



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 10 February 2022 at 5.00 pm in the Council Chamber Council Chamber - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	INDEPENDENT SOCIALIST
Azam Tait Akhtar D Green Arshad Hussain Nazir	Bibby Riaz	J Sunderland	Jenkins

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Dearden Hussain T Hussain Salam Shafiq Wood	Birch Nazam	Griffiths

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 Councils agenda and minutes website five clear working days in advance of the meeting.
- Given the restrictions on room capacity, any Councillors and members of the public who wish to make a contribution at the meeting are asked to email yusuf.patel@bradford.gov.uk/jane.lythgow@bradford.gov.uk by **mid-day on Tuesday 8 February 2022** and request to do so. You will then be advised on how you can participate in the meeting.
- Anyone attending is strongly advised to undertake a lateral flow test. Where time allows, one test five days before attending the meeting, one test two days before attending the meeting and a further test on the day of the meeting. In addition, it is recommended you take a test 3-4 days following your involvement. Please do not attend the meeting if you feel unwell or if you test positive on the lateral flow test. This is to minimise the risk of infection to you and others attending.
- Everyone in attendance will need to wear a face covering whilst in City Hall and throughout the meeting apart from when speaking, unless exempt.
- 2m social distancing will be applied for all in attendance including in the public galleries

Parveen Akhtar
City Solicitor
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A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. MINUTES

Recommended –

That the minutes of the meeting held on 9 December 2021 and 13 January 2022 be signed as a correct record (previously circulated).

(Yusuf Patel - 01274 434579)

4. **INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Yusuf Patel - 01274 434579)

5. **REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE**

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

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. **QTR 3 FINANCE POSITION STATEMENT FOR 2021-22**

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The Director of Finance will submit a report (**Document “Z”**) which provides Members with an update on the forecast year-end financial position of the Council for 2021-22.

It examines the latest spend against revenue and capital budgets and the forecast year-end financial position based on information at Qtr 3. It states the Council's current balances and reserves and school balances.

Recommended –

That the Corporate Overview & Scrutiny Committee review and comment on the Qtr 3 Finance Position Statement for 2021-22

(Andrew Cross - 07870 386523)

7. **UNIVERSAL CREDIT**

67 - 80

The scope of Universal Credit has been gradually expanded since it was first introduced, with different household types falling within its scope over time. In the Bradford District, there are now more households in receipt of Universal Credit than the benefits it has replaced.

The DWP forecast that the roll-out of Universal Credit for working-age claimants, nationally, will be completed by March 2025.

The Strategic Director Corporate Resources will submit a report (**Document “AA”**) which examines the progress of, and future plans for, the roll out of Universal Credit, the impact of Covid 19, and the arrangements in place to support residents.

Recommended –

That Corporate Overview and Scrutiny Committee notes the progress being made in the roll-out of Universal Credit in the District.

(Martin Stubbs - 01274 432056)

8. COUNCIL TAX COLLECTION

81 - 92

The majority of those liable for Council Tax do pay as billed, but some do seek to avoid paying and more formal collection and recovery action needs to be taken in these cases.

Actions taken to collect Council Tax are not intended to create undue financial hardship, and the Council seeks to support those in most need. Collecting from low income households, while at the same time supporting the most financially vulnerable, has always been challenging.

The Strategic Director Corporate Resources will submit a report (**Document “AB”**) which examines performance in, and challenges for, Council Tax collection.

Recommended –

That this committee notes, and gives its view on, progress in the collection of Council Tax.

(Martin Stubbs - 01274 432056)

9. BUSINESS RATE COLLECTION

93 - 106

The impact of the pandemic on trading conditions for local businesses, and the added pressure on the Business Rates service resources to administer the Government’s business support grants, has made 2021/22 the most difficult year ever for the collection of business rates.

The Strategic Director Corporate Resources will submit a report (**Document “AC”**) which sets out the Council’s performance in, and the challenges for, the collection of Business Rates. The report also considers the impact of changes to the business rates system recently announced by Government.

Recommended –

That this committee notes, and gives its view on, progress in the collection of Business Rates.

(Martin Stubbs – 01274 432056)

10. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during consideration of Not for Publication Document “AD” and its related appendices on the grounds that it is likely in view of the nature of the business to be transacted or the nature of the proceedings, that if they were present, exempt information within Paragraph 3 (Information relating to Financial or Business Affairs) of Schedule 12A of the Local Government Act 1972 (as amended), would be disclosed and it is considered that, in all the circumstances, the public interest in excluding public access to the relevant part of the proceedings outweighs the interest in publication of the report.

it is in the public interest in maintaining these exemptions because it is in the overriding interest of proper administration that Members are made fully aware of the financial implications of any decision.

11. INDUSTRIAL SERVICES GROUP (ISG)

The Strategic Director of Corporate Resources (**NOT FOR PUBLICATION Document “AD”**) which provides an update to the Corporate Overview and Scrutiny Committee on the financial performance of ISG.

Recommended –

That Members consider the recommendations set out in Not for Publication Document “AD”.

(Peter Keeley - 01274 431103)

12. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021-22

107 -
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The Chair of the Committee will submit a report (**Document “AE”**) which presents the Committee’s work programme for 2021/22.

Recommended –

- (1) That Members consider if they wish to choose to add to or amend the topics included in the 2021-22 work programme.**
- (2) That Members consider any detailed scrutiny reviews that they may wish to consider.**

(Mustansir Butt – 01274 432574)

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Report of the Director of Finance to the meeting of the Corporate Overview & Scrutiny Committee to be held on 10th February 2022.

Z

Subject:

Qtr 3 Finance Position Statement for 2021-22

Summary statement:

This report provides Members with an update on the forecast year-end financial position of the Council for 2021-22.

It examines the latest spend against revenue and capital budgets and the forecast year-end financial position based on information at Qtr 3. It states the Council's current balances and reserves and school balances.

Equality & Diversity:

COVID has had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response to the pandemic has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people where ever possible and resources continue to be deployed in support of that objective.

Chris Chapman
Director of Finance

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Portfolio:

Leader of the Council and Corporate

Overview & Scrutiny Area:
Corporate

1.0 INTRODUCTION

This report is the third monitoring report presented to Members on the Council's 2021-22 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st March 2022. The report covers:

- The forecast outturn of the Council's revenue budget including main changes since Qtr 2.
- The forecast financial impact of Covid-19.
- An update on Council Tax and Business Rates collection.
- A statement on the Council's reserves including movements.
- An update on the Capital Investment Plan.
- The Council's Strategic Risk Register.

2.0. MAIN FINANCIAL MESSAGES

Net Revenue Budget

	Gross Budget £ms	Net Budget £ms	Forecast Non Covid Variance at end of Mar 2022	Covid Variance	Total Variance including Covid Costs
Health and Wellbeing	238.9	112.1	2.0	11.1	13.1
Children's Services	506.5	108.8	13.1	16.2	29.3
Department of Place	126.6	66.6	0.2	17.9	18.1
Corporate Resources	204.4	47.3	-0.6	9.2	8.6
Chief Executive	4.9	4.5	-0.1	0.3	0.2
Non Service Budgets	7	6.1	-0.3	0.0	-0.3
General Fund	60.5	40	-10.8	-54.7	-65.7
Total Council	1,148.80	385.4	3.2	0.0	3.2

- 2.1 Based on a projection at December the 31th 2021, the Council is forecast to overspend the £385.4m net revenue budget by £3.2m by March 31st 2022. This is after taking account of the c£27m of Covid related funding that's been carried forward from 2020-21, and c£53m of additional Covid related funding that is expected to be received in 2021-22.
- 2.2 The forecast overspend contains significant variances in a number of service areas, most notably agency staffing costs and increased Child Looked After Placements in Children's Services, both of which have increased significantly in recent years. The forecast overspend is after the £7.1m increase in budget that was approved at Budget Council in February 2021, and the allocation of significant amounts of Covid related funding.
- 2.3 Covid has also had a significant effect on Adult Social Care in the Health & Wellbeing department, and is delaying the implementation of planned Learning Disability demand management savings leading to the forecast overspend. The delay in the implementation of planned savings is being partly offset by one-off Covid related monies in 2021-22, however the

underachieved savings will create a compounded issue in 2022-23 unless mitigated.

- 2.4 The Department of Place also has a number of forecast pressures, with the main ones being in Waste Services due in part to higher waste tonnages and recycling income losses, and also in Sports and Culture linked mainly to undelivered savings. The overspends in these areas are however being materially mitigated by underspends in other Department of Place service areas.
- 2.5 The Council wide forecast overspend has reduced by £2.3m from the £5.5m overspend forecast in the Qtr 2 Finance Position Statement. The main changes are outlined in section 3 below.
- 2.6 The forecast Council overspend is a best estimate of the 2021-22 year-end position based on current trajectories. It should be noted that the forecast is an indication of the 2021-22 year-end position, and the overspend hasn't happened yet.
- 2.7 Sections 4 to 8 detail the department variances to budget, and the mitigations that departments will put in place to help ensure that the Council reaches the year end in a balanced position.
- 2.8 As a result of prudent financial management, the Council entered into the Covid pandemic in relatively good financial health, particularly in relation to the reserves available to draw on, and this provided the flexibility to take decisions in advance of announcements about additional Government spending. This has served the Council well, and enabled it to move at pace to address the immediate challenges presented by the virus.
- 2.9 The pandemic's financial impact has however, been vast. By the end of the 2020-21 financial year, the additional Covid related gross costs and losses associated with Council service provision totalled c£92m (excluding Collection Fund losses), and will be c£176m by the end of this financial year. Additionally, the Council also administered a further c£190m of Business Grants, and hardship grants in 2020-21, with £ms more to be administered in 2021-22.
- 2.10 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government and some limited use of reserves, however, it should be noted that there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts.
- 2.11 At some point soon, currently announced emergency funding will run out, but our expectation is that there will be an ongoing financial impact of Covid into the medium term.
- 2.12 Higher numbers of children looked after placements; undelivered Learning Disability demand management savings, higher waste tonnages from people staying at home more; lower post pandemic income from sports and culture venues and parking are amongst the financial pressures that could continue into next year and beyond when existing Covid monies have run out.

- 2.13 The Government has announced some additional funding for Local Authorities in 2022-23 as outlined in the Budget Update 2022-23 report (February 1st 2022 Executive), however no additional Covid related funding is currently expected for 2022-23. Section 9 of the report provides an update on the Financial Impact of Covid 19.

Change in revenue budget forecast since Qtr 2

- 3.1 The overall £3.2m forecast overspend has reduced by £2.3m from the £5.5m reported at Qtr 2.

Non-Covid Change

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services	11,576	13,110	1,534
Non Service	-303	-303	0
Chief Executive	-137	-145	-8
Corporate Resources	-563	-641	-78
Health & Wellbeing	3,115	2,004	-1,111
Dept of Place	2,598	154	-2,444
General Fund	-8,153	-10,979	-2,826
Total	8,133	3,200	-4,933

- 3.2 The main changes include;

A £1.5m increase in the Children's Services forecast overspend to £13.1m due mainly to;

- A £2.1m increase in the Purchased Placement overspend to £9.5m, due mainly to increased Residential Care costs resulting from increased placement numbers.
- The forecast overspend on Internal Residential/Respite Care has also increased by £0.7m to £2.2m as a result of a very high care cost care package.
- Children Services reserves of £2.9m (£2m at Qtr2) have also been drawdown to cover pressures on Social Work services. The reported position of £13.1m overspend would have been £2.9m higher without this one off drawdown.
- Education and Learning Service underspend has increased by £0.4m to £0.7m on non-staffing budgets.

A £2.4m reduction in the forecast overspend in the Department of Place to £0.2m due mainly to,

- A £0.7m reduction in forecast due to a Business Rates revaluation and subsequent rebate for Museums.
- A £0.8m reduction in the forecast for Neighbourhood Services due mainly to delayed recruitment in Integration and Area Ward Officers; higher income, and a reduction in staffing costs in Customer Services.
- A £0.7m reduction in Waste Services due to lower waste disposal costs than previously forecast, and improved income for garden waste and recyclates.

A £1.1m decrease in the Health & Wellbeing overspend to £2m results mainly from an increase in the forecast for Discharge to Assess income from Health.

The £2.8m increase in the forecast underspend in the General Fund is largely presentational, with an equivalent offsetting amount being shown in the Covid change. The segregation of Covid and Non Covid related costs and losses are best estimates, and a representation simplifies ongoing monitoring and explanation.

Covid related changes since Qtr 2

	Covid Variance Qtr 2 £000s	Covid Variance Qtr 3 £000s	Change in Variance from Qtr 2 £000s
Dept of Place	19,014	17,909	-1,105
Children's Services	16,193	16,193	0
Health & Wellbeing	11,295	11,097	-198
Corporate	8,635	9,195	560
Chief Executives	305	305	0
General Fund	-58,073	-54,700	3,373
Total	-2,631	0	2,631

*The Covid Variances are those amounts which are expected to be reimbursed by general Covid grants held in the General Fund & Covid related reserves at 2021-22 year end.

3.3 The main changes include;

A £1.1m decrease in the Department of Place's net Covid related costs.
The major changes include

- £0.6m decrease in Neighbourhoods and Customer Services which relates to a deferral of costs for Visible Services amounting to £0.9m offset with an increase in costs linked to Covid response activities and an increased claim on income losses within Uniformed Services (£0.3m).

- £0.4m improved position for Theatres.
- £0.1m of reduced costs within Emergency Planning.

A £0.6m increase in Corporate Resources due to higher IT costs associated with the infrastructure associated with home and remote working.

A £3.3m reduction in the General Fund position to -£54.7m¹ due to the opposite side of the representation outlined in 3.2, and a reduced amount of expected funding via the Government's Sales, Fees and Charges compensation scheme, as claimable income losses are lower than originally anticipated.

Departmental Commentaries

Children's Services

- 4.1 Children's Services are forecast to overspend the £108.8m net expenditure budget by £13.1m. This is after the £16.2m of additional Covid related costs and losses that are forecast to be covered by Government funding. The forecast overspend is mainly derived from Children's Social Care related services (Children's Social Care (£1.9m) and Safeguarding & Reviewing, and Commissioning & Provision (£11.8m)).

Children's Social Care

- 4.2 The £1.9m forecast overspend is mainly due to the following;
- 4.3 A £1.8m overspend on the Social Work budget is mainly due to higher workloads, and the continued use of agency staff due to a shortage of staff.
- 4.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £17.4m in 2020-21) and are currently running at approximately £1.7m per month. There are currently 159 agency social workers. The movement in agency social workers is shown below: -

Month	April 2020	Sept 2020	Jan 2021	April 2021	June 2021	Sept 2021	Dec 2021
Number of Agency Social Workers	129	136	155	170	169	161	159

- 4.5 Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff. However, although there has been some progress, the numbers of new starters are being mostly offset by leavers.

Description	2020/21 Total	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Total
Starter	74	9	4	4	3	4	11	3	3	4	4	3	52

¹ The General Fund underspend is nearly entirely made of up additional Covid related government and other funding including the c£27m of amounts carried forward from 2020-21.

Leaver	54	9	2	5	8	3	4	3	3	2	6	3	48
Net	20 ²	0	2	(1)	(5)	1	7	0	0	2	(2)	0	4
No of Perm Social Work Staff		297	299	298	293	294	301	301	301	303	301	301	

- 4.6 The Children with Disability Service is forecast to overspend on the direct payment/home support budget by £1.2m.
- 4.7 There is also a £1.0m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £0.7m on support cost for care leavers.
- 4.8 The Section 17 preventative assistance budget is forecasting an overspend of £0.4m and the transport cost for children in care is forecast to overspend by £0.4m,
- 4.9 The overall service overspend is offset by a £0.7m underspend on Prevention and Early Help services, and £1.0m from the contribution of Family First resources. One off service reserves of £1.9m have also been used to help reduce the overspend.
- 4.10 Overspends are also occurring in other areas due to continued growth in the average number of Children receiving support, with large increases in typically costlier external Residential placements and external Foster Agency placements.
- 4.11 Residential placements cost on average close to £200k per year each, and numbers have never been higher as outlined in the table below. Indicatively, had residential placements continued at the same level as 2020-21, the forecast for 2021-22 would be c£4.0m lower.

Type of Placement	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Dec 21	Avg Cost per week
Placed with Parents	119	117	129	150	162	156	
Placed for Adoption	24	25	26	24	35	45	
Friends and Families	232	235	301	357	372	375	£250
Foster Parents	365	371	354	368	393	387	£519
Fostering Agencies	38	57	88	131	164	183	£839
Residential Care (Internal)	58	51	45	51	45	42	£3,100
Residential Care (External)	47	42	42	60	70	91	£3,600
Other	48	62	68	90	107	126	£1,600
Sub Total (Number of Children Looked After)	931	960	1,053	1,231	1,349	1,405	
Residence Orders	59	46	40	37	33	31	£154
Adoption Orders	260	247	239	237	226	216	£270
Special Guardianship Orders	304	320	338	364	435	460	£155

² In 2020/21 although there were 20 more Starters than leavers, it only resulted in 8 more permanent Social Workers across the year as some new starters were internally recruited, and other new starters also left in the year.

Sub Total (Chd in Permanent Arrangements)	623	613	617	638	694	707	
Total Children Receiving Support	1,554	1,573	1,670	1,869	2,043	2,112	

Safeguarding and Review, Commissioning and Provision

- 4.12 As a result of the growth outlined above, the service is forecast to overspend the £56.7m budget by £11.8m.
- 4.13 The external purchased placement (Residential, Fostering and Post 16) budget is forecast to overspend by £9.5m. The number of external placements increased by 19% in 2020-21 and the current forecast assumes a further increase of 14% in 2021-22.
- 4.14 £4.9m of Placement costs are currently forecast to be covered by Covid related monies. This is a significant concern as it is very likely that the Placements will continue after the Covid monies have run out leaving a structural problem. The forecast overspend includes £1.4m in relation to placement cost of children due to the recent temporary closure of internal children homes following an Ofsted inspection.
- 4.15 Internal residential/respite homes are currently forecasting an overspend of £2.2m due to the use of agency staff, premises related costs and care cost. The forecast overspend has increased recently due to a very high cost of a care package.
- 4.16 There is a further £0.1m variance due to the use of agency staff across the service.

Education and Learning

- 4.17 The Education and Learning Service is reporting a £0.7m underspend across the service on non-staffing budgets.

Skills for Work and 14-19 Service

- 4.18 The Skills for Work/14-19 Service is currently reporting an overspend of £0.1m on a £1.4m budget.

Mitigating Actions to reduce overspend

- 4.19 There has been a considerable level of investment into Children Services over past few years. The 2020-21 budget included £13.625m of additional investment to address budget pressure and demographic growth. A further £2m was made available to make permanent support to the social work structure previously funded from the "one off" Children Investment Fund in 2019-20. The Council also allocated £2m per annum for two-years to support Prevention and Early Help work starting in 2020-21. Children's Social Care also overspent by £6.4m in 2020-21, with mitigating funding having to come from other parts of the Council. There has also been a further £7.125m of

recurring budgeted investment in 2021-22, with further increases proposed for 2022-23.

4.20 The service will pursue the following actions to reduce the forecast overspend in 2021-22;

- Review of high cost placements.
- Seek contributions from partners towards placement costs.
- Recruitment of permanent social workers to reduce reliance on the use of agency staff. Currently, the use of agency is over 40% of the staffing budget. The service value for money and efficiency plan intends to reduce this by 10% each year to December 2023, to get the overall level down to 10% by then.
- Review agency fee cost in order to get value for money from agency suppliers/contractors.
- Grow in-house children residential provision, to reduce costly external placements.

Health and Wellbeing

5.1 The Department of Health and Well-Being is forecast to overspend the £112.1m net expenditure budget by £2m. This is after £11.1m of additional Covid related costs and losses that are forecast to be covered by Government and other income. The forecast overspend has reduced by £1.1m from Qtr2, primarily as a result of an increase in the Discharge to Assess income forecast.

5.2 In 2021-22 the department has Demand Management savings of £8.4m to achieve, of which £2.1m is apportioned to Older People and Physical Disabilities and £6.3m to Learning Disabilities (LD).

Learning Disabilities

5.3 As reported previously, it is forecast that the £6.3m LD Demand Management saving will be unachieved in 2021/22. The service also has a recurrent pressure of £3.2m from the 2020/21 LD Demand Management saving, and has forecast additional cost pressures linked to the day care block contract of £0.3m and further £0.8m in year cost pressure on community care services. The underachievement is primarily due to Covid as a result of not being able to carry out face to face reviews, and the increased costs of supporting people at home as a result of day care closures.

5.4 Due to the impact of the pandemic on the ability of the service to deliver the savings, £6.2m of Covid funding has been included in the Q3 forecast. This has reduced the forecast overspend on LD long term support to £4.4m. However, the underlying pressure on the LD budget is £10.6m; due to the budget being supported by the non-recurrent Covid grant. This is a significant concern when Covid support runs out.

5.5 Included in the demand management savings were plans to re-model the current block day care contract; this work is on-going but it is likely that savings won't be realised until 2022/23.

- 5.6 During the year face to face reviewing has commenced; the Review Service has now been established within LD, with priorities aligning to the departments commissioning plan. Reviewing capacity and commissioning resource has also been identified to assist in the transformation of day services.
- 5.7 The table below shows the number of people in Residential and Nursing care is reducing in line with the departmental strategy of supporting people in community settings. Although the number of people in Residential care has reduced this year, they would need to reduce further to meet the high level of budgeted saving. Where client numbers have reduced in residential block contracts, this currently does not result in a cash releasing saving. However, work has now commenced on transforming the remaining blocks contracts, which should have a positive impact on 2022/23 budgets.

Client Numbers	Q3 2019/20	Q3 2020/21	Q3 2021/22	31.3.22 Budgeted
LD Residential Care - Purchased	155	138	129	101
LD Nursing Care - Purchased	19	20	17	19
Total Residential & Nursing	174	158	146	120

- 5.8 In addition to the £10.6m underlying pressure in LD, there are further approved demand management savings of £5.5m for 2022/23. As the savings are behind schedule, £3m of additional budget is currently included within the 2022/23 Budget Proposals to help alleviate some of the identified pressures.

Operational Services

- 5.9 The £2.1m demand management saving apportioned to Older People and Physical Disabilities Residential and Nursing fees is forecast to be achieved. However, there is a significant pressure (£3.2m) on long term Home Care due to the full year effect of the increase in hours from 2020-21; together with the increased activity seen this financial year. There has also been a significant increase in external enablement hours due to increased demand from hospitals, which is mitigated by discharge to assess funding.
- 5.10 Long term home care hours have reduced in the last quarter by 2,500 hours and the service is optimistic that these can be reduced further as a result of positive outcomes from Enablement discharges, increases in reviewing team capacity, strength based approaches becoming embedded in teams, more annual reviews being carried out, and the Fletcher Court Extra Care site becoming fully occupied. The service is working with Finance and Performance colleagues to ensure that all costs associated with Discharge to Assess Funding are claimed. The Home Care Capacity Working Group will also review analysis of the increased hours and look at options for mitigating increased home care demand, particularly in relation to the increase in short term external enablement hours.

	Q3 2019/20	Q3 2020/21	Q3 2021/22	31.3.22 Budgeted
OP & PD Monthly Long Term Home Care Hours	98,082	109,062	111,111	102,603
OP & PD Monthly Short Term Enablement Hours*			8,189	

* activity previously collected as part of long term care hours

- 5.11 The Residential and Nursing budget was reduced in 2021/22 by £2.1m as part of the demand management savings. The table below demonstrates that there has continued to be a reduction in Older People and Physical Disabilities Residential and Nursing placements, albeit at a reduced level, compared to previous years. There was a significant reduction in people in a residential or nursing setting in the first quarter of 2021/22 (861 clients in April 2021), however placements have gradually increased throughout the financial year. Although the budget is forecast to balance, as a result of reduced activity earlier in the year and the ability to draw down on discharge to assess income, placements will need to reduce further in the last quarter to avoid pressure on this budget in 2022/23.

	Q3 2019/20	Q3 2020/21	Q3 2020/22	31.3.21 Budgeted
Total Residential & Nursing Clients	1,012	931	907	859

- 5.12 There are the following mitigating underspends across the department; £0.8m in Mental Health, £2.4m increased Discharge to Assess income, £0.7m vacancy control, £0.3m forecast underspend on Safeguarding due to vacancies and reduced assessment costs, £0.3m underspend in Environmental Health, £0.5m unallocated budget and £0.6m increase in the Better Care Fund allocation.

Mitigating Actions to reduce overspend

- 5.13 The service will pursue the following actions to reduce the forecast overspend in 2021-22;
- Accelerating reviews across the department; LD priority reviews have been identified.
 - Seek additional health related income; to continue to ensure that the Discharge to Assess claim includes all eligible costs.
 - Continue with, and seek to accelerate the transformation programme.
 - Reviewing the charging policy.

Department of Place

- 6.1 The Department of Place is forecast to overspend the £66.6m net expenditure budget by £0.2m. This is after £17.9m of additional Covid related costs and losses that are forecast to be covered by Government and other income.
- 6.2 The impact of Covid-19 for 2021-22 will continue to be closely monitored each month. The overall impact will however be dependent on the speed of recovery across the district.

Waste, Fleet & Transport Services

- 6.3 The service is forecast to over spend the £27.8m net budget by £0.7m. This is after £2.0m of Covid related costs and losses that are forecast to be covered by Government and other income.
- 6.4 The £0.7m service over spend is largely comprised of an over spend in Waste Services of £0.2m and £0.5m in Fleet & Transport.

Waste Services

- 6.5 Pressures in Waste Services continue to centre around higher than budgeted disposal costs and a reduction in recycling income. The service is currently forecasting a £0.2m overspend. Waste tonnages increased during 2020-21 and although the rate of increase has reduced in recent months, they are still higher than pre-COVID levels. The service has been supported by Covid funds to the value of £1.5m which covers additional waste disposal costs and additional employee costs.
- 6.6 The table below demonstrates that higher tonnes of waste have been collected by Waste Services in the first 9 months of the year, and tonnages remain higher than pre pandemic levels.

Tonnes 000s – Cumulative Year to date

	2019/20	2020/21	2021/22
Kerbside Waste collected	75,968	85,107	83,553
Kerbside Recycling collected	25,731	31,450	28,735
Household Waste sites	39,425	33,297	38,278
Trade Waste collected	13,536	10,045	11,161
Garden Waste collected	6,560	8,207	6,860
Total Waste Collected	161,220	168,106	168,587

- 6.8 Overall, these higher tonnages are then having to be disposed of at cost to the Council.

Tonnes 000s – Cumulative year to date

	2018/19	2019/20	2020/21
Waste Disposal Tonnes ³	173	181	182

³ Waste Disposal Tonnes are higher than Waste Collected Tonnes as the Council also disposes of street cleansing waste amongst others.

6.9 In order to address the above pressures, the following mitigating action is being taken:

- Merged shifts and working patterns at the materials recycling facility have been implemented.
- Reduction in casual overtime.
- Review of Fleet maintenance charges.
- Review of kerbside and trade waste collections routes.
- There are also plans to redevelop the materials recovery facility, which will facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention. These are on-going but will not be operational in this financial year.

Fleet & Transport

6.10 The £0.5m forecast over spend in Fleet & Transport is mainly on employee costs and reduced recharges to other departments. An exercise to address this has commenced.

Neighbourhoods and Customer Services

6.11 The Service is forecast to underspend the £15.8m net expenditure budget by £1.4m. This is after £8.3m of Covid related costs and losses that are forecast to be covered by Government and other income. The service under spend relates to £0.6m in Uniformed Services, £0.6m in Neighbourhood Services and £0.2m in Customer services.

Economy & Development Services

6.12 The service is forecast to underspend the £4.3m net expenditure budget by £0.3m. This is after £2.6m of Covid related costs and losses that are forecast to be covered by Government and other income. The non Covid-19 issues are detailed below: -

6.13 Economic Development is forecasting a £0.6m under spend as recruitment and projects are being reviewed in line with Covid-19 recovery plans.

6.14 Housing Development is forecast to overspend by £0.6m due to not achieving income targets via a capital recharge (£0.3m), empty Council properties, Council Tax, maintenance costs and loss of rental income (£0.3m). A number of Right to Buy housing purchases are going through the process with legal. Disposal of these assets will result in paying grant monies to Homes England. The forecast includes drawdown of reserves £0.1m.

6.15 Markets are forecast to overspend by £0.2m, this mainly relates to an expected rent reduction in issuing new leases for the external shops around the Oastler Centre in line with the Top of Town scheme.

Planning Transport & Highways

- 6.16 The Service is forecast to overspend the £14.3m net expenditure budget by £0.2m. This is after £0.5m of Covid costs and losses that are forecast to be covered by Government and other income. Service forecast overspends relate to CCTV (£50K), Structures (£203k), Street lighting (£167k), with underspends in Highways Delivery Unit (£137k).
- 6.17 Wholesale energy costs are increasing significantly which will feed into street lighting utilities costs next year.

Sports & Culture

- 6.18 The Service is forecast to overspend the £3.9m net expenditure budget by £0.8m. This is after £3.9m of Covid costs and losses in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker.
- 6.19 The main pressures within the service are coming from underachieved savings in Libraries £0.5m, and pressures in Bereavement £0.2m and Sports Facilities £0.1m.
- 6.20 The Council's 4 main museums (Cartwright Hall, Bolling Hall, Cliffe Castle & The Industrial Museum) have recently had Business Rates assessments, and the outcome was a reduction in their rateable values. The total reduction was £652k including backdates. This has been included in the forecast to mitigate the in-year overspend.
- 6.21 Sports Facilities are reporting positive signs of recovery and are expecting attendances numbers to be close to pre pandemic levels in 2022-23.
- 6.22 Theatres' position has improved and is expected to continue improving. Sales are now approximately 70–80% of pre-covid levels.

Clean Air Plan

- 6.23 The service is reporting a breakeven position as all implementation costs will be covered by funding from government grant.
- 6.24 The lead in period for the Clean Air Zone (CAZ) has been extended. Instead of being introduced in January, the CAZ will be launched in Spring 2022.
- 6.25 This will allow businesses more time to use the Clean Air Funding available and upgrade their vehicles. This includes a new £1.7m fund to increase the electric vehicle grants available for taxis.
- 6.26 It will also provide more time for Council systems to integrate with the Government's national IT infrastructure which manages all Clean Air Zones across the country.

Corporate Resources

- 7.1 Corporate Resources are forecast to underspend the £47.3m net budget by £0.6m. This is after £9.2m of Covid related costs and losses that are forecast to be covered by Government and other income. The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses including on Investments & capital schemes.
- 7.2 Excluding Covid-19 impacts, the Department's forecast underspend of £0.6m is made up of forecast underspends in Revenues & Benefits (£0.5m), Catering & Office Services, (£0.2m) and Energy Unit (£0.2m). The forecast includes the net impacts of pre-existing and ongoing pressures, after allowing for the impact of Covid on traded areas such as ISG (£0.1m), PACT HR (£0.1m), and £0.3m in ICT.

General Fund

- 8.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £10.8m. This is due mainly to Corporate Contingencies and Capital Financing underspends linked to lower interest costs, and lower than budgeted Capital expenditure (see section 12 for additional information).

Covid-19 Financial Impact Tracker.

- 9.1 The table below details the costs of Covid in 2020-21, and also provides an estimate of the impact in 2021-22.

Department	Expenditure/Income	2019/20	2020/21	2021/22 Forecast	Total
Health & Wellbeing	Expenditure	715	27,743	27,298	55,756
	Income Loss		2,711	286	2,997
	Additional Income				
	(Specific)		-22,331	-16,487	-38,818
Health & Wellbeing		715	8,123	11,097	19,935
Children's Services	Expenditure		8,782	15,814	24,596
	Income Loss		1,836	916	2,752
	Additional Income				
	(Specific)		-2,263	-537	-2,800
Children's Services			8,355	16,193	24,548
Place	Expenditure	114	9,047	12,499	21,660
	Income Loss	1,013	14,659	6,446	22,118
	Additional Income				
	(Specific)		-1,230	-1,036	-2,266
Place		1,127	22,476	17,909	41,511
Corporate Resources	Expenditure	153	14,210	8,369	22,731
	Income Loss	139	6,351	2,806	9,296
	Additional Income				
	(Specific)		-335	-1,980	-2,315

Corporate Resources		292	20,226	9,195	29,712
Chief Executives	Expenditure		927	305	1,232
Chief Executives			927	305	1,232
Non Service	Expenditure		264	0	264
	Income Loss		654		654
Non Service Total			918	0	918
General Fund	Expenditure		5,853	6,142	11,995
	Income Loss	1,285	-991	0	294
	Additional Income (General)	-2,700	-64,543	-21,410	-88,653
	Additional Income (Specific)		-28,595	-11,128	-39,723
	Council Reserves per Qtr 1		0	-1,052	-1,052
	Carry fwd of unspent grants		27,252	-27,252	0
General Fund		-1,415	-61,025	-54,700	-117,140
Total Ex Collection Fund		718	0	0	718

*At 2020-21 year end the Additional Grants received in the General Fund were allocated to departments to match the net cost of Covid, with the remaining balance transferred to reserves to be used in 2021-22.

9.2 The table below shows the total impact on Council services, and additional income provided by Government and other bodies.

	2019/20	2020/21	2021/22 Forecast	Total
Expenditure	982	66,827	70,426	138,234
Income Loss	2,437	25,220	10,454	38,110
Total impact on Council Services	3,418	92,046	80,880	176,344
Additional Income (General)	-2,700	-64,543	-21,410	-88,653
Additional Income (Specific)		-54,755	-31,168	-85,922
Carry Fwd of unspent grants		27,252	-27,252	0
Council Reserves		0	-1,052	-1,052
Total Funding	-2,700	-92,046	-80,881	-175,627
Grand Total	718	0	0	718

9.3 As a result of prudent financial management, the Council entered into the Covid pandemic in relatively good financial health and with sufficient reserves to enable a rapid and flexible response to the crisis in advance of additional Government funding.

9.4 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government, however, it should be noted that there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts.

Budget Savings Tracker

10.1 The combined budget savings of £14.3m in 21-22 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £304m.

10.2 The 2020-21 budget includes £9.5m of new budget reductions, however £4.7m of prior year underachieved savings have carried forward into 2021-

22, meaning that £14.3m of savings will need to be delivered in 2021-22.

- 10.3 In tracking progress made against each individual saving proposal, £3.3m of the £14.3m is forecast to be delivered, leaving £10.9m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/21	2021/22 New Savings	Total Savings 2021/22	Forecast Variance 2020/21	Total Savings 2021-22 ⁴
Health & Wellbeing	3.1	8.4	11.5	9.4	5.5
Children's Services	0.0	0.3	0.3	0.0	0.0
Place	1.6	0.2	1.9	1.5	0.4
Corporate Resources	0.0	0.2	0.2	0.0	0.0
General Fund	0.0	0.5	0.5	0.0	0.0
Total	4.7	9.5	14.3	10.9	5.8

- 10.4 Although the savings that have to be delivered this year are lower than prior years, the amount forecast to be unachieved is forecast to be higher than recent years.

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9
2020/21	6.5
2021/22	10.9

- 10.5 The main forecast underachieved savings are £9.4m of underachieved Learning Disability Demand Management savings in Health & Wellbeing. As outlined previously these are partly caused by Covid, and are being partly mitigated by c£6.2m of Covid related grants in 2021-22. The ongoing impact of the underachievement when Covid grants run out, is a significant concern looking forward.
- 10.6 The £1.9m of underachieved savings in the Department of Place are mainly due to £1.3m of underachievement in Sports & Culture, most notably Libraries (£0.4m), Museums (£0.5m) and Theatres (£0.2m), and £0.2m in Neighbourhoods & Customer services as the income budget increased for parking charges in 2020-21, and it will continue to be undelivered in 2021-22 (£0.2m).

Council Tax and Business Rates.

- 11.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government,

⁴ Additional budget savings will be required in line with the Medium Term Financial Plan.

the police and fire authorities.

- 11.2 Bradford will be paid over its budgeted Council Tax precept (£212.9m) in 2021-22.
- 11.3 Further, a small surplus (£1.125m) is currently forecast for 2021-22. In line with Collection fund rules, this surplus will benefit the 2022-23 financial year, and has been included in 2022-23 budget planning.
- 11.4 Business Rates collection has also been significantly impacted by the pandemic. Bradford will be paid over its budget precept from the Collection Fund in 2021-22, with any in year deficit being repaid to the Collection Fund in 2022-23.
- 11.5 The Council had very large deficits from 2020-21 as a result of Covid (£6.1m for Council Tax and c£28.7m for Business Rates) that it will have to repay to the Collection fund in 2021-22 and 2022-23. The deficit will however be covered by Section 31 grants and Tax Income guarantee compensation received from the Government in 2020-21.
- 11.6 Currently the £35m of S31 and TIG monies are held in a reserve and will be drawn down over the next 3 years to pay for the 2020-21 deficit in compliance with a Government sanctioned scheme to spread Covid related deficits over a longer period than normal.
- 11.7 In 2021-22 the Council will again have a significant Business Rates Collection Fund deficit. Most of this will result from Government support for businesses and will consequently be covered by additional Section 31 grants, however the Councils business rates base is also likely to reduce following a number of recent appeals.
- 11.8 Overall the unfunded element of the Business Rates deficit is expected to be c£0.6m in 2021-22, and this will have to be budgeted for, and repaid in 2022-23.

Business Rates Schemes

- 11.9 Covid Additional Relief Fund - The government has allocated business support funding for those businesses that had not received any rate relief under the previous Covid support schemes. The sum of £10.4m applies to the 2021/22 financial year only. In order to expedite the scheme it is recommended that delegated authority is provided to the s.151 Officer in consultation with the portfolio holder to develop and implement a scheme.
- 11.10 Enterprise Zone Rate Relief - This applies to the Gain Lane site which is now in the early stages of occupation and requires Executive approval of the 100% rate relief in line with S.47 of the Local Government Finance Act 1988 regarding local discounts. This will be 100% funded by the government. It is recommended that delegated authority is provided to the s.151 Officer in consultation with the portfolio holder to develop and implement a scheme.

Reserves

12.1 At 31st December 2021 reserves stand at £287.7m (Council £244.8 and Schools £42.9m). Unallocated reserves stand at £10.7m.

	Closing Balance 2019-20 £m	Closing Balance 2020-21 £m	Opening Balance 2021-22 £m	Net Movement	Balance as at 31 st December 2021 £m
Council reserves	207.0	256.5	256.5	-11.7	244.8
Schools Delegated budget	31.9	42.9	42.9	.0	42.9
Total	238.9	299.4	299.4	-11.7	287.7

12.2 The £2.6m decrease in Reserves from September is made up of

Movements to Reserves

None

Movements from Reserves

£96k Insurance Risk
£38k Taxi Licensing Reserve
£745k Children Services Investment Fund
£277k Early Help Enabler Support Reserve.
£1.707m Troubled Families Grant Reserves

Movements within Reserves

£60k GPTGO to Finance Works Reserve

12.3 The Council has £19.5m of General Fund reserves, and £10.7m of unallocated reserves.

12.4 Overall, reserve levels are expected to reduce significantly in 2021-22.

12.5 The Council has c£27m of Covid related grants in reserve from 2020-21, which will be drawn down in 2021-22 to fund Covid related expenditure as outlined previously and in the Covid Tracker.

12.5 £4m of reserves were approved to be used to support the recovery from Covid as outlined in the Qtr 1 Finance Position Statement.

12.6 £6.4m of reserves were approved to be used as part of the 2021-22 Council budget.

12.7 Approximately £2.9m of reserves are forecast to be drawn down or repurposed to help mitigate forecast overspends in 2021-22, as outlined above and detailed in the Departmental commentaries

12.8 Additionally, a significant portion of the £35m held in the S31 Business Rates Grant Reserve that contains both the Councils share of Section 31 grants and Tax Income Guarantee Scheme compensation will be drawn down at 2021-22 year-end to fund the 2020-21 Collection fund deficits.

- 12.9 Currently published budget proposals for 2022-23, would also result in further reserve reductions next year.

School Balances

- 13.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2022. Schools do not report their quarter three financial position for 2021-22 until the end of January 2022.

	Balance 1 st April 2021		Forecasted Balance 31 st March 2022		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,353	7	1,309	0	44
Primary	68	10,549	67	6,878	1	3,671
Secondary	6	(2,077)	6	(2,723)	0	646
Special	3	2,925	3	2,068	0	857
Pupil Referral Units (PRU)	3	241	1	273	2	(32)
Subtotal	87	12,991	84	7,805	3	5,186
School Contingency		27,550		32,115	0	(4,565)
Other Activities/Closed Schools		1,418		1,000	0	418
Total	87	41,959	84	40,920	3	1,039

- There are three schools (one maintained nursery school, one primary and one secondary school) that are currently forecasting deficit revenue balances at 31 March 2022, with a combined deficit value of £5.4m. The deficit balance held by Hanson School is forecast to increase to £5.3m at the end of 2021-22 from £4.8m at the end of 2020-21.
- One school (St Clare's Catholic Primary) converted to academy status in 2021-22.

Capital Expenditure

- 14.1 The Council continues to seek to deliver a large capital programme across the District, which will provide improved facilities and infrastructure to support the delivery of the Council Plan.
- 14.2 The profiled resource position for 2021-22 for the Capital Investment Plan stands at £802.5m. To the 31st December there has been total spend of £65.4m. A summary by service is shown below with a detailed monitor in Appendix 2.

Scheme Description	Q2 Re-profiled Budget 2021-22	Changes	Re profile Budget 2021-22	Spend 31 Dec 2021	Budget 22-23	Budget 23-24	Budget 24-25 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	2.0	0.1	2.1	0.5	1.9	7.0	0.1	11.1
Children's Services	23.3	-1.6	21.7	11.5	12.2	5.4	0.2	39.5
Place - Economy & Development Services	26.9	0.1	27.0	9.8	33.9	17.9	9.1	87.9
Place - Planning, Transport & Highways	46.4	5.5	51.9	22.0	66.2	60.4	71.2	249.7

Place - Other	21.3	0.5	21.8	8.5	18.9	27.1	23.5	91.3
Corp Service – Estates & Property Services	13.6	16.0	29.6	13.1	2.3	3.5	9.5	44.9
TOTAL - Services	133.5	20.6	154.1	65.4	135.4	121.3	113.6	524.4
Reserve Schemes & Contingencies	5.9	1.9	7.8	0	61.2	111.3	97.8	278.1
TOTAL	139.4	22.5	161.9	65.4	196.6	232.6	211.4	802.5

14.3 Overall here has been an increase in the budget of £83.4m to £802.5m. The main change relates to:

- £28.5m of new approved budget for a strategic regeneration opportunity.
- £39.4m of new approved budget for Squire Lane.
- £14.7m of additional budget for Transforming Cities.

14.4 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. For this Report 2022-23 Budgets have been reviewed with Service Managers and re-profiled into future years for larger schemes. Further work will continue to ensure accurate profiling of the capital spend over the next four years.

14.5 It should also be noted that there remains uncertainty linked to Covid and consequently there remains levels of uncertainty in the forecasting.

14.6 Generally, inflationary forces are resulting in increased pressures on current projects and there could be higher costs compared to approved budgets. Also problems with the supply chain mean some major projects are having issues getting resources delivered and this could impact on delivery timescales and budgets.

Capital Programme 2021-22 update

14.7 The latest forecast for expenditure for 2021-22 is £128.9m, compared to a revised budget of £161.9m. Spend to the end of December 2021 is £65.4m. A summary by service is shown below with a detailed monitor in Appendix.

Budget, forecast and spend to date as at 31 December for 2021-22

	Revised Budget 2021-22 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 2021 £m	Spend to date as a % of forecast %
Health and Wellbeing	2.1	1.4	-0.7	0.5	35.7
Children's Services	23.3	16.0	-7.3	11.5	71.9
Place - Economy & Development	27.0	16.6	-10.4	9.8	57.3
Place - Planning, Transportation & Highways	51.9	45.0	-7.0	22.0	48.9
Place – Other	21.8	17.7	-4.1	8.5	48.0
Corporate Resources – Estates & Property	29.6	31.4	-2.2	13.1	41.7
Reserve Schemes & Contingencies	6.2	0.8	-5.4	0.0	0.0
TOTAL - All Services	161.9	128.9	-33.0	65.4	50.7

14.8 There is a forecast capital programme variance of £33m between the budget and the latest expenditure forecast. Covid-19 and supply issues has caused delays for some major schemes and this has impacted on current schemes progressing and also the development of Reserve Schemes. The variation will be closely monitored and the final outturn position will be highly

dependent on schemes both starting and continuing on schedule and delivering to plan. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

New Capital Schemes

14.9 The following scheme has been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.

- **Children's Homes-** £0.39m to improve the residential estate. This work is necessary to ensure Bradford's Cared for Children are able to live in suitable, homely environments, which comply with Health and Safety Regulations and the Children's Homes Regulations. The works will be funded from the General Contingency Budget.
- **Adults Electricals** - £0.05m to ensure the electrical safety of residential homes. The works will be funded from the General Contingency Budget.

15.0 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 Strategic Risk register has been provided in Appendix 3.

16.0 LEGAL APPRAISAL

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

17.0 OTHER IMPLICATIONS

18.0 EQUALITY & DIVERSITY

None

19.0 SUSTAINABILITY IMPLICATIONS

None

20.0 GREENHOUSE GAS EMISSIONS IMPACTS

None

21.0 COMMUNITY SAFETY IMPLICATIONS

None

22.0 HUMAN RIGHTS ACT

None

23.0 TRADE UNION

Trade Unions have been consulted in relation to Waste Services mitigation plans.

24.0 WARD IMPLICATIONS

None

25.0 IMPLICATIONS FOR CORPORATE PARENTING

None

26.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

27.0 NOT FOR PUBLICATION DOCUMENTS

None

28.0 RECOMMENDATIONS

That the Corporate Overview & Scrutiny Committee

28.1 Review and comment on the Qtr 3 Finance Position Statement for 2021-22

29.0 APPENDICES

Appendix 1 Reserves Statement
Appendix 2 Capital Investment Plan
Appendix 3 Council Strategic Risk Register

30.0 BACKGROUND DOCUMENTS

- Qtr 2 Finance Position Statement – Executive 2nd November 2021
- Qtr 1 Finance Position Statement – Executive 6th July 2021
- 2020-21 Finance Position Statement – Executive 6th July 2021
- The Council's Revenue Estimates for 2021/22 – updated – Budget Council 18th Feb 2021

Reserves Statement as at 31st December 2021

Appendix 1

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,700	0	10,700	
Total available Unallocated Corporate Reserves	10,700	0	10,700	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	1,915	-860	1,055	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	0	3,000	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.
Better Use of Budgets	5,166	-1,319	3,847	To cover deferred spend on priority work from 2020-21
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	3,635	0	3,635	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	1,397	0	1,397	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	15,033	-6,898	8,135	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,767	0	1,767	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
				some demolition work.
Match Fund Basic needs Grant	700	-700	0	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	309	0	309	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	-1,889	4	Reserve reduced as part of 2021-22 budget setting.
NDR Volatility Reserve	1,735	-1,735	0	Additional S31 grant to offset NDR deficit resulting from govt policy
				Reduced as part of 2021-22 budget setting
Council Tax Reserve	575	-575	0	To be used in 2021-22
Redundancy Provision	4,696	0	4,696	To provide for the costs of future redundancies
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	52,573	0	52,573	Reserve resulting from MRP policy change.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	723	0	723	Statutory compensation obligation for terminating tenancies
Finance Works Reserve	94	60	154	Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	1,424	941	2,365	To fund future ICT projects
Children Services Investment Fund	745	-745	0	Remainder of £6.5m of one off investment approved as part of 2018-19 budget
S31 Business Rate Grants Reserve	34,995	0	34,995	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2021-22.
Covid 19 funding allocation Reserve	22,149	,	22,149	Remaining Emergency grant from Government – reflects timing issue between receipt and spend. Will be consumed in 2021-22
		0		
Indexation Pressures Reserves	136	0	136	Reserve to cover any in year costs

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
CT Hardship Reserves	99	0	99	above the 2% budgeted pay award.. Can be redirected pending 21-22 pay award. Remaining part of £5.8m grant from 2020-21
Project Feasibility Reserve	2,000	0	2,000	To fund feasibility work associated with major projects
Sub Total	161,358	-13,720	147,638	
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	93	300	393	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,230	300	5,530	
D. Service Earmarked Reserves	39,564	678	40,242	See over page
E. Revenue Grant Reserves	24,199	-2,992	21,207	
F General Reserves				
General Fund	15,000	4,500	19,500	The GF balance acts as a necessary contingency against unforeseen events. The balance represents a minimum of 5% of the Council's net budget requirement in line with guidance.
Schools delegated budget	41,930	0	41,930	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.
LA Education Reserve	933	0	933	

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Sub Total General Fund Reserve & School balances	57,863	4,500	62,363	
G. HRA Reserves	503	-503	0	
Grand total	299,417	-11,737	287,680	

Departmental Earmarked Reserves Statement at 31st December 2021

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	8,231	0	8,231	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	172	-60	112	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
Health Improvement Reserve	35	0	35	
Total Adult and Community Services	8,929	-60	8,869	
Children Services				
BSF Unitary Charge	9,417	0	9,417	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	6,704	0	6,704	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	-277	0	To help support Early Help programme
Retail Academy (Skills for Employment)	197	0	197	Skills for work
SEND Inspection Resource	195	0	195	To provide resource to assist with preparation for inspection.
One Workforce Reserve	706	0	706	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	81	0	81	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	307	0	307	Training for post 16 Children through Industrial Centres of

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
				Excellence.
Sinking fund for bus replacement Reserve	125	0	125	
Training Work Programme (Skills for Work)	223	0	223	Skills for Work
Total Children	18,586	-277	18,309	
Department of Place				
Marley & other pitch and gyms	0	0	0	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	395	-38	357	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	314	0	314	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
Museum Restoration	76	0	76	Fund for museum improvement
Council Housing Reserve	0	0	0	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	9	-9	0	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	536	0	536	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	202	0	202	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree &

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
PT&H - Local Plan Reserve	300	0	300	Woodland planting fund as part of Woodland Strategy. For Local Plan
City Park Sinking Fund	900	0	900	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Incentives to private landlords.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
Longfield Drive Housing Scheme(Council Housing Reserve)	0	503	503	
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	114	0	114	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	377	0	377	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	1,282	0	1,282	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	458	0	458	A statutory requirement that fees can only be generated and retained within the Housing

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
				enforcement function.
Well England Reserve	103	0	103	Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	700	0	700	
Department of Place	9,640	456	10,096	
Corporate Resources				
Schools Traded HR Reserves	84	-84	0	To mitigate the risk of changes in customer base.
Workforce Development	0	0	0	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	335	0	335	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	279	0	279	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	153	0	153	Balancing reserve related to Schools Broadband Contract
Payroll Reserve	100	-100	0	To mitigate any reductions in schools trading
Emergency Planning Reserve	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	484	-100	384	To help smooth effect of price spikes.
Children's E2E Programme Reserve	0	843	843	
Climate change Reserve	2	0	2	
Total Corporate Resources	2,409	559	2,968	

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Total Service Earmarked Reserves	39,564	678	40,242	

Capital Investment Plan

Appendix 2

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing														
CS0237a	Great Places to Grow Old	300	0	300	80	31	1,900	6,961	124	0	0	0	9,285	9,285
CS0237c	Keighley Rd Residential Care Valley View	295	0	295	53	31	0	0	0	0	295	0	0	295
CS0373	BACES DFG	419	0	419	419	302	0	0	0	0	0	0	419	419
CS0239	Community Capacity Grant	910	0	910	700	134	0	0	0	0	910	0	0	910
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	80	0	80	80	36	0	0	0	0	80	0	0	80
CS0523	Electrical work at residential homes	0	50	50	50	0	0	0	0	0	0	0	50	50
Total - Health and Wellbeing		2,023	50	2,073	1,401	534	1,900	6,961	124	0	1,304	0	9,754	11,058
Children's Services														
CS0249	Schools DRF	500	0	500	500	0	0	0	0	0	500	0	0	500
CS0287	\$106 Education	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	800	0	800	800	1,761	0	0	0	0	800	0	0	800
CS0030	Capital Improvement Work	138	0	138	150	94	100	100	100	100	538	0	0	538
CS0240	Capital Maintenance Grant	4,489	0	4,489	2,986	1,464	3,070	1,000	0	0	8,559	0	0	8,559
CS0244a	Primary Schools Expansion Programme	1,220	0	1,220	700	312	1,234	0	0	0	2,454	0	0	2,454
CS0244b	Silsden School	6,775	0	6,775	6,275	5,211	465	0	0	0	7,240	0	0	7,240
CS0244c	SEN School Expansions	5,400	0	5,400	3,000	2,236	2,600	1,684	0	0	9,684	0	0	9,684
CS0362	Secondary School Expansion	1,000	0	1,000	175	161	3,298	2,616	0	0	6,914	0	0	6,914
CS0421	Healthy Pupil Capital Grant	43	0	43	0	-1	0	0	0	0	43	0	0	43
CS0436	Children's Homes	1,976	-1,572	404	405	4	0	0	0	0	0	0	404	404
CS0488	Digital Strategy	960	0	960	960	230	0	0	0	0	0	0	960	960
CS0500	TFD	0	0	0	41	41	1,400	0	0	0	0	0	1,400	1,400
Total - Children's Services		23,301	-1,572	21,729	15,992	11,513	12,167	5,400	100	100	36,732	0	2,764	39,496

CS Ref	Scheme Description	2021-22 Budget £'000	Finance updates £'000	Revised 2021-22 Budget £'000	Forecast £'000	Spend UPDATED 31 Dec £'000	2022-23 Budget £'000	2023-24 Budget £'000	2024-25 Budget £'000	2025- onwards Budget £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
Place - Housing														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	256	-223	0	0	0	0	0	0	62	62
CS0308	Afford Housing Programme 15 -18	391	0	391	0	-115	0	0	0	0	391	0	0	391
Total - Housing		453	0	453	256	-338	0	0	0	0	391	0	62	453
Place - Economy & Development														
CS0136	Disabled Housing Facilities Grant	5,085	0	5,085	4,750	3,357	3,234	4,392	2,028	5,753	8,294	0	12,198	20,492
CS0137	Development of Equity Loans	750	0	750	400	343	1,989	535	0	0	1,727	0	1,547	3,274
CS0144	Empty Private Sector Homes Strat	850	0	850	850	535	831	0	0	0	0	0	1,681	1,681
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	0	0	0	0	0	178	0	0	0	178	178
CS0280	Temp Housing Clergy House	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0496	Town Fund Keighley & Shipley	828	0	828	828	599	0	0	0	0	828	0	0	828
CS0084	City Park	192	0	192	0	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,393	0	1,393	46	46	0	0	0	0	0	0	1,393	1,393
CS0291	One City Park	9,533	0	9,533	4,152	1,287	15,186	9,514	600	0	7,500	15,133	12,200	34,833
CS0228	Canal Road	100	0	100	100	0	0	0	0	0	0	0	100	100
CS0507	Conditioning House & High Point	1,439	0	1,439	1,439	1,439	0	0	0	0	1,439	0	0	1,439
CS0241	Re-use of Frmr College Builds Kghly	355	0	355	0	0	0	0	0	0	0	0	355	355
CS0266	Superconnected Cities	829	0	829	0	0	0	0	0	0	0	0	829	829
CS0265	LCR Revolving Econ Invest Fund	658	0	658	0	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	43	0	43	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	21	0	21	0	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	3,794	0	3,794	3,600	2,487	11,702	3,458	525	0	3,800	5,364	10,315	19,479
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	596	15	0	1,000	0	0	0	0	0	1,596	1,596
CS0411	Parry Lane	0	127	127	127	1	0	0	0	0	0	0	127	127
Total - Place - Economy & Development		26,466	127	26,593	16,350	10,092	33,942	17,899	3,331	5,753	24,246	20,497	42,775	87,518

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Planning, Transportation & Highways														
CS0131	Kghly Town Cntr Heritage Initiative	151	0	151	151	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	14	14	0	0	0	0	0	14	0	0	14
CS0285	Blight Sites	166	0	166	10	10	251	250	250	250	0	0	1,167	1,167
CS0071	Highways S106 Projects	493	0	493	20	17	0	0	0	0	493	0	0	493
CS0372	Countryside S106 Projects	355	0	355	4	4	0	0	0	0	355	0	0	355
CS0091	Capital Highway Maintenance	349	0	349	3,809	3,666	0	0	0	0	349	0	0	349
CS0095	Bridges	100	0	100	653	199	0	0	0	0	100	0	0	100
CS0096	Street Lighting	69	0	69	15	5	0	0	0	0	69	0	0	69
CS0099	Integrated Transport	69	0	69	0	0	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	0	0	0	10	0	0	0	0	0	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	279	0	279	20	1	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	0	0	70	43	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisitions	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0293	West Yorks & York Transport Fund	15,004	0	15,004	5,782	3,186	20,877	40,000	30,000	20,770	126,651	0	0	126,651
CS0396	WYTF Corr Imp Projects	2,287	0	2,287	426	285	2,000	3,000	3,000	0	10,287	0	0	10,287
CS0296	Pothole Funds	2,737	0	2,737	6,166	2,550	3,429	0	0	0	6,166	0	0	6,166
CS0306a	Strategic Transport Infrastructure Priorities	465	0	465	0	0	500	0	0	0	0	0	965	965
CS0302	Highways Prop Liab Redn Strat	47	0	47	0	0	0	0	0	0	47	0	0	47
CS0319	Challenge Fund	587	0	587	587	743	500	0	0	0	1,087	0	0	1,087
CS0323	Flood Risk Mgmt	0	0	0	120	88	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	0	106	0	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	527	0	527	0	0	0	0	0	0	527	0	0	527
CS0371	LTP IP3 One System Public Transport	0	0	0	0	-6	0	0	0	0	0	0	0	0
CS0379	NPIF UTMIC	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	17	0	17	0	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Roads	0	0	0	1	1	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage	828	0	828	150	123	790	1,000	0	0	2,445	0	173	2,618
CS0430	Hwys Maint Fund Oct18	216	0	216	216	2	0	0	0	0	216	0	0	216
CS0432	Steeton/Silsden Crossing	45	0	45	45	9	0	0	0	0	45	0	0	45
CS0423	Highways IT upgrade	50	0	50	0	0	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	29	0	29	0	0	0	0	0	0	29	0	0	29

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0450	CILS payments	8	0	8	100	184	0	0	0	0	8	0	0	8
CS0453	IP3 Safer Roads 19-20	48	0	48	7	2	0	0	0	0	48	0	0	48
CS0454	Area Comm ITS 19-20	0	0	0	0	16	0	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	2,399	0	2,399	3,000	2,419	11,852	14,128	13,000	2,706	0	44,085	0	44,085
CS0455	IP4 projects	2,166	0	2,166	1,592	292	0	0	0	0	2,166	0	0	2,166
CS0456	WY Integrated UTM Centre	106	0	106	78	19	0	0	0	0	106	0	0	106
CS0464	Ben Rhydding Railway Station Car Park	261	0	261	10	1	0	1,042	750	0	2,053	0	0	2,053
CS0467	Transforming Cities Fund (TCF)	0	5,496	5,496	6,000	2,949	2,633	0	0	0	8,129	0	0	8,129
CS0469	IP4 Safer Roads 20-21	342	0	342	407	188	0	0	0	0	342	0	0	342
CS0470	IP4 Safer Roads 21-22	0	0	0	932	140	932	0	0	0	932	0	0	932
CS0483	LTP grant 2021	40	0	40	0	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	721	0	721	721	225	1,000	0	0	0	1,721	0	0	1,721
CS0494	City Centre Bollards	125	0	125	125	119	0	0	0	0	0	0	125	125
CS0502	Corridor Improvement Prog (CIP2)	565	0	565	275	36	0	0	0	0	565	0	0	565
CS0499	Buck Mill Footbridge	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0477	CCTV Infrastructure	969	0	969	0	270	0	0	0	0	0	0	969	969
CS0512	Naturalising Bradford Beck	400	0	400	400	171	1,400	1,000	450	0	1,625	0	1,625	3,250
CS0513	Purchasing 185 Carlisle Road	190	0	190	190	121	0	0	0	0	0	0	190	190
Total Place - Planning, Transportation & Highways		33,506	5,496	39,002	32,106	18,080	46,164	60,420	47,450	23,726	167,307	44,135	5,320	216,762
Dept of Place - Clean Air Zone														
CS0471	Clean Air Zone	12,842	0	12,842	12,842	3,930	20,000	0	0	0	32,842	0	0	32,842
Total Place - Clean Air Zone		12,842	0	12,842	12,842	3,930	20,000	0	0	0	32,842	0	0	32,842
Dept of Place - Waste, Fleet & Transport														
CS0060	Replacement of Vehicles	3,000	0	3,000	2,000	397	3,000	0	0	0	0	6,000	0	6,000
CS0517	Electric vehicles	451	0	451	451	0	39	308	65	18	0	0	881	881
CS0435	Sugden End Landfill Site	85	0	85	85	17	0	0	0	0	0	0	85	85
CS0415	Shearbridge Depot Security	89	0	89	89	22	0	0	0	0	0	0	89	89
CS0359	Community Resilience Grant	8	0	8	0	0	0	0	0	0	8	0	0	8

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0497	Climate Change Initiatives – Vehicles	25	0	25	40	40	120	0	0	0	145	0	0	145
CS0503	Environmental Delivery Works	123	0	123	60	37	125	0	0	0	0	0	248	248
CS0516	Wash Bay Ramps	33	0	33	33	33	0	0	0	0	0	0	33	33
Total Place - Waste, Fleet & Transport		3,814	0	3,814	2,758	545	3,284	308	65	18	153	6,000	1,336	7,489
Dept of Place - Neighbourhoods & Customer Services														
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	0	35	35
CS0466	Parks Depots	24	0	24	23	23	0	0	0	0	0	0	24	24
CS0378	Customer Services Strategy	146	0	146	6	6	0	0	0	0	0	0	146	146
CS0506	Ilkley Parking	75	0	75	75	46	0	0	0	0	0	75	0	75
CS0510	Ilkley Footbridge	50	0	50	50	9	0	0	0	0	0	0	50	50
Total Place - Neighbourhoods & Customer Services		330	0	330	189	85	0	0	0	0	0	75	255	330
Dept of Place - Sports & Culture														
CS0151	Building Safer Communities	26	0	26	0	0	0	0	0	0	26	0	0	26
CS0340	St George's Hall	0	0	0	0	3	0	0	0	0	0	0	0	0
CS0487	Alhambra Theatre Lift	2	0	2	0	0	0	0	0	0	0	0	2	2
CS0129	Scholemoor Project	0	0	0	18	18	0	18	0	0	0	0	18	18
CS0162	Capital Projects - Recreation	860	0	860	480	468	0	0	0	0	785	0	75	860
CS0229	Cliffe Castle Restoration	85	0	85	8	5	0	0	0	0	85	0	0	85
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0004	S106 Recreation	10	0	10	10	2	0	0	0	0	10	0	0	10
CS0501	Parks Development Fund	500	0	500	500	0	0	0	0	0	500	0	0	500
CS0367	King George V Playing Fields	0	0	0	0	0	0	1,020	0	0	700	0	320	1,020
CS0504	Cricket Nets	190	0	190	190	0	0	0	0	0	190	0	0	190
CS0404	Sports Pitches	1,029	0	1,029	1,029	363	0	0	0	0	912	0	117	1,029
CS0489	Playable Spaces including Lister Park	620	500	1,120	1,120	624	1,398	0	0	0	350	0	2,168	2,518
CS0403	Bereavement Strategy	7,916	0	7,916	4,311	1,404	8,350	3,690	329	0	0	7,000	13,285	20,285
CS0277	Wyke Community Sport Hub	4,294	0	4,294	6,041	4,268	2,147	0	0	0	2,474	0	3,967	6,441
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0245	Doe Park	297	0	297	307	160	0	0	0	0	297	0	0	297
CS0459	Ilkley Lido Tank	369	0	369	410	410	0	0	0	0	0	0	369	369
CS0461	Shipley Gym extension & equipment	71	0	71	0	1	0	0	0	0	0	0	71	71
CS0458	Doe Park Drainage	40	0	40	40	1	0	0	0	0	0	0	40	40
CS0468	Bowling Pool extension	20	0	20	-143	-143	0	0	0	0	0	0	20	20
CS0356	Sedbergh SFIP	427	0	427	252	232	0	0	0	0	0	0	427	427
CS0354	Squire Lane	0	0	0	0	0	3,600	22,100	21,410	1,700	20,000	19,410	9,400	48,810
CS0482	Marley Replacement Pitch	15	0	15	36	1	0	0	0	0	15	0	0	15
CS0498	Libraries IT Infrastructure	198	0	198	31	31	0	0	0	0	0	60	139	198
CS0509	Libraries (Equipment/Shelving)	200	0	200	150	0	0	0	0	0	200	0	0	200
Total Place - Sports & Culture		17,214	500	17,714	14,790	7,844	15,495	26,828	21,739	1,700	26,589	26,470	30,418	83,476
Corp Resources - Estates & Property Services														
CS0094	Museum Store	0	0	0	0	0	500	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	189	0	189	0	0	0	0	0	0	0	0	189	189
CS0443	Property Programme 19-20	143	0	143	143	37	0	0	0	0	0	0	143	143
CS0475	Property Programme 20-21	962	-28	934	962	831	0	0	0	0	0	0	934	934
CS0511	Property Programme 21-22	2,242	28	2,270	1,100	65	0	0	0	0	0	0	2,270	2,270
CS0460	Mitre Court CPU Property & Equip	1,665	0	1,665	1,665	808	0	0	0	0	250	0	1,415	1,665
CS0230	Beechgrove Allotments	0	0	0	0	0	148	0	0	0	148	0	0	148
CS0408	Top of Town - purchase 21 St Johns St	325	0	325	280	251	0	0	0	0	0	0	325	325
CS0050	Carbon Management	582	0	582	582	86	0	0	0	0	0	0	582	582
CS0420	Electric vehicle charging Infr (Taxi Scheme)	379	0	379	379	129	0	0	0	0	379	0	0	379
CS0495	Bradford LAD Scheme	421	0	421	421	2,939	600	400	0	0	1,421	0	0	1,421
CS2000	DDA	62	0	62	30	0	59	50	0	0	0	0	171	171
CS0381	Godwin St	570	0	570	4,024	4,024	0	0	0	0	570	0	0	570
CS0485	Advanced Fuel Centre	916	-916	0	0	0	0	0	0	0	0	0	0	0
CS0409	Coroner's Court and Accommodation	2,930	0	2,930	2,700	1,663	500	0	0	0	0	0	3,430	3,430
CS0457	Simpson Green - roof	13	0	13	13	0	0	0	0	0	0	0	13	13
CS0445	Core IT Infrastructure	1,756	0	1,756	1,756	2,251	497	580	0	0	0	0	2,833	2,833

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0505	ISG new Equipment	15	0	15	15	0	0	0	0	0	0	0	15	15
CS0515	IT – End to End	330	0	330	330	0	0	0	0	0	0	0	330	330
CS0514	Birksland - Mail & Print Machine	72	0	72	72	0	0	0	0	0	0	0	72	72
CS0520	Regeneration Opportunity	0	16,500	16,500	16,500	0	0	2,500	5,500	4,000	4,000	0	24,500	28,500
CS0521	Buttershaw Youth Centre	0	30	30	30	0	0	0	0	0	0	0	30	30
CS0522	Children's Homes Capital Works	0	390	390	390	0	0	0	0	0	0	0	390	390
Total Corp Resources – Estates & Property Services		13,572	16,004	29,576	31,392	13,084	2,304	3,530	5,500	4,000	6,768	0	38,142	44,910
Reserve Schemes & Contingencies														
CS0395z	General Contingency	650	-449	201	22	0	1,000	1,000	0	0	0	0	2,201	2,201
CS0411z	Parry Lane	127	-127	0	0	0	0	0	0	0	0	0	0	0
CS0395b	Changing Places Toilets	80	0	80	0	0	0	0	0	0	0	0	80	80
CS0395c	Buttershaw Youth Centre	21	-21	0	0	0	0	0	0	0	0	0	0	0
CS0397z	Property Programme	0	0	0	0	0	2,000	2,000	0	0	0	0	4,000	4,000
CS0399z	Strategic Acquisition	0	0	0	0	0	10,000	10,000	10,000	13,460	0	43,460	0	43,460
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	0	9,500	4,000	4,500	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	0	500	2,000	500	0	0	0	3,000	3,000
CS0485z	Advanced Fuel Centre & Vehicles	0	916	916	0	0	2,298	896	1,000	920	64	5,466	500	6,030
2018-19 Schemes														
CS0404z	Sports Pitches	-117	0	-117	0	0	403	4,248	4,250	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	0	0	0	0	0	1,087	2,750	0	0	1,035	0	2,802	3,837
CS0405z	City Hall	500	0	500	0	0	0	5,000	3,000	3,500	2,000	5,000	5,000	12,000
CS0407z	Affordable Housing	0	0	0	0	0	0	8,000	10,724	10,500	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	0	0	0	2,675	0	0	0	0	2,675	2,675
CS0381z	Godwin St (fmr Odeon)	1,500	0	1,500	0	0	5,000	3,000	2,000	0	0	11,500	0	11,500
2020-21 Schemes														
CS0060z	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000
CS0060zb	Electric vehicles/ New street cleansing	423	0	423	0	0	500	0	0	0	0	923	0	923

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0472z	District Heating	250	0	250	0	0	0	4,752	6,702	2,611	6,459	2,871	4,985	14,315
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	500	3,000	1,500	0	2,000	3,000	0	5,000
CS0476z	Additional Building controls	750	0	750	0	0	0	500	500	750	0	0	2,500	2,500
CS0474z	Transforming cities fund	0	0	0	0	0	19,037	44,090	9,444	0	72,571	0	0	72,571
CS0480z	Flood Alleviation	200	0	200	0	0	0	0	0	0	200	0	0	200
CS0481z	City Centre Regeneration Fund	0	0	0	0	0	9,500	0	0	0	0	9,500	0	9,500
CS0471z	Clean Air Zone	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0445z	Core IT Infrastructure 20-21	506	0	506	506	0	0	0	0	0	0	0	506	506
CS0484z	New Reserve	0	0	0	0	0	2,000	0	0	0	0	0	2,000	2,000
2021-22 Schemes														
CS0060z	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0397x	Property Programme	0	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0395x	General Contingency	0	0	0	0	0	0	0	1,000	0	0	0	1,000	1,000
CS0373z	BACES	300	0	300	300	0	750	750	750	750	0	0	3,300	3,300
CS0488z	Lap tops for Children	0	0	0	0	0	1,100	1,100	0	0	0	0	2,200	2,200
CS0244z	SEND	500	0	500	0	0	2,000	3,000	500	0	0	0	6,000	6,000
CS0482z	Marley Playing Field	200	0	200	0	0	300	0	0	0	0	0	500	500
CS0436z	Children's Home	0	1,572	1,572	0	0	1,577	0	0	0	250	2,653	246	3,149
CS0445x	IT	0	0	0	0	0	1,220	0	0	0	0	0	1,220	1,220
Total - Reserve Schemes & Contingencies		5,890	1,891	7,781	828	0	61,222	111,261	60,870	36,991	101,392	123,167	53,566	278,125
TOTAL - All Services		139,411	22,496	161,907	128,904	65,370	196,478	232,607	139,179	72,288	397,724	220,344	184,391	802,459

Bradford Council Strategic Risk Register



January 2022

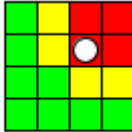
Code & Title			SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description			Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable			<div>Likelihood</div> <div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
					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	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						
Internal Controls	All services have in place business continuity plans which are collated by the Emergency Management Team annually.. These plans are owned by the relevant Service Assistant Director, all plans across the Council’s services will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for Covid-19. These plans will change as lateral flow testing and vaccination programmes are in place as appropriate 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. The. The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this ‘multi agency’ group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber attack, terrorist related attacks and more. These exercises are sometimes “live” and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. Bradford led on a West Yorkshire Covid-19 table top exercise July 2020 and will participated in a West Yorkshire Multi-Agency Exercise relating to Cyber and Business Continuity at the end of Sept 2021 The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council’s response to an incident or						

	emergency situation. There is a Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
Date Reviewed	05 Jan 2022
Actions / Controls under development	There is a format for BCM Planning throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the applicable debriefs that take place. Responses and controls to lower the impact of Covid19 will include but not be limited to; staff working from home wherever possible/practical, additional vehicle resources and staff redeployments around the essential services, vehicle sanitisation and Covid secure offices etc. The Emergency Management Team along with IT reviewed both Disaster Recovery and Business Continuity in October 2021 and revisions to the process are being considered early in 2022
Managed By	Susan Spink
Administered By	Gina Glot; Rachel Ward

Code & Title			SR 02 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.-			<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div></div><div><div></div></div><div>Impact</div></div></div></div></div></div></div>	
					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. Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155)						

	Negative impact on homelessness and greater use of temporary accommodation
Internal Controls	<p>'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base.</p> <p>Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</p> <p>Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</p> <p>In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all."</p> <p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>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. An updated Strategic Land Assessment (SLA) has been published (February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is 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 2020. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published an updated Housing Delivery Test Action Plan (HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.</p> <p>The SHMA was updated in 2019</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p> <p>Monitoring the impact of Covid 19 on housing supply and demand.</p> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</p>

Assurance Mechanisms	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019.
Date Reviewed	5 Jan 2022
Actions / Controls under development	<p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation. The final revised standard method was issued in December 2020. This increased the need figure for the District including an additional 35% uplift (allocated to the top 20 cities). The Government is reviewing its wider planning reforms including the approach to housing scale and distribution and anticipate changes later in 2022.</p> <p>Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme</p>
Managed By	Angela Blake
Administered By	Gina Glot; Rachel Ward

Code & Title		SR 03 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 have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures.			<div>Likelihood</div> <div>Impact</div> 	
					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>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>Inability to raise funds for projects and regeneration projects not completed</p> <p>Potential damage to the Council's reputation and the Economic Partnership</p> <p>Not able to meet member, government and the public's expectations</p> <p>Deteriorating physical and infrastructure assets</p> <p>Young people are not equipped to achieve their potential within the district</p> <p>Business failure rate increases and unemployment increases due to the impact of Covid-19</p> <p>Long term cost implications of dealing with social issues linked to economic deprivation</p> <p>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</p> <p>Business relocating out of the Districts.</p>
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p> <p>Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p> <p>The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. In excess of £220m in grants distributed to business through the Covid grant schemes. These will close in March 2022.</p> <p>Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.</p> <p>Development Frameworks are due to be commissioned in January 2022, to set the vision and ambition for the City and District and to inform future funding rounds.</p> <p>Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction.</p>
Assurance Mechanisms	<p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>COVID-19 response reports into Gold / Silver / Bronze command structure</p>
Date Reviewed	20 January 2022
Actions / Controls under development	<p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021.</p> <p>Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22.</p> <p>Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer</p> <p>Economic Development - service reshaping and restructure progressing.</p> <p>ESIF Programme engagement</p> <p>Maximising opportunities to attract Government funding to support regeneration and economic development activity.</p> <p>Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full</p>

	<p>Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone.</p> <p>Development of Local Plan</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p> <p>Support for business post Brexit with the LEP</p> <p>Engagement in plans for Shared Prosperity funding in order to maximise future resources</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021.</p> <p>Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA.</p> <p>Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.</p>
Managed By	Angela Blake
Administered By	Gina Glot; Rachel Ward

Code & Title			SR 04 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'			<div>Likelihood</div> <div>Impact</div>	
					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		Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens and community groups Communities continue to believe that some sections are treated differently than others Disproportionate adverse impact on the district's most vulnerable communities					
Internal Controls		The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council’s Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging					

	<p>community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda – including police, youth service, RSLs etc.</p> <p>Council Wardens record issues that may lead to increased community tensions.</p> <p>Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.</p> <p>Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report.</p> <p>Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.</p> <p>The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.</p>
Assurance Mechanisms	<p>Ward Assessments provide an annual assessment of community tensions based on above.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed.</p> <p>A range of measures have been put in place to support communities and vulnerable people through the COVID 19 restrictions. These are coordinated through a district hub and reported through an Outbreak Board and the Health & Social Care Scrutiny Committee.</p> <p>An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Wellbeing Board and the Council's Corporate Overview & Scrutiny Committee.</p>
Date Reviewed	January 2022
Actions / Controls under development	<p>Working with partners the Council has launched a new hate crime strategy and a Roma strategy that identify pathways for reporting and seeks to build understanding.</p> <p>The Council has committed £500,000 recurring investment in stronger communities work and a larger staff team is being built to support work on cohesion and integration</p> <p>West Yorkshire Police share community tension monitoring report with relevant Council teams and officers</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives'.</p> <p>Following an extensive consultation process a set of 'Shared Values' have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect.</p> <p>An anti-rumour strategy has been developed to promote critical thinking skills.</p> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
Managed By	Ian Day
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 06 ENV Environment and Sustainability	Current Risk Matrix
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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.			<div><div>Likelihood</div><div><table><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr></table></div><div>Impact</div></div>	Green	Yellow	Red	Red	Green	Yellow	Red	Red	Green	Green	Yellow	Yellow
Green	Yellow	Red	Red														
Green	Yellow	Red	Red														
Green	Green	Yellow	Yellow														
				Likelihood	Impact												
Type of Risk	District	Yes	Category	Medium	Critical												
	Strategic	Yes	Risk Score	2	3												
	Operational	Yes	Total Score	6													
Potential Effect of Risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council’s credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities</p> <p>Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030)</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 77-135CM by 2100 and water stress / drought. At the higher end of these estimates there will be much disruption in the wider Yorkshire and Humber region as low lying settlements in the east become overwhelmed by water level rise affecting smaller towns along the Humber estuary. This is in addition to impacts in Lincolnshire and East Anglia as well as other low lying areas of the UK.</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 as part of Strategic Decarbonisation Action Plan.</p>																

Assurance Mechanisms	Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2038 target from a baseline in the 2019/20 financial year.
Date Reviewed	04 January 2022
Actions / Controls under development	Working on a strategy to take the councils carbon emissions from 2020 to 2038 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments. Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction. Development of logic model to prioritise interventions and investments.
Managed By	Ben Middleton
Administered By	Neil Morrison

Code & Title		SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix	
Description		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 uncertainty of future funding, and potential return to some austerity measures post Covid The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.			<div>Likelihood</div> <div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div>Impact</div></div>	
					Likelihood	Impact
Type of Risk		District	No	Category	Medium	Significant
		Strategic	Yes	Risk Score	2	2
		Operational	Yes	Total Score	4	
Potential Effect of Risk		Services run the risk of failing to deliver statutory / minimum standards Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect.				

	<p>Reduced effectiveness of Council Leadership</p> <p>The Council's budget & setting of Council Tax is challenged.</p> <p>The risk remains for future years though already being planned for through organisational review and new operating models workstream.</p> <p>Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.</p> <p>Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p>
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.</p> <p>Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</p> <p>Budget process fully integrated with the Authority's strategic service and value for money planning.</p> <p>Political engagement in place for budget process.</p> <p>Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20</p> <p>Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this</p> <p>Controls on procurement and workforce changes in place</p> <p>Meaningful budget consultation process in place</p> <p>Strict adherence to Reserves Policy.</p> <p>Project Appraisal Group established to scrutinise individual capital business cases.</p> <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> <p>Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding</p> <p>Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code</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>Implemented Finance for Non-Finance Managers training</p>
Assurance Mechanisms	<p>External Audit inspection of accounts and opinion</p> <p>Internal audit review of internal control mechanisms</p>
Date Reviewed	4 th Jan 2022
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>Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes.</p> <p>CIPFA Financial Resilience Index issued Dec 2020 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 08 INS Information Security	Current Risk
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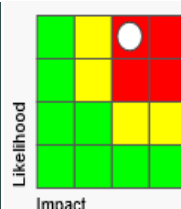
					Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols			<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Significant
	Strategic	Yes	Risk Score	2	2
	Operational	Yes	Total Score	4	
Potential Effect of Risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.				
Internal Controls	Designated SIRO (senior information risk owner) –Director of Finance & IT Assistant Directors/Directors assigned as Information Asset Owners. Cross departmental Information Assurance Group established and regular meetings scheduled Regular DPO / SIRO meetings scheduled to focus priorities Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors / Directors in meeting their IAO responsibilities. Regular reporting on performance information 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, Galaxkey in place for external emails and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place. Penetration Testing on any new system as part of the project implementation phase 24/7 Monitoring of traffic leaving and entering the Bradford Network. 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 Committee 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 New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30
Assurance Mechanisms	Regular Information Governance reporting to CMT and Governance & Audit Committee Engagement with Information Commissioners Officer with prompt reporting and liaison introduced Use of ICO helpline to assure processes and procedures
Date Reviewed	7 th January 2022
Actions / Controls under development	Updated mandatory elearning for all Council staff being developed and a new tracking process to ensure compliance Council wide. Restructure of Childrens will introduce IG team to focus on specific CS issues Information Governance SharePoint site now developed as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions. Part of two national Security initiatives one lead by NCC and one LGA. The Council is midway through the implementation of its multi factor authentication safeguards
Managed By	Chris Chapman
Administered By	Tracey Banfield / Dominic Barnes Browne

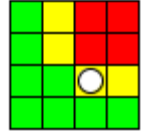
Code & Title		SR 12 ADC Adults Demographic Change			Current Risk Matrix	
Description		Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.			<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
					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	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, impacting on our ability to meet individual outcomes and legislative duties. Lengthening waiting lists for assessments and provision of care					

	<p>Increases in numbers requiring care</p> <p>Recruitment delays to bring in social workers and care workers</p> <p>CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</p>
Internal Controls	<p>Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention. All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response.</p> <p>DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism & Neuro Diversity, Continuous Health Care.</p> <p>The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:</p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></p> <p><i>Reviewed continuous improvement plans to embed the Departmental Performance Management Framework covering both performance, finance and practice. These plans will provide team managers with support to embed the consistent use of performance and finance monitoring and review across all areas within the department linking these to Council, service and team plans.</i></p> <p>The transformation and change plans have been cascaded through the department services/teams as part of a new refreshed comms and engagement strategy – this will ensure that all staff are clear on the pressures, goals and objectives for the department and their specific role in delivering these. They will also be reflected in our service plans and inform team and individual goals.</p> <p>Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services.</p> <p>A detailed learning and skills gap analysis has been undertaken, which has been used to develop a learning and development improvement plan for the next two financial years. The plan includes areas of development that will strengthen social work/care professional practice, management and programme skills and performance and Financial Management skills for individuals and managers.</p> <p>As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</p>
Assurance Mechanisms	<p>At FQP meetings a Performance and Finance report is presented which summarises progress to date. The meeting attendees include reps from Corporate Finance Team and HR. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Progress against Transformation work streams is reviewed at the monthly Transformation DMT which is attended by Corporate BHBL Programme Leads.</p> <p>Progress updates are also provided to the Corporate Programme Steering Group.</p> <p>Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.</p>

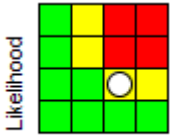
Date Reviewed	20.12.21
Actions / Controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.</p> <p>Review of population health management approach across the Health and Social Care System, which look at how data is currently being used to help design a system that allows us to proactively improvement our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business.</p> <p>Review of our continuous improvement and quality assurance frameworks to ensure that the department is prepared for the proposed changes outlined in the Government White paper, specifically around a new duty for the Care Quality Commission (CQC) to assess how local authorities are meeting their adult social care duties, and a new power for the Secretary of State to intervene where CQC considers a local authority to be failing to meet these duties.</p> <p>We are reviewing our workforce recruitment and retention approach to develop a programme of activity that ensures we can address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the “One Workforce” Programme and Bradford Teaching partnership.</p> <p>DMT have developed a draft CQC plan which sets out the key measures we will be putting in place to enhance and improve business processes, strategies and functions over the next 12 months in preparation for the assurance review. We are currently out to recruit additional staff to support the improvement activity. In addition to this, DMT is working with Corporate Finance and Council Leadership to review the Adult Social Care Saving targets. This work has examined our current funding levels for different cohorts, while also benchmarking our position with statistical neighbours.</p>
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title		SR 19 Shortage of staff within the external care market				Current Risk Matrix	
Description		Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision				<div><div>Likelihood</div><div>Impact</div></div>	
					Likelihood	Impact	
Type of Risk		District	No		Category	Very High	Critical
		Strategic	Yes		Risk Score	4	3
		Operational	Yes		Total Score	12	

Potential Effect of Risk	<p>Inability to secure care and support from external providers will lead to:</p> <p>Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home</p> <p>Delays from hospitals, creating additional pressure within the hospital – bed blockages</p> <p>Increase in waiting lists for support</p> <p>Safeguarding risks arising from care needs not being met</p> <p>LA not being able to meet its statutory duties leading to CQC challenge and potential judicial review – leading to potential financial penalties and reputational both financial and reputational damage.</p>	
Internal Controls	<p>Health and Social Care system has agreed One Workforce Programme to implement a consistent staff development programme across Bradford establishing links with local Colleges, University of Bradford, Independent providers and public sector organisations.</p> <p>One workforce website launched which acts a repository of training and other support measures to help providers recruit and retain staff.</p> <p>Working with the University of Bradford to ensure that Social Work and Occupational Therapy courses are aligned to the approach undertaken by Bradford Council, while also ensuring robust support measures are in place for new qualified staff.</p> <p>Using Skills House to support and coordinate recruitment for Health and Social Care System</p> <p>Coordinated approach to pool resources from students and potential individuals who have been laid off together with potential workers from sectors impacted by redundancies due to the end of the furlough scheme.</p> <p>Working with Skills for Care for care to develop and roll out training for new workers.</p>	
Assurance Mechanisms	CQC Inspections	
Date Reviewed	20.12.21	
Actions / Controls under development	<p>Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings</p> <p>Commissioned Skills for Care to develop a workforce Skills Strategy for Bradford Adult Social Care</p> <p>Discussions underway on how we coordinate recruitment and ongoing learning and development, and quality standards related activity for the independent sector on an ongoing basis.</p>	
Managed By	Jane Wood	
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	
			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	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 and Economic Recovery Plan are not delivered, impacting ability to fully realise the district's ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic. Funding bodies releasing new contracts in isolation. Underspend of current funding. Education capital developments not aligned with employer need.				
Internal Controls	Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1 st January 2022 to run until the end of 2023. This is in partnership with Leeds and Kirklees Councils. We continue to work collaboratively to explore funding opportunities arising from the Post-16 Skills and Education Bill and other sources. Reed in Partnership are delivering of the DWP JETS Programme in the North of England and are delivering this programme in the Bradford district. Maximus has commenced the Restart programme in the contract package area covering Bradford. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition. We are in strategic conversations with partners considering the imminent re-tender of the National Career Service for the Yorkshire and the Humber area. Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and Education and Skills Funding Agency (ESFA) classroom and Community Learning. Clearly the Omicron variant presents a number of challenges in this respect but we continue to manage these in line with experience of delivering in the context of the pandemic to date. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes. Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio. We have now established a Key Cities Skills Network with Bradford as the secretariat. A skills conference is being planned for 2022. Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. The Future Boost has launched to enable young people to access the full breadth of the support and developmental offer. This includes funding allocated by the Executive to support Youth and outreach work, sport and leisure activity, work experience for NEET young people and to enhance the IAG and transition support including a focus on transition support for young people with SEN. SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. Kickstart has been extended by the Government to March 2022.				
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.				

Date Reviewed	05-Jan-2022
Actions / Controls under development	<p>Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund from which we have successfully secured £0.5m for the District. Officers are working to inform future policy, principles and processes through DoDs and the WYCA Employment and Skills Committee commissioned review of the AEB implementation. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to develop the 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 which will reported strong results from their first cohort of A Level completers this Summer. 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 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 Skills House 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. The partnership has launched a new website to underpin this activity.</p> <p>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 Skills House 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>
Managed By	Phil Hunter
Administered By	Caroline Levene

Code & Title	SR 14 SND SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	

				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Services are not compliant with Short Breaks and Annual Review legislative requirements leading to a risk of Judicial Reviews The CYPs SEND needs may not be effectively met The Local Authority may not meet its statutory obligations Negative impact on Local Authority’s reputation with CYP/parents & schools SEND Inspection outcome is unfavourable resulting in external intervention				
Internal Controls	<p>SEND Services have been operational throughout the Covid-19 period. Weekly SEND Partnership meetings have taken place between key partners: LA, CCG and Parents Forum to ensure that priority work has progressed in relation to the SEND Reforms. SEND Workstreams and SEND Strategic Partnership Board have been operating virtually from August 2020. Monthly SEND Inspection preparation meetings with Health colleagues are continuing to address any barriers to progress. Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email and WhatsApp contacts and weekly Local Offer communications. Face to face listening events have been disrupted by the COVID-19 pandemic, these are now held virtually. Individual Focus Groups are being held with parent/carer groups to feedback on specific topics such as SEND Outcomes, Local Offer, Pfa audit and Short Breaks.</p> <p>EHC compliance has seen an increasing trend since March 2020 and is currently 80% (year to date), which is above the national and regional average. An increasing number of plans are being quality assured via a multi-agency QA group. A Quality Assurance framework is under development</p> <p>The SEND Assessment Team has prioritised its focus of Annual Reviews on CYP in transition years. There is the need for significant improvement regarding the timeliness of responses to Annual Reviews and the quality of EHCPs. An Annual Review Recovery Plan has been developed with the aim of ensuring that the decisions and amendments are made within the statutory time limits.</p> <p>Development work on the Local Offer content and accessibility has taken place throughout the Covid-19 period in partnership with parents/carers and Health colleagues. The Local Offer website is well used, the number of website users and page views shows an upward trend each year. The latest Local Offer Annual Report can be found on the Local Offer. In December 2020, a successful peer review was undertaken and the findings have been published on the Local Offer.</p> <p>The Local Area SEF has been reviewed and revised, taking on board regional good practice and learning from previous inspections. Data from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board.</p> <p>A Local area improvement plan has been developed with key partners based on the SEF and workstream action plans have being aligned.</p> <p>The Council for Disabled Children (CDC) supported the Local Area to expedite progress on Joint Commissioning and Coproduction, which has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people’s (CYP) outcomes framework. Further consultation with CYP and parents/carers was approved by the DfE and this work is to help Bradford embed the children and young people’s outcomes framework.</p> <p>The LA has worked with the Yorkshire and Humber Pfa (Preparation for Adulthood lead) from August 2020 and an audit of Pfa work has been undertaken. The good practice identified, has informed the Improvement Plan. Capacity for Supported Internships has been increased through partnership working with MENCAP. Development of SEND Data Dashboard which collates SEND data from all services into a central programme has continued to develop and has been recognised by the DfE and CDC as good practice. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Ongoing work on the quality of data within the Capita System is supporting more accurate and wider reporting capability. The Capita Portal has been purchased to enhance the work of the SEN Assessment Team and to replace an unsupported Access database.</p> <p>The SEND Transformation and Compliance Manager and Strategic Manager Integrated Assessment & Psychology attend monthly Regional SEND meetings with regional LAs, DfE and NHSE where good practice is shared.</p> <p>A new Joint Commissioning Strategy 2020-2023 has been coproduced with partners, including parents, carers and CYP, taking on board recommendations from the CDC work.</p>				

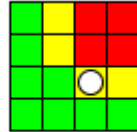
	The SEND Data Dashboard which collates SEND data from all services into a central programme is in place and improves the quality of SEND reporting. The SEND Portal was successfully launched on the 14.09.2012 and school and professional are able to use this to request EHC needs assessment. The SEND Portal will be further developed to enable school to upload annual review paperwork
Assurance Mechanisms	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams. Quarterly progress review meetings are held with the DfE and NHSE.
Date Reviewed	07-Jan-2022
Actions / Controls under development	Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. Development of a Health Data Dashboard to feed into LA dashboard. Coproduction and engagement plan across the Local Area. Joint Commissioning Strategy 2020. Continue to develop the multi-agency quality assurance work
Managed By	Marium Haque
Administered By	Caroline Levene

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			<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><d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	<p>agencies, Ofsted and DFE and has been reported on in the Improvement Board. The plan is easier to access with clearly identified leads and allows managers to focus on performance and outcomes. There is some progress being made evidenced through the improvement plan and vital signs reports. Children's Social Care continued to deliver their core business, working alongside partner agencies but more work has yet to be undertaken to improve the relationships. Self-evaluation tools for front line services reflect current status of practice which is driving improvement, this is alongside the improvement being made through the key projects. All of this work is within the refreshed Children's Improvement Plan which shows increased pace in the work required. Children's services have identified and are dealing with some legacy work which identified poor practice and have notified Senior managers and Ofsted where appropriate. A Serious Case Review will be published in January 2022 which will result in some publicity. This is likely to impact on the reputation of the authority and the morale of staff who are working hard in already difficult circumstances.</p> <p>External Audit. We have commissioned to review assessments closed with no further action to assure ourselves that decision making is appropriate and robust.</p> <p>Ofsted: The DCS and Senior managers have set a more positive tone in engagement with partners and Regulators making open frank discussions more positive. This will allow us to reset the professional relationship with partners. The Children's Social Care leadership and management has changed due to personnel changes structure continues to embed a high focus on compliance and quality of practice. New members of the team have experience in service delivery and service improvement.</p> <p>Recruitment Micro site: Steps have been put in place to speed up the pace of improvement including a recruitment drive for more social workers, better and more focused training, and a revised outcomes improvement plan that focuses on key outcomes to be delivered in the next 3-6 months.</p> <p>Improved use of vital signs and performance data: Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted reported that 'Senior managers have implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators.</p>
Assurance Mechanisms	Future Ofsted Inspections Independent auditing of casework
Date Reviewed	01-01-2022
Actions / Controls under development	Plan Inspection Timetable
Managed By	Marium Haque
Administered By	Caroline Levene

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.				<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>	
					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	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. There have been no externally set and marked examinations since 2019. Students not being in school during the pandemic is likely to have not improved these outcomes since then.				
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.				
Date Reviewed	Dec 2021				
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 Improved targeting of DfE Targeted School Improvement Grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment.				
Managed By	Sue Lowndes				
Administered By	Caroline Levene				

Code & Title	SR20 Elective Home Education				Current Risk Matrix
Description	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, other pupils have been removed from school rolls so the number consistently remains above 700.				<div> <div>Likelihood</div>  <div>Impact</div> </div>
				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	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September 2020 have previous children's social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable.
Internal Controls	Funding was secured for a temporary 12 month increase in staffing from June 2021, with two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This has been extremely proactive, with increased and faster informal enquiries. There are still at least 3 Education Safeguarding Officers who are spending up to half of their time on EHE cases. The increased funding has allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear. Where there are other services involved, eg SEN or Social Worker, then the team work closely to understand the home education and act if it appears a child is not receiving suitable home education.
Assurance Mechanisms	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children's Social Care for neglect of education.
Date Reviewed	7 th Jan 2022
Actions / Controls under development	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated.
Managed By	Sue Lowndes
Administered By	Kate Hopton

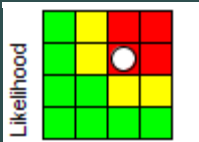
Code & Title		SR 17 CSI Children Safeguarding Incident			Current Risk Matrix	
Description		A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. 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.			<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><di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Internal Controls	Revised Outcomes Improvement Action Plan has a focus on the quality of Social Care practice. Monthly audits take place including themed audits and shared with senior leaders. Heads of Service and Service Managers are clear about the protocols of escalating significant incidents. New proforma for Serious Incident Notifications is in place requiring Heads of Service and Deputy Director oversight. Additional permanent Practice Supervisor roles have been created in all case-holding teams to support the manager in the coaching and mentoring of staff, quality assurance etc. Additional unqualified staff and BSOs have been appointed in order to free up social workers.
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	8 October 2021
Actions / Controls under development	A CSE Action Plan is being shared with partners. Our Outcomes Improvement Action Plan is being shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes.
Managed By	Marium Haque
Administered By	Caroline Levene

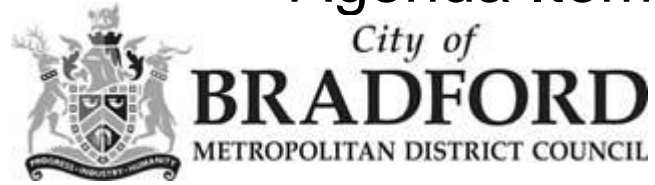
Code & Title		SR 18 COV Covid Multiple Outbreaks			Current Risk Matrix	
Description		COVID-19 infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios			<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>	
					Likelihood	Impact
Type of Risk	District	Yes		Category	Very high	
	Strategic	Yes		Risk Score	4	
	Operational	Yes		Total Score	16	
Potential Effect of Risk		Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion				

Internal Controls	<p>COVID-19 Outbreak Control Plan written, exercised and published online. The plan includes Joint Working Agreements for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board.</p> <p>Robust testing, tracing and support to self-isolate processes including local contact tracing service.</p> <p>Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.</p> <p>Support in place for people who need to shield/ self-isolate.</p> <p>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> <p>Home testing kits, been delivered door to door in areas of highest infection and enduring COVID 19 prevalence.</p> <p>Have commissioned community anchor organisations from CABAD, REN, Bevan House, Youth work and neighbourhood wardens to deliver work on engagement, education, access to testing and support to isolate.</p> <p>Programme of communications work underway.</p> <p>Robust health intelligence report produced weekly.</p> <p>Robust programme management processes being implemented ensuring 7 keys reporting from work streams weekly.</p> <p>Bradford District COVID-19 Control Team in place, with a SPOC, actively managing outbreaks in partnership with Public Health England.</p> <p>Support businesses to adapt and open safely.</p> <p>Weekly updates including information and advice for schools.</p> <p>Support to University of Bradford to develop their COVID 19 outbreak control plan</p> <p>Testing strategy in place.</p> <p>Programme of enhanced community interventions in response to rising Delta Variants of Concern COVID-19 cases within the district starting in June 2021.</p>
Assurance Mechanisms	On-going monitoring of COVID-19 cases, admissions and deaths in the District
Date Reviewed	7 th Jan 2022
Actions / Controls under development	<p>CBMDC staff encouraged and supported to WFH where possible</p> <p>Work underway to understand how to improve the numbers of residents self-isolating when required to</p> <p>Reinforce activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME</p> <p>Regular testing of key workers across the District</p> <p>Promotion of twice weekly Lateral Flow Device testing for all residents across the District.</p> <p>Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities.</p> <p>Continue existing work with partners on health inequalities, prevention and health improvement.</p>
Managed By	Sarah Muckle
Administered By	Imran Rathore

Code & Title	SR 21 Terrorist Incident	Current Risk Matrix
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Description	Requirement to implement new Protect Duty Legislation with National terrorist incident threat level is at Severe and Strategic Security is a concern			 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	Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations The Council is unable to respond effectively to a major incident and 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. Business-critical systems are impacted				
Internal Controls	The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole. The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review. Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover security of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. The Council has responded to the Protect Duty Consultation 2021 and participating in the National Resilience consultation. The Council in partnership with West Yorkshire Police have a Contest Board for Prepare and Protect and have a Prevent Action Plan 2020-2022 with the Safer Partnership. The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks quarterly at regional level with the West Yorkshire Resilience Forum. The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO				
Assurance Mechanisms	Security policy statement and security strategy and organisational security framework.				
Date Reviewed	7 th January 2021				
Actions / Controls under development	The Council is developing a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. Protect Duty - The Council is part of a North East of England pilot to develop organisational and Bradford District readiness for forthcoming Protect Duty legislation including Partner and stakeholder engagement ACT and SCaN Training is being rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement. Security induction training is being reviewed, Information Assurance training is mandatory for all staff.				

	The Council is developing and implementing security minded communications on its website and media outlets. Training and testing the security framework, plans and readiness..
Managed By	Joanne Hyde
Administered By	Gina Glott



Report of the Strategic Director Corporate Resources to the meeting of the Corporate Overview & Scrutiny Committee to be held on 10 February 2022

AA

Subject:

Universal Credit

Summary statement:

The scope of Universal Credit has been gradually expanded since it was first introduced, with different household types falling within its scope over time. In the Bradford District, there are now more households in receipt of Universal Credit than the benefits it has replaced.

The DWP forecast that the roll-out of Universal Credit for working-age claimants, nationally, will be completed by March 2025.

This report examines the progress of, and future plans for, the roll out of Universal Credit, the impact of Covid 19, and the arrangements in place to support residents.

EQUALITY & DIVERSITY:

There are no Equality and Diversity issues for the Council arising from the implementation of Universal Credit as a national Government scheme; however, any national policy decisions about Universal Credit impact on the residents of Bradford district hugely.

The provision of support to low-income households detailed in this report, including the Council Tax Reduction scheme, supports the Councils equality duty to support low-income households.

Joanne Hyde
Strategic Director, Corporate Resources

Portfolio:

Leader of Council

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

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. The scope of Universal Credit has been gradually expanded since it was first introduced, with different household types falling within its scope over time. In the Bradford District, there are now more households in receipt of Universal Credit than the benefits it has replaced.
- 1.2. The DWP forecast that the roll-out of Universal Credit for working-age claimants, nationally, will be completed by March 2025.
- 1.3. This report examines the progress of, and future plans for, the roll out of Universal Credit, the impact of Covid 19, and the arrangements in place to support residents.

2. BACKGROUND

- 2.1. Universal Credit (UC) for working-age claimants has gradually been introduced across the Bradford District since November 2015 (pension-age claimants do not currently fall within the scope of UC). The benefits and tax credits being replaced by Universal Credit, often referred to as “legacy benefits”, are;
 - Income-based Jobseekers Allowance
 - Income-based Employment and Support Allowance
 - Income Support
 - Working Tax Credit
 - Child Tax Credit
 - Housing Benefit
- 2.2. Eligibility to claim UC has gradually expanded since it was first introduced, so that it now includes all working-age benefit claimants, with the exception of those living in Supported Exempt Accommodation. Those still in receipt of legacy benefits continue to claim them unless they have a change of circumstances that either requires them to claim UC, a process known as Natural Migration, or it moves them out of entitlement; for example, taking up employment.
- 2.3. Prior to 2019, a number of different arrangements were in place to help claimants prepare and make a claim for Universal Credit; delivered primarily by Customer Services, and by Citizens Advice and Incommunities on behalf of the Council. From 1 April 2019, Citizens Advice has been contracted by Government to provide support through a national support service – Help to Claim.
- 2.4. Local, and national, arrangements are also in place to help the most vulnerable to adapt and cope with the requirements of UC and the way payments are made, such as; increasing financial and digital literacy and capability, increasing UC payment flexibility, and delivering work experience and work training programmes.
- 2.5. The pandemic has had a significant impact on residents and businesses across the district, leading to a reduction in incomes for many households; resulting in a significant increase in the number of claims for UC. To mitigate the impact on low income households, the government increased the standard allowance in Universal Credit and the basic element in Working Tax Credit by £20 per week, on top of planned annual uprating, from April 2020.

- 2.6. The Government will eventually move any remaining claimants still in receipt of legacy benefits to UC through a process known as Managed Migration. The timing and manner in which Managed Migration is to be implemented is dependent upon the outcome of pilot arrangements to test the approach. The Government is required to pilot 10,000 cases before it rolls out Managed Migration nationally.
- 2.7. This report considers progress on the roll-out of Universal Credit, the impact that Covid-19 has had on residents, and the additional support available to them.

3. OTHER CONSIDERATIONS

Progress of Universal Credit Roll-out

- 3.1. The number of households across the Bradford District claiming UC increased significantly during the pandemic, from 44,660 in April 2020 to a peak of 64,516 in May 2021; an increase of just over 44%. This growth has been driven by the impact of the pandemic on household incomes (unemployment, the uptake of the furlough scheme or reduced working hours) and existing benefit claimants making a change that requires them to migrate to UC.
- 3.2. There will be some reduction in the number of claimants as the economy recovers and household incomes improve and takes them out of entitlement, but will not reduce to pre-pandemic levels. Those that have migrated to UC from other benefits, or new claimants, will continue to claim UC. The increase in claimant numbers through migration from other benefits and for new claims was expected, but the rate of increase accelerated during the pandemic. The number currently in receipt of UC (November 2021) stands at 63,481.
- 3.3. It should be noted that not all of those in receipt of UC are out of work, and some are not currently required to look for work, for example because they have a very young child. Of the 63,481 currently in receipt of UC, 19,775 are in work and 43,706 are not in work. Table 1, below, provides a breakdown of the work status of UC Claimants by Job Centre

November 2021	Keighley	Eastbrook Court	Westfield House	Total
Preparing for work	457	1350	843	2650
Planning for work	172	754	572	1498
Working (no requirements)	1808	5015	2823	9646
Working (with requirements)	1666	4956	3507	10129
No work requirements	2385	7588	4884	14857
Searching for work	3069	11930	9702	24701
Total	9557	31593	22331	63481

Table 1

- 3.4. The number of UC claimants now exceeds the number of those still claiming legacy benefits. Table 1 in Appendix 1 shows the UC and legacy benefit claimant counts, and the provision of help with housing costs, by Parliamentary Constituency as at August 2021. This information is provided for interest only; the differences between constituencies are not meaningful. Around 67% of benefit claimants now receive

help with their housing costs through UC – the impact of this on Housing Benefit administration is discussed at 3.24.

- 3.5. Under UC a broader span of claimants is required to look for work than under Jobseeker's Allowance. At November 2021 there were 26,150 people across the district claiming UC principally for the reason of being unemployed and it this figure that is typically quoted as the Claimant Count Unemployment figure for the district. The figure includes those still claiming the legacy Job Seekers Allowance benefit and those claiming the unemployment-related element of UC. In some cases, claimants are not unemployed but are eligible because of low wages and hours. This is increasingly so as more people are moved onto UC and because of recent changes to UC eligibility as part of the COVID-19 response.
- 3.6. 26,150 people equates to 7.9% of the working-age population (those aged 16-64). The Bradford District unemployment-related claimant count rate is the highest in West Yorkshire and significantly above the rate for the Yorkshire and the Humber (4.9%) and for Great Britain (4.6%). In terms of all local authorities in the UK, Bradford has the 8th highest rate in the country. In terms of city local authorities - the 3rd highest after Birmingham and Wolverhampton.
- 3.7. The unemployment-related claimant count rose by 15,100 between March 2020 and March 2021. This represented an 88% increase compared to a Great Britain increase of 90%. Since peaking in March 2021, the claimant count has fallen by 6,040. Table 2 below shows the claimant count throughout 2020 and 2021.

Date	Bradford	Bradford	Great Britain
	Count	(%)	(%)
March 2020	17,090	5.1	3.0
May 2020	29,865	9.0	6.4
July 2020	30,425	9.1	6.3
September 2020	31,015	9.3	6.4
November 2020	30,810	9.3	6.3
January 2021	30,890	9.3	6.2
March 2021	32,190	9.7	6.4
May 2021	30,480	9.2	5.9
July 2021	29,130	8.8	5.4
September 2021	27,165	8.2	4.9
October 2021	26,600	8.0	4.7
November 2021	26,150	7.9	4.6

Table 2

- 3.8. The 18-24 years old claimant count rate at November 2021 was particularly high at 10.7%. It was 7.8% in March 2020 and reached a peak of 15.0% in March 2021. In terms of all local authorities in the UK, Bradford District has the 3rd highest 18-24 years old claimant count rate in the UK. In terms of cities - the 2nd highest after Wolverhampton.

Changes to UC

- 3.9. The £20 uplift that Government introduced from April 2020 to help low-income households during the pandemic was removed in October 2021. This represents an overall reduction in UC support for low-income households of around £1.2m per week for the Bradford District.
- 3.10. The Government has subsequently made changes to the UC earnings taper and the work allowances to allow households to keep more of what they earn:
- The taper is a reduction in UC based on an individual's earned income. The taper rate sets the amount of benefits a claimant loses for each pound they earn. The Government has reduced the earnings taper from 63% to 55%, with effect from 24 November 2021, so that working households will keep more of every pound they earn
 - The Work Allowances – the amount that households with children or a household member with limited capability for work can earn before their Universal Credit award begins to be reduced – has been increased by £500 a year
- 3.11. If a claimant earns more than enough to take their UC entitlement to £0 in an assessment period, any amount over a certain threshold (surplus earnings threshold) is counted as earnings in the next assessment period. The surplus earnings threshold has been temporarily increased to £2,500 until April 2023, after which it will revert back to £300.

Managed Migration

- 3.12. At some point, the Government will move any remaining claimants still in receipt of legacy benefits to UC, a process known as Managed Migration. Those that are moved to UC through this process will receive protection, subject to any benefit cap that applies. When and how this process will be undertaken is not yet known.
- 3.13. The Government is required to pilot 10,000 cases before it rolls out Managed Migration nationally. A pilot scheme was running in Harrogate but was suspended in March 2020 due to Covid-19. During the live pilot only a handful of cases were migrated to UC. The Government has confirmed that the Harrogate pilot will not be restarted, but is silent on any further pilot arrangements.
- 3.14. The Government has committed to complete the roll-out of UC nationally by March 2025. In the 27 October 2021 Budget, the Government committed £504 million resource and £54 million capital funding to complete the rollout.
- 3.15. The Government has also identified £113 million to support new claimants in making a claim for UC through the Future Support Offer. This funding is for an organisation or organisations to support people who need support to make a new claim for UC, and to maintain their new UC claim up until their first full correct payment. They will also be required to identify claimants with wider issues such as debt, housing etc. and refer them to appropriate support. The support will be provided through accessible telephony and digital channels, including webchat, and will run from 1 April 2022 to 31 March 2023. It is not yet known which organisation or organisations have been successful in their bid(s) to provide this support.

- 3.16. This new service will replace the current Help to Claim service provided through Citizens Advice. The Council has a close working relationship with Citizens Advice to support residents. Customer Services have supported UC claimants directly by providing access to PC's and, where safe and appropriate, assisted people to claim, maintain and access their UC journal. Access to free phones has also been provided so that customers can contact DWP.
- 3.17. The Council is also working in partnership with CAB and has set up a remote access device so that customer/clients can be referred for support with a number of services offered by Citizens Advice via zoom, from the Customer Service Centre; this service is about to be expanded to include Keighley.

Other Matters

Support for Claimants

- 3.18. The Council Tax Reduction (CTR) scheme provides means tested support by way of a reduction in the amount of council tax payable by low income households. The number CTR claimants has increased significantly since the start of the pandemic. In March 2020, there were 27,522; by March 2021 this had increased to 32,281. The number of claimants has started to reduce since then, but there were still 31,305 CTR claimants as at the end of October 2021; around 3,800 more than at the start of the pandemic.
- 3.19. The Government has provided funding to support working-age households in receipt of CTR in 2021/22. This funding provides a pro rata reduction in a claimant's liability of up to £100 for the year. It is forecast that there will be £4m less to collect from low income households in 2021/22.
- 3.20. Discretionary Housing Payment (DHP) continues to provide those in most need with help with their housing costs. The policy aims in regard to awarding a DHP haven't changed with the introduction of UC. However, greater flexibility, both in value of awards and the periods of awards, is being used to help UC claimants with rent arrears because of the length of time it takes for them to receive their first payment. By the end of October 2021, 715 UC claimants have received support.
- 3.21. As previously reported, the Council meets the cost of the Fuel Payments Scheme, run in conjunction with participating debt advice services. The scheme provides financial assistance in the form of Fuel Top Ups for those people who have a fuel meter up to a maximum of £80 per year, one off contributions of up to £300 towards fuel arrears, and payment of the £90 Debt Relief Order administration fee for suitable cases.
- 3.22. The Assisted Purchase Scheme provided an interest free loan (328 by the end of October 2021) to help applicants obtain essential furniture or white goods, both new and pre used items. The amount loaned is based on the applicant's ability to make repayments which are of a nominal weekly or monthly amount. Participating partners include Newlands, British Heart Foundation, CHAS and Sue Ryder. From November 2021, the scheme was changed to a grant scheme so that eligible residents no

longer have to pay for these essential items. The cost of the scheme is met through use of the Government's Household Support Funding.

- 3.23. The Council has received multiple amounts of funding from the Government to assist people with financial pressures due to Covid – and latterly the Household Support Fund with pressures through winter 2021/22. There have been various stipulations on who the funding could be allocated to and for what purpose – in broad terms it has been for householders with or without children, and was to be used for the purposes of paying for food, fuel, and some essential items. This includes;
- Helping 13,500 families through the school summer holidays with a contribution of £75 per school aged child towards the cost of meals in the form of food vouchers
 - Distributing £500,000 to families with school aged children for the October half term break in food vouchers
 - 46,000 households in receipt of Council Tax Reduction have received the first half of a £50 payment to help with winter fuel bills. The 2nd half of the payment is due to go in early February

Help with housing costs

- 3.24. Anyone of working age, with the exception of those living in supported accommodation (3.28), making a new a new claim for help with housing costs must claim UC. Housing Benefit is now only payable to those that have an existing claim, people living in supported accommodation and pension-age claimants.
- 3.25. The working-age housing benefit caseload has reduced as claimants have had a change of circumstances that either requires them to claim UC (a process known as Natural Migration) or took them out of entitlement, for example, because they took up employment. When UC was first introduced in November 2015, there were just over 30,000 working-age housing benefit claimants, the working-age caseload as at the end of December was 13,270.
- 3.26. The number of households that have a benefit cap applied to their Housing Benefit has also continued to reduce, so that there are now just 194 compared to around 750 at this time in 2019. When the remaining capped cases do move to UC, the cap will be applied in full (not just to the housing cost element) and will see a consequent reduction in their income.
- 3.27. From January 2021, benefit claimants in receipt of the Severe Disability Premium (SDP) can move to UC. The SDP is not a benefit in itself, but rather a premium that exists within other benefits. As at November 2021, there were 303 claimants with a SDP in receipt of Housing Benefit. Those that move to UC from legacy benefits receive transitional protection for the loss of SDP. However, it should be noted that those who receive a SDP only within their Housing Benefit and those claiming benefits for the first time are not eligible for the transitional element.
- 3.28. Many working-age residents in supported accommodation are in the now unique position of having to claim both UC and Housing Benefit. Supported accommodation can be best be described as any housing scheme where housing, support and sometimes care services are provided to help people to live as independently as possible in the community. There are, as at November 2021, around 1,925 working-

age claimants living in supported accommodation across the district: this is a significant increase on 1,300 reported last year.

- 3.29. The Government has yet to make a decision on how help with housing costs will be provided for working-age residents in supported accommodation once Housing Benefit has been phased out.
- 3.30. Currently, the local authority receives subsidy from the DWP towards the cost of Housing Benefit that is paid. Normally this subsidy is 100% of the amount paid but in supported accommodation this subsidy can be less; and any shortfall has to be met by the local authority.
- 3.31. If the landlord is a registered social landlord, the amount of subsidy received is 100% of the benefit award. However, in cases where the landlord is a registered charity or a not for profit organisation the local authority must refer the rent to the Rent Officer. We can receive 100% subsidy up to the Rent Officers valuation but any Housing Benefit paid above that valuation will receive no subsidy or if the claimant falls into a protected group, only partial subsidy. Legislation does not permit us to simply restrict payments at the Rent Officers valuation.
- 3.32. In 2020/21 unsubsidised Housing Benefit for the supported housing sector amounted to £677,085. The amount for financial year 2021/22 at November 2020 was £506,295, and is forecast to be £893,000* by the end of the year. This shortfall has to be met from Council budget. *The 2021/22 forecast includes a one-off backdated cost related to the reclassification of some tenancies as Supported Accommodation.
- 3.33. There is a risk that, if the sector continues to expand at the present rate and the expansion is by providers who are not registered social landlords, the cost to the Council will increase. Where the Council are commissioning services it should, where possible, be with a registered provider in order to mitigate financial loss through unsubsidised Housing Benefit.

Pension-age Housing Benefit claimants

- 3.34. Currently, pension-age claimants cannot claim UC and continue to claim Housing Benefit to help with their housing costs. The Government has announced plans to create a new housing element of Pension Credit, replacing pensioner Housing Benefit. As at the end of December 2021, there were 8,240 pension-age Housing Benefit claimants.
- 3.35. This change is intended to take effect in 2025, to align with the full rollout of working-age Housing Benefit into UC; but the expected time frame in which they plan to fully migrate all pension-age Housing Benefit claimants to UC is not yet known.
- 3.36. When the migration of claimants to the new housing element of Pension Credit has been completed, the Council, with the possible exception in the case of those in supported accommodation, will no longer be responsible for the administration of Housing Benefit. The Government has, so far, been silent about what, and when, arrangements will be put into place to help those in supported accommodation with their housing costs.

Impact on Staffing Resource

- 3.37. The reduction in the working-age Housing Benefit caseload has led to a consequent reduction the number of staff required to process Housing Benefit applications and changes. This reduced resource requirement has been largely off-set by the increase in the number of CTR claimants – changes to UC entitlement are provided to the Council from the DWP as they may also affect CTR entitlement. However, as the economy recovers, the number of CTR claimants would be expected to reduce to pre pandemic levels.
- 3.38. Managing to balance the number of staff required to manage current workloads against a known future of a reduction in requirement is difficult; particularly against a backdrop of the impact and uncertainty of the pandemic. The service has entered into a contract to provide on-demand processing support so that sufficient resource, as and when the need arises, will be available to meet workloads.
- 3.39. In addition to the work associated with the increase in CTR claimants, Benefit Officers have also been re-deployed to administer the Track and Trace Support Payment scheme, which provides £500 to eligible people required to isolate. The scheme is currently set to close on 31/3/22. The on-demand processing arrangement has proved useful, and has been used to cover the work of those Benefit Officers that have been re-deployed to administer the Track and Trace Support Payment scheme.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The working age housing benefit caseload will continue to reduce so that by March 2025 (the latest Government projection) all working-age claimants will have migrated to UC – with the possible exception of those living in supported accommodation. The administration of Housing Benefit for pension-age claimants will continue until March 2025, at which point it is the Government's intention to replace pensioner housing benefit with a new housing element of Pension Credit. The reduction in caseload has impacted, and will continue to impact, on both the level of resource required to administer housing benefit, and the amount of administration funding paid by Government.
- 4.2. The number of CTR claims increased significantly during 2020, and remains at a level significantly higher than before the start of the pandemic. This has required additional resource to process and maintain existing claims. The need for this resource will reduce as the economy recovers and reliance on UC by low-income families reduces. It should be noted that the increase in CTR claims does not correlate directly to the increase in UC claims. Households with a reduction in income, perhaps because they are furloughed, may become eligible for CTR but are not required to claim UC, and conversely, a household maybe required to claim UC but are not eligible for CTR.
- 4.3. To date, the working-age Housing Benefit caseload has reduced from around 30,000, when UC was first introduced, to 13,700 in November 2021. Housing Benefit

administration has likewise reduced over this period. The Council received £2,070,035 of administration funding in 2017/18, and had fallen to £1,593,296 received for 2021/22. This includes funding for pension-age claimants.

- 4.4. The full, longer-term implications for staffing are not yet known; as these become clearer and better understood, consultation will take place with trade unions and affected staff.
- 4.5. The 2021/22 forecast of £893k for unsubsidised benefit for supported housing includes a one-off backdated cost, estimated to be around £180k, which is related to the reclassification of some tenancies as Supported Accommodation. This reclassification will add around £60k annually to the amount of unsubsidised benefit in future years. In addition, the growth in the number of supported accommodation places presents a risk resulting in increased budget pressure. This should be kept under review during 2021/22.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. The reduction in Housing Benefit administration requirement has been met through vacancy control; and will continue to be the case until such time as all working-age claimants have been migrated to UC. The extension of the timeline for the roll-out of UC to March 2025 is likely to provide sufficient time to fully manage the reduction in staffing requirement through vacancy control.
- 5.2. The Council will consider the impact on resources once the process and timeline for the migration of pension-age Housing Benefit claimants has been established, and to what extent vacancy control, re-deployment and the use of temporary, external providers, can manage the further reduction in staffing requirement from 2025.
- 5.3. The Trade Unions will be consulted on any proposed changes to staffing should vacancy control prove insufficient.

6. LEGAL APPRAISAL

- 6.1. The primary legislation enabling the introduction of Universal Credit is contained in the Welfare Reform Act 2012.
- 6.2. The Council can provide financial support for certain housing costs. The legislation enabling the payment of Discretionary Housing Payments by the Council is contained in the Discretionary Financial Assistance Regulations 2001.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.3 COMMUNITY SAFETY IMPLICATIONS

None

7.4 HUMAN RIGHTS ACT

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

7.5 TRADE UNION

The Revenues and Benefits Service made changes to the staffing structure in 2019; including changes made within Benefits administration reflect the impact of Universal Credit on current and expected future workloads. This process complied with Bradford Council's policies and procedures on Trade Union consultation and workforce change. The trade unions will continue to be kept up to date and will be consulted on any further proposed changes to staffing.

7.6 WARD IMPLICATIONS

None

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

N/A

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Households currently in receipt of Housing Benefit and subject to the benefit cap are likely to be worse off financially when they move to UC. These are, generally, households with children.

Although not linked directly to the rollout of UC, children have benefitted from Council support for low-income households and from targeted Government funding as set out in 3.18-23 in this report.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee notes the progress being made in the roll-out of Universal Credit in the District

11. APPENDICES

- Appendix 1: Benefit Uptake by Parliamentary Constituency

12. BACKGROUND DOCUMENTS

- CO&SC Report, Universal Credit, 18 March 2021
- CO&SC Report, Universal Credit, 12 March 2020
- Autumn Budget and Spending Review 2021. ISBN 978-1-5286-2957-7
- Constituency Data: Universal Credit rollout, House of Commons Library, 16 November 2021. <https://commonslibrary.parliament.uk/constituency-data-universal-credit-roll-out/>

Benefit Uptake by Parliamentary Constituency

The latest publicly available figures from DWP relate to the progress of the roll-out of UC, and provision of help with housing costs, as at August 2021. This information is provided for interest only; the differences between constituencies are not meaningful.

		Total	Housing Costs
Bradford East	UC	14850	7671
	Legacy	10612	3589
	%UC	58%	68%
Bradford South	UC	11618	6246
	Legacy	8434	3194
	%UC	58%	66%
Bradford West	UC	15314	7179
	Legacy	11600	3440
	%UC	57%	68%
Keighley	UC	6802	3780
	Legacy	5242	1827
	%UC	56%	67%
Shipley	UC	5449	2966
	Legacy	3651	1545
	%UC	60%	66%
District Totals	UC	39183	20171
	Legacy	28927	10006
	Total	68110	30177
	%UC	58%	67%

Table 1

*Note: components may not sum to totals due to disclosure control in the source data. Data on People on UC are published between two and four months ahead of Households on UC

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Report of the Strategic Director Corporate Resources to the meeting of the Corporate Overview & Scrutiny Committee to be held on 10 February 2022

AB

Subject:

Council Tax Collection

Summary statement:

The majority of those liable for Council Tax do pay as billed, but some do seek to avoid paying and more formal collection and recovery action needs to be taken in these cases.

Actions taken to collect Council Tax are not intended to create undue financial hardship, and the Council seeks to support those in most need. Collecting from low income households, while at the same time supporting the most financially vulnerable, has always been challenging.

This report examines performance in, and challenges for, Council Tax collection.

EQUALITY & DIVERSITY:

The Council Tax Reduction scheme provides for a reduction in Council Tax for bill payers on a low income or low wage, and supports the Councils equality duty to support low-income households

Joanne Hyde
Strategic Director, Corporate Resources

Portfolio:

Leader of Council

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. The majority of those liable for Council Tax do pay as billed, but some do seek to avoid paying and more formal collection and recovery action needs to be taken in these cases.
- 1.2. Actions taken to collect Council Tax are not intended to create undue financial hardship, and the Council seeks to support those in most need. Collecting from low income households, while at the same time supporting the most financially vulnerable, has always been challenging.
- 1.3. This report examines performance in, and the challenges for, Council Tax collection.

2. BACKGROUND

- 2.1. Council Tax is raised on an annual basis, following the budget setting process, for all households in the Bradford District. It is then collected over the course of the financial year, with council tax payers offered a range of payment options and ways in which to pay.
- 2.2. The majority of those liable for Council Tax do pay as billed, but collecting from low income households, while at the same time supporting the most financially vulnerable, has always been challenging.
- 2.3. The Council Tax Reduction scheme helps low-income working-age households by providing means tested support. The scheme for pension-age claimants is a nationally prescribed scheme and cannot be amended by the council.
- 2.4. Council Tax Premium charges were first introduced by Housing in 2013 to encourage owners of homes that were unoccupied and substantially unfurnished, for at least two years, to bring them back into occupation. The amount of the premium charge that is applied, that is the amount in addition to the usual council tax charge that applies to the property, ranges between 100% and 300% depending on the length of time the property has been empty.
- 2.5. The pandemic and responses to it has not only affected household incomes, it has impacted on the Council's approach to collection and recovery, including suspending collection and inability to access court services for a period; making collection from some households more difficult. Financial help has been provided, by Government in 2020/21 and 2021/22, to help low-income households with their council tax bill.
- 2.6. This report examines performance in relation to Council Tax collection; the nature and effect of the national and local restrictions; how the Council's has responded to these new challenges; and on the way that taxpayers, particularly the most financially vulnerable, are being supported.

3. OTHER CONSIDERATIONS

Council Tax Collection

- 3.1. A key measure of Council Tax collection performance is the “in-year” collection rate; that is, the amount of council tax collected in the year for which it was raised. Whilst this is really quite a weak measure, which takes no account of the differing demographics of each area or indeed the eventual collection rate, it is used nationally to compare Council performance. Bradford continues to be in the bottom quartile on this measure.
- 3.2. However, a more meaningful measure for Local Authorities, and the one that has a financial impact on Bradford, is the eventual collection levels. Unfortunately, this figure is not widely reported.
- 3.3. On-going collection efforts ensure that all the Council Tax that is collectable is collected - although it can take several years to achieve. The collection rates for previous years are provided in Table A, Appendix 1. To illustrate, the Council has now collected 98.09% of the charge it raised in 2014/15. Efforts continue to collect any remaining arrears, for example, through an agreed repayment plan or through an attachment to earnings or benefits, but it can take quite some time to collect (see 3.22).
- 3.4. The previous council tax collection report (7 January 2021) highlighted that some households affected by the pandemic might struggle to pay their council tax bill; and that a cautious approach to recovering unpaid council tax was taken, including efforts to engage with, and support, those struggling to pay. Collection and recovery activity was also delayed for much of 2020 - the sending of the first reminders was delayed until August 2020, there was limited access to the courts and formal recovery processes were halted until October 2020.
- 3.5. As shown in Table 1 below (column D), the in-year collection rate has been fairly consistent over the past few years, including 2020/21, despite increases in the number of households paying Council Tax and the amount all households faced; many of whom may have been struggling financially.
- 3.6. Although there was a slight reduction in the collection rate as at 31/12/20 (column C) the in-year collection rate for 2020/21 was 94.2%; which is on par with previous years. Perhaps counter-intuitively, the collection rate as at 31/12/21 is better than in previous years. This is largely due to the financial support from the Government for CTR claimants in 2020/21 and 2021/22 (See 3.10) which has improved collection rates. However, the adverse impact on collection (and collection rates) from those that have not paid and have not yet been summonsed may take some time to filter through.
- 3.7. If costs are added to an account, they must be paid before council tax can start to be collected; this means that the in-year collection rate is adversely affected. However, without the use of liability orders, tax payers' arrears will increase; reducing the in-year collection rate, and making it increasingly likely that, in time, some of the debt will become uncollectable and must be written off. It is a difficult balance to strike.

- 3.8. While it is the case that some will simply not pay, or engage with the Council, without the use of a liability order to enforce collection (See 3.22), some will pay if prompted often enough. The service is working hard to encourage payment before court action is required, including employing new technology to encourage more and better engagement (See 3.28). The aim is to collect council tax, not create unnecessary financial hardship for customers.

	A	B	C	D
Billing Year	No. of Households	Council Tax Liability	% Collection at 31 Dec	In year collection
2021/22	220,130	£259m	75.42%	-
2020/21	219,294	£242m	74.83%	94.2%
2019/20	219,042	£240m	75.18%	94.0%
2018/19	217,847	£227m	75.17%	93.9%
2017/18	216,385	£205m	75.50%	94.2%

Table 1

- 3.9. The CTR scheme provides financial help to low income households. Collection from low-income households can often be challenging. The number of working-age CTR claimants increased significantly from the start of the pandemic. In March 2020, there were 27,522; by March 2021 this had increased to 32,281. The number of claimants has started to reduce since then, but there were still 30,407 working-age CTR claimants as at 9 January 2022; around 2,885 more than at the start of the pandemic.
- 3.10. The Government provided additional funding to support working-age households in receipt of CTR in 2020/21. The funding was used to provide a pro rata reduction in a claimant's liability of up to £150. This funding was allocated in way that meant that claimants did not have to make a payment for three months. This also meant that there was around £5.7m less to be collected from low income households.
- 3.11. Further government funding to support working-age CTR claimants was provided for 2021/22. This funding provides a pro rata reduction in a claimant's liability of up to £100. It is forecast that there will be £4m less to collect from low income households in 2021/22.
- 3.12. Table 2 below shows the collection levels for pension-age and working-age CTR claimants. Pensioners, who receive up to 100% relief, continue to be the best payers, while the collection rate from working-age recipients is much lower.
- 3.13. The effect of the Government funding in 2020/21 was to reduce the total outstanding liability for working-age CTR claimants; £11.8m compared to £13.4m in 2019/20. The Government funding provided for 2021/22 will similarly reduce the total outstanding liability for working-age CTR claimants. However, a combination of the effect of annual council tax rises and a caseload that is still greater than in 2019/20 means that the amount to be collected in 2021/22 (£13.2m) is almost to the same level it was in 2019/20.

- 3.14. While the cost to the Council of the CTR scheme will, even with a stable caseload, increase yearly reflecting the annual rise in council tax, the increase in the CTR caseload has impacted significantly on the cost of the scheme in 2019/20 and 2021/22. The total cost of CTR was £29.9m in 2019/20; this rose to £33.9m in 2020/21, and is forecast to be £35m for 2021/22

	2019/2020			2020/2021			2021/2022		
	Liability £'m	Collect @31/12	Collect in-year	Liability £'m	Collect @31/12	Collect in-year	Liability £'m	Collect @31/12	Collect in-year
Pension Age	£2.1	87.8%	99.5%	£1.9	86.4%	99.6%	£1.9	87.7%	-
Working Age	£12.9	58.7%	74.4%	£12.2	60.9%	78.5%	£13.2	59.5%	-
Total	£15.0	62.7%	78.2%	£14.1	64.4%	81.7%	£15.1	63.2%	-

Table 2

- 3.15. Homes that have been unoccupied and substantially unfurnished (Empty) for at least two years are subject to a council tax premium charge. The premium charge is in addition to the usual council tax charge that applies to the property. The definition of Empty is for Council Tax purposes, as set out in legislation, and is not intended to represent all unoccupied properties. This definition is different to that used by the Council's Empty Homes Team who focus on empty properties that have been vacant for more than 6 months.
- 3.16. The premium charge has been increased over the past three years, with differing charges applied to accounts based on the length of time the property has been classed as Empty. From April 2021, the premium charges are;
- 100% for homes Empty at least 2 years, but less than 5 years
 - 200% for homes Empty at least 5 years, but less than 10 years
 - 300% for homes Empty at least 10 years
- 3.17. Table B in Appendix 1 shows the number of properties subject to a premium charge and collection performance. As at December 2021, a total of 1,326 Empty properties are subject to a premium charge – 943 with a 100% premium charge, 245 with a 200% premium charge, and 138 with a 300% premium charge.
- 3.18. The application of increased premium charges means that there is more to collect; an increase of around £680k in 2021/22 compared to 2020/21 (Table C, Appendix 1). While there has been an improvement in the collection rate in 2021/22 (59.18% at the end of December compared to 54.6% the previous year) collection from empties is stubbornly difficult, and remains an area of focus for improvement. Legal processes to recover charges from empty properties are often lengthier and the council tax charges are higher, and so may take a longer period of time to pay.
- 3.19. It must be emphasised that premium charges were not introduced to raise more council tax, but as an additional opportunity to support efforts to reduce the number of empty properties across the district. We would, however, caution against drawing a direct correlation between increased premium charges and any reduction in Empty homes.

- 3.20. A considerable amount of work by the Empty Homes Team is put into incentivising property owners to bring homes back into use working both reactively and proactively to investigate the circumstances surrounding empty properties and to provide advice to owners on their options, including products available and organisations that may be able to help. Financial assistance in the form of loans and grants is available, dependent upon the individual circumstances, and the team offers a free Legal Assistance (Advice) Scheme to owners where there are complications relating to issues such as ownership, liability, etc.
- 3.21. The Empty Homes Team also has the responsibility for using enforcement powers relating to nuisance, securing empty properties and compulsory purchase (as a last resort) to address issues with empty homes where an informal approach has not been successful.

Non-Payment of Council Tax

Recovery and Enforcement

- 3.22. Ensuring that bill payers do pay as billed, or at the very least, make arrangements with the Council to pay their bill helps minimise the build-up of council tax arrears; which is beneficial for both the Council and the bill payer. The Council has developed a good working relationship with Citizens Advice, including providing funding through Advice Commissioning for an Officer to work directly with us, and we continue to follow the Citizens Advice '*Council Tax Protocol*' for low income households.
- 3.23. Every effort is made to engage with and to support those struggling to pay their council tax bill. A new system has been put in place to further encourage engagement and reduce the need for formal recovery action (See 3.28).
- 3.24. However, there are still some that do not, or will not, pay their bill or engage with the Council; and formal collection and recovery action is needed. Unfortunately, under current rules, a deduction from earnings or benefits can only be made after a Liability Order has been granted, which adds costs. Previous council tax collection reports to this committee detailed the process for collecting un-paid council tax, and are summarised in Appendix 2.
- 3.25. Once a Liability Order has been secured, the Council can apply for an Attachment of Earnings or an Attachment of Benefits to recover outstanding council tax. Limits on repayment rates means that it may take some time to recover the outstanding debt. If arrears for a particular year or a proportion of the arrears are considered irrecoverable due to the individuals' circumstances, then these will be written off.
- 3.26. An attachment of earnings will, assuming the debtor remains in employment, recover the outstanding debt in full. However, the limit on the amount that can be collected through an attachment of benefits means that it can take more than 12 months to collect a single year's council tax. Despite these limitations, attachments are a useful collection tool.
- 3.27. Multi-year debt remains a significant challenge; those with a council tax debt are expected to pay their current liability as well as some payment towards their arrears. This is a particular problem amongst CTR claimants, as the amount that can be

deducted from benefits is not keeping pace with council tax increases.

Service Improvement

Digital Contact

- 3.28. To help taxpayers avoid the build-up of arrears, prevent court costs, and to identify alternative means of support if necessary, we urge them to contact the Council as soon as they begin to struggle with payments. Early engagement provides greater scope for support and better enables households to manage their finances. The need for early engagement has been brought sharply into focus during this difficult period.
- 3.29. Following a successful pilot last year, we have now embedded a contact strategy using a software solution that allows us to make contact with customers through automated telephone calls, text messages and email in a time efficient, cost effective manner. In addition, the system provides real time, accurate, data about responses to the contact; something that could not be monitored previously.
- 3.30. This data helps us to better understand who has reacted to our messages, what contact method is most effective and when, who has asked for further help etc. The contact is over and above existing statutory procedures and provides another opportunity for customers to be alerted about missed payments. In many cases this will avoid the need for court costs to be added to their accounts.

Collection - Post Liability Order

- 3.31. As reported in the last collection report, we are now using functionality within the council tax system that allows for automation at the post liability order stage of recovery. Again, this has continued to be successful and replaces manual tasks for officers and frees them up to deal with customers who need their help.

Future Challenges

Managing Household Debt

- 3.32. The Government's "Breathing Space" legislation has now been introduced (from May 2021). This, where appropriate, allows time for debtors to get their finances in order and to be supported by a debt advice agency. The debtor must make an application to a debt advice provider who will log the order with central government.
- 3.33. Breathing Space gives debtors a 60-day period during which interest and charges are frozen and enforcement action from creditors is paused. The debt advice provider will use the 60-day period to bring together and assess all of the individuals' debts and their current financial position, and to advise them on the most appropriate debt solution, how to better manage their finances, or to put a formal debt repayment plan in place. Council Tax collection systems were modified to accommodate Breathing Space requirements, including placing a hold on recovery action.
- 3.34. The demand for Breathing Space has not been as high as at first feared, having had just 94 cases to date. Council Tax arrears is often a feature of those struggling with debts. The council has a good relationship with Citizens Advice, and this has helped

minimise Breathing Space numbers. Citizens Advice has said that "... not many clients with CT arrears are going into Breathing Space as generally we get good holds from your team so it isn't really needed."

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. Historically, the Council eventually collects approximately 98.5% of Council Tax due. This has always been sufficient to cover the Council's budgetary requirements and often leaves a surplus on the Collection Fund. Some debt, however, will always be uncollectable due to factors such as untraceable taxpayers, deaths, bankruptcy and where the Magistrates have chosen to remit a debt.
- 4.2. Funding of has been provided by Government to support the Council Tax Reduction scheme for 2021/2022. This funding has been used in accordance with Government guidance.
- 4.3. The cost of the Council Tax Reduction scheme cannot be limited as, legislatively, support is provided on a needs basis, and not within a set budget. There is always the potential for the cost to increase above the sum identified in a particular year; or decrease if more people move into work. The cost of the scheme in 2021/22 is forecast to be £35m.
- 4.4. The council received £5.85m of local Council tax support grant in 20-21 to provide support to individual households. The amount of council tax reduction awarded has to be funded by the billing authority. The full cost of the council tax reduction is fully funded, and will not create a deficit in the collection fund. A further £6.14m is being provided for 2021/22 to be used to cover additional LCTR scheme claimants, with the remainder to be used to provide an up to £100 Hardship discount to LCTR recipients.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. The delay in initiating proceeding during 2020/21 does increase the long term risk of lowering the collection levels. Whilst most people who would ordinarily pay did do, those that won't pay did not have court action taken against them, so we may struggle to collect previous years' debt from them more than we normally do. However, the in-year collection rate for 2020/21 has remained fairly similar to previous years, and we would currently still expect to achieve the same levels of recovery over time; although this will be kept under review.
- 5.2. The growth in the CTR caseload creates pressure on the Collection Fund. A reduction in the number of claimants, towards pre-covid levels, is reliant upon the rate of local economic recovery.

6. LEGAL APPRAISAL

- 6.1. A Council tax reduction scheme is made under section 13A(2) Local Government Finance Act (LGFA) 1992 - and applies to (a) Persons whom the authority considers

to be in financial need, or (b) Persons in classes consisting of persons whom the authority considers to be, in general, in financial need. The legislation also requires the Council to consider, annually, whether it wishes to revise its Council Tax Support scheme.

Discretion to set Council Tax Premiums is made under Section 11B of the Local Government Finance Act 1992

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The Council Tax Reduction scheme provides for a reduction in Council Tax for bill payers on a low income or low wage, and supports the Councils equality duty to support low-income households

7.2 SUSTAINABILITY IMPLICATIONS

None within the context of this report

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None within the context of this report

7.4 COMMUNITY SAFETY IMPLICATIONS

None within the context of this report

7.5 HUMAN RIGHTS ACT

None within the context of this report

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None within the context of this report

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

N/A

7.9 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The provision of both working-age and pension-age Council Tax Reduction schemes benefits around 14,570 low income households with a total of 31,800 dependent children under the age of 18.

The Council currently supports Care Leavers who live in the district up the age of 21 by means of an exemption from Council Tax if they live alone. A discount of up to 50% is allowed if they are aged under 25.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

- That this committee notes, and gives its view on, progress in the collection of Council Tax

11. APPENDICES

- Appendix 1: Data Tables
- Appendix 2: Summary of Council Collection & Recovery Procedures

12. BACKGROUND DOCUMENTS

- CBMDC Council Tax Reduction scheme
- Local Government Finance Act 2012
- Executive Report: Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018, 4 December 2018
- Council Tax Collection: CO&SC Report, 7 January 2021
- Council Tax Collection: CO&SC Report, 15 November 2018

Data Tables

1 Council Tax Collection Rates by year

All council tax that can be collected is collected. This table shows the collection rate to 2014/15, and the amounts that still remain outstanding as at end December 2021.

Year of Charge	Total Collected as at end Dec 21	Outstanding Debt as at end Dec 21
2014/15	98.09%	£246,933
2015/16	98.01%	£457,014
2016/17	97.74%	£809,526
2017/18	97.57%	£1,412,869
2018/19	97.21%	£2,639,166
2019/20	96.43%	£5,521,101
2020/21	94.66%	£8,580,292

Table A

2 Empty property premium charge & collection

The rate at which the Premium Charge is applied is determined by the length of time the property has been classed as Empty. From April 2021, the premium charges are;

- 100% for homes Empty at least 2 years, but less than 5 years
- 200% for homes Empty at least 5 years, but less than 10 years
- 300% for homes Empty at least 10 years

Table B shows the number of properties subject to a premium charge, the rate applicable and the amount collected as at the end of December in each respective year.

	A	B	C	D	E
Collection Year	Number of Dwellings	Premium charge	liability	Sum Collected @31/12	% Collected @31/12
2021/22	138	300%	£735,864	£484,113	65.79%
	245	200%	£1,031,358	£622,108	60.32%
	943	100%	£2,597,466	£1,476,683	56.85%
2020/21	400	200%	£1,563,777	£924,054	59.09%
	812	100%	£2,121,766	£1,088,147	51.28%

Table B

Table C provides a summary of total premium charge liability and collection.

Collection Year	Annual Liability	Collected @31/12	% Collected @31/12
2021/22	£4,364,688	£2,582,904	59.18%
2020/21	£3,685,543	£2,012,201	54.60%

Table C

Summary of Council Collection and Recovery Procedures

Every effort is made to engage with and to support those struggling to pay their council tax bill. However, there are still some that do not pay their bill or engage with the Council; and formal collection and recovery action is needed. The procedures for collection and recovery of unpaid council tax are summarised below;

- All council tax payers are encouraged to contact the Council if they have difficulty paying their bill; the Council will always seek to agree a payment arrangement
- A Liability Order is issued by the Courts for those that do not engage with the Council or seek to make payment. A large proportion do make a payment arrangement at this stage; such as settling the debt or agreeing a repayment plan at this stage
- If a payment agreement is not made, or adhered to, the Council may make an Attachment of Earnings or Benefits
- If an arrangement or attachment is not made, the debt is passed to Enforcement Agents (Bailiffs) to recover the amount outstanding
- In the case of low income households, the Citizens Advice '*Council Tax Protocol*', that the Council has signed up to, is followed. This commits the Council to seeking settlement arrangements with low-income households (most of which will be in receipt of Council Tax Reduction) without the use of Enforcement Agents
- At all stages, where some or all of the debt is deemed uncollectable, it will be written off

Customers are also directed to other sources of help if they present with debt issues or need their bill reducing etc.



Report of the Strategic Director Corporate Resources to the meeting of the Corporate Overview & Scrutiny Committee to be held on 10 February 2022

AC

Subject:

Business Rate Collection

Summary statement:

The impact of the pandemic on trading conditions for local businesses, and the added pressure on the Business Rates service resources to administer the Government's business support grants, has made 2021/22 the most difficult year ever for the collection of business rates.

This report sets out the Council's performance in, and the challenges for, the collection of Business Rates. The report also considers the impact of changes to the business rates system recently announced by Government.

EQUALITY & DIVERSITY:

There are no Equality and Diversity issues for the Council arising from this report

Joanne Hyde
Strategic Director, Corporate Resources

Portfolio:

Leader of Council

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. The impact of the pandemic on trading conditions for local businesses, and the added pressure on the Business Rates service resources to administer the Government's business support grants, has made 2021/22 the most difficult year ever for the collection of business rates.
- 1.2. This report sets out the Council's performance in, and the challenges for, the collection of Business Rates. The report also considers the impact of changes to the business rates system recently announced by Government.

2. BACKGROUND

- 2.1. Business Rates are set by Government. The Rateable Value of business properties across the district are determined by the Valuation Office Agency - an Executive Agency of Her Majesty's Revenue and Customs.
- 2.2. In 2013 the government partially localised the business rates system; the Council retains 49% of business rates collected, 50% is paid to central government, and 1% is paid to the West Yorkshire Fire Authority.
- 2.3. It is the Council's responsibility to issue Business Rate bills, collect monies invoiced and to implement a number of nationally and locally defined schemes to help local business with their rates bill. There are approximately 19,500 Business Rate bills issued; and once exemptions and reliefs are applied, the actual number of accounts to be collected reduces to around 8,500.
- 2.4. The Covid 19 pandemic, and the Government's responses to it from March 2020, have impacted directly and indirectly on the ability of businesses to operate and trade; with many businesses being forced to close intermittently, or limit their activities, until Government restrictions were gradually lifted during 2021. Government support during this period was provided through a series of grant and relief schemes for affected, eligible, businesses classed as Nurseries or in the Retail Hospitality or Leisure sector.
- 2.5. The Council suspended formal recovery action during 2020 and 2021 because access to the courts was limited and Business Rates Officers were reassigned to administering the Government's business support grant schemes. Not all businesses were supported by the government support schemes and some had full business rates to pay. The courts were partially closed for much of this time and were only dealing with urgent matters, but even had the courts remained fully open, pursuing unpaid business rates could have resulted in the closure of businesses rather than collecting unpaid rates.
- 2.6. Payment of business support grants continued until the end of July 2021. Collection and recovery procedures were not restarted until August 2021 to both allow businesses time to restart their businesses and to ensure that court time was available.

- 2.7. The final report of the Government's review of the role, function and operation of the business rates system was published alongside the Budget on 27 October 2021. The review reaffirmed the importance of business rates and their central role in the tax system. However, the review also identified the need for changes to improve the system, and a roadmap of when the proposed changes are expected to be made has been set out.
- 2.8. This report sets out the Council's performance in, and the challenges for, the collection of Business Rates; and considers the local impacts of the Government's proposed changes to the business rate system.

3. OTHER CONSIDERATIONS

- 3.1. The key measure of performance is the "in-year" collection rate; that is, the amount of business rates collected in the year for which it was raised. Whilst this is used nationally to compare the Council's performance, it takes no account of the differing socio-economic demographics of each area. More important is the eventual collection level, although this figure is not widely reported. While all businesses rates that can be collected will be collected over time, increasing in-year collection improves the Council's cash flow.
- 3.2. Comparing collection figures and collection rates with previous years should be treated with caution. There are a number of factors that can affect both the amount to be collected and the amount collected not only in the current year, but also across previous years:
- New developments and business closures will affect the amount of business rates charged. Consequently, the amount to be collected at the start of a year is likely to be a different amount than at the end of the year
 - Successful appeals against rateable values will reduce, in year, the amount of business rates to be collected; and, if backdated, will affect previous years 'to be collected' figure
 - The introduction, reduction and closure of business rate support schemes affects the amount to be collected in each year
 - There was no proactive collection activity in 2020/21 due to the pandemic and the Business Rates Team was fully occupied in processing grant payments. The impact of this maybe seen for a few years to come in the amount of arrears recovered and the impact on the overall collection rate
- 3.3. As part of its response to the pandemic, the Government introduced the Expanded Retail Discount (ERD) scheme and the Nursery Discount scheme to help mitigate the impact of restrictions and limitations on the ability to operate and trade. Details of these schemes for 2020/2021 were provided in the previous report to this committee (7 January 2021)
- 3.4. In 2020/21, the ERD scheme provided eligible businesses with a 100% discount on their business rates bill, so that they had nothing to pay for that year. The scheme was continued for 2021/22, although the amount of relief was less than in the previous year. Eligible businesses received 100% discount on their business rates bill for three months to 30 June 2021, with the discount then reduced to 66% for the remainder of the year.

- 3.5. As a consequence of the ERD scheme, the Council had significantly less business rates to collect during 2020/21 and 2021/22 than in previous years, as can be seen in column A in Table 1 (below). It is important to note that the Council is reimbursed 100% for the cost of the relief schemes; as is the case for all other Government rate relief schemes.
- 3.6. Column D in the table shows the collection rates as at the end of December for each of the last five years. While most of those with businesses rates to pay did so as billed during 2020/21 and 2021/22, however, some did not. Collection and recovery action was delayed for part of this period, which has resulted in a lower collection rate for this period than in previous years. Even under 'normal' conditions, some business do not pay as billed and require further collection and recovery action, but it is now likely that some businesses have chosen not to pay their bill in order to maintain their financial stability, and others simply could not afford to pay due to difficult trading conditions.
- 3.7. The Council always aims to support businesses when they are facing financial difficulties. Consequently, a softer approach to collection has been taken; many businesses have been contacted to discuss their arrears, but no formal action was taken for late payment between March 2020 and July 2021.
- 3.8. Formal collection and recovery action was resumed in August 2021, but recovery action is still a last resort. In the case of those businesses that are genuinely struggling to pay their arrears, the Council endeavours to make appropriate repayment arrangements with businesses. The collection rate as at the end of December 2021 (Column D) is an improvement over the previous year, but is still lower than in the years before the pandemic. Similarly, while the in-year collection rate for 2021/22 (column C) is expected to be better than in 2020/21, it is likely to be less than previous years.

	A	B	C	D
	Business Rates to be collected £000	Amount collected in year £000	In year collection rate	Collection Rate at 31 Dec
2017/18	£140,753	£137,270	97.53%	78.93%
2018/19	£140,869	£137,973	97.94%	79.03%
2019/20	£141,457	£137,359	97.54%	79.03%
2020/21	£85,689	£77,403	90.33%	66.79%
2021/22	£117,269	-	-	75.10%

Table 1

- 3.9. The calculation of business rate arrears is quite complex. For example, some or all of an 'outstanding debt' can be negated by a successful appeal. This could mean the Council having to make refunds, backdated over a number of years. This impacts not only debt collection, but also on the Council's budget position. Consequently, the Council makes provision for this in its Budget process.
- 3.10. On-going collection efforts ensure that all the business rates that can be collected are collected - although it can take years to achieve. For example, we still have around £250k to collect from 2016/17, which continues to be collected through

agreed repayment arrangements. As at December 2021, the total arrears still being collected from all years is around £8.7m. This is significant increase over the £4.2m of outstanding debt identified in the 6 February 2020 Collection report; and reflects the impact of suspending formal recovery procedures between March 2020 and August 2021 and being unable to access the courts for much of 2020.

- 3.11. It is likely that some businesses withheld payment of their business rates to provide themselves with a degree of financial security, while others will not have been in a position to pay. The time taken to reduce the arrears, now the formal collection and recovery has restarted, will largely depend upon the rate of local economic recovery and improvement in the financial stability of individual businesses.
- 3.12. The Council's collection procedure is designed to maximise income, but is flexible enough to assist businesses with short term difficulties. However, some businesses will be made bankrupt or wound up through this process. Where assets are not sufficient to clear the debt, it must be 'written-off'. These debts can be considerable.
- 3.13. As at December 2021, just over £459k was written off as uncollectable debt; with just £367k written off for the whole of 2020/21. These are relatively small sums compared to previous years – in 2019/20, £2.12m was written off. As explained in the February 2021 collection report, being unable to access the courts and the suspension of Enforcement Agent activity for much of 2020 and 2021 meant that fewer businesses could be challenged about their ability to pay, and prevented enforcement or insolvency action from being taken.

Government support for businesses impacted by Covid

- 3.14. The Government introduced a number of grant schemes to support businesses affected by restrictions imposed in response to COVID 19 during 2020/21 and 2021/22. These schemes, administered by the Council, were tailored to different businesses and circumstances, and are set out in Appendix 1. To date, just over £222m in grants have been paid to support local businesses.
- 3.15. As described in 3.3, the government introduced the Expanded Retail Discount Scheme, which provided a 100% business rate reduction for eligible businesses in 2020/21, and a 100% reduction for three months, followed by a 66% reduction for the remainder of the year in 2021/22. Government has announced the introduction of a new relief in 2022/23 for eligible retail, hospitality and leisure properties. The scheme provides 50% relief on rates bills up to £110,000 per business.
- 3.16. Business rate bills are calculated by multiplying the rateable value of a property with a multiplier set by Government. The multiplier increases year on year to off-set the effect of inflation. The government froze the business rate multiplier in 2021/22, and has now announced that the business rates multiplier will also be frozen in 2022/23.
- 3.17. In March 2021 the Government announced a new Covid-19 Additional Relief Fund (CARF) to support rate paying businesses affected by the pandemic during 2021/22 and have been unable to benefit from the existing business rates relief for retail, hospitality and leisure businesses. The Government recently provided guidance to enable Billing Authorities and the Council is currently developing a local scheme for the Bradford District.

Future Developments

Revaluation

- 3.18. Historically, non-domestic properties have been re-valued every five years; the most recent revaluation came into effect in 2017. The rateable value of some properties can change significantly during this five-year period. When revaluation comes into effect, transitional relief is also provided to limit the change to the amount a business has to pay.
- 3.19. The Chancellor, in his Budget Statement (27 October 2021) confirmed that, because of delays due to Covid, the next revaluation is now scheduled to come into effect from April 2023; and that legislation would be introduced to put revaluations on a three-year cycle thereafter. It was also confirmed that the current transitional relief scheme, which limits the impact of changes to the rateable value of the 2017 revaluation, will also be extended by 12 months because of the delay.

Business Rates Review

- 3.20. The Government has undertaken a fundamental review of the Business Rates system and operation. The review concluded that a tax on the use and value of commercial property remains an important part of a balanced business tax system alongside taxes on profit and consumption, and that there is no merit in a radical overhaul. The review, did however, identify opportunities for improvement.
- 3.21. As well as confirming the need for more frequent revaluations, the review identified the need to increase transparency and the quality of information provided to the Valuation Office Agency (VOA), support property investment and improvement, support net zero, and builds on previous proposals for the digitalisation of business rates. A summary of Government's proposals is set out below.

More frequent (3-yearly) revaluations

- £0.5 billion for the Valuation Office Agency (VOA) as part of the Spending Review, including funding for important changes to upgrade VOA IT infrastructure and digital capabilities. Additional funding is also being provided for the new reform measures supporting the move to a more frequent revaluations cycle
- The gaps between revaluations mean that businesses bills are often based on rateable values that they might consider out of date, and that transitional relief arrangements can exacerbate this, meaning bills often do not accurately reflect property values. A shorter revaluation cycle has significant impacts on the need for and design of the transitional relief scheme. The government will consult on transitional relief arrangements in 2022

Increase transparency and the quality of information provided to the VOA

- Ratepayers will be required to notify the VOA of changes to the occupier or physical property characteristics, and to provide rent and lease information to the VOA, as well as trade information used for valuation
- A compliance regime will be introduced following the introduction of the new

duties. This will include penalties for non-compliance, including provision of false information as well as failure to comply

- The Government will introduce guidance and measures to increase transparency on valuations, including on rating principles, class-specific valuation approach and rental evidence
- Changes will be made to simplify and speed up the appeals process

Supporting property investment and improvement

- The government will introduce a 100% improvement relief, providing 12 months' relief from higher bills for occupiers where eligible improvements to an existing property increase the rateable value. This will support businesses to make improvements to their property such as adding more rooms to a hotel, expanding a factory, or installing CCTV or bike sheds. The government will consult on how to implement this relief, which will take effect in 2023 and be reviewed in 2028

Supporting net zero

- The government will introduce an exemption for eligible plant and machinery used in onsite renewable energy generation and storage, such as rooftop solar panels and battery storage used with renewables and electric vehicle charging points, from 2023 until 2035. A 100% relief will also be provided for eligible low-carbon heat networks that have their own rates bill

Digitalisation of business rates

- Initial work is being undertaken to develop a database for matching business rates data with central HMRC tax data, which will integrate into HMRC's Single Customer Account. The Government says this will allow better oversight of the rates system, more precise targeting of reliefs on the businesses most in need of support, and more effective compliance; and will allow businesses to more easily understand and monitor their tax liability. A further £31 million has been allocated for the development of DBR in the Spending Review

3.22. The report also says that Government is aware of a wide range of views on the idea of an online sales tax and the high level of interest in it; but a decision on whether to proceed has not been made. The government is expected to continue exploring the arguments for and against an online sales tax and will consult further. The report also identified the need to consider and respond to concerns about business rate avoidance and evasion and that further consultation will be undertaken.

3.23. The Government's proposals will see a number of changes for business rates locally over the next 5 or 6 years. There is still significant development work to be done before most of these changes can be implemented. The impact of these changes will be identified in future collection reports to this Committee when they are fully understood. The timeline for the development and implementation of proposed changes is provided in Appendix 2.

Avoidance and Evasion

3.24. The Government has introduced legislation to better hold company Directors to account, The Rating (Coronavirus) and Directors Disqualification (Dissolved Companies). The Act is intended to address the problem of individuals who do not comply with their duties as directors, and who do not act in the best interests of the company, its employees, or its creditors.

- 3.25. For insolvent companies, conduct is investigated by Insolvency officeholders who then report on the conduct of the directors. Where evidence of misconduct is found, a period of disqualification may then be sought. Companies that are dissolved, i.e. request to be struck off struck off the Companies House register, or are struck off for other reasons, e.g. for not filing their accounts, are not subject to the same procedures; an issue the Act seeks to address.
- 3.26. In March 2021, in order to minimise the risk of companies fraudulently avoiding repayment of a bounce-back loan, a blanket objection was entered to any company with an unpaid loan being struck off the register. This has prevented, nationally, more than 50,000 companies from being dissolved.
- 3.27. While the new power to investigate and disqualify former directors of dissolved companies is being introduced primarily to deter wrongful avoidance of repayment of the bounce-back loans, it will also pave the way to seek compensation from disqualified directors guilty of misconduct that has caused loss to others. It will also act as a deterrent to directors who practice Phoenixing, where the debts of one company are dumped using dissolution and a new company starts up doing the same thing.
- 3.28. While any steps to avoid wrong-doing by directors is welcome, experience tells us this just leads to costly legal action, with no guarantees of success. Also, the majority of cases we come across are of such a low value that the insolvency service rarely shows any interest in them, as they focus on much bigger cases.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The Council collected 90.33% of the business rates due in 2020/21; collection of arrears will continue. The total amount of business rate arrears, including costs at 31 March 2021 was £14.6m but now stands at £8.7m.
- 4.2. Generally, Bradford's experience has been of receiving less business rates income than anticipated. This has mainly been due to successful appeals against rateable values being higher than provided for, leading to a high cost of refunds backdated over a number of years. For example, a successful appeal against the Rateable Value of Automated Teller Machines led to reductions, in some cases, going back more than 10 years. This resulted in approximately £2.6 million being refunded. The Council continues to review the Business Rates appeals provision based on the estimated cost of appeals.
- 4.3. Lack of growth in the underlying tax base for 2021/22 and the continuation of the Extended Retail Discount scheme has served to reduce both the value of business rates to be collected and to suppress the in-year collection level. However, the total of the remaining sum combined with rates relief funding is expected to be similar in value to previous years.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. Planning for the consequences of successful Business Rate appeals is already built in to the Council's Budget process. Based on previous experience, a prudent approach is being taken when considering the likely impact and scale of appeals; and will be monitored to ensure that the Council's reserves policy continues to meet the Council's financial planning needs.

6. LEGAL APPRAISAL

- 6.1. The Local Government Finance Act 1988 gives authority to the Council, as the Billing Authority, to issue Billing notices for, and the collection of, Business Rates.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None within the context of this report

7.2 SUSTAINABILITY IMPLICATIONS

The sustainability of local business is linked to the sustainability of the local economy and of communities. Rate relief schemes help to support the sustainability and growth opportunities of small businesses.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None within the context of this report

7.4 COMMUNITY SAFETY IMPLICATIONS

None within the context of this report

7.5 HUMAN RIGHTS ACT

None within the context of this report

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None within the context of this report

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

N/A

7.9 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

- That this committee notes, and gives its view on, progress in the collection of Business Rates

11. APPENDICES

- Appendix 1: Council Administered Business Support Grant Schemes 2020/21
- Appendix 2: Timeline for development and implementation of changes to Business Rates

12. BACKGROUND DOCUMENTS

- Local Government Finance Act 1988
- Corporate Overview & Scrutiny Committee Report: Business Rate Collection, 7 January 2021
- The Rating (Coronavirus) and Directors Disqualification (Dissolved Companies) Bill
- Business Rates Review: Final Report, October 2021. ISBN 978-1-911686-25-5 PU 3156
- Housing, Communities and Local Government Committee Oral evidence: Work of the Department 2021, HC 818

Council Administered Business Support Grant Schemes 2020/21

Additional Restrictions Grant (BID)	31/03/2022	Support for BIDs
Additional Restrictions Grant (Self Employed)	31/03/2022	Locally-licensed Taxi Drivers who have been severely impacted by local and/or national restrictions
Additional Restrictions Grant (Closed Tier 3)	31/03/2022	Non-Rateable businesses that have been required to close as part of a national lockdown
Additional Restrictions Grant (Closed National Lockdown 3)	31/03/2022	Non-Rateable businesses that have been required to close as part of a national lockdown
Additional Restrictions Grant (Closed National Lockdown 2)	31/03/2022	Non-Rateable businesses that have been required to close as part of a national lockdown
Additional Restrictions Grant (Closed National Lockdown 3 Extension Feb-Mar)	31/03/2022	Non-Rateable businesses that have been required to close as part of a national lockdown
Additional Restrictions Grant (Homebased)	31/03/2022	Non-Rateable Home based, mobile business/freelance businesses working in/for hospitality, leisure, entertainment sectors.
Additional Restrictions Grant (Membership Subsidies)	31/03/2022	Membership Subsidies for Business support organisations
Additional Restrictions Grant (Open Tier 3)	31/03/2022	Non-Rateable businesses that are not legally required to close but are severely impacted by local restrictions
Additional Restrictions Grant (Open Backdated)	31/03/2022	Non-Rateable businesses that are not legally required to close but are severely impacted by local restrictions
Additional Restrictions Grant (Outdoor Trading Grant)	31/03/2022	Supporting businesses with providing facilities to deal with social distancing measures.
Additional Restrictions Grant (Restart Grant)	31/03/2022	Supporting non-rateable businesses with the costs of resuming trade following lockdowns.
Additional Restrictions Grant (Self Employed)	31/03/2022	Rateable and Non-Rateable Sole Traders who are not eligible for HMRC's Self Employment Income Support Scheme
Additional Restrictions Grant (Supply Chain)	31/03/2022	Rateable and Non-Rateable businesses who are in the supply chain and are severely impacted by local and/or national restrictions
Closed Business Lockdown Payment	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure, Sports, Personal, Non Essential) required to close for third national lockdown.
Christmas Support Payment for Wet-Led Pubs	31/03/2021	Rateable Wet-Led Pubs with less than 50% income from food
Discretionary Scheme	30/09/2020	Discretionary Scheme
Local Restrictions Support Grant (Closed Tier 3)	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure) required to close for local Tier 3 restrictions.
Local Restrictions Support Grant (Closed National Lockdown 3)	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure, Sports, Personal, Non Essential) required to close for third national lockdown.
Local Restrictions Support Grant (Closed National Lockdown 2)	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure, Sports, Personal, Non Essential) required to close for second national lockdown.

Local Restrictions Support Grant (Closed National Lockdown 3 Extension Feb-Mar)	30/06/2021	Rateable businesses (Hospitality, Accom, Leisure, Sports, Personal, Non Essential) required to close for third national lockdown.
Local Restrictions Support Grant (Open Tier 3)	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure) not required to close but severely impacted by local restrictions
Local Restrictions Support Grant (Open Backdated)	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure) not required to close but severely impacted by local restrictions
Local Restrictions Support Grant (Open Backdated Top-Up)	14/05/2021	Rateable businesses (Hospitality, Accom, Leisure) not required to close but severely impacted by local restrictions
Restart Grant	30/07/2021	Supporting rateable businesses with the costs of resuming trade following lockdowns.
Retail, Hospitality & Leisure Grant	30/09/2020	Rateable businesses, Retail, Hospitality & Leisure sector
Small Business Grant	30/09/2020	Rateable businesses, Small Businesses

Timeline for development and implementation of changes to Business Rates

	Activity	Subject
2021-22	Consultation	More frequent revaluations
		Multiplier administrative charges
		Investment and improvement reliefs
		Online Sales Tax
2022-23	Legislation	Introduced to enable more frequent revaluations
	Consultation	Digitalising Business Rates
		Avoidance and Evasion
		Transitional Relief
2023-2026	Revaluation	First in the new 3-year revaluation cycle
	Roll-out	Improvement Relief
		Green Plant and Machinery support
		Phase 1 - Transparency
		New duties (on businesses)
2026/7 onwards	Revaluation	Revaluation
	Roll-out	Phase 2 - Transparency
		Phase 1 – Digitalising Business Rates
		Changes to the appeals system

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Report of the Chair of the Corporate Overview and Scrutiny Committee for the meeting to be held on Thursday 10 February 2022

AE

Subject:

Corporate Overview and Scrutiny Committee –Work Programme 2021/22.

Summary statement:

This report includes topics for the Corporate Overview and Scrutiny Committee work programme for 2021/22.

EQUALITY & DIVERSITY:

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

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 2021/22, which is attached as appendix 1 to this report.
- 1.2 Also attached as Appendix 2, is the unscheduled topics to be considered by the Corporate Overview & Scrutiny Committee in 2021/22.

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 Members of Corporate Overview and Scrutiny Committee are currently undertaken a detailed scrutiny reviews into Domestic Violence across the District.

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 SUSTAINABILITY IMPLICATIONS

None.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.3 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.

7.4 HUMAN RIGHTS ACT

None.

7.5 TRADE UNION

None.

7.6 WARD IMPLICATIONS

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

7.7 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.8 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 proposed items to be included in the 2021-22 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 The Committee may choose to add to or amend the topics included in the 2021-22 work programme for the committee.

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

11. APPENDICES

Appendix One – 2021-22 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2020-21 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 Items	Description	Report Author	Comments
Thursday, 22nd July 2021 at City Hall, Bradford.			
Chair's briefing 01/07/21. Report deadline 08/07/21.			
1) 2019-20 Annual Performance Outturn.		Philip Witcherley.	
2) Finance Position Statement for 2019-20.		Chirs Chapman/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
4) Insurance Long Term Tender Agreement.		Mark St Romaine.	
5) Draft 2021-21 Corporate Overview & Scrutiny Work Programme.			
Thursday, 16th September 2021 at City Hall, Bradford.			
Chair's briefing 26/08/21. Report deadline 02/09/21.			
1) Bradford District Anti-Poverty Co-ordination Group/Period Hygiene Poverty.	A more focused report in 12 months relating to how peoples lives are being improved through the work of the Anti-Poverty Coordinating groups. For Period and Hygiene Poverty to ialso include more detailed information relating to service needs and response	Kevin Brain/Michelle Taylor/Sarah Possingham.	Corporate Overview and Scrutiny Committee recommendation from Thursday 16 January 2020. Deferred from 8 April 2021 cancelled meeting.
2) VCS Infrastructure Procurement Strategy.	£2m Procurement Contract.	Mahmood Mohammed.	Constitutional Requirement.
3) Work Planning.	There is a need to regularaly review the work programme, in order to prioritse and manage the work.	Mustansir Butt.	
Tuesday, 5th October 2021 at City Hall, Bradford.			
Report deadline 24/09/21.			
1) VCSE Infrastructure Procurement.	Members requested a full and completed specification, with aims, options and recommendations.	Mahmood Mohammed/Ian Day/Jason Longhurst.	Constitutional Requirement. Also recomemndation from Corporate Overview & Scrutiny Committee on Thursday 16 September 2021.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Tuesday, 5th October 2021 at City Hall, Bradford.			
Report deadline 24/09/21.			
2) Network Infrastructure Development for Bradford Council.		Paul Wilson.	Constitutional Requirement.
Thursday, 14th October 2021 at City Hall, Bradford.			
Chair's briefing 21/09/21. Report deadline 30/09/21.			
1) Equalities Objectives.		Khalida Ashrafi.	Corporate Overviw & Scrutiny Committee recommendation from Thursday 24 September 2020.
2) Bradford Council Workforce Development Strategy 2015-21.		Anne Lloyd.	Corporate Overview & Scrutiny Committee recommendation from Thursday 22 October 2020.
3) Progress against the Managing Attendance Scrutiny Review recommendations.		Anne Lloyd.	Corporate Overview & Scrutiny Committee recommendation from Thursday 22 October 2020.
4) Draft Fireworks Scrutiny Review.	Key findings and recommendations. There is a need to regularly review the work programme, in order to prioritse and manage the work.	Mustansir Butt.	
5) Work Planning.		Mustansir Butt.	
Thursday, 11th November 2021 at City Hall, Bradford.			
Chair's briefing 21/10/21. Report deadline 28/10/21.			
1) Armed Forces 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.	Gemma Paine.	Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020. To be considered in July 2021.
2) Second Quarter Financial Postion Statement.		Chris Chapman/Andrew Cross.	
3) Impower Contract.	Specifcally focusing on key outcomes. To be considered in the New Municipal Year.	Joanne Hyde/Marium Haque/Iain Macbeath/Chris Chapman.	Corporate Overview & Scrutiny Committee recommendation from Thursday 3 December 2020.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 11th November 2021 at City Hall, Bradford.			
Chair's briefing 21/10/21. Report deadline 28/10/21.			
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 9th December 2021 at City Hall, Bradford.			
Chair's briefing 18/11/21. Report deadline 25/11/21.			
1) Private Hire and Hackney Carriage Service - Finance and Performance.		Carol Stos.	Member request.
2) Safer Communities Plan Performance.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 19 November 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, 13th January 2022 at City Hall, Bradford.			
Chair's briefing 23/12/21. Report deadline 30/12/21.			
1) District Plan.	Annual Report to be presented in 12 months and to also include actual targets against the District Plan.	Jenny Cryer/Sadia Hussain.	Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020. Following discussions with the Chair and Phil Witcherley - District plan priorities and how we are organising partnerships in the future COVID world.
2) 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 service.	Sarah Muckle/Frances Towers/Sarah Exall.	Corporate Overview & Scrutiny recommendation from Thursday 16 January 2020.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 13th January 2022 at City Hall, Bradford.			
Chair's briefing 23/12/21. Report deadline 30/12/21.			
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 10th February 2022 at City Hall, Bradford.			
Chair's briefing 18/01/22. Report deadline 27/01/22.			
1) Implementation of Universal Credit across the District.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 18 March 2021.
2) Council Tax/Business Rates.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 7 January 2021.
3) ISG.		Peter Keely/Ben Middleton.	
4) Third 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.	
Thursday, 10th March 2022 at City Hall, Bradford.			
Chair's briefing 17/02/22. Report deadline 24/02/22.			
1) Prevent Programme for the District.		Ian Day/Danielle King.	Corporate Overview & Scrutiny recommendation from Thursday 18 March 2021.
2) People Can.	Detailed report specifically focusing on the added value of the People Can Programme across the District.	Mahmood Mohammed/Ian Day.	Corporate Overview and Scrutiny Committee recommendation from Thursday 12 March 2020.
3) Progress against the Hate Crime Scrutiny Review recommendations.		Ian Day/Rifaquet Ali.	Corporate Overview & Scrutiny Committee recommendation from Thursday 23 March 2021.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 10th March 2022 at City Hall, Bradford.			
Chair's briefing 17/02/22. Report deadline 24/02/22.			
4) Quarterly Equality Performance Report.		Khalida Ashrafi.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
5) Stonewall Quality Standard and the process and costs associated with this.		Khalida Ashrafi/Anne Lloyd.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Paul Sullivan.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
2 Draft IT Strategy.		Dominic Barnes-Browne/Keith Hayes.	Request from Corporate Overview and Scrutiny Committee members.
3 Hanson School's Financial Position.	Update on the School's Financial position be presented to the Committee at a future meeting.	Mariam Haque/Chris Chapman/Andrew Redding.	Corporate Overview and Scrutiny Committee recommendation from Thursday 6 February 2020.
4 Domestic Violence Scrutiny Review.		Mustansir Butt.	
5 Stronger Communities Strategy.		Ian Day/Mahmood Mohammed.	Corporate Overview & Scrutiny Committee recommendation from Thursday 19 November 2020. Re-scheduled to June 2022 at the request of officers, as all the projects will not have been evaluated due to the loss of the evaluator.
6 That a report relating to the use of agency staff and contracted staff, in relation to the changing nature of their work and developmental opportunities, be presented to this Committee.		Anne Lloyd/Tahmima Tahir.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
7 That quarterly Equality performance reports be presented to this Committee.		Khalida Ashrafi.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
8 West Yorkshire Combined Authority.	Future updates be presented to the Committee, focusing on work undertaken, governance, skills, transport and outcomes for residents of the Bradford District.	Jason Longhurst.	Corporate Overview & Scrutiny Committee recommendation from Tuesday 16 February 2021.

Corporate O&S Committee

Agenda item	Item description	Author	Comments
9 Bradford District Community Safety Partnership Performance Report and Delivery Plan.	This Committee requests that Quarterly Performance Reports, which include a RAG rating, be presented to the Committee.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 December 2021.