additional Government support, the Councils reserve levels are sufficient to withstand the forecast additional costs in this financial year, and they are relatively robust in comparison to many other Councils.

Priority investment in response to Covid 19.

- 4.9 Covid-19 has created a host of new issues that the Council has had to respond to. Some of the most urgent decisions were taken using emergency powers and have been documented in the April² Executive report. Looking ahead as we enter a phase of living alongside the virus, urgent action is required to ensure that the economy and local services can operate safely and that measures are in place to minimise and prevent the spread of infection.
- 4.10 Emerging evidence of the local impact of Covid 19 indicates that inequality will be exacerbated and deepened; that the poorest communities will be hit hardest and that the BAME community in particular is disproportionately impacted. Many businesses fear for their viability and the areas that are most at risk of people losing their jobs also have the highest levels of deprivation on the Index of Multiple Deprivation. There are significant increases in Universal Credit claimant count, incidents of Domestic Violence are rising and large numbers of children missing learning, threatens to widen the achievement gap between vulnerable children and their peers. New investments are therefore proposed that will seek to minimise and mitigate the impact of Covid 19 on the economy, on learning and on inequalities and that support inclusive, clean

² "The response to Covid 19 and the forecast financial impact on the Council including decisions taken using emergency powers. April 2020 Executive.

and sustainable economic growth.

- 4.11 The Council and its partners working locally are best placed to understand the District's needs and to make informed investment decisions that support its communities and economy. The table below and following paragraphs detail urgently required investments that are recommended for approval. In some instances, additional government support is expected, however as yet there have been no announcements. Unless additional government money is provided the initiatives will have to be funded from Council resources/ Council reserves or through joint arrangements with partners where this is appropriate.
- 4.12 These investments are vital to the District's wellbeing. Prudent and disciplined financial management over recent years has ensured that the Council has sufficient levels of reserves to draw on to meet some of the most pressing and urgent costs associated with keeping the District safe, re-building the economy and tackling inequality in the wake of Covid 19. Reserves however can only be deployed over the short-term and the investments are designed to meet short-term, time limited objectives only. Sustaining new investments beyond a time limited period would require additional support from Government or other external sources and/or significant cuts to local services and infrastructure investment.

<u>Investment Requests</u>	£ms
Schemes securing external funding	
Active Travel & Safe Urban spaces (share of grant funding expected)	-
Support for Test & Trace (£3.8m fully funded from Government)	-
Community Support	
Food Supply Chain (extend to December)	0.585
Domestic Violence Support	0.900
Additional Wardens	0.250
Recovery Support for Wards	0.030
Welfare Advice (£0.36m to be funded from Public Health Grant)	0.000
Health & Care	
Supporting the Adult Social Care Market; Voids	0.390
School meal provision through the summer	0.210
Home to School Transport	1.400
Mental Health Support (£0.65m to be funded from PH Grant)	0.000
Raising Attainment	
Additional Tuition Scheme	0.400
Education Psychology support for learning	0.317
Economy & Business	
Skills House	0.696
Economic Development	0.150
Capacity to accelerate capital & regenerative schemes to aid recovery	0.150
Supporting our Markets	0.150
Cross-cutting and corporate	
Climate Emergency & Sustainability	0.250
Public Health Messaging	0.100
	5.978

4.13 Active Travel & Safe Urban Spaces - The Council is expecting part of an initial share of £2.5m funding from Central Government via West Yorkshire Combined Authority with further tranches to come.

Funding will support schemes such as

- Cycle lanes,
- reduced speed limits
- pedestrian crossings
- signage
- routing
- wider pathways / pedestrianisation
- street furniture changes

Works are 100% grant funded, and specific proposals will be developed in consultation with the Portfolio Holder.

4.14 Test & Trace – The Council will receive £3.87m to fund the requirements of the local Test and Trace response. The proposal is based on adding capacity to key staff groups so that we can use the whole resource flexibly when needed, and in between the additional capacity can be used to deliver additional warden support. The response required is not straight forward and will likely require a number of different responses depending on local need. Key things to be considered are:

- Outbreak management capability at a scale that has never been needed before

- Infection Prevention and Control Advice to parts of the system we have not needed to support such as schools, businesses, workplaces, city/town centres
- Ability to produce information and guidance rapidly for different settings and groups as situations evolve and evidence changes
- Coordination of control measures across the district including mobile testing units, mass testing, lockdown in different settings or geographies, encouragement/enforcement of social distancing and other actions necessary to reduce the spread of the virus.
- Communication and engagement across all sections of our population to increase uptake of behaviours that reduce the spread of the virus, participation in the Test and Trace process and adherence to advice
- Enforcement of new legislation aimed at reducing the risks from COVID 19

It is proposed decisions on utilisation of the grant is delegated to the Director of Public Health / Chief Executive in consultation with the Director of Finance and Portfolio Holder.

- 4.15 **Food Supply Chain extend to December 2020. (£585k).** The proposal is to continue to provide a stable supply of food to those who need it. This is likely to change from the current provision of food parcels for those who are self-isolating to longer term support for people who in financial hardship.

There will be continued support for food banks & food schemes to encompass all localities and communities in need. Investment is needed to support the migration of food support from the Broadway to the voluntary sector. Longer term investment is needed to respond to the emerging needs whilst delivering a sustainable food poverty strategy that provides dignity and choice. Building the wider 'ad hoc' provision and BAME faith sector support within the mainstream solution and opening affordable food solutions (social supermarkets) will be key areas of work.

If additional government funding is received this may enable Council funding to be reduced.

- 4.16 **Support for victims of Domestic Violence (£900k)** The proposal is to provide increased capacity to deal with domestic violence. The Domestic Abuse and Sexual Violence Partnership in Bradford has worked extremely hard to address current need and future risk during the Covid pandemic. The proposal is to provide additional capacity to ensure that if a victim or perpetrator asks for, or is referred for, support they will receive a timely and consistent offer of support. Performance /demand data indicates there is less contact with individuals of concern, and domestic violence has increased. External funding is being sought, in the interim it is proposed to commit Council resources pending receipt of any external funding.
- 4.17 **Additional Wardens (£250k)** The proposal is to increase Warden numbers by ten (2 per constituency). Increased Warden presence will support communities in difficult times and aid with keeping social distancing in place.
- 4.18 **Recovery Support for Wards (£30k)** At the commencement of the Emergency Response a sum of £1,000 was allocated to each Ward to support local response to the Emergency, at a local level. It is proposed to allocate a

further £1,000 per Ward to support the response to recovery at a local level.

- 4.19 **Welfare Advice (£360k – to be funded from Public Health grant)** - The sector is experiencing changes in the nature of demand during COVID and it is anticipated that there will be a surge in demand as lockdown eases, tribunals and courts re-open, the furlough scheme ends leading to expected higher redundancy levels, and debt payment holidays end. These factors will lead to an anticipated increase in the demand for general and specialist advice including debt management, repossessions, welfare benefit appeals and general court proceedings and LGBTQ+ support. A large number of clients cases have been put “on hold” and this work will need to be picked up when restrictions are lifted. The investment would support stability and certainty in the service and enable the service to better respond to demands. The investment specifically would be utilised to temporarily increase staff capacity, enable mobile working to aid outreach sessions and provide PPE and equipment needed to reopen ‘face to face’ and sessional services safely.
- 4.20 **Supporting the Social Care market (£390k)** residential and nursing care providers have seen an increased number of empty beds as a result of the tragic number of deaths from Covid-19. With reduced occupancy levels, Residential & Nursing Care market providers are facing financial difficulty. The Government has provided additional support to the market through support for businesses and the Infection Control grant. The Council has also provided a 10% fee uplift for a limited period.

To support the market further, it is recommended that the Council also provides funding at 80% of a base placement fee, for placements previously funded by the Council. This will be up to a level of 85% occupancy for a period from the 23rd March to the 28th June to provide time for the market to recover. Any payments will be made following receipt of an application from the provider.

- 4.21 **School Meal Provision through the summer (£210k)** The proposal is to continue providing school meals through the summer period for vulnerable children who do not qualify for the government voucher scheme.

In the period to end of May, an average of 1,710 off site pack up meals per day, and 1,215 per day of on-site meals were provided, the vast majority of these being in Primary schools. The proposal is to continue this provision from a number of hubs, with the meals eaten on site, or collected by parents and guardians.

- 4.22 **Home to School Transport (£1.4m)** The Travel Assistance Service provides transport to a range of Council services. One of its core functions is to deliver statutory home to school transport in accordance with the Home to School Transport Policy. Risk mitigation measures such as social distancing means that the capacity to transport children to and from school will reduce significantly. As pupil numbers per vehicle reduce, alternative transport arrangements will need to be made for displaced children to ensure the Council meets its statutory responsibilities.

The service is currently engaging with all parents to encourage the uptake of Personal Transport Assistance Budget (PTABS) to minimise the impact on expenditure and will now review the use of passenger transport in light of the revised social distancing guidance. The estimated increase assumes a

combination of the increased use of current cost PTABS (75 pence per mile) to support parental transport for children displaced from existing transport due to social distancing guidance. The estimated impact is £350k per month for the autumn term.

4.23 Mental Health Support (£650k to be funded from the Public Health Grant)

The proposals for mental health support are based on intelligence emerging from the Bradford District COVID mental health needs assessment and national research and take account of local and international evidence highlighting the disproportionate impact of coronavirus on BAME communities, and Public Health England's recommendations to address this issue. Investment proposals are in the key areas of: perinatal mental health; crisis response; advocacy and support; mental health support for BAME communities; out of hours and on-line support (all age); carers and older adults specific support.

4.24 Additional Tuition Scheme (£400k) the proposal is for an additional tuition programme for all children who are underperforming in English and Maths. The tuition will be delivered between September and April and will involve working with undergraduates identified by Bradford University to deliver the tuition. The proposal is that the tuition is extended until the end of the Spring Term 2021 to provide support up to the exam period.

The additional investment would enable the extension of the maths tuition work alongside the English Language work which will be programme managed via the School Standards & Performance Service. The costs for this is £400k and is in addition to the £200k investment agreed in the 2020/21 budget.

4.25 Education Psychology support for learning (£317k) This will be led by educational professionals with therapeutic knowledge to help them identify the complex barriers that prevent children and families effectively engage with schools and learning. This will consist of a team of 5 Education Therapeutic Officers who will be based in the Educational Psychology Team, and will work with identified children and families to support the positive engagement between the child, family and school. It is anticipated that the majority of these families will be known to Early Help or Children's Social Care and this work will complement the wider work being done by these and other partners, but with a focus on the family-child-school "triangle".

4.26 Skills House (£696K) The proposal is to provide additional resourcing to Skills House to effectively meet and respond to the expected significant increase in the unemployment rate. It is expected that unemployment will continue to rise for the next three years if this recession follows a normal pattern and then start to recover. The increase in unemployment has started, and is expected to increase over the summer and autumn periods as the government furlough scheme comes to an end and employers begin making redundancies. The investment will enable Skills House to rapidly up-scale its service and build the capacity of partners to align their services. This will help mitigate the impact of large scale unemployment on individuals and the wider district. It is the intention to implement the proposal in a phased approach:

Phase One: Covering the initial period from September 2020 through to April 2021 to expand operational capacity to meet initial demand will require an investment of £696k.

Phase Two (to be considered as part of future budget considerations): Building to full operational capacity from April 2021 for a period of three years until April 2024 could require an investment of £9.39 million (approximately £3.1m per year inclusive of phase one). To offset the costs to the Council it will be the intention to secure funding through WYCA, Devolution, and other appropriate Government funding sources. At this stage securing alternative funding cannot be guaranteed so the ask is for the Council to underwrite the necessary funding at risk for the staff employed in phase 1 for the duration of the programme.

- 4.27 **Economic Development (£150k)** The proposal for investment in additional capacity and expertise to develop and deliver a robust and evidence based economic recovery plan. The investment will enable the delivery of policy and strategy inputs to bring together recovery planning, Brexit and Environment input to the Recovery Board, alongside the existing policy team. The investment will also enable the appointment of an Economic partnerships officer.
- 4.28 **Capacity to accelerate capital & regenerative schemes to aid recovery (£150k)** The proposal is to invest in additional capacity to accelerate capital and regenerative schemes which will aid recovery. The capital programme outturn position for 2019/20 included significant slippage of schemes, which has been the case for the past few years. The investment in additional capacity will enable schemes to progress quicker through the feasibility and delivery phase thereby aiding economic recovery. As schemes develop and progress there may be an option to capitalise some of these costs and thereby free up resource to be re-invested in accelerating further schemes. The 2020/21 budget identified a number of investment projects for both revenue and capital and the investment in this capacity will enable these to commence more quickly.
- 4.29 **Supporting our markets (£150k)** Lower rent agreements with indoor market traders at Oastler, Kirkgate and Keighley markets. It is vital that the traders in our markets are supported to form the basis of future market plans. No financial support risks many traders leaving, the cost of which in lost revenue and increased business rates liabilities would ultimately exceed the up-front cost of this package. Placing traders on lower cost, more flexible contracts reduces risk of future regeneration plans for all markets.
- 4.30 **Climate Emergency & sustainability (£250k)** The Council is a leading member of the Leeds City Region Climate Coalition which is working to be net zero carbon by 2038. The impact of climate change, like that of Covid-19, will fall disproportionately on the poorest individuals, families and communities. The climate emergency does however, also present opportunities for investment in new infrastructure and skills and the creation of new jobs. Working towards a sustainable, inclusive and net zero carbon economy that works for everyone is therefore key to building a better future as the District responds to and recovers from the impact of Covid-19. The proposed investment will deliver the internal programme management capacity to co-ordinate and support the wide range of activity related to sustainable development and climate action across the Council; to reflect synergies with work in areas such as Air Quality; to properly resource the delivery of priority investments and capital projects and to ensure that all opportunities to secure funding and resources at District, regional and national levels are exploited in

support of a recovering economy and potential for new jobs

- 4.31 **Public Health Messaging (£100k)** To ensure effective communications to communities, citizens and businesses as we come out of lockdown and into recovery. The proposal is to invest in additional communication capacity to ensure effective, timely and clear messaging of public health and other critical messaging on key issues such as lockdown, recovery, test and trace and public safety.
- 4.32 **Digital Strategy for Disadvantaged Children (£1.2m)** the proposal ensure all disadvantaged children with a social worker receive an appropriate electronic device. This would include connectivity and the extension of the 4G dongle connections provided by the national Laptop scheme. Children who qualify through the government scheme, or can be provided through the virtual school, are not included in this number. The scheme is intended to support those vulnerable children who may be excluded from a necessary digital learning platform. This will be at a cost of £1.2m, most of which would be funded from capital sources.

Non Covid-19 forecast variances.

- 5.1 In addition to the issues directly caused by Covid-19, there are also a number of other significant Departmental forecast variances (+ of - £0.3m) that are not specifically Covid-19 related. These total £5.4m and are outlined below.

Children's Services

- 6.1 Children's Services are forecast to overspend the £98.4m net expenditure budget by £11.3m by year end. £4.8m is due to the impact of Covid-19 up to the end of July 2020 (the base assumption) as outlined previously, leaving £6.6m of other overspends, all of which fall within Children's Social Care.
- 6.2 The forecast overspend is mainly due to the continued use of agency staff due to problems recruiting staff into permanent positions.
- 6.3 The main variances across Children's Social Care are as follows;
- A £5.0m forecast overspend on the £19.1m Social Work budget due mainly to higher workloads, and the continued use of agency staff due to a shortage of staff. There are currently 119 agency social workers employed within the service.

	Apr 19	Jun 19	Sep 19	Dec 19	Mar 20	May 20
Agency Social Workers	53	86	95	107	116	119
Total Agency Workers	130	147	155	162	180	199

- The amounts incurred on Agency staff have consequently increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £13.9m forecast for this year) and are currently running at approximately £1.1m per month.

- There is also a £0.9m forecast overspend on the £5.9m 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 £4.8m net budget by £0.7m due mainly to use of agency staff and premises costs.
 - The Children with Disabilities service is also forecast to overspend the £4.8m net budget by £0.3m due to staffing and premises costs.
 - Delays in care proceedings due to limited court capacity from Covid-19 is also having an impact on the number of children requiring assistance.
- 6.4 The above pressures are partly offset by a one off underspend on the Targeted Early Help service of £0.3m.
- 6.5 The 2020-21 budget includes £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. The forecast overspend is after these investments.
- 6.6 Children’s Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff. However, so far, agency staff numbers have continued to grow as outlined in the table above. The service will also continue to implement the agreed Ofsted improvement plan.
- 6.7 The other directorates across Children’s Services are reporting a breakeven position.
- 6.8 It should however be noted that the overall £11.3m forecast overspend includes the impact of Covid-19 impact to the end of July 2020. This impact may increase significantly as the lockdown is lifted. There may for example be an increase in Social Care referrals, and social distancing measures are also likely to result in extra costs in providing services like Home to School Transport amongst others.

Health and Wellbeing

- 7.1 Health and Wellbeing is forecast to overspend the £112m net expenditure budget by £9.1m, with all but £1.1m of this being Covid-19 related.
- 7.2 Contained within the net £8m shown in the Covid-19 tracker is £13.1m of additional forecast costs and income losses in Adult Social Care up to the end of July 2020, which have been partly funded by £5.1m of specific Infection Control Grant provided by Government to help reduce the risk of infections in care settings.
- 7.3 The remaining £1.1m forecast overspend that is not directly linked to Covid-19 is mainly due to a £2.2m forecast overspend on Learning Disability services,

partly mitigated by a £0.7m forecast underspend in Operational Services and £0.4m of other underspends.

- 7.4 The department has £11.5m budget savings to deliver in 2020-21. At this stage in the financial year, £1.9m is forecast to be unachieved, relating to the Learning Disabilities Demand Management saving.

Learning Disabilities

- 7.5 Learning Disabilities is forecast to overspend the £46m net expenditure budget by £2.2m, of which £1.9m relates to a forecast under achievement of the £2.3m demand management saving, and a further £0.3m pressure relating to additional staffing costs. The main issues are within LD Residential and Day Care.
- 7.6 The LD Residential budget is forecasting a £1.4m overspend. Although the number of people in Residential care is reducing, the numbers will need to reduce further to meet the budgeted saving. 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.
- 7.7 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-19 the implementation of this has been delayed, resulting in a budget overspend of £0.5m, however work has now recommenced on this.

Operational Services

- 7.8 Operational Services is forecast to underspend the £53m net expenditure budget by £0.7m.
- 7.9 Although Operational Services are forecast to underspend overall, there is a £1.7m forecast overspend on the Older People & Physical Disabilities home support budget.
- 7.10 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, home support hours have increased by 2,800 per month from March 2020 creating a further pressure of £0.5m. This pressure is partly mitigated by a £0.2m saving on the delayed Extra Care scheme, Fletcher Court, which once operational will reduce homecare hours going forward.
- 7.11 The forecast overspend on Home Support is partly counterbalanced by a £1.3m forecast underspend on the Older People Residential and Nursing Care budget. This is due to significant reductions in placements so far this year (a reduction of 38 placements in May 2020 compared to March 2020), together with the full year effect of the significant placement reductions made in 2019-20.
- 7.12 There were also a total of £0.3m of other smaller scale net underspends across the department.

Department of Place

8.1 The Department of Place are forecast to overspend the £64.3m net expenditure budget by £12.3m. £10.6m is due to the impact of Covid-19 up to the end of July 2020 as outlined previously, leaving £1.6m of other overspends. The main issues are outlined below.

Waste Services

8.2 The service is forecast to over spend the £25.9m net budget by £2.4m. £1m relates to additional costs and income losses associated with Covid-19 as outlined previously, and the other £1.4m relates to lower income from recycling due to market prices (£0.5m); higher costs of disposing of recyclable waste (£0.5m), and underachieved savings that have carried forward from last year (£0.4m).

8.3 A £1m Waste Services reserve was created at the end of the last financial year, and this will be drawn down to help mitigate the overspend in 2020-21.

Sports & Culture

8.4 The Service is forecast to overspend the £3.7m net expenditure budget by £3.9m. £3.3m relates to Covid-19 related income losses to the end of July 2020 in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker.

8.5 The remaining £0.5m is in Cultural Services and is caused largely by rates revaluations in the Museums service (£0.2m); running costs in Libraries (£0.1m) and other small scale overspends.

Neighbourhoods and Customer Services

8.6 The Service is forecast to overspend the £14.0m net expenditure budget by £3.4m, all of which relates to the impact of Covid-19. £2.0m relates to Parking and Enforcement revenues, and £1.4m relates to additional support provided for Food distribution as outlined in the Covid-19 Financial impact tracker.

Planning Transport & Highways

8.7 The Service is forecast to overspend the £14.1m net expenditure budget by £1.3m. £1.3m relates to the impact of Covid-19 up to the end of July 2020, and results from highways permit income losses (£0.6m); Building Control and Planning Fee income losses (£0.4m) and Sign Shop income losses (£0.1m) amongst others.

Corporate Resources

9.1 Corporate Resources are forecast to overspend by £9.0m, all of which is due to Covid-19 up to the end of July 2020, as outlined in the tracker. The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses. 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, £0.15m, and £0.3m in ICT, with these being offset by forecast underspends in Revenues & Benefits, £0.55m, Catering & Office Services, £0.2m and £0.4m in ICT core services.

General Fund

- 10.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £3.8m by year end due mainly to £3.4m of Corporate contingencies and £0.2m of lower than budgeted contributions to the West Yorkshire Combined Authority.

Savings Tracker

- 11.1 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.
- 11.2 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.
- 11.3 In tracking progress made against each individual saving proposal, £14.9m of the £20.2m is forecast to be delivered, leaving £5.3m 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 ³
Health & Wellbeing	1.9	9.6	11.5	3.3	8.4
Children's Services Place	0.0	3.0	3.0	0.4	0.3
Corporate Resources	0.3	3.7	4.1	0.9	0.5
General Fund	0.6	0.6	1.2	0.7	0.0
Total	0.0	0.5	0.5	0.0	0.0
Total	2.8	17.5	20.2	5.3	9.2

- 11.4 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	6.1
2020/21	5.3

- 11.5 The £5.3m of forecast underachieved savings are largely due to;

³ Additional budget savings will be required in line with the Medium Term Financial Plan.

- 11.6 £3.3m of underachieved saving in Health & Wellbeing, inclusive of a £1.9m 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.
- 11.7 The £0.4m forecast underachievement in Children’s Services relates to Travel assistance.
- 11.8 The £0.9m of underachieved savings in the Department of Place are mainly due to £0.3m relating to Waste Services, £0.4m of budgeted additional income in Sports & Cultural Services (Theatres, Events & Festivals, Sports Facilities), all of which have been impacted by Covid-19 as outlined previously.
- 11.9 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.

Reserves

- 12.1 At 31st May 2020 reserves stand at £254.0m (Council £222.1m and Schools £31.9m). Unallocated reserves stand at £10.3m.
- 12.2 Net movements in reserves have led to a £14.3m increase in total reserves from £239.7m at 1st April 2020 to £254.0m at 31st May 2020.

	Closing Balance 2018-19 £m	Closing Balance 2019-20 £m	Opening Balance 2020-21 £m	Net Movement	Balance as at 31 st May 2020 £m
Council reserves	181.6	207.8	207.8	14.3	222.1
Schools Delegated budget	27.2	31.9	31.9	0.0	31.9
Total	208.8	239.7	239.7	14.3	254.0

- 12.3 The £14.3m net increase in reserves include:

Releases from:

£1.2m from Transitional & Risk to support the 20/21 budget

£1.0m from NDR Volatility Reserve to support the 20/21 budget

Transfers to:

£1.4m to Indexation Pressures Reserves to support the 20/21 budget to help fund any pay award in excess of 2% that had been budgeted for.

£14.8m Covid-19 funding allocation reserve (2nd Tranche of the £30.5m of Emergency funding from government)

Appendices 1&2 outline Council and Schools reserves.

- 12.4 Covid-19 has the potential to significantly impact on Council reserves in 2020-21 and beyond. £27.8m of Emergency Grant currently held in reserves will be

drawn down in 2020-21, and any year end overspend would also have to be funded from reserves.

- 12.5 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 any normal financial year.
- 12.6 Additionally, some Earmarked reserves could be re-designated in 2020-21 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 in future years.
- 12.7 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. Other earmarked reserves are also being reviewed to assess the extent to which they could be repurposed.

School Balances

- 12.8 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2020. Schools do not report their quarter one financial position for 2019-20 until the end of July 2020.

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

- The school balances reserve has increased by £4.8m in 2019-20 from £26.0m to £30.8m.
- The overall reduction in individual school balances was £1.3m.
- There have been four schools (Carlton Bolling College, Delius, Oldfield Primary and Princeville Primary) that converted to academy status in 2019-20. Two Education in Hospital pupil referral units are now managed by the local authority from the 1st September 2019 and Ellar Carr pupil referral unit is now

part of Beechcliffe Special School. These seven schools held revenue balances of £1.6m at 31st of March 2019.

- Therefore, the actual increase in individual school balances is £0.3m by adjusting for the seven schools that converted to academy or closed in 2019-20
- The gross value of total surpluses held at 31st of March 2020 is £12.3m (vs £12.9m at March 2019). The gross value of deficits is £4.4m (6 Schools) (vs £3.7m at March 2019). The main concern remains Hanson Secondary where the deficit balance increased by 0.7m from £3.6m at the end of 2018-19 to £4.3m in 2019-20.

Capital Expenditure

12.9 The profiled resource position for 2020-21 for the Capital Investment Plan stands at £120.5m. To the end of May there has been total spend of £4.8m. A summary by service is shown below with a detailed monitor in Appendix 4.

Scheme Description	Approved by Exec 2020-21		Re profile Budget 2020-21	Spend 31 May 2020	Budget 2021-22	Budget 2022-23	Budget 2023-24 onwards	Total
	£m	Changes £m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	3.8	-2.0	1.8	0	4.2	1.5	0	7.5
Children's Services	15.8	5.0	20.8	2.5	9.7	2.3	0	32.8
Place - Economy & Development Services	30.5	-17.7	12.8	0	25.0	10.9	8.2	56.9
Place - Planning, Transport & Highways	24.7	-1.9	22.8	0.9	61.6	112.0	16.6	213.0
Place - Other	9.7	9.6	19.3	1.1	11.1	13.9	10.4	54.7
Corp Service – Estates & Property Services	4.3	5.6	9.9	0.3	1.0	0.1	0	11.0
TOTAL - Services	88.8	-1.4	87.4	4.8	112.6	140.7	35.2	375.9
Reserve Schemes & Contingencies	120.3	-87.2	33.1	0	126.5	119.7	55.8	335.1
TOTAL	209.1	-88.6	120.5	4.8	239.1	260.4	91.0	711.0

12.10 The latest Capital Investment Plan was set as part of the 2020-21 budget (Full Council, 20 February) and £646.3m of spend was approved in total. The Plan has been updated with the carry forward from 2019-20 and additional funding allocations. Also schemes have been reprofiled between years to better reflect the year of spend.

12.11 Overall there has been an increase in the budget of £64.7m to £711.0m. This relates to:

- £46.5m of 2019-20 underspend carried forward into future years.
- £15m of new schemes, the main ones being School Capital Programme and Highways Maintenance Fund. All are grant funded schemes.
- -£3.5m underspends and budget no longer required. The main one being Sedbergh, £1.284m.
- £6.7m of additional spend on current schemes already included in the Capital Plan. One of the main schemes is the Disabled Housing Facilities Grant (DFG). The increase in the DFG budget is due to an

increase in the government grant such that we have a 2020-21 grant allocation of £4.527m.

- 12.12 Although the total budget to 2023-24 has increased, there has been a £88.6m reduction to the 2020-21 Budget. This is made up of
- £44.8m of 2019-20 underspend added to 2020-21.
 - £17.1m of new schemes, the main ones being School Capital Programme and Highways Maintenance Fund, and additional spend on current schemes within the Programme.
 - -£150.5m of 2020-21 Budget re-profiled into future years.
- 12.13 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

New Capital Schemes

- 12.14 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).

Children's Residential Home Provision – £1.0m is included in Reserve Schemes for the purchase of two residential homes. £0.9m has been identified as the total cost of both properties. £0.4m is for the purchase of a property that the Council is currently leasing and it will be funded by corporate borrowing. The second is the purchase of a new property to replace one that is currently owned at the cost of £0.5m. This will be funded by a mixture of corporate borrowing and a capital receipt, from the sale of the current property.

IT Core Infrastructure – £3.7m is included in Reserve schemes for IT Capital Projects. As part of the core infrastructure planning process it has been identified that £3m of this budget is required to support the delivery of the IT Strategic roadmap which will support the future business needs of the Council and deliver digital services to the citizens of the District. The investment will fund three core infrastructure projects of connectivity and network infrastructure, server investment and mobile enhancements.

Coroner's Accommodation – Additional budget of approximately £1.9m is projected to be required to complete the scheme. This scheme is being reviewed by the Project Appraisal Group. Any conclusion including any additional budget requirement will be requested in the Quarter 2 report.

Additional Contingency - That of the £3.5m savings reported in section 12.11, it is proposed to set aside a specific £2m reserve as a contingency against future budget requests within the Capital Investment Plan. This would be an additional contingency line which is prudent given current uncertainties around contract costs for schemes already in the CIP.

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

Bowling Pool Filters – The existing two pool filters were due to be refurbished and repaired as part of the Bowling Pool Major Works Scheme included in the Estates Capital Programme. However following further inspection they have been condemned. The additional cost of new filters has been identified as £0.05m and the funding is not available within property programme budget. An additional £0.05m has been requested to be funded from the contingency budget.

Muslim Burial Ground – approval to advance the proposed extension of the existing burial ground at Scholemoor Cemetery as part of the approved Bereavement Strategy. The original budget allocated to this was £1m but a review of the planned scheme has identified that a further £0.6m is required and this will be funded by corporate borrowing as planned.

Other initiatives recommended for approval

12.15 Contract for Transformation Work

It was agreed in the February 2020 Budget Executive that £1m investment would be used to continue to:

- Improve outcomes in the services where significant changes to service delivery are being undertaken
- Provide a Return on Investment on the work undertaken and a sustained improvement in performance and value for money
- Increase the skills within the Council so that more capacity exists to re-modelling services in the future.

Appendix 3 seeks approval for the continuation of this work through a contract with Impower to support the delivery of transformation

Additional Covid-19 related Government Support

13.1 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.

13.2 **Business Rates Grants** – The Council has been provided with £136m of Business Rates grants to pass on to qualifying businesses in the district. At the 18th June £114m had been distributed to over 10,000 businesses. There is also a £6.8m Discretionary Business Support scheme where the deadline for applications from businesses was the 19th June 2020.

13.3 **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. So far over 29,000 Working Age Council Tax Reduction Scheme claimants bills have been adjusted at a cost of total £4.3m. The remaining £1.5m is expected to be used to provide assistance to new Council Tax Reduction Scheme recipients that are anticipated as a result of increased unemployment in the coming months.

- 13.4 **Track & Trace** – £3.8m has been provided to establish a Track and Trace system as outlined previously (paragraph 4.10).
- 13.5 **Infection Control Grant** - £5.2m has been provided to assist with infection control in social care settings. 75% of this has been distributed to Residential and Nursing Care settings based on the numbers of Care Quality Commission registered beds. The remainder will be provided to community care providers (e.g Extra Care and Home Care).
- 13.6 **Emergency Section 31 Grants** - £30.5m has been provided to help the Council with the additional costs and income losses resulting from Covid-19. All of this is expected to have been used by the end of June 2020 as outlined earlier in the report.
- 13.7 **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.
- 13.8 **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.

14.0 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 5.

15.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. If General Fund Reserves are used to support the budget they will need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years. There are no other legal implications arising from this report.

16.0 OTHER IMPLICATIONS

17.1 EQUALITY & DIVERSITY

None

18.1 SUSTAINABILITY IMPLICATIONS

None

19.1 GREENHOUSE GAS EMISSIONS IMPACTS

None

20.1 COMMUNITY SAFETY IMPLICATIONS

None

21.1 HUMAN RIGHTS ACT

None

22.0 TRADE UNION

None

23.0 WARD IMPLICATIONS

None

24.0 IMPLICATIONS FOR CORPORATE PARENTING

None

25.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

26.0 NOT FOR PUBLICATION DOCUMENTS

None

27.0 RECOMMENDATIONS

That the Corporate Overview & Scrutiny Committee

27.1 Review and comment on the Qtr 1 Finance Position Statement for 2020-21

28.0 APPENDICES

- Appendix 1 Reserves Statement as at 31st May 2020
- Appendix 2 Service Earmarked Reserves as at 31st May 2020
- Appendix 3 Impower Contract Extension paper
- Appendix 4 Capital Investment Plan
- Appendix 5 Risk Register

29.0 BACKGROUND DOCUMENTS

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

Reserves Statement as at 31st May 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	11,595	-125	11,470	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 of the building. The Council also plans some demolition work.

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
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	5,430	0	5,430	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	53,921	0	53,921	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 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	14,811	27,822	Remaining Emergency grant from Government
Indexation Pressures Reserves	0	1,431	1,431	Reserve to cover any in year costs above the 2% budgeted pay award.
Sub Total	126,725	13,042	139,767	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	102	300	402	Cumulative Market trading surpluses to be re-invested in maintaining market

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
				buildings throughout the district.
Sub total	5,239	300	5,539	
D. Service Earmarked Reserves	33,342	1,000	34,342	See Appendix 2
E. Revenue Grant Reserves	17,160	0	17,160	
F General Reserves				
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	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	
Grand total	239,688	14,342	254,030	

Departmental Earmarked Reserves Statement at 31st May 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	0	2,049	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	0	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Total Adult and Community Services	2,772	0	2,772	
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
Total Children	18,539	0	18,539	

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
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	0	502	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.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
				Growth
Private Housing Rented Option	200	0	200	To undertake a feasibility study for a Social lettings Agency.
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	
Department of Place	9,782	1,000	10,782	
Corporate Resources				

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
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	0	130	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. To support community led service provision
Community Support and Innovation Fund	302	0	302	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	0	2,249	
Total Service Earmarked Reserves	33,342	1,000	34,342	

Appendix 3

Executive Briefing Note – Transformation Approach

1. Decision required

This paper seeks approval for the continuation of the contract with Impower to support the delivery of transformation, using the £1m investment which was agreed in the Feb 2020 Budget Executive. The objective being to continue to:

- Improve outcomes in the services where work is undertaken
- Provide a Return on Investment on the work undertaken and a sustained improvement in performance and value for money
- Increase the skills within the Council to deliver future change.

2. Background

The Council has been delivering transformation with the support of Impower since 2018. This has primarily been across two areas, described below

Health and Wellbeing – Happy, Healthy and at Home

An integrated team was established, of H&WB Officers and Impower to drive greater independence for residents and reduce spend on higher cost provision.

The result of this work included:

- Working closely with the management team to deliver savings, supporting the service to deliver within budget
- Supporting a positive shift in culture, specifically in setting up hubs, moving to a strengths based approach in assessments and increasing the signposting of people to other services.
- A reduction in numbers of people in residential care to become consistently lower than target throughout 2019/20,
- Tangible improvements in the life of individuals, captured through case studies.

Council-wide support

From October 2019 to March 2020, Impower were commissioned to work across the Council to identify other opportunities to improve outcomes at lower cost to protect key services.

Initial work focused on:

- Facilitating opportunity generation settings to identify a revised transformation agenda focused on earlier intervention & behaviour change.

This work culminated in a proposal for a revised Council wide programme of change which was due to be launched from April 2020.

The programme was shared with Executive members collectively at a meeting on 13th February, and then with individual Executive members over the following weeks. This allowed members to understand and shape the priorities of the programme.

The launch of the programme was delayed by the need to respond to Covid-19.

3. Current Position

The Council is still ambitious for the District, however as the focus moves to adapting to, and recovering from the impact of Covid-19 on Services and budgets, it is also acknowledged that it has become necessary to reset the Transformation Programme.

The Council has been affected by Covid-19 in a number of ways and has meant that people have worked together across systems like never before and therefore there is an opportunity to capitalise on this accelerated system wide partnership working as the District emerges from lockdown.

Opportunities from Covid-19

- Much greater cross-council and multi-agency working, including the VCS
- Increased flexibility of staff with lowest absence ever
- Established new ways of working and new role of technology
- Some transformation priorities accelerated and plans fast-forwarded – e.g. Localities through Community Hubs; alternative offer for Day Care in Adults; early help
- Customer service channel shift

Challenges from Covid-19

- Significant reduction in income, and lack of clarity on how much government will contribute
- Work to deliver savings in Health & Wellbeing for 2020/21 have been delayed
- Impact of new demand is unknown, and likely to continue shifting as we move to 'living with Covid-19'
- Socio-economic impacts

There are a range of opportunities to do things differently that will directly lead to better working practice and improved outcomes for residents. At the same time there are expected to be increased demand and financial pressures that will impact on the Council's ability to achieve its ambitions.

4. The proposed contractual arrangement.

Impower are proposed as the Council's contractual partner as they have:

- Demonstrated tangible impact in their work with Health and Wellbeing,
- Extensive experience across local government and the wider public sector
- Demonstrated flexibility in how they can work with us, for example in the Covid-19 response, which is a key attribute of a contractual partner
- Established relationships across, and knowledge of, Bradford District which will enable them to provide immediate momentum to the programme.

Additional value from this investment will include:

- Staff development opportunities as part of their skills transfer including secondment to other Impower projects, training and knowledge sharing with other local authorities across the country
- Invitations to Impower Shared Learning Events covering a wide range of issues facing councils

Once the transformational programme has been reviewed and agreed with executive members, the Council will put robust governance and contract management arrangements in place with Impower, including:

- Scheduled Steering Group Meetings between SD Corporate Resources, Finance Director, City Solicitor / Change and Impower
- 3 monthly gateways to determine priorities and future need, including reviewing progress, scale and resourcing and outputs to be achieved.
- A meeting after six months to review impact and Return on Investment, and to discuss further activity for the remaining 6 months.

In the meantime, support on key activity in respect of Health & Well Being and Locality, early help and prevention will continue and be monitored and measured.

5. FINANCIAL & RESOURCE APPRAISAL

The value of the proposed contract is £1.11m over 12 months. A discount of 10% has been negotiated with Impower, and if approved will result in a total cost of £1m. This would be funded from the additional £1m of budget that was approved as part of the 2020-21 Council budget in February 2020.

The amounts paid to Impower for undertaking the works from commencement in 2018-19 up to the end of June 2020, totals £2.875m, of which £0.49m related to Covid support activity and will be off-set against additional monies received by the Government

	£000s
2018/19	550
2019/20	1,650
2020/21	675
Total	2,875

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Council will need to ensure that it can deliver its responsibilities under the contract, Impower will need to provide the personnel required, and Impower must achieve the key milestones to be agreed.

The Strategic Director Corporate Resources will act as the SRO for the programme and will hold regular joint Steering Group meetings to monitor the status and performance of the contract.

7. LEGAL APPRAISAL

A procurement exercise is not required as the services are available to be called off from the ESPO framework. Value thresholds on this framework have been removed so the framework can be used regardless of project size. The proposed one-year contract is a continuation of contracts entered into with Impower for the months of February to June 2020 inclusive approved by officers under delegated powers. The five-month contract value was £825,050 plus expenses.

Under the Council's Contracts Standing Orders paragraph 4.7.4, consideration must be given to whether a contract called off a framework would deliver best value for money, seeking advice from the Director of Finance where necessary. On the basis of Impower's performance in assisting Adult Services to reduce demand and their track record with other Councils in delivering transformation of services, it is believed the one year contract extension will deliver best value for money. For the same reason, no other providers have been considered.

The Council's standard terms and conditions of contract will not apply as the framework call off terms will apply. As stated above the Council will need to ensure that it can deliver its responsibilities under the contract, Impower will need to provide the personnel required, and Impower must achieve the key milestones to be agreed.

The contract conditions presently do not permit early termination of the arrangement, but Impower will be asked, as a condition precedent to a new relationship, to agree a break clause which will allow the Council to terminate the arrangement at six months, and with expenditure by the Council under the contract capped at £500k in the six month period.

8. Recommendation

- It is recommended that the Executive approve the continuation of the contract with Impower to support the delivery of key transformation programmes within a reset Council Transformation Plan.
- Executive is asked to delegate authority to the Strategic Director of Corporate Resources to enter into a contractual arrangement with Impower.
- Strategic Director Corporate Resources presents a revised Council Transformation Programme to a future Executive meeting.

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				2021-22	2022-23	2023-24	2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health and Wellbeing											
CS0237a	Great Places to Grow Old	500	0	3,000	1,500	0	0	0	0	5,000	5,000
CS0237b	Keighley Rd Extra Care Fletcher Court	35	-123	0	0	0	0	0	0	35	35
CS0237c	Keighley Rd Residential Care Valley View	511	-48	0	0	0	0	511	0	0	511
CS0373	BACES DFG	465	21	443	0	0	0	0	0	908	908
CS0239	Community Capacity Grant	202	42	750	0	0	0	952	0	0	952
CS0311	Autism Innovation Capital Grant	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	0	0	0	0	90	0	0	90
CS0451	The Third Place	0	0	0	0	0	0	0	0	0	0
Total - Health and Wellbeing		1,822	-109	4,193	1,500	0	0	1,572	0	5,943	7,515
Children's Services											
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0
CS0287	S106 Education	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	1,184	1,188	0	0	0	0	1,184	0	0	1,184
CS0030	Capital Improvement Work	410	1	0	0	0	0	410	0	0	410
CS0240	Capital Maintenance Grant	284	0	0	0	0	0	284	0	0	284
CS0240b	School Cap Inv Prog 18-19	831	4	0	0	0	0	831	0	0	831
CS0240c	School Cap Inv Prog 19-20	1,964	11	1,000	0	0	0	2,964	0	0	2,964
CS0240	School Cap Inv Prog 20-21	935	0	1,869	0	0	0	2,804	0	0	2,804
CS0244a	Primary Schools Expansion Progr	2,358	221	1,298	0	0	0	3,656	0	0	3,656
CS0244b	Silsden School	7,207	872	2,000	465	0	0	9,672	0	0	9,672
CS0244c	SEN School Expansions	3,128	25	1,000	0	0	0	4,128	0	0	4,128
CS0362	Secondary School Expansion	2,401	156	2,500	1,798	0	0	6,699	0	0	6,699
CS0421	Healthy Pupil Capital Grant	65	22	0	0	0	0	65	0	0	65
Total - Children's Services		20,767	2,501	9,667	2,263	0	0	32,697	0	0	32,697

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				2021-22	2022-23	2023-24	2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Place - Economy & Development Services											
CS0136	Disabled Housing Facilities Grant	4,000	101	3,390	4,392	2,028	5,753	13,810	0	5,753	19,563
CS0137	Development of Equity Loans	800	18	1,195	1,211	451	0	1,627	0	2,030	3,657
CS0144	Empty Private Sector Homes Strat	1,151	30	825	831	0	0	0	0	2,807	2,807
CS0465	Civica Housing IT system	10	0	0	0	0	0	10	0	0	10
CS0308	Afford Housing Prog 15 -18	-96	-158	0	0	0	0	0	-96	0	-96
CS0380	Afford Housing Prog 18-21	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	178	0	0	0	0	0	178	178
CS0280	Temp Housing Clergy House	46	0	0	0	0	0	0	0	46	46
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0
CS0084	City Park	192	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	883	0	5,000	0	0	0	0	0	5,883	5,883
CS0189	Buck Lane	0	0	0	0	0	0	0	0	0	0
CS0228	Canal Road	0	0	100	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	356	0	0	0	0	0	0	0	356	356
CS0266	Superconnected Cities	329	0	500	0	0	0	0	0	829	829
CS0446	Staithgate Lane Enterprise Zone site	13	0	0	0	0	0	13	0	0	13
CS0291	One City Park (fmr TyrIs)	800	0	4,000	0	0	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	658	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	21	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	3,001	59	8,760	4,500	0	0	1,260	4,371	10,630	16,261
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	1,000	0	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Serv		12,803	50	24,948	10,934	2,479	5,753	22,178	4,275	30,464	56,917
Place - Planning, Transportation & Highways											
CS0131	Kghly Town Cntr Heritage Initi	151	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	0	0	0	0	14	0	0	14

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CS0285	Strategic Development Fund	517	0	650	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	528	2	0	0	0	0	528	0	0	528
CS0372	Countryside S106 Projects	510	0	0	0	0	0	510	0	0	510
CS0091	Capital Highway Maint	4,952	316	0	0	0	0	4,952	0	0	4,952
CS0095	Bridges	201	2	0	0	0	0	201	0	0	201
CS0096	Street Lighting	132	11	0	0	0	0	132	0	0	132
CS0099	Integrated Transport	73	0	0	0	0	0	73	0	0	73
CS0168	Connecting the City (Westfield)	9	0	0	0	0	0	9	0	0	9
CS0172	Saltaire R/about Cong& Safety Works	279	0	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	4	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisitions	176	0	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	3,373	201	33,386	93,147	0	0	129,906	0	0	129,906
CS0396	WYTF Corr Imp Projects	2,720	-100	5,077	3,000	0	0	10,797	0	0	10,797
CS0306a	Strategic Transp Infrastr Priorit	780	0	2,000	0	0	0	0	0	2,780	2,780
CS0302	Highways Prop Liab Redn Strat	59	5	0	0	0	0	59	0	0	59
CS0319	Challenge Fund	817	91	0	0	0	0	817	0	0	817
CS0323	Flood Risk Mgmt	177	4	0	0	0	0	177	0	0	177
CS0329	Damens County Park	106	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	29	3	500	0	0	0	529	0	0	529
CS0371	LTP IP3 Public Transport	0	5	0	0	0	0	0	0	0	0
CS0379	NPIF UTMC	0	1	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	17	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Rds	10	8	0	0	0	0	10	0	0	10
CS0398	Bfd City Ctre Townscape Herit	560	0	845	290	1,000	0	2,445	0	250	2,695
CS0430	Hwys Maint Fund Oct18	382	132	0	0	0	0	382	0	0	382
CS0432	Steeton/Silsden Crossing	90	28	0	0	0	0	90	0	0	90
CS0423	Highways IT upgrade	50	0	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	29	0	0	0	0	0	29	0	0	29
CS0450	CILS payments	0	63	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Rds 1920	196	6	0	0	0	0	196	0	0	196

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				2021-22	2022-23	2023-24	2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CS0454	Area Comm ITS 1920	72	31	0	0	0	0	72	0	0	72
CS0434	Smart Street Lighting	670	33	14,399	14,852	14,128	1,370	0	45,419	0	45,419
CS0455	IP4 projects	1,389	30	1,201	0	0	0	2,590	0	0	2,590
CA0456	WY Integrated UTM Centre	432	22	0	0	0	0	432	0	0	432
CS0464	Ben Rhydding Railway Station Car Park	845	1	500	750	0	0	2,095	0	0	2,095
CS0467	Transforming Cities Fund (TCF)	261	8	0	0	0	0	261	0	0	261
CS0469	IP4 Safer Roads 20-21	932	27	0	0	0	0	932	0	0	932
CS0470	IP4 Safer Roads 21-22	0	0	932	0	0	0	932	0	0	932
CS0471	Clean Air Zone	747	0	2,132	0	0	0	2,879	0	0	2,879
Total Place - Planning, Transportation & Highways		22,780	935	61,622	112,039	15,128	1,370	163,167	45,469	4,303	212,939
Dept of Place - Waste, Fleet & Transport											
CS0060	Replacement of Vehicles	4,356	372	3,000	3,000	0	0	0	10,356	0	10,356
CS0063	Waste Infrastructure & Recycling	0	0	0	0	0	0	0	0	0	0
CS0283	Above Ground Fuel Storage	0	0	0	0	0	0	0	0	0	0
CS0438	Harris St Fencing	0	0	0	0	0	0	0	0	0	0
CS0435	Sugden End Landfill Site	1,145	335	500	0	0	0	0	0	1,645	1,645
CS0415	Shearbridge Depot Security	89	0	0	0	0	0	0	0	89	89
CS0359	Community Resilience Grant	13	0	0	0	0	0	13	0	0	13
CS0463	Waste Trommel	115	0	0	0	0	0	0	115	0	115
CS0417	Keighley Transfer Loading Station electrical systems	0	0	0	0	0	0	0	0	0	0
Total Place - Waste, Fleet & Transport		5,718	707	3,500	3,000	0	0	13	10,471	1,734	12,218
Dept of Place - Neighbourhoods & Customer Services											
CS0066	Ward Investment Fund	0	0	35	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	158	0	0	0	0	0	0	0	158	158

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				2021-22	2022-23	2023-24	2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CS0462	Ilkley Parking scheme £320k Invest to Save	0	4	0	0	0	0	0	0	0	
Total Place - Neighbourhoods & Customer Services		183	4	35	0	0	0	0	0	218	
Dept of Place - Sports & Culture											
CS0151	Building Safer Commun	26	0	0	0	0	0	26	0	0	26
CS0328	Cliffe Castle	15	0	0	0	0	0	15	0	0	15
CS0430	Cartwright Hall Café	0	0	0	0	0	0	0	0	0	0
CS0340	St George's Hall	33	0	0	0	0	0	0	0	33	33
CS0129	Scholemoor Project	0	0	0	0	83	0	83	0	0	83
CS0162	Capital Projects – Recreation	1,346	149	10	0	0	0	1,356	0	0	1,356
CS0229	Cliffe Castle Restoration	88	0	0	0	0	0	88	0	0	88
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0
CS0004	S106 Recreation	0	1	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	200	0	820	0	0	0	700	0	320	1,020
CS0403	Bereavement Strategy	7,086	52	4,750	8,100	3,245	0	0	0	23,181	23,181
CS0277	Wyke Community Sport Hub	2,613	1	2,000	523	0	0	2,474	0	2,662	5,136
CS0245	Doe Park	37	0	0	0	0	0	37	0	0	37
CS0459	Ilkley Lido Tank	374	173	0	0	0	0	0	115	259	374
CS0461	ShIPLEY Gym extension & equipment	163	0	0	0	0	0	0	0	163	163
CS0458	Doe Park Drainage	40	0	0	0	0	0	0	0	40	40
CS0466	Parks Depots	203	1	0	0	0	0	0	0	203	203
CS0468	Bowling Pool extension	433	0	0	0	0	0	0	433	0	433
CS0356	Sedbergh SFIP	758	27	0	0	0	0	0	0	758	758
CS0354	Squire Lane Sports Facility	0	0	0	2,300	5,400	1,700	0	0	9,400	9,400
Total - Dept of Place - Sports & Culture		13,415	403	7,580	10,923	8,728	1,700	4,779	548	37,019	42,346

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				2021-22	2022-23	2023-24	2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Corp Resources - Estates & Property Services											
CS0094	Museum Store	500	0	0	0	0	0	0	500	500	
CS0333	Argus Chambers / Britannia Hse	689	0	0	0	0	0	0	689	689	
CS0391	Property Programme 19-20	643	0	0	0	0	0	0	643	643	
CS0443	Property Programme 20-21	1,755	0	525	0	0	0	0	2,280	2,280	
CS0230	Beechgrove Allotments	0	0	148	0	0	148	0	0	148	
CS0050	Carbon Management	544	6	250	0	0	0	0	794	794	
CS0305	Healthy Heating Scheme	0	0	0	0	0	0	0	0	0	
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	64	27	0	0	0	64	0	0	64	
CS0385	ULEV Taxi scheme LTP3	50	0	0	0	0	50	0	0	50	
CS2000	DDA	50	0	62	59	50	0	0	221	221	
CS0361	Strategic Acquisitions	0	0	0	0	0	0	0	0	0	
CS0381	Godwin St	1,559	57	0	0	0	1,559	0	0	1,559	
CS0409	Coroner's Court and Accommodation	1,898	8	0	0	0	0	0	1,898	1,898	
CS0383	Jacobs Well demolition	87	0	0	0	0	0	0	87	87	
CS0427	Coroner's Equipment	285	245	0	0	0	0	0	285	285	
CS0460	Mitre Court CPU Property & Equip	1,690	0	0	0	0	450	0	1,240	1,690	
CS0457	Simpson Green - roof	41	0	0	0	0	0	0	41	41	
CS0445	Core IT Infrastructure	64	-29	0	0	0	64	0	0	64	
Total Corp Resources – Estates & Property Services		9,919	314	985	59	50	0	2,335	0	8,678	11,013
Reserve Schemes & Contingencies											
CS0395	General Contingency	1,354	0	1,000	1,000	1,000	0	0	4,354	4,354	
CS0397	Essential Maintenance Prov	0	0	2,000	2,000	2,000	0	0	6,000	6,000	
CS0399	Strategic Acquisition	13,460	0	10,000	10,000	10,000	0	43,460	0	43,460	
CS0400	Keighley One Public Sector Estate	500	0	4,000	9,500	4,000	0	18,000	0	18,000	
CS0402	Canal Road Land Assembly	0	0	450	0	0	0	0	450	450	
CS0401	Depots	0	0	3,000	0	0	0	0	3,000	3,000	
CS0404	Sports Pitches	0	0	1,733	4,248	4,250	0	2,400	7,831	10,231	

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget				Specific Grants, cap receipts, reserves	Funding		Budget Total
				Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CS0404b	Playgrounds	650	0	1,600	2,750	0	0	0	0	5,000	5,000
CS0405	City Hall	0	0	3,000	4,000	3,000	0	2,000	5,000	3,000	10,000
CS0407	Affordable Housing	500	0	2,000	8,000	10,724	8,000	14,430	14,794	0	29,224
CS0408	Top of town	0	0	0	3,000	0	0	0	0	3,000	3,000
CS0410	Godwin St (fmr Odeon)	4,000	0	5,500	2,000	0	0	0	11,500	0	11,500
CS0436	Childrens Home (A)	500	0	0	0	0	0	0	500	0	500
CS0437	Childrens Home (B)	500	0	0	0	0	0	0	0	500	500
2020-21 Schemes											
CS0060	Vehicles	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0291	One City park	0	0	15,500	10,300	0	0	0	25,800	0	25,800
CS0060	Electric vehicles/ New street cleansing	1,804	0	0	0	0	0	0	1,804	0	1,804
CS0472	District Heating	250	0	250	4,752	6,702	2,361	6,459	2,871	4,985	14,315
CS0473	Feasibility Studies in to Renewable Energy	500	0	3,000	1,500	0	0	2,000	3,000	0	5,000
CS0405	City Hall	0	0	1,000	1,000	0	0	0	0	2,000	2,000
CS0476	Additional Building controls	250	0	1,000	500	750	0	0	0	2,500	2,500
CS0404b	Playgrounds	85	0	1,300	0	0	0	1,385	0	0	1,385
CS0477	CCTV	500	0	475	0	0	0	0	487	488	975
CS0478	Fly tipping	300	0	0	0	0	0	0	0	300	300
CS0474	Transforming cities fund	2,250	0	33,000	30,750	0	0	66,000	0	0	66,000
CS0480	Flood Alleviation	200	0	0	0	0	0	200	0	0	200
CS0481	City Centre Regeneration Fund	500	0	9,000	0	0	0	0	9,500	0	9,500
CS0471	Clean Air Zone	2,943	0	26,026	24,400	0	0	53,369	0	0	53,369
CS0445	Core IT Infrastructure 20-21	2,000	0	1,700	0	0	0	0	0	3,700	3,700
Total - Reserve Schemes & Contingencies		33,046	0	126,534	119,700	45,426	10,361	148,243	139,716	45,108	335,067
TOTAL - All Services		120,453	4,806	239,064	260,418	71,811	19,184	374,984	200,479	135,467	710,930

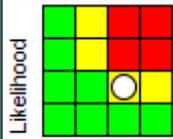
Bradford Council Strategic Risk Report



Report Type: Risks Report
Generated on: 25 June 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	Medium	Significant
	Strategic	Yes	Risk Score	2	21
	Operational	Yes	Total Score	4	
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 a business continuity plan 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 need review and specific risk assessments in place for Covid-19 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. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified</p>				

	<p>Service on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's approach in an incident or emergency situation. In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews.</p> <p>Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these. The 7 key duties of the CCA are covered in key work area sub groups and one of these groups 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 etc. 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 outcomes debriefed for lessons identified which are built back into the plans.</p> <p>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. In place are a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews.</p> <p>Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>
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
Date Reviewed	23-Apr-2020
Actions / Controls under development	The revised format for BCM Planning will continue to be rolled out 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 debriefs that will take place
Managed By	Susan Spink
Administered By	Gina Glot

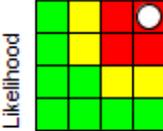
Code & Title	SR 2 HSG Inadequate Housing Supply			Current Risk Matrix	
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, 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 could affect the council's direct delivery programme. The impact of Covid 19 on housing supply and demand is to be determined.				
				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	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

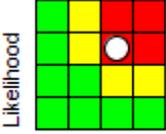
Internal Controls

‘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.
 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.
 Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.
 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.”
 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
 Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions.
 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.
 The two strategies are now published online for consultation and were considered by Executive in January 2020 These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District’s housing needs 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 2019, the council published a Housing Delivery Test Action Plan. 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.
 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.
 Key indicators relating to housing functions reported in the Council Plan
 Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2020, the Council will have delivered over 400 affordable homes for rent.
 Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes
 Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2103 requests for assistance during 2018/19. The SHMA was updated in 2019
 Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.
 Invest in a proactive programme of interventions to bring empty homes back in to use.
 Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.

	Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. 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).
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	20-May-2020
Actions / Controls under development	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 is reviewing the standard method and is anticipated to issue revised approach around time of latest ONS household projects being issued in June/July 2020. Local Plan continues to progress through timescales under review in light of Covid – 19 working towards consultation in late summer on the Core Strategy Partial Review and Allocations preferred options. Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the 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.
Managed By	Shelagh O'Neill
Administered By	Gina Glot

Code & Title	SR 3 DEG Delivering Economic Growth			Current Risk Matrix	
Description	.Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment. COVID-19 impacts on the economy are significant and will increase as Government support reduces.				
				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	Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast Inability to raise funds for projects and regeneration projects not completed Potential damage to the Council's reputation and the Economic Partnership				

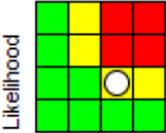
	<p>Not able to meet member, government and the public's expectations Deteriorating physical and infrastructure assets Young people are not equipped to achieve their potential within the district Business failure rate increases and unemployment increases</p>
Internal Controls	<p>Key account management 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. Comprehensive Invest in Bradford website www.investinbradford.com 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. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing). Respond to Government consultations and participate on working groups focussing on key policy areas Economic Strategy +365 Event 6th March 19 and Annual Report shared with partners. Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley Rapid deployment of Government grants to eligible businesses. Partnership response developed and survey work undertaken to establish impacts and inform response</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 COVID-19 response reports into Gold / Silver / Bronze command structure</p>
Date Reviewed	09-Jun-2020
Actions / Controls under development	<p>Implementation of Economic Strategy – Delivery Plan Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer Economic Development - service reshaping and restructure ESIF Programme engagement Maximising opportunities to attract Government funding to support for urban centre regeneration Development of Leeds City Region (LCR) pipeline projects 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. . Review of WY Combined Authority SPA's (spatial priority areas) is underway. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream Development of Bradford COVID-19 economic recovery plan incorporating cultural recovery planning</p>
Managed By	Shelagh O'Neill
Administered By	Gina Glot
Code & Title	SR 4 SCC Safer Cohesive Community
	Current Risk Matrix

Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. 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'			 Likelihood Impact	
				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>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others 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 Health and Well Being Board. The Safer Communities Partnership produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. Neighbourhood Service supported multi agency Place Based Meetings - reporting community tensions as part of standard agenda – including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners. Hate Crime reports are being monitored on a weekly basis in the lead up to EU exit. Police Tension reports are reviewed daily during the coronavirus pandemic to assess any emerging crime trends, some of which could have a bearing on community relations. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>				
Assurance Mechanisms	<p>Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. A 'Supporting Communities' Bronze meeting has been established as part of the district coronavirus response governance arrangements, feeding through a 'Silver' to a strategic 'Gold' meeting. An annual report on Stronger Communities work is considered by the Corporate Overview & Scrutiny Committee.</p>				
Date Reviewed	20-May-2020				
Actions / Controls	The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. Neighbourhood Service supported Ward				

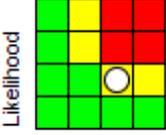
under development	<p>Officer Teams - reporting community tensions as part of standard agenda – including police. Council Wardens record issues that may lead to increased community tensions. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners. The Counter Extremism and the Prevent Strategy work reduces risk of extremist influences creating divisions between communities. A stronger communities strategy has been developed which includes a programme of work to respond to the government's Integrated Communities Strategy. £2.6 million has been allocated to support a two year programme of work. A new 'Stronger communities Partnership' is in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities. Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response. Work is ongoing to understand and respond to the concerns that are being expressed by some residents associated with Britain's exit of the European Union. Hate crime monitoring is taking place on a weekly basis and an engagement plan has been developed and is being implemented to respond to concerns. Support is being provided through voluntary sector groups with residents seeking to apply to the EU Settlement Scheme. A Brexit Preparedness Steering Group meets and considers emerging impacts that includes those with a possibility of community tensions. Tensions monitoring through police logs has been increased to 'daily' during the coronavirus pandemic. Assistant Director Neighbourhoods has twice weekly calls with senior police colleagues to discuss emerging issues, initiated at the commencement of the coronavirus pandemic. A Supporting Communities Bronze meeting has wide representation from statutory and voluntary partners and is able to initiate and coordinate action in response to emerging issues likely to have an adverse impact on community cohesion. 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. Five 'community hubs' have been developed to coordinate activity at a locality level, helping to ensure that those needing support during the coronavirus pandemic can access the help that they need.</p>
Managed By	Ian Day
Administered By	Gina Glot

Code & Title	SR 5 BRX Brexit Resilience & Opportunities			Current Risk Matrix
Description	<p>Following the election, the UK will be leaving the EU with the withdrawal agreement. The new relationship with Europe on immigration and trade will be agreed during 2020 with a deadline of 31 December 2020. We are working across the council to prepare for the implications and opportunities presented by Brexit on our residents and businesses.</p>			
				Likelihood
				Impact
Type of Risk	District	Yes	Category	Very high
	Strategic	Yes	Risk Score	4
				Impact
				Significant
				21

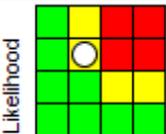
	Operational	Yes	Total Score	8
Potential Effect of Risk	There are a number of potential issues that may arise, including Filling skills gaps in social care which have, in the recent past, relied in part on a European Union workforce. Impact on the UK Economy and local economy. Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights.			
Internal Controls	CMT has conducted a Brexit Preparedness risk assessment and developed a corporate strategy for mitigating the risks should there be a no deal Brexit. This was discussed weekly with relevant internal colleagues and at the Council Management Team meetings. We will continue to monitor this in light of the 2020 trade negotiations and regularly update the Council Management Team.lim The focus is on two areas of implications: - Ensuring EU residents are aware of how to achieve settled status by the deadline of December 2020 (and that vulnerable citizens including Looked After Children are supported). - Ensuring businesses are aware of the impact of changes and are directed to support (and to continue to monitor the impact on businesses until the trade negotiations with the EU are completed).			
Assurance Mechanisms	We are providing regular reporting to the Council Management Team.			
Date Reviewed	20-May-2020			
Actions / Controls under development	CMT has have 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.			
Managed By	Joanne Hyde			
Administered By	Phil Witcherley			

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
	Strategic	Yes	Risk Score	2
	Operational	Yes	Total Score	6
Potential Effect of Risk	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.			

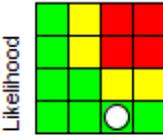
	<p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area.</p> <p>Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.</p> <p>Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought</p> <p>Actions identified in corporate energy cost reduction plan not delivered</p> <p>Funding for renewable energy and energy efficiency projects not available</p> <p>Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>
Internal Controls	<p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.</p>
Assurance Mechanisms	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment.</p> <p>Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year</p>
Date Reviewed	20-May-2020
Actions / Controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions.</p> <p>Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction.</p> <p>Development of logic model to prioritise interventions and investments.</p> <p>Internal Audit Review being completed.</p> <p>Refocus on the 2038 Carbon Target to be undertaken.</p>
Managed By	Ben Middleton

Administered By	Mark St Romaine			
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 ongoing impact of Covid. The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>			
			Likelihood	Impact
Type of Risk	District	No	Category	Medium
	Strategic	Yes	Risk Score	2
	Operational	Yes	Total Score	6
Potential Effect of Risk	<p>Services run the risk of failing to deliver statutory / minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. 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 July 2016 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. Controls on procurement and workforce changes in place</p>			

	<p>Meaningful budget consultation process in place</p> <p>Strict adherence to Reserves Policy.</p> <p>Project Appraisal Group established to scrutinise individual capital business cases.</p> <p>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</p>
Assurance Mechanisms	<p>External Audit inspection of accounts and opinion</p> <p>Internal audit review of internal control mechanisms</p>
Date Reviewed	11-Jun-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.</p> <p>Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs</p> <p>Increased monitoring of high-risk budgets, including review and monitoring of recovery action</p> <p>Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.</p> <p>Raise financial acumen across the Council to improve decision making</p> <p>Implement Finance for Non-Finance Managers training</p> <p>Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes.</p> <p>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</p>
Managed By	Chris Chapman
Administered By	Mark St Romaine

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	Impact
Type of Risk	District	No	Category	High	Significant
	Strategic	Yes	Risk Score	3	21
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p>				

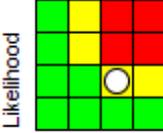
	<p>Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>
Internal Controls	<p>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 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. Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018 Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place. Mandatory training for all staff on Protecting Information Monitoring of participation taking place. Regular Information Governance reporting to CMT and Governance & Audit Cttee 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 Cttee 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>
Date Reviewed	23-Jun-2020
Actions / Controls under development	<p>On line reporting form being developed for Bradford.gov.uk website Specific training being developed for specialist areas e.g Social Workers</p>
Managed By	Dominic Barnes-Browne
Administered By	Tracey Banfield
Code & Title	SR 9 GOV Governance Breakdown
	Current Risk

					Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.			 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.</p>				

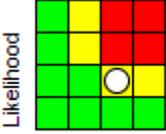
Date Reviewed	20-May-2020
Actions / Controls under development	Response to COVID 19 with Gold, Silver Bronze command structure in place will require management review. Establishing new ways of working during current social distancing requirement such as online meetings
Managed By	Joanne Hyde
Administered By	Mark St Romaine

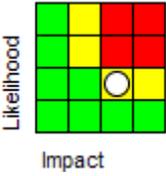
Code & Title	SR 10 DOL Deprivation of Liberty Statements			Current Risk Matrix	
Description	The Department has a backlog of requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	No	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation. Financial consequences. Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007. Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.				
Internal Controls	The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes: <ul style="list-style-type: none"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to significant reductions in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCOs - Improving data quality and reporting through prioritising and implementation of the SystmOne DoLS module .Amendments to the DOLS workspace went live in early 2019. In Feb 2019, CMT approved business case for additional resources to support the DoLS, MCA and Safeguarding Service.				

	Review of processes complete. Workloads more manageable levels. Backlog addressed through the implementation of the MCA/DOLSs business case and has reduced from 2,000 to 50.
Assurance Mechanisms	New safeguarding procedures have been implemented which have resulted in screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires.
Date Reviewed	20-May-2020
Actions / Controls under development	SystmOne is being developed and a new workspace for Safeguarding is expected to be completed by Jan 20. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services. DOLS to be transferred to the LPS scheme in October 2020. Workstream under way with MCA service. External partnership workstream with CCG, Care Trust, Teaching Trust and Airedale. Awaiting departmental health and social care the LPS code of practice due March 2020
Managed By	Bev Maybury
Administered By	Imran Rathore

Code & Title	SR 11 ASI Adult Safeguarding Incident			Current Risk Matrix
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.			
			Likelihood	Impact
Type of Risk	District	No	Category	Medium
	Strategic	Yes	Risk Score	2
	Operational	Yes	Total Score	6
Potential Effect of Risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that 1. The incorrect data collected will not allow for appropriate analyses to be made.</p>			

	<p>2. There is a risk that the data collected will lack integrity.</p> <p>3. The service will be unable to deploy resources to those areas identified as needing specific support.</p> <p>4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users.</p>
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP).</p> <p>Senior management representation on Safeguarding Adults Board.</p> <p>Reporting to Council Members via the Overview and Scrutiny Committee.</p> <p>Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so.</p> <p>Safeguarding Adults Board now managed by CXO – as part of joint support for Childrens and Adults Safeguarding Boards</p> <p>Work underway on delivering the training plan for 2019/20.</p>
Assurance Mechanisms	Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year.
Date Reviewed	20-May-2020
Actions / Controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team.</p> <p>The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies.</p> <p>A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training.</p> <p>Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put in place.</p> <p>A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public.</p> <p>The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports.</p> <p>Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner.</p> <p>Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p> <p>Implementation of Multi Agency Safeguarding Hub</p> <p>Independent review of historic cases working alongside legal to identify priority cases which need further consideration</p> <p>Development of Systmone safeguarding module to enable capture and sharing of information, work in progress to develop a safeguarding module, aim to complete by Jan 20</p> <p>Safeguarding service now fully staffed</p> <p>1 x Service manager</p> <p>2x Team managers</p> <p>9 x Social workers</p>
Managed By	Bev Mayburyt
Administered By	Imran Rathore
Code & Title	SR 12 ADC Adults Demographic Change
	Current Risk Matrix

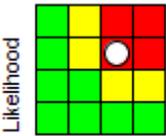
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	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. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>				
Internal Controls	<p>Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management modelling have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams, progress to date has shown that at quarter 2 we are ahead of the activity targets set at the start of the year - this is translating in an underspend in the department.</p> <p>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.</p> <p>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.</p> <p>As part of the implementation of our revised Performance Framework, the approach taken at the FQP meeting has been implemented within the AD SMT meetings and within the Service Manager Team Meetings.</p> <p>Further work is being done with Team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department. Bespoke training on the Performance Management Framework has been rolled out to all team Managers, similarly the Team Managers are also going through training on financial management.</p>				
Assurance Mechanisms	<p>At FQP meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure.</p>				
Date Reviewed	20-May-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. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.				

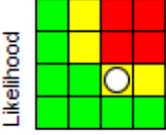
Managed By	Bev Maybury			
Administered By	Imran Rathore			
Code & Title	SR 12 ADC Copy of Adults Demographic Change			Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.			
			Likelihood	Impact
Type of Risk	District	No	Category	Medium
	Strategic	Yes	Risk Score	2
	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. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>			
Internal Controls	<p>Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management modelling have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams, progress to date has shown that at quarter 2 we are ahead of the activity targets set at the start of the year – this is translating in an underspend in the department.</p> <p>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.</p> <p>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.</p> <p>As part of the implementation of our revised Performance Framework, the approach taken at the FQP meeting has been implemented within the AD SMT meetings and within the Service Manager Team Meetings.</p> <p>Further work is being done with Team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department. Bespoke training on the Performance Management Framework has been rolled out to all team Managers, similarly the Team Managers are also going through training on financial management.</p>			
Assurance Mechanisms	At FQP meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.			

	Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure.
Date Reviewed	20-May-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. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.
Managed By	Bev Maybury
Administered By	Imran Rathore

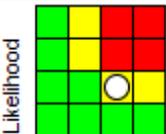
Code & Title	SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix	
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
			Likelihood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

	<p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>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.</p> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 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.</p> <p>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.</p> <p>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;</p> <p>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> <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	Jenny Cryer
Administered By	Heidi Hardy
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	
				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	<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>Workstreams in place to focus on priority areas with action plans that are based on the objectives from the SEND Strategy to ensure implementation Workstream membership consists of services and partners across the whole Local Area.</p> <p>Implementation of the SEND Transformation and Compliance Team to lead on ensuring compliance with the SEND reform agenda.</p> <p>Restructure of existing SEND teams was implemented in September 2019, which resulted in the 0-25 Integrated Assessment Team, which increased staffing levels for casework officers to enable EHC compliance.</p> <p>Additional Management capacity in place to support the creation of efficient and effective SEN Assessment teams.</p> <p>Caseload allocation system embedded with clear monitoring and accountability procedures with casework supervision happening on a regular basis.</p> <p>Ensuring accuracy of data and effective use of Capita data base.</p> <p>Monthly SEND Inspection preparation meetings with Health colleagues.</p> <p>Development of an accurate SEF with supporting data and evidence across the Local Area.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Regular feedback mechanisms being established with Parents/Carers and children and young people through SEND Ambassadors and monthly Parental listening events. This had been achieved, however it is been disrupted by the COVID-19 pandemic.</p>				
Assurance Mechanisms	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams.				
Date Reviewed	20-May-2020				
Actions / Controls under development	<p>Development of an accurate SEF with supporting data and evidence across the Local Area.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis.</p> <p>Regular feedback mechanisms being established with Parents/Carers and children and young people through SEND Ambassadors and monthly Parental listening events.</p>				
Managed By	Marium Haque				

Administered By	Heidi Hardy			
Code & Title	SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix
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
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	Children's Services Improvement Board is in place and independently chaired by Stuart Smith appointed by the DfE. The Board has continued to scrutinise the improvement work during Covid 19 restrictions with good progress being made despite issues of stretched capacity. Children's Social Care have continued to deliver services with contingency planning in place to deliver their core business and make improvements. The new Children's Social Care leadership and management structure is now fully in place since March 2020 and embedding with a high focus on compliance and quality of practice. The Innovation and Improvement Project Team continue in post with key projects underway for critical areas of improvement working with the new CSC management arrangements 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 report in their last monitoring visit that 'Senior managers have recently implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators' Self-evaluation tools have recently been put in place which reflect current status of practice which are 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 (June 2020) which shows increased pace in the work required. This work continues to be recognised by Ofsted as the LA working in the right direction to make the improvements necessary stating... the local authority (recognise it areas for improvement) in its self-evaluation, which provides an accurate understanding of its areas for improvement. Increased investment which has been secured through LA finances is clearly linked to the Improvement Plan.			
Assurance Mechanisms	Future Ofsted Inspections			
Date Reviewed	20-May-2020			
Actions / Controls under development	Plan Inspection Timetable			

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.
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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.
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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.
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Date Reviewed	20-May-2020
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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
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Managed By	Sue Lowndes
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Administered By	Heidi Hardy
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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
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				

	<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	Jenny Cryer
Administered By	Heidi Hardy

Code & Title	SR 18 COV Covid Multiple Outbreaks				Current Risk Matrix
Description	Covid 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 Management Plan devised and implemented, including a range of Standard Operating Procedures for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board</p> <p>Individuals who need to be shielded and those they live with are supported to isolate.</p> <p>Robust testing and tracing processes.</p> <p>Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.</p> <p>Support for people who need to shield/ self-isolate.</p> <p>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</p> <p>All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE</p> <p>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.</p>				
Assurance Mechanisms	On going monitoring of Covid infections in the District				
Date Reviewed	25-Jun-2020				
Actions / Controls under development	<p>Arrangement to be setup to mobilise both training and wider support activities.</p> <p>Continued safe management of COVID 19 response in the medium term:</p> <p>Development and implementation of operating model to ensure appropriate management and support for people with covid-19 in conjunction with health partners;</p> <p>Step up 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 Support schools and childcare providers to open safely and continue to support them to operate safely whilst the COVID 19 threat remains.</p> <p>Support businesses to adapt and open safely.</p>				

	Enhance training and awareness of use of PPE to meet operational priorities Continue existing work with partners on health inequalities, prevention and health improvement.
Managed By	Sarah Muckle
Administered By	Imran Rathore

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Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 23 July 2020

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Subject:

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2020/21

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2020/21.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny Committee

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

Portfolio:

**Corporate
Community Safety**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2020/21, which is attached as appendix 1 to this report.

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

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

- 3.2 The remit of this Committee also includes:

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

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

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

- 3.5 As agreed by members of Corporate Overview and Scrutiny Committee, this Committee will be undertaking detailed Scrutiny Reviews this Municipal Year, relating to Fireworks, Hate Crime and Domestic Violence.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 None.

6. LEGAL APPRAISAL

6.2 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

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

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

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

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

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may choose to add to or amend the topics included in the 2020-21 work programme for the committee.

9.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

10.1 That members consider and comment on the areas of work included in the work programme.

10.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2020-21 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2019-20 Corporate Overview and Scrutiny Committee Work Programme.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 9th July 2020 at Remote Virtual Meeting. Report deadline 29/06/20.			
1) COVID19 issues relating to the areas of work under the remit of this Committee.	Overall co-ordination and response to COVID19 and the governance arrangements.	Joanne Hyde/Stev Hartley/Chris Chapman/Bev Maybury/Sarah Muckle/Ian Day/Anne Lloyd.	
2) Resolution Tracking.	Monitoring the progress made against the recommendation of Corporate Overview and Scrutiny Committee.	Mustansir Butt.	From th cancelled meeting on Thursday 9 April 2020.
3) Draft 2020-21 Corporate Overview & Scrutiny Work Programme.	Disucsion and agreement over the Draft 2020-21 Corporate Overview & Scrutiny Committee work programme.	Mustansir Butt.	
Thursday, 23rd July 2020 at Remote Virtual Meeting. Chair's briefing 02/07/20. Report deadline 09/07/20.			
1) Call-In.	Impower.	Joanne Hyde/Chris Chapman.	
2) 2019-20 Annual Performance Outturn.		David Wamsley/Phil Witcherley/Laura Copley/Jenny Cryer.	
3) Finance Position Statement for 2019-20.		Chris Chapman/Andrew Cross.	
4) First Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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

Agenda	Description	Report	Comments
Thursday, 24th September 2020 at Remote Virtual Meeting.			
Chair's briefing 03/09/20. Report deadline 10/09/20.			
1) Gambling.	The Cross Departmental and Cross Organisational Plan be presented to this Committee in 6 months. The departments involved in the development of the Plan should include but not be limited to Public Health, Children's Social Care and probation/youth services.	Francis Towers/Ralph Saunders.	Corporate Overview & Scrutiny recommendation from Thursday 16 January 2020.
2) Equality Objectives.	The final progress on the Equality objectives (2016-2020) be presented in September 2020. Also that the Draft Equality Objectives be presented to this Committee, prior to them being considered by the Executive.	Helen Johnston/Philip Witcherley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 23 January 2020.
3) Draft Managing Attendance Scrutiny Review Report.	Key findings and recommendations from the Scrutiny Review.	Mustansir Butt.	From the cancelled meeting on Thursday 9 April 2020.
4) £2m Personal Protective Equipment Procurement Contract.		Micelle Macarten/Ian Westlake.	Constitutional requirement.
5) £2m procurement contract - New Coroners Court Accommodation.		Imran Khan/Ben Middleton/Christophe Hamard.	Constitutional requirement.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 22nd October 2020 at Remote Virtual Meeting.			
1) Work Programme.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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

Agenda	Description	Report	Comments
Thursday, 19th November 2020 at Remote Virtual Meeting.			
Chair's briefing 29/10/20. Report deadline 05/11/20.			
1) Stronger Communities Strategy.	Progress against the Stronger Communities Strategy Delivery Plan be presented in 12 months, specifically focusing on the outcomes and evaluation of projects being delivered as part of the programme.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020.
2) Safer Communities Plan Performance.	Performance related report against the Delivery Plan to be presented in 12 months. Quarterly performance data to be electronically circulated to members.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 7th January 2021 at Remote Virtual Meeting.			
Chair's briefing 17/12/20. Report deadline 22/12/20.			
1) Industrial Services Group.	Further progress in 12 months, to also include the purchases of Council assets to support ISG.	Ben Middleton/Peter Keeley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 16 January 2020.
2) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 18th March 2021 at Remote Virtual Meeting.			
Chair's briefing 25/02/21. Report deadline 04/03/21.			
1) Prevent Programme for th District.	The independent review of the national Prevent Programme be presented to this Committee in September 2020, as soon as it is available after its publication. The outcomes against the projects being delivered as part of the Prevent Strategy for the	Ian Day.	Corporate Overview and Scrutiny Committee recommendation from Thursday 12 March 2020.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda

Thursday, 18th March 2021 at Remote Virtual Meeting.

Chair's briefing 25/02/21. Report deadline 04/03/21.

2) People Can.

Description

Detailed report specifically focusing on the added value of the People Can Programme across the District.

Report

Mahmood Mohammed/Ian Day.

Comments

Corporate Overview and Scrutiny Committee recommendation from Thursday 12 March 2020.

3) Work Planning.

There is a need to regularly review the work programme, in order to prioritise and manage the work.

Mustansir Butt.

Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
2 Domestic Violence Scrutiny Review.	Examining the effectiveness of Bradford Council and its partners in tackling domestic violence across the District.	Mustansir Butt.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December 2018.
3 Draft Digital Strategy.		Parveen Akhtar.	Request from Corporate Overview and Scrutiny Committee members.
4 Draft IT Strategy.		Dominic Barnes-Browne/Keith Hayes.	Request from Corporate Overview and Scrutiny Committee members.
5 West Yorkshire Combined Services.	Report to focus on the viability of Bradford Council using West Yorkshire Joint Services as an internal provider. The findings from the comprehensive review of West Yorkshire Joint Services be presented to this Committee prior to a final decision being made.	Susan Betteridge/Joanne Hyde.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 April 2019.
6 Draft Procurement Strategy.		Ian Westlake.	From the cancelled meeting on Thursday 9 April 2020.
7 Hate Crime Scrutiny Review.		Mustansir Butt.	Corporate Overview and Scrutiny recommendation from Thursday 18 December 2018.
8 Antisocial and illegal use of Fireworks Scrutiny Review.	The Council requests Corporate Overview and Scrutiny Committee to do a wholesale review within the next six months of the use of fireworks in our neighbourhoods. Partners in the review should be the Police, Fire Service, Trading Standards and Licensing.	Mustansir Butt.	Council Resolution from Tuesday 12 September 2019.
9 Bradford Council Workforce Development Strategy 2015-2021.	Focusing specifically on key outcomes and performance appraisals.	Ann Lloyd.	Corporate Overview and Scrutiny Committee recommendation from Thursday 10 October 2020.
10 Bradford District Anti-Poverty Co-ordination Group.	A more focused report in 12 months relating to how people's lives are being improved through the work of the Anti-Poverty Coordinating groups.	Helen Johnston.	Corporate Overview and Scrutiny Committee recommendation from Thursday 16 January 2020.

Corporate O&S Committee

Agenda item	Item description	Author	Comments
11 The Covenant.	Further report on the work undertaken in line with the Council resolution be presented in 12 months. The findings of the Armed Forces Covenant be presneted to this Committee within six months.	Helen Johnston.	Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020.
12 Period and Hygiene Poverty.	Report to be presented to this Committee which includes more detailed information relating to service needs and responses regarding period poverty locally. Officers abe asked to work with current providers across the District to better understand the impacts of period poverty and/or hygiene poverty and that a further report be presented on this in 12 months.	Sarah Possingham.	Corporate Overview and Scrutiny Committee recommendation from Thursday 6 February 2020.
13 Hanson School's Financial Position.	Update on the School's Financial position be presnted to the Committee at a future meeting.	Marium Haque/Chris Chapman/Andrew Redding.	Corporate Overview and Scrutiny Committee recommendation from Thursday 6 February 2020.
14 Implementtion of Universal Credit across the District.	Implementation of Universal Credit across the District, to also include the support being provided to vulnerable groups.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 12 March 2020.
15 Council Tax.		Martin Stubbs.	
16 Business Rates.		Martin Stubbs.	
17 District Plan.	Annual Report to be presnted in 12 months and to also include actual targets against the District Plan.	Philip Witcherley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020. Following disucssions with the Chair and Phil Witcherley - District plan priorities and how we are organising partnerships in the future COVID world.