

# Public Document Pack



## Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 10 November 2022 at 5.00 pm in Committee Room 1, City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	BRADFORD SOUTH INDEPENDENTS GROUP
Azam Nazir D Green Arshad Hussain Mohammed Regan	Nazam Loy	Stubbs	J Clarke

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	BRADFORD SOUTH INDEPENDENTS GROUP
Dearden Hussain Salam Wood Tait Lintern	Ahmed Clarke	J Sunderland	Majkowski

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

To:

Asif Ibrahim, ,Director of Legal and Governance

Agenda Contact: Jane Lythgow / Yusuf Patel

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E-Mail: [jane.lythgow@bradford.gov.uk](mailto:jane.lythgow@bradford.gov.uk) / [yusuf.patel@bradford.gov.uk](mailto:yusuf.patel@bradford.gov.uk)

## A. PROCEDURAL ITEMS

### 1. ALTERNATE MEMBERS (Standing Order 34)

The Director of Legal and Governance 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 must consider their interests, and act according to the following:*

<b>Type of Interest</b>	<b>You must:</b>
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Directly Related)</i> <b>OR</b> <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Affects)</i> <b>OR</b> <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being (a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and (b) a reasonable member of the public knowing all the facts would believe that</i>

*it would affect your view of the wider public interest;  
in which case speak on the item only if the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting unless you have a dispensation.*

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) *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.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

### **3. INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Yusuf Patel - 01274 434579)

The following referrals have been made to this Committee up to and including the date of publication of this agenda.

### **SOCIAL VALUE AND INCLUSIVE GROWTH RATIONALE AND POLICY PROCURMENT POLICY**

Previous reference: Governance and Audit Committee minute 56 (2021/22)

The Governance and Audit Committee, at its meeting on 21 April 2022, whilst discussing amendments to the Constitution – Contract Standing Orders and Financial Regulations, resolved, amongst other things:

- (1) That the Social Value Procurement Policy be referred to the Corporate Overview and Scrutiny Committee for consideration when the policy is reviewed.***

The Committee is asked to note the referral listed above and **Document “Q”** to decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group

### **Social Value & Inclusive Growth Rationale and Policy Procurement Policy**

The report of the Director of Finance and IT, **Document “Q”** provides an update on the application of the Social Value and Inclusive Growth Rationale & Policy implemented in 2018.

The report identifies key successes and proposes actions to be included in the review of the policy and subsequent update to ensure continuous improvement is evidenced.

#### **Document “Q” asks Members to note:**

- **The content and intent of the rationale and policy remain relevant to today**
- **The positive actions taken to progress the Social Value and Inclusive Growth Rationale and Policy.**
- **The intent for the Head of Procurement to lead a review of the Social Value and Inclusive Growth Rationale and Policy with the intent to engage stakeholders including VCSE; supply chain; and officers from across the Council including Economic Development; Employment and Skills; Anti-Poverty leads; Equality leads; and services who main procurers in the Council on revisions. Members may**

wish to contribute to that process.

- **The review will specifically assess:**
  - **Options to increase local spend, including capturing sub-contracted spend where possible. The review will also establish appropriate targets and consider the one-off impact of large scale projects.**
  - **What metrics should be included in Bradford specific TOMs (Themes; Outcomes; Measures).**
  - **Ensuring proposed Social Value proposals are captured and their delivery can be evidenced in outcomes to benefit the District.**
  - **Options to enhance Social Value from the Council's supply chain.**

(Chris Chapman – 01274 433656)

## **B. OVERVIEW AND SCRUTINY ACTIVITIES**

### **5. UPDATE ON WHAT THE COUNCIL IS DOING TO COMBAT DANGEROUS DRIVING AND ANTI- SOCIAL DRIVING BEHAVIOUR IN BRADFORD**

35 - 52

The report of the Interim Director, Place, **Document “R”** provides an update on current casualty levels and trends in the Bradford District and the Capital Programmes, Road Safety Education, Training and Publicity initiatives aimed at addressing dangerous driving and anti-social driving behaviour.

The report also sets out the Council's commitment to Vision Zero.

#### **Recommended –**

- 1. That the contents of Document “R” be noted.**
- 2. That the Interim Strategic Director, Place, be requested to provide an update report in 12 months' time to include outputs and outcomes on driver enforcement and driver behaviour.**

(Simon D'Vali – 01535 618375)

**6. QTR 2 FINANCE POSITION STATEMENT FOR 2022-23**

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The Director of Finance will submit a report (**Document “S”**) which provides Members with an update on the forecast year-end financial position of the Council for 2022-23.

It outlines the revenue and capital budgets and the year-end financial position based on information at the end of September 2022. It states the Council’s current balances and reserves and school balances.

**Recommended –**

**That Members review and comment on the Qtr 2 Finance Position Statement for 2022-23.**

(Andrew Cross - 07870 386523)

**7. EQUALITY OBJECTIVES AND EQUALITY PLAN 2021-25 UPDATE**

135 -  
174

The Assistant Director, Chief Executive’s Office will submit a report (**Document “T”**) which updates Corporate Overview and Scrutiny Committee on the progress made in relation to implementation of actions within the current Equality Objectives and Equality Plan 2021-25.

**Recommended –**

**To accept this update report on the progress made against the Council’s equality duty and work.**

(Khalida Ashrafi – 07816082796)

**8. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2022/23**

175 -  
188

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “U”**) which includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23.

**Recommended –**

**(1) That Members consider and comment on the areas of work to be carried forward into the municipal year 2022/23.**

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

(Mustansir Butt - 01274 432574)



## Report of the Director of Finance & IT to the meeting of Corporate Overview & Scrutiny Committee to be held on 10 November 2022

Q

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### Subject:

**Social Value & Inclusive Growth Rationale and Policy Procurement Policy**

### Summary statement:

This report provides Members with an update on the application of the Social Value and Inclusive Growth Rationale & Policy implemented in 2018.

The report identifies key successes and proposes actions to be included in the review of the policy and subsequent update to ensure continuous improvement is evidenced.

### EQUALITY & DIVERSITY:

The Councils procurement activities can play a significant part in addressing inequality, improving well-being and widening access to opportunities. As a major spender within District and within West Yorkshire the Council can strongly support the equality and diversity agenda. Procurement processes go beyond assessing price and quality and assess organisations wider ethics, including equality and diversity issues.

Additionally, the delivery of Social Value can support equality and diversity agendas and these considerations should be embedded in any future development of the Social Value and Inclusive Growth policy.

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Chris Chapman  
Director of Finance & IT

### Portfolio:

**Corporate**

Report Contact: Chris Chapman;  
Director of Finance & IT  
Phone: (01274) 433656  
E-mail: [chris.chapman@bradford.gov.uk](mailto:chris.chapman@bradford.gov.uk)

### Overview & Scrutiny Area:

**Corporate**

## 1. SUMMARY

The report provides a review of the existing Social Value and Inclusive Growth Rationale and Policy which was implemented in April 2018.

The report focuses upon key areas of success and lessons learnt from its implementation to identify options for improvement and updating the existing policy and/or operational working practices.

## 2. BACKGROUND

### 2.1 The Council's Social Value and Inclusive Growth Rationale and Policy

The Council's Social Value and Inclusive Growth Rationale and Policy Document was approved by the Executive on 5 December 2017, and was applied to all procurements for contracts larger than £25,000 from 3 April 2018.

The Policy set out our approach for doing more than sourcing the Council's supplies at a price that it is competitive and good value for money, it set out our ambition for meaningful Social Value from our suppliers.

It proposed a Social Value focus to foster an inclusive growth ethos in the district in which every resident has the opportunity to contribute to and share in economic growth. The aspiration was to make sure that every penny we spend supports our wider economic goals and that everyone in the Bradford District feels the benefits of success.

The policy was designed to be flexible in its application so that it is reasonable, scalable and proportionate to the contract opportunities we apply it to. It includes a set of 31 Social Value, Inclusive Growth orientated measures that Commissioners and Procurers can pick from when preparing tenders.

The policy set out an ambition to increase our spend with our local suppliers. Over the next five years our plans are to:

- Increase our current level of local spend from 47% to 60%, which in today's terms would put an additional £45m into the local economy.
- Think about how local suppliers also spend locally - £21m would be re-spent in the Bradford economy.
- An ambition for an additional net effect of £66m.

### 2.2 A review of the Rationale and Policy

The policy has been effective in assisting the achievement of Social Value and Inclusive Growth, and although clearly both aspects have been impacted by Covid and the cost of living crisis there is much to be celebrated from the implementation of the rationale and policy.

The annual report 'Amendments to the Constitution – Contract Standing Order and



Financial Regulations' was presented to Governance and Audit Committee on 21 April 2022 with recommendations approved and subsequently approved by Full Council.

A referral from Governance and Audit Committee, requested the Corporate Overview & Scrutiny Committee considers the Social Value Procurement Policy, when the policy is reviewed.

An extract from the minutes of Governance and Audit Committee is included below.

**AMENDMENTS TO THE CONSTITUTION - CONTRACT STANDING ORDERS AND FINANCIAL REGULATIONS**

***The Director of Finance and IT submitted Document "AF" which provided details of the annual review of the Contract Standing Orders and Financial Regulations sections of the Council's Constitution and made recommendation for their amendment.***

***Members were informed that fundamental changes to Contract Standing Orders would come into force next year.***

***In response to a Members question it was reported that the Social Value and Inclusive Growth Policy would be reviewed which looks at different elements of social value of a contract such as living wage.***

***It was suggested that Members needed to have input into the Social Value and Inclusive Growth Policy when it was reviewed.***

***That the Social Value Procurement Policy be referred to the Corporate Overview and Scrutiny Committee for consideration when the policy is reviewed.***

### **3. PROGRESS IN IMPLEMENTING THE RATIONALE & POLICY**

#### **3.1 Introduction**

A number of national events have impacted the policy, particularly in relation to local spend metrics. These include impact of Covid and the recent cost of living crisis. In addition, national procurement legislation and Council Contract Standing Orders must be complied with, tendering processes not allowing contracts to be issued to local suppliers unless they submitted the highest scoring tender, and the Council is not able to award contracts locally if bids are not received from local suppliers.

Procurement Team resources have by necessity been focused on supporting major Council projects, Bradford Live, Darley St, CAZ etc., the successful push for City of Culture 2025, implementation of the Children's Trust, most recently Levelling Up Fund projects, and throughout this the service has experienced prolonged recruitment and retention challenges.

However, despite those challenges there has been significant success in progressing the rationale and policy as outlined below.

### 3.2 Local Spend

Performance in the past 2 years and this year to date are outlined in the table below.

	2020/21	2021/22	2022/23 to Q1
Target	46%	48%	48%
Actual	36.8%	36.5%	36.5%
	£172.2m	£229.8m	£62.3m

This shows that actual physical spend locally increased from £172.2m in 2020/21 to £229.8m in 2021/22, an increase of £57.6m (33%). This is a significant increase and data for 2022/23 suggests local spend will be retained at this level. However the target percentage has not been achieved and may be unrealistic against local circumstances.

The Council spend pattern and inclusion of some multi-million pound contracts can impact local spend as in some cases there is an absence of suitable local providers to deliver some Council projects. Some examples include:

- the recent large spend on Covid related PPE which was all with non-local suppliers
- Recent and current large construction schemes (+£10m) won by out of area contractors, Silsden (Galliford Try), Darley St (Kier), Heaton Crematorium (Robertson Group), TCF programme (Balfour Beatty). Bradford does not have a national level contractor in its boundary and the Council programme includes some large multi-million pound schemes.
- Rising energy costs are disproportionate to previous years, again Bradford doesn't have an in-district energy supplier

Supplier spend analysis has identified that many of the large suppliers do sub-contract and engage the local supply chain. At present spend analysis only picks up payments to the prime contractor, and therefore does not pick up this aspect of local spend. Consideration will be taken into assessing this, but without seeking to place large burdens upon suppliers.

Reviewing the Social Value and Inclusive Growth Rationale and Policy, assessing realistic target local spend levels and engaging local supply chain will be a key deliverable of the Head of Procurement when appointed

### 3.3 Procurement Processes

Procurement processes have been refined and improved to enable SMEs and VCS to be in a better position to bid and also to ensure that appropriate checks are made not only on the bidder's price and proposition against the tender but also on their wider 'ethics', these checks include checks for evidence of / conviction for:

- Participation in a criminal organisation
- Corruption / fraud

- Terrorism, activities linked to terrorism, or funding terrorism
- Money laundering
- Child labour / human trafficking
- Non-payment of tax or social security contributions
- Environmental, labour and social law offences

Further checks are undertaken regarding:

- Misconduct
- Conflicts of interest / distortion of competition
- Prior poor performance of a similar contract
- Modern slavery compliance

To ensure the successful integration of Social Value into the Council's procurement activity processes, the Social Value and Inclusive Growth Rationale and Policy set out some key deliverables, progress against these are summarised below.

- a) Designing tender processes that are accessible and encourage a variety of potential suppliers to bid for the Council's contracts.
  - The Council held a staff working group that re-designed the Council's suite of documents, based on feedback from suppliers. The working group remit was to make the Council's procurement processes and documentation easier to understand and navigate. Feedback from suppliers suggested changes made accessing and responding to Council procurements were improved.
  
- b) Building on the detailed understanding of the local supply market established at the commissioning stage and actively seeking to engage local businesses in tender competitions through 'meet the buyer events', raising awareness of the Council's procurement processes and supporting non-tender specific bid writing training.
  - An initiative that is bringing some dividends has come through the Council committing its support to the Go4Growth programme with a focus to understand the barriers and then provide support, particularly to SME businesses to help them improve their bid writing capability and capacity, some key facts
  - Go4Growth has run 25 engagement events to some 1,300 businesses
  - This includes over 65 businesses from the Bradford District, of which 60% are micro SME, and ¾ of this cohort want to improve bid writing skills, ¼ have not previously won public sector business; 50% are BAME led businesses and 25% are female led businesses
  - The top issues for Bradford businesses engaged in the programme are
    - How to develop bid writing skills
    - How to demonstrate value to public sector procurers
    - How to decide what value of contract to bid for

- How to respond to and report against KPIs
    - How to improve their networks to win more business
  - Actions were implemented to seek to address and improve these issues.
- c) Continuous evaluation of its tender documents and online processes to ensure that preparing and submitting a bid is as simple and efficient a process as possible for bidders (whilst maintaining a quality, core standard of legal compliance),
  - The Go4Growth programme and specific engagement sessions with SMEs and VCS sector informed changes to processes. The new Head of Procurement, when appointed, will wish to review procurement processes and one of their objectives will be to review processes, including engaging the supply chain to inform of any potential changes.
- d) Publishing and maintaining a forward plan of planned procurements on the Council's website, and making use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation.
  - The Forward Procurement plan is published in line with the National Procurement Policy Statement. This gives prospective suppliers a forward view of future planned procurements to aid their planning.
- e) Through only asking the minimum, proportionate number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract (good practice would be no more than five questions, other than in exceptional circumstances)
  - This was implemented and is referenced in staff training material / sessions.
- f) Application of the positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid), and in accordance with Regulation 58(9) ensure the minimum financial turnover required does not exceed twice the estimated contract value.
  - The Council fully complies with all procurement regulations. The Council has gone beyond implementing the requirements on paper, but has considered changes alongside the Social Value and Inclusive Growth Policy to ensure implementation of regulation, where flexibility enables, is not contrary to the intent of the policy.

### 3.4 Social Value

The Council, along with many other Councils, accessed the national Social Value Portal and their national Social Value TOMs (Themes, Outcomes, Measures). This model provided engagement and support to businesses in their social value propositions.

The national approach initially proved successful in developing Social Value

principles and brought some increased flexibility for suppliers to scope the Social Value they could offer.

Unfortunately, the introduction of charges to suppliers to access the portal introduced additional costs to suppliers that they either had to absorb or pass through as increased tender prices. These costs were of particular issues for SMEs and therefore contrary to the inclusive growth aspirations.

Additionally, failings in the national portal at documenting and reporting upon Social Value proposed and delivered meant there was not an effective audit trail in evidencing Social Value delivered. The Council has subsequently withdrawn from the national portal, but have taken forward lessons learnt in evolving the local approach, including ensuring the policy evolves and becomes less mechanistic, thereby allowing more flexibility in its application.

We are now working collaboratively with other Yorkshire and Humber local authorities to develop a Social Value reporting tool to record, compile and present the data around the benefits and outcomes secured from our suppliers' Social Value. The tool will carry forward TOMs, link these with the United Nations Sustainable Development Goals, and will have the ability for Bradford to include its own local TOMs. It is proposed engagement across key stakeholders will take place to ensure the revised model works for the Council and the District.

The Social Value reporting tool will be trialled on an upcoming procurement exercise for the provision of skips and the associated waste disposal, admittedly not a glamorous contract, but it is a contract with opportunities around recycling and minimising environmental impact, and local spend and employment. The intention is to also trial the tool across several categories of other spend to collate information to make sure the model fully reflects the range of contracts and social value considerations across Council contracts. The data coming from the tool will then support the Council's future Procurement Strategy (2025 onwards) and the next generation of Social Value policy, and in early 2024 a future committee report.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

There are no direct financial implications to the Council from this report. Effective procurement processes will however secure best value to the Council and the District.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

There are no specific risk management issues. Activity is being undertaken to ensure revised Social Value models do not adversely impact or limit the ability or willingness for suppliers to respond to council procurement opportunities.

#### **6. LEGAL APPRAISAL**

The Public Services (Social Value) Act 2012 came into force on 31 January 2013. It requires people who commission public services to think about how they can also

secure wider social, economic, and environmental benefits – together known as ‘social value’. These wider benefits are in addition to any core requirement that might be procured by the council. For instance, in procuring an Energy from Waste Facility, the benefits of diversion of waste from landfill and the production of electricity are core benefits, however the creation of apprenticeships and employment opportunities are a wider benefit. Before any procurement process is started it is important to consider whether the services they are going to procure, or the way they are going to procure them, could secure these wider benefits for their area or stakeholders.

The Act does not prescribe what form this consideration might take or how the procurement process should be adapted to incorporate social value. The key question with respect to social value in a procurement process (or in performance management, for that matter) is the same as it is for any other element, namely on what basis does the procuring or contracting party determine the most advantageous of the options presented and/or whether the option(s) available are better or worse than any given benchmark, or the outcomes originally promised or forecast? In general terms, comparability – and therefore some form of measurement system – are key to incorporating social value in procurement.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

There are no direct implications from this report.

### **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no direct implications from this report.

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

There are no direct implications from this report.

### **7.4 HUMAN RIGHTS ACT**

There are no direct implications from this report.

### **7.5 TRADE UNION**

There are no direct implications from this report.

### **7.6 WARD IMPLICATIONS**

There are no direct implications from this report.

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

Not applicable

## **7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

There are no direct implications from this report.

## **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

There are no direct implications from this report.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

There are two base options.

- To continue with the existing policy. The policy and rationale has in the main proved effective and in the main is still relevant. However, there are options for continuous improvement and further iteration and therefore this option is not recommended
- To update the policy to build upon the successes; to provide for continuous improvement; and to reflect lessons learnt.

## **10. RECOMMENDATIONS**

Members are asked to note:

- The content and intent of the rationale and policy remain relevant to today
- The positive actions taken to progress the Social Value and Inclusive Growth Rationale and Policy.
- The intent for the Head of Procurement to lead a review of the Social Value and Inclusive Growth Rationale and Policy with the intent to engage stakeholders including VCSE; supply chain; and officers from across the Council including Economic Development; Employment and Skills; Anti-Poverty leads; Equality leads; and services who main procurers in the Council on revisions. Members may wish to contribute to that process.
- The review will specifically asses:
  - Options to increase local spend, including capturing sub-contracted spend where possible. The review will also establish appropriate targets and consider the one-off impact of large scale projects.
  - What metrics should be included in Bradford specific TOMs (Themes; Outcomes; Measures).

- Ensuring proposed Social Value proposals are captured and their delivery can be evidenced in outcomes to benefit the District.
- Options to enhance Social Value from the Council's supply chain.

## **11. APPENDICES**

Appendix 1: The Council's Social Value and Inclusive Growth Rationale and Policy

## **12. BACKGROUND DOCUMENTS**

The Council's Social Value and Inclusive Growth Rationale and Policy; as approved by the Executive December 2017.





# Social Value and Inclusive Growth Rationale and Policy Document



**City of Bradford Metropolitan District Council  
Social Value and Inclusive Growth Rationale and Policy Document**

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## 1. Foreword

Councillor Susan Hinchcliffe  
Leader of the Council

As a council we want to build a fairer and more inclusive district in which every resident has the opportunity to contribute to and share in economic growth. This new policy is one way of putting our own house in order in the council so that we can make sure that every penny we spend supports our wider economic goals to make sure that everyone in Bradford feels the benefits of success.

Bradford Council's Social Value Policy is, very simply, a policy document for how we intend to do more to support Bradford's local supply chain and its economy through our procurement activity. The policy will place a real value on those suppliers who can offer more than the core technical requirements of the contract for goods, works or services.

In short, we want to make the Bradford Pound go further. Alongside other progressive employers, we can be a standard bearer in building a local supply chain that is connected to its wider social responsibilities and which offers high-quality employment and training opportunities to local people, while delivering great value for money.

Local businesses have a real stake in the success of this district, so they can also enjoy the long-term benefits of investing in this place and its people. And the money spent with local businesses can help to stimulate further economic activity because much of that money is reinvested locally further down the line. Our local suppliers will be well placed to re-spend and invest the Bradford Pound in our local economy and to employ local people and give them the skills they need to enjoy successful working lives.

There is no contradiction between strengthening corporate social responsibility and getting best value; on the contrary we believe the two must go hand in hand. Public, private and third sector organisations that invest more in their local areas and workforce will reap the benefits from having a skilled, productive workforce.

The launch of this policy provides a template to show how we can all work together to achieve more social value in how we do business as a district. We have lots of great employers who truly value the place and its people. Whether it's through high-quality apprenticeships, sponsoring local community groups or building links with our schools, for example, there are lots of ways that businesses deliver wider social value. We want to spread that best practice. We will reach out to our public and private sector partners in the Bradford District to ask them to join us in our ambition

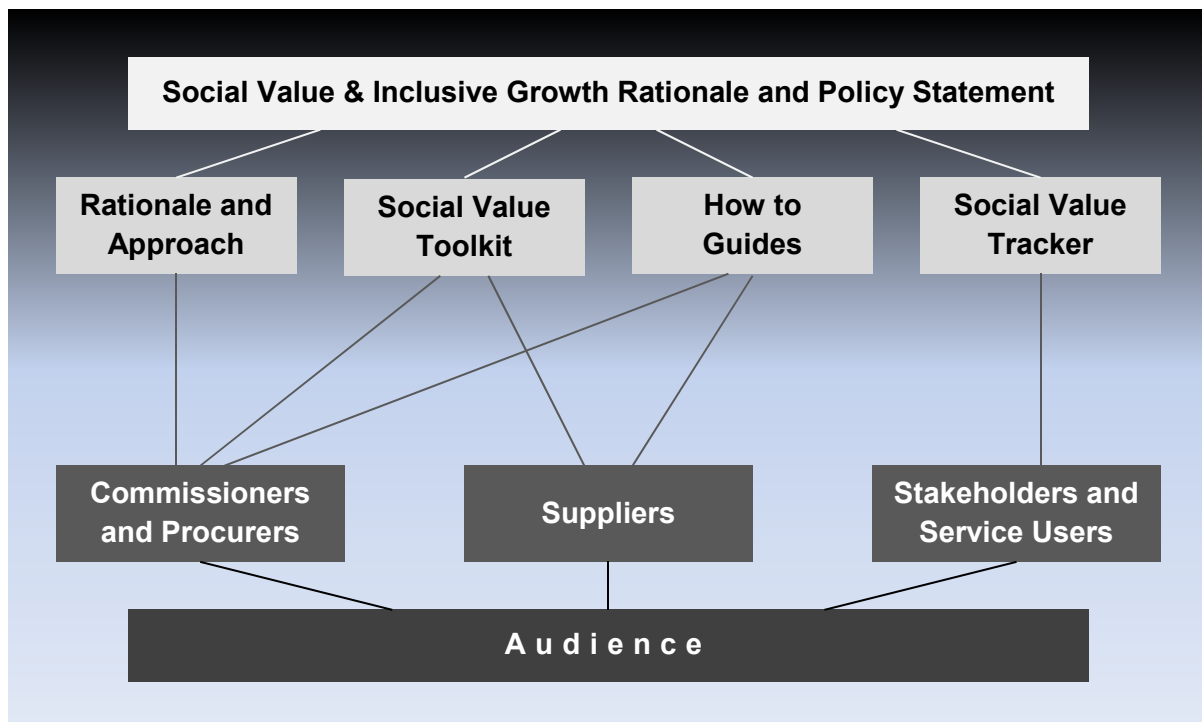
so that we can use our collective influence to do more business locally and for the benefit of the many, not the few.

## 2. Introduction and Acknowledgements

This Policy sets out for Commissioners, Procurers and the Council's Suppliers what the City of Bradford Metropolitan District Council is seeking to achieve for the residents and businesses of the Bradford District and the wider Leeds City Region economy by taking a reasonable, scalable and proportionate approach to securing Social Value to promote local economic benefit and realise Inclusive Growth from the contracts it procures, awards and manages.

The Council believes that all those involved in the cycle of establishing need, designing and specifying requirements, procuring contracts, supplier management and contract delivery, and the analysis and reporting of outputs and outcomes have an important role to play in securing Inclusive Growth benefits through Social Value for the Bradford District.

This Social Value and Inclusive Growth Rationale and Policy Document works in four sections setting out; the Council's Rationale and Approach, its Social Value Toolkit, a 'How to' Guide and Checklist, and a Tracker for reporting progress. It is acknowledged each section has a specific purpose and therefore its sections may hold particular relevance to groups within its overall audience.



The Council resolved to take a lead on Inclusive Growth at its meeting of the 21<sup>st</sup> of March 2017. Following this decision development of the Council's Social Value Policy has been led by a Steering Group providing direction, input and support, and a Reference Group that has delivered outputs against five primary objectives, to:

- Identify the current external position and review three examples of good practice.
- Undertake a review of historical annual spend over a three year period and establish a baseline for Bradford.
- Produce input to and recommendations on strategy and policy that reflect Bradford's ambition and intent.
- Formulate an implementation plan that will enable the required changes to strategy, policy and practice from April 2018.
- Identify two Bradford based organisations willing to develop a baseline and to look, in principle, to adopt the findings of the review.

This Policy is the summary of activity centred on these objectives by members of the Steering and Reference Groups including Elected Members and Council Officers, representatives from partner public sector organisations in the District, and the Voluntary and Private sectors of the local economy. In preparing this Policy the Council wishes to specifically acknowledge the input, support and constructive challenge it has received from:

Manchester City Council  
 Nottingham City Council  
 Hull City Council  
 The University of Bradford  
 NHS Bradford District CCG  
 Bradford District Assembly VCS  
 Bradford Trident  
 Inspired Neighbourhoods  
 Bradford Chamber of Commerce  
 Cllr Alex Ross-Shaw, and

Colleagues from:

- Children's Services
- Health and Wellbeing
- Economic Development
- Office of the Chief Executive
- Finance & Procurement
- Legal Services
- ICT
- Building & Technical Services

The Council would also like to acknowledge the benefit coming from research and reports published by:

- The Centre for Local Economic Strategies
- The Joseph Rowntree Foundation
- The Good Economy
- The RSA
- The Social Value Hub

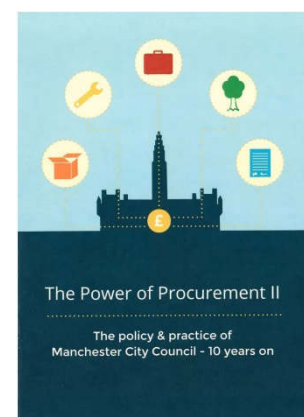
### 3. Purpose

Within an environment of reducing resource and rising demand there is a need for the Council, like all public bodies to find a better and more efficient way of identifying and responding to the needs of its citizens and stakeholders.

The Council aims to grow the Bradford economy and in doing so it will look to creatively use both its influence and its procurement approach to increase the capacity of Bradford's local supply market. Moreover it wishes to ensure that it maximises the potential to motivate its suppliers to promote and instil an ethos of Inclusive Growth so that economic activity has a beneficial impact that is spread across society. In short, every pound that the Council spends needs to do more than purchase high quality value for money supplies, services or works; it should in aggregate also be a lever for growth contributing to Bradford's economic resilience; colloquially this is referred to as the 'Bradford Pound'. With a supplier spend of £406m there is the potential for a 'big local' impact.



***Research into the application of Social Value by other local authorities evidences meaningful benefits. For example Manchester City Council has increased its local spend from 52% to 74% (+22%), with supplier re-spend in the Manchester economy growing from 25p in the £ to 47p in the £. Manchester's top 300 suppliers also provided additional economic benefits of 1,481 new jobs, 262 apprenticeships, 20,638 hours of volunteering activity, 47,875 hours of support for the local VCS sector and 334 employment opportunities for 'hard to reach' individuals.***



***Although a hypothesis, similar results for Bradford would increase spend with local suppliers from £191m to £244m (+£45m) with nearly half of this amount (£21m) then being re-spent by suppliers in the Bradford economy (additional net effect of £66m), with the potential for similar pro-rata economic benefits.***

In return the Council expects all its suppliers to adopt a high standard of ethical trade practices and to ensure the same throughout their supply chains. The application of this Policy provides the additional impetus for placing local and Inclusive Growth requirements upon the suppliers awarded the Council's contracts. This Policy is though flexible and scalable to the value, nature, duration and complexity of the contract that is being procured and relevant to all suppliers from micro SME to larger businesses, which have the potential to contribute to local growth.

As a Leader within the Bradford District and as an important voice within the Leeds City Region the Council will also proactively seek the support of its partners and regional anchor organisations to adopt the principles of this Policy to ensure the benefits of Inclusive Growth have maximum reach and impact.



#### **4. Background and Scope**

At its meeting of Tuesday, 21 March 2017 the Council considered and resolved the following in relation to Inclusive Growth:

#### ***BRADFORD COUNCIL IS TAKING A LEAD ON INCLUSIVE GROWTH***

#### ***Resolved-***

#### ***This Council notes:***

- *Bradford Council is playing a lead role in inclusive growth for our region, as demonstrated when we hosted the Inclusive Growth Commission's regional launch event on 6 March 2017*
- *It is crucial that everyone in the district gets the opportunity to contribute to and share in any economic growth*
- *We are committed to making inclusive growth principles integral to our own practices and in our influence with partners and third party organisations*

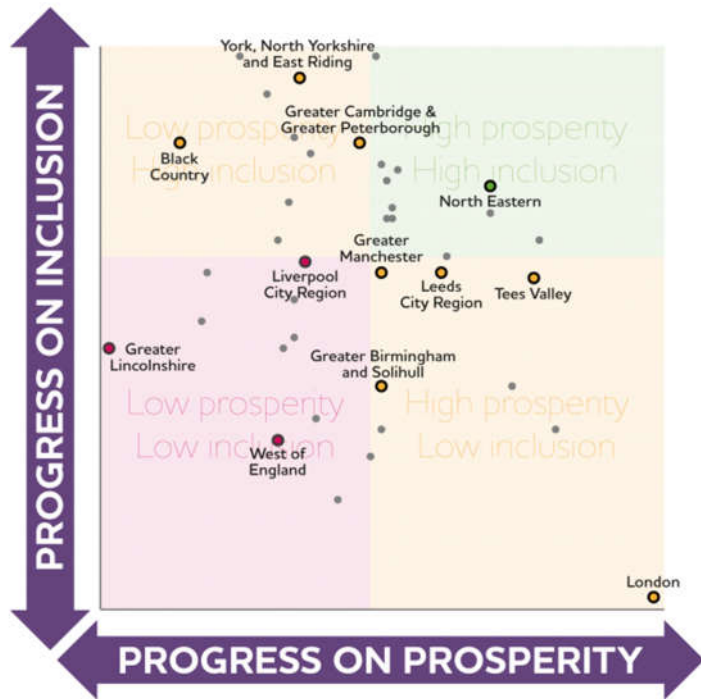
#### ***We resolve to:***

- *Consider inclusive growth as part of the Council's Procurement Review*
- *Continue supporting employment and skills programmes such as SkillsHouse and encourage partners to get involved*
- *Work with private and third sector partners on a Business Covenant to promote strong corporate social responsibility throughout the Bradford District.*

Inclusive Growth is an increasingly used term, and the Council's development of this Policy has taken account of, and acknowledges the good work produced by organisations including the Centre for Local Economic Strategies, The Good Economy, the Royal Society of Arts, and the Joseph Rowntree Foundation.

Promoting Inclusive Growth through Social Value in public procurement means buying goods, works and services in a way that helps:

- Create jobs; tackles unemployment, under employment, or inactivity,
- Creates better jobs; a living wage, and secure employment contracts,
- Strengthens skills and employability,
- Builds cohesive and confident local communities,
- Contributes to wider economic and institutional transformation, and
- Lowers barriers to social mobility and inequality.



<https://www.jrf.org.uk/report/inclusive-growth-monitor-2017>

The extract from the Joseph Rowntree Foundation's Inclusive Growth Monitor 2017 (see left) shows that the Leeds City Region economy is a 'high prosperity' economy, comparing well to the majority of city regions, and that whilst currently classed as 'low' it is also close to becoming a 'high inclusion' economy.

Bradford's commitment to taking a lead on Inclusive Growth has the potential to make a difference in improving economic inclusion.

## 5. Policy Context

The Bradford District Plan for 2016-2020 covers the priorities for the District and how the Council will work together with partner organisations, residents, businesses, communities and the voluntary sector to achieve shared aims.

The Plan was written collaboratively between the Bradford District Partnership (BDP) organisations and sets out how all members of the Partnership can do things differently, help communities to do more for themselves, work better across organisations and prevent rather than just respond to issues. It aims to draw on the resources and activity of local people, communities, businesses and organisations across the district and covers the five priorities for the District:

- Better skills, more good jobs and a growing economy
- A great start and good schools for all our children
- Better health, better lives
- Safe, clean and active communities
- Decent homes that people can afford to live in

The Council believes there are clear links between the District priorities and the principles of Inclusive Growth, and is working with partners to develop an Economic Growth Strategy for the District based on building a more productive and inclusive economy.

In implementing its approach to Inclusive Growth the Council will make use of its obligations under the Public Services (Social Value) Act 2012.

The Public Services (Social Value) Act 2012, allows the Council like any other public body to consider the social, economic and environmental benefits of their approach to the procurement a public contract before the process commences. Specifically the Act works in three limbs; firstly there should be consideration of how what is being procured may be of benefit to the economic, environmental or social wellbeing of an area, secondly how such benefits might be secured, and finally whether it is necessary to consult on such proposals.

Whilst the Act is specifically applicable to 'over EU threshold' services contracts The Council holds that it is good practice to consider a scalable and proportionate application of the principles of Social Value to any contract of any value.

The Council will also make use of provisions expressly set out in the Public Contract Regulations 2015 to involve its service users, suppliers and potential suppliers in the commissioning phase of establishing need and identifying solutions. It will also consider how it can frame its contract opportunities to be accessible to Small and Medium sized Enterprises (SME) from both the private and voluntary sectors.

These enablers for Social Value will also be identified in the Council's Procurement Strategy.

## 6. Social Value Definition

The Public Services (Social Value) Act does not define 'Social Value', the Act is intended to be flexible and allow choice over the type of the Social Value benefits that can be sought from commissioning and procurement activity.

The Social Value Hub ([www.socialvaluehub.org.uk](http://www.socialvaluehub.org.uk)) provides a useful, brief and accurate definition of Social Value as:

*'The benefit to the community from a commissioning / procurement process over and above the direct purchasing of goods, services and outcomes.'*

The Council's ambition for the benefit to the community from commissioning and procurement processes is to facilitate and support an economic environment for Inclusive Growth.

## 7. Social Value Objectives for Inclusive Growth

Realising Inclusive Growth through the application of a Social Value Policy to the Council's contracts contributes towards the attraction of wealth, enhancing economic growth and addressing poverty.

Research by the Good Economy sets out in their position paper '*The Good Economy: A Better Future for Everyone*' that the principles of Inclusive Growth can be successfully fostered through their Four Pillars model of:

- Good Jobs providing Decent Living Standards,
- Business Dynamism backed by Inclusive Investing,
- Human Development enabled by access to Universal Services, and
- Social Cohesion through Democracy in the Community.

These pillars have resonance with local priorities; Business Dynamism (recognising the value of investing in the local economy), Good Jobs (raising both skills and employment opportunities), Human Development (including support for social care) and Social Cohesion (placing value on the contribution of the voluntary sector and the importance of environmental issues).

And, as such these principles can be easily aligned with the Council's Corporate Priorities:

- Better skills, more good jobs and a growing economy,
- Decent homes that people can afford to live in,
- A great start and good schools for all our children,
- Better health, better lives,

- Safe, clean and active communities, and
- A well-run council, using all our resources to deliver our priorities

And in combination provide the framework for defining the Council’s procurement objectives.

Corporate Priority	Inclusive Growth / Good Economy Pillars	Procurement Objectives
Better skills, more good jobs and a growing economy	<b>Business Dynamism;</b> <i>Inclusive investment in sustainable growth and social impact</i>	<ul style="list-style-type: none"> <li>• Establish a supplier base which has knowledge of local issues and priorities</li> <li>• Increased economic benefits for the Bradford District</li> <li>• Build a base of suppliers that are responsive and flexible to needs</li> <li>• Increased local spend</li> </ul>
Decent homes that people can afford to live in	<b>Good Jobs;</b> <i>Decent living standards achieved through employment, jobs that pay decent wages and fulfil carer aspirations</i>	<ul style="list-style-type: none"> <li>• Increase opportunities for good jobs and sustainable employment</li> <li>• Promotion of employment, training and skills opportunities</li> </ul>
A great start and good schools for all our children	<b>Human Development;</b> <i>access to high quality public services, especially those with the highest needs</i>	<ul style="list-style-type: none"> <li>• Procurement of quality and cost effective services that are safe and best meet need</li> <li>• Support the balance of innovation with evidence based approaches to identify solutions at an early stage</li> <li>• Support demand reduction for specialist services</li> </ul>
Better health, better lives		<ul style="list-style-type: none"> <li>• Reduction of the District’s carbon footprint through reduced consumption of natural resources</li> </ul>
Safe, clean and active communities		<ul style="list-style-type: none"> <li>• Support the delivery of budget savings and maximising of efficiencies</li> <li>• A supplier base that invests in Bradford’s communities</li> </ul>
A well-run council, using all our resources to deliver our priorities		<b>Social Cohesion;</b> <i>social mobility and vibrant civic communities</i>

## 8. Social Value Toolkit

The toolkit section of the Council's Social Value Policy outlines and provides guidance for implementing Social Value for:

- **Commissioners** at the outset of a cycle of identifying need and suitable solutions,
- **Procurers and Buyers** as requirements are specified and the market invited to respond, and
- **Suppliers** when preparing their bids for Council contracts and then also how their Social Value contributions will be monitored through supplier and contract management activities.

**Commissioners;** the attributes of a good commissioner includes; a detailed knowledge of the subject matter of what is being commissioned, an ability to undertake constructive challenge and to be innovative in scoping contracts over re-procuring 'more of the same'. To ensure effective integration of this Social Value Policy into the Council's commissioning activity, and spending the 'Bradford Pound' well, with the most beneficial results processes shall include:

- Cross-departmental working between commissioners, procurers and economic development teams so that the maximum impact from the Council's Social Value Policy and Inclusive Growth Policy are designed into, and become integral parts of the commissioning process to strengthen the local economy and obtain the best value for the 'Bradford Pound'.
- Close working with Procurers and Category Managers, and Economic Development staff as necessary to build a detailed understanding of the local supply base for Council contracts. This can include an ongoing review of the number of suppliers from the Bradford District that are registered on YORtender, and; targeting bid writing engagement sessions with those suppliers that have either never bid for Council contracts, or those that have so far been unsuccessful in bidding.
- Innovation through supplier and user involvement in the commissioning process by actively allowing for both preliminary market consultation, and the prior involvement of candidates or tenderers. This can be through specific, targeted (and documented) discussions or through wider 'meet the buyer' type events. This will be facilitated through use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation.
- Make practical use of the obligations set out in the Council's Contracts Standing Orders to seek quotes from local suppliers for contracts with an estimated value of less than £100k, and record in writing why it has not been possible to seek quotes from local suppliers.
- Considering both the type and amount of Inclusive Growth Social Value that is proportional and in scale with the contract opportunity. The type of Social Value that the Council is seeking from its contracts is set out, and will be

selected from the following table. Selection will be through documented and therefore transparent discussion(s) between Commissioner, Service User, Supplier or Potential Supplier, and Procurer as appropriate.

The square brackets [ ] in the following table allow for commissioners and procurers to set reasonable (proportionate) Social Value requirements in tender documents for the Council's procurements. Bidders' responses will be evaluated by assessment of how close their proposal comes to meeting the Council's requirements; i.e. a proposal that fully meets requirements scores full marks with lesser proposals proportionally scoring fewer points, with no additional marks being available for offering to over-achieve against the Council's Social Value requirements.

Procurement Objective		Social Value Requirement
<b>Business Dynamism</b>	Establish a supplier base which has knowledge of local issues and priorities	<ul style="list-style-type: none"> <li>• Work towards paying staff a Living Wage within two years of being awarded a contract.</li> <li>• Increase the rates of pay for the lowest paid staff by [ ]% within two years of being awarded a contract.</li> <li>• Improve the skills levels of existing staff by training [ ]% of the workforce to Level [ 2 / 3 / 4 ]</li> <li>• Reduce average sickness absence by [ ]% through an improved health, wellbeing and support package for staff.</li> </ul>
	Increased economic benefits for the Bradford District	<ul style="list-style-type: none"> <li>• Support [ ] number of Bradford new business start-ups by running practical workshops with enterprise clubs.</li> </ul>
	Build a base of suppliers that are responsive and flexible to needs	<ul style="list-style-type: none"> <li>• Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities with [ ] weeks of the contract start date.</li> </ul>
	Increased local spend	<ul style="list-style-type: none"> <li>• Support the Bradford local economy by spending [ ]% of total expenditure in the local supply chain.</li> <li>• Support the local supply chain by spending [ ]% of total expenditure in the Leeds City Region</li> </ul>
<b>Good Jobs</b>	Increase opportunities for good jobs and sustainable employment	<ul style="list-style-type: none"> <li>• Create [ ] number new jobs in the Bradford local economy.</li> <li>• Create [ ] number of traineeships and, or apprenticeships for Bradford local residents.</li> <li>• Create [ ] number skills enhancement opportunities for local Bradford young people (especially those from whom the Council is their Corporate Parent), school leavers or the long term unemployed.</li> </ul>
	Promotion of employment, training and skills opportunities	<ul style="list-style-type: none"> <li>• Provide [ ] number of days meaningful work experience for Bradford local residents.</li> <li>• Support [ ] number of Bradford people back to work by providing career mentoring for job clubs, including mock interviews, CV advice, and careers guidance.</li> <li>• Support Bradford young people into work by delivering employability support (e.g. CV advice, mock interviews, careers guidance) to [ ] number of school and college students.</li> <li>• Employ [ ] number of Bradford ex-offenders (or other group of people who typically face additional challenges in competing in the labour market).</li> </ul>



Procurement Objective		Social Value Requirement
Human Development	Procurement of quality and cost effective services that are safe and best meet need	<ul style="list-style-type: none"> <li>Commit [ ] hours resource to working with service users, commissioners, contract managers and the sector to identify proposals for alternative methods of service delivery and contract performance.</li> </ul>
	Support the balance of innovation with evidence based approaches to identify solutions at an early stage	<ul style="list-style-type: none"> <li>Support prevention by running education and publicity campaigns with specific targets. Support [ ] number of staff, residents or service users to stop smoking, increase their physical activity, or access money advice.</li> </ul>
	Support demand reduction for specialist services	<ul style="list-style-type: none"> <li>[ ]% of service users supported to self help.</li> <li>Coordinate and run a Bradford befriending scheme to reduce social isolation, and prevent the consequences of social isolation for [ ] older people.</li> </ul>
Social Cohesion	Reduction of the District's carbon footprint through reduced consumption of natural resources	<ul style="list-style-type: none"> <li>Reduce the amount of waste generated by [ ]% compared to the year prior to the award of the contract.</li> <li>Reduce the amount of waste sent to landfill by [ ]% compared to the year prior to the award of the contract.</li> <li>Reduce carbon emissions by [ ]% over the duration of the contract.</li> <li>Reduce energy and water consumptions by [ ]% over the duration of the contract.</li> <li>Increase the use of renewable, or community generated energy as a proportion of total energy consumption by [ ]% over the duration of the contract (without increasing overall energy consumption).</li> <li>Support [ ] number of Bradford households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel poverty and contributing to climate change goals.</li> </ul>
	Support the delivery of budget savings and maximising of efficiencies	<ul style="list-style-type: none"> <li>[ ]% spend disinvested from acute interventions and reinvested in prevention.</li> </ul>
	A supplier base that invests in Bradford's communities.	<ul style="list-style-type: none"> <li>Contribute [ ] number of hours of business planning support, financial advice, legal advice, or HR advice to Bradford voluntary organisations through an Employer Supported Volunteering scheme.</li> <li>Provide [ ] hours volunteering to support Bradford based community projects and activities.</li> <li>Provide facilities or resources (human or materials) for use by, or to support Bradford community and voluntary organisations for [ ] hours per year.</li> <li>Work with community and voluntary organisations in Bradford to create [ ] number of new volunteering opportunities in the Bradford District.</li> <li>Support Bradford local community and voluntary organisations through the supply chain by spending [ ]% with community and voluntary organisations in the Bradford District.</li> </ul>

**Procurers and Buyers;** a well run procurement exercise will be contingent upon a quality commissioning process. To maintain that quality the procurement of a public contract must be contained in a process that is open, transparent and proportionate in its processes, and performed in a non-discriminatory way to secure the optimal combination of cost and quality, i.e. value for money for the Council. The

introduction of a Social Value component into the traditional balance of cost and quality should not run counter to these principles. When applied correctly a Policy will enhance the Council's evaluation of the tenders it receives by legitimately taking into account wider economic, social or environmental considerations.

To ensure the successful integration of Social Value into the Council's procurement activity processes shall include the following:

- Designing tender processes that are accessible and encourage a variety of potential suppliers to bid for the Council's contracts. The Council will do this by;
  - Building on the detailed understanding of the local supply market established at the commissioning stage and actively seeking to engage local businesses in tender competitions through 'meet the buyer events', raising awareness of the Council's procurement processes and supporting non-tender specific bid writing training.
  - Continuous evaluation of its tender documents and online processes to ensure that preparing and submitting a bid is as simple and efficient a process as possible for bidders (whilst maintaining a quality, core standard of legal compliance),
  - Publishing and maintaining a forward plan of planned procurements on the Council's website, and making use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation,
  - Through only asking the minimum, proportionate number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract (good practice would be no more than five questions, other than in exceptional circumstances), and
  - Application of the positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid), and in accordance with Regulation 58(9) ensure the minimum financial turnover required does not exceed twice the estimated contract value.

**Suppliers and Supplier Management;** whilst not mandated the Council encourages and welcomes its suppliers to adopt the following standards and to also encourage the same in their supply chain:

- That the Council's suppliers commit to upholding high standards of moral and ethical employment across their workforce, and expect the same from their supply chains.
- That there will be rigorous implementation and adherence to Health and Safety standards and legislation, and provision of '21st Century' welfare facilities for all workers.

- Apprenticeships are actively promoted especially where this will provide opportunity for the most disadvantaged people in our society.
- That all staff will be paid and treated fairly with, as appropriate, provisions to include paid holidays, a sickness benefit scheme, pension, accident compensation and a death in service scheme.
- That temporary workers are employed through agencies upholding the highest standards of ethical behaviour, compliance and quality of service.
- That collaboratively Employers, Trade Unions and industry specialists play a vital role in creating safe and productive work places.
- There shall be equality and opportunity for all and that there will be no place for 'blacklisting'.
- That the environmental impacts of a suppliers business activities shall be minimised.
- That the District's business premises and sites will be clean, well managed 'good neighbours'.

All suppliers who have committed to the delivery of Social Value objectives through a Council contract will be required to submit a quarterly report to evidence the progress made against their objectives. The Council will sample and audit a number of supplier reports for assurance that the information provided is accurate.

In return the Council's offer to its suppliers and local businesses includes:

- Seeking to encourage local businesses to engage in tenders for Council contracts through publishing a forward plan of tender opportunities and where appropriate offering pre-tender 'meet the buyer' local market engagement sessions.
- Promoting this Policy as a tool for increasing the participation of local businesses in tenders for Council contracts, with the aspiration of making the most of opportunities to spend locally and seek the maximum beneficial return for the 'Bradford Pound'.
- Asking the Council's suppliers to make use of the District's potential local supply chain.
- Paying all of its suppliers promptly, and expect the same for payment within the supply chain.
- Acting ethically and fairly in the procurement and management of Council contracts.
- Realising the value of making appropriate beneficial use of the 'Council as a Client' in marketing collateral.
- Participation in economic development and growth programmes, inward investment programmes, enterprise coaching and advice on securing external funding.

## 9. Social Value 'How to' Guide and Checklist

The application of Social Value criteria to the Council's contract opportunities is proportionate and scalable and will follow the financial thresholds set out in the Council's Contracts Standing Orders. (The Policy will be reviewed if and when the relevant sections of Contracts Standing Orders are revised).

- Applying Social Value to the procurement of contracts in scalable and proportionate way;
  - For contracts with an estimated value of less than £25k the application of Social Value is optional, and at the discretion of the Authorised Officer.
  - For contracts with an estimated value between £25k and £100k the Authorised Officer must apply at least two of the Council's Social Value Requirements, with at least one Business Dynamism or Good Jobs Objectives Sets. (The [ ] sections of the objectives shall be completed in consultation with the Council's Finance and Procurement Team, or the Employment and Skills Team as appropriate).
  - For contracts with an estimated value greater than £100k the Authorised Officer must apply at least one objective from each of the Social Value Requirements Objectives Sets (Business Dynamism, Good Jobs, Human Development and Social Cohesion). (The [ ] sections of the objectives shall be completed in consultation with the Council's Finance and Procurement Team, or the Employment and Skills Team as appropriate).
  - For contracts with an estimated value greater than the relevant EU threshold (currently £164k for supplies and services, £4.1m for works, and £589k for specific Light Touch Regime contracts), and with a duration of more than two years the Authorised Officer must consider the application of either the requirement to create [ ] new jobs, [ ] traineeships and, or apprenticeships in the local economy, or [ ] skills opportunities for young people, school leavers or the long term unemployed in consultation with the Employment and Skills Team.
  - Frameworks will require commissioners and procurers to identify suitable Social Value criteria from the Council's agreed list, taking account of framework value and duration, and set these out in tender documents. However it will be necessary to consider whether; it is more suitable to seek proposals from bidders when advertising the framework opportunity (for example a large single supplier framework for goods), or at call-off stage.

In 2016/17 the Council published 389 contract opportunities on YORtender, of which 222 were worth more than £25k; with the total spend with its suppliers as follows. On this basis, once embedded the Council's Social Value Policy could have significant potential to seek Inclusive Growth benefits from the Council's contracts.

	<b>Number of Suppliers</b>	<b>Total Aggregate Spend*</b>
Suppliers paid <£25k	3,479	£18,943,678
<b>Suppliers paid £25k to £100k</b>	<b>617</b>	<b>£30,342,979</b>
<b>Suppliers paid &gt;£100k</b>	<b>590</b>	<b>£344,298,545</b>
	4,666	£393,585,202

*\* Excluding direct Social Care payments*

Social Value shall be worth 10% of the overall marks available in the evaluation of bids for Council contracts. Each Social Value objective set as part of the Council's contract award criteria shall be assessed using the evaluation criterion set out in the Council's template procurement documents. A minimum score for Social Value, applied on a pass / fail basis must not be required as part of the evaluation process.

The Council's Social Value Policy will be reviewed annually taking account of revisions to the Council's Contracts Standing Orders and also provide the opportunity for the review and possible revision of the content of the Council's Policy.

The following checklist must be completed by, on behalf of an Authorised Officer before uploading a tender for a contract with an estimated value of more than £100k to YORtender.

1.	There has been cross-departmental working between commissioners, procurers and economic development teams to consider the maximum impact from the Council's Social Value Policy and Inclusive Growth Policy that can be achieved through this contract.	
2.	The potential for innovation in contract delivery through preliminary market consultation, and the prior involvement of candidates or tenderers has been considered and, undertaken and documented as necessary in accordance with Regulations 40 and 41 of the Public Contracts Regulations 2015.	
3.	There has been a documented assessment of the potential local supply base.	
4.	The type of Social Value that the Council is seeking from this contract has been selected from the Council's Social Value objects, and as appropriate considered through transparent, documented discussion(s) between Commissioner, Service User, Supplier or Potential Supplier, and Procurer.	
5.	The minimum necessary number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract have been asked in the tender documents (no more than five questions, other than in exceptional circumstances).	
6.	The positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid) has been considered.	
7.	In accordance with Regulation 58(9) of the Public Contracts Regulations the minimum financial turnover required from a supplier does not exceed twice the estimated contract value.	
8.	For contracts with an estimated value greater than £100k the Authorised Officer has applied at least one objective from each of the Social Value Requirements Objectives Sets (Business Dynamism, Good Jobs, Human Development and Social Cohesion).	
9.	For contracts with an estimated value greater than the relevant EU threshold, and with a duration of more than two years the Authorised Officer has applied either the requirement to create [ ] new jobs, [ ] traineeships and, or apprenticeships in the local economy, or [ ] skills opportunities for young people, school leavers or the long term unemployed.	

For contracts with an estimated value of less than £100k the Authorised Officer should maintain suitable written records to show that:

- Where practical quotes will be sought from local suppliers.
- For contracts with an estimated value of less than £25k the application of Social Value was considered by the Authorised Officer.
- For contracts with an estimated value between £25k and £100k the Authorised Officer has applied at least two of the Council's Social Value Requirements, with at least one Business Dynamism or Good Jobs Objectives Sets.

## 10. Reporting

The Social Value and Inclusive Growth benefits secured through this policy shall be reported in the Well Run Council part of the Council Plan.

Currently the Council tracks its supplier spend as follows, and has the aspiration to develop this profile through the promotion of Inclusive Growth and providing opportunities for local business to maximise the impact of the 'Bradford Pound':

	Total Spend	Local Spend (Bradford District)	SME Spend	Local SME Spend
2016/17	£406m	47% £191m	72% £294m	39% £160m
5 year goal (est. £)	-	>60% (£244m)	75% (£305m)	>50% (£203m)

In addition to existing indicators for % of expenditure spent locally, % of expenditure spent regionally, % of expenditure spent with SME suppliers, and % of expenditure spent with VCS suppliers, additional indicators shall include:

- Number of contracts securing Social Value
- Jobs created in the Bradford District
- Apprenticeships and training opportunities created in the Bradford District
- Hours of community volunteering
- Hours of support for the voluntary and community sector
- Employment opportunities for 'hard to reach' individuals

A summary of the Social Value secured through the award or extension of a contract worth more than £100k must be included in the Leader's Briefing / Regulation 84 Report submitted to Finance and Procurement.

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## **Report of the Strategic Director, Place to the meeting of the Corporate Overview and Scrutiny Committee to be held on 10<sup>th</sup> November 2022**

**R**

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### **Subject:**

Update on what the Council is doing to combat dangerous driving and Anti-Social driving behaviour in Bradford.

### **Summary statement:**

This report seeks to update members on current casualty levels and trends in the Bradford District and the Capital Programmes, Road Safety Education, Training and Publicity initiatives aimed at addressing dangerous driving and anti-social driving behaviour. The report also sets out the Council's commitment to Vision Zero.

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### **Portfolio:**

**Regeneration, Planning & Transport**

### **Overview & Scrutiny Area:**

**Regeneration & Environment**

## 1. SUMMARY

- 1.1 This report seeks to update members on current casualty levels and trends in the Bradford District and the Capital Programmes, Road Safety Education, Training and Publicity initiatives aimed at addressing dangerous driving and anti-social driving behaviour. The report also sets out the Council's commitment to Vision Zero.

## 2. BACKGROUND

- 2.1 A report on proposals for the devolution of Road Safety funding was considered by the Area Committees in 2012. Members resolved to support an evidence based approach to determine Road Safety priorities. It was also resolved to present an annual 'State of the Nation' style report detailing casualty numbers/trends and details of ongoing and proposed road safety education, training and publicity initiatives to the Area Committees.
- 2.2 The West Yorkshire Transport Strategy 2040 includes a specific aim to reduce road accidents, aspiring to 'zero tolerance' of transport-related deaths. Adoption of 'Vision Zero' has been accepted by the West Yorkshire Safer Roads Executive and the newly established Vision Zero Board (political governance) and we are in the process of developing the reality of this vision for the districts. There are also aspirations to encourage walking and cycling by improving safety. Milestones and targets are currently being considered at a West Yorkshire level.
- 2.3 A 'Road Casualties' report is published annually. Based on Police Road Traffic Collision records the report identifies casualty reduction priorities for the District. This report takes into account the most recent full year data available, i.e. currently 2021, and trends in comparison to preceding years.
- 2.4 In 2021, there was an overall increase in casualties in the Bradford District, up from 937 in 2020, to 1,457 in 2021. It should however, be noted there were unusually few road traffic collisions in 2020 due to the impact of the COVID-19 pandemic on travel. A more robust comparator is the average number of casualties over the 5 year period 2015-19. The average number of casualties per year in this period was 1,414, with the 2021 casualty total representing a 3% increase on this. When taking different road user groups into consideration, comparing 2021 with the average for 2015-2019, child casualties increased from 188 to 207, pedestrian casualties increased from 268-291 and car occupant casualties increased from 903 to 942. Pedal cycle casualties reduced from 102 to 85 and powered two wheeler casualties reduced from 80 to 63. Appendix 2 shows Road Traffic Casualty graphs and charts for the Bradford district.
- 2.5 Casualty analysis also shows that when the number of children killed or seriously injured (KSI) on the highway in 2021 is calculated as a rate per 100,000 of child population, Bradford experienced the highest rate of child KSIs in West Yorkshire:

Bradford: 39.6 KSIs per 100,000 children  
Calderdale: 26.1 KSIs per 100,000 children  
Kirklees: 24 KSIs per 100,000 children  
Leeds: 33 KSIs per 100,000 children  
Wakefield: 25.7 KSIs per 100,000 children

Officers will bring parliamentary constituency casualty data to present to the Scrutiny Committee at the meeting.

- 2.6 There is an Inter Departmental Agreement between Public Health and Place to partially fund the Road Safety Team activity. This is because there is crossover between the Public Health outcomes (people killed and seriously injured, hospital admissions and infant mortality) and our own corporate priorities.
- 2.7 The Road Safety Team operates on a district-wide basis. Child casualty data is cross referenced against population data to identify 'priority areas' for the delivery of education and training with staff and financial resource allocated accordingly. The team also work with Area Teams, Ward Officers and other partners and stakeholders such as Youth Services, Wardens, WY Fire and Rescue and West Yorkshire Police as well as supporting other active travel and health improvement projects such as the JU:MP programme and walking and cycling initiatives promoted by organisations such as Living Streets and Sustrans.

#### Education for pupils in Y11,12,13:

- Young driver workshops to pupils
- Theatre in Education drama performances
- One Life Lost sessions (delivered by West Yorkshire Police Officers)

The Road Safety Team also has a range of resources and presentations aimed at young drivers and passengers. These are available online and advertised to schools and colleges via the Bradford Schools Online portal. We also let the Area Teams / ward officers know about the resources that we have available and any other relevant issues or dates (e.g. we would let Area Teams know about things like Brake Road Safety Week or tyre safety month and have recently informed them on the legal status of e-scooters and promoted the police portal for reporting dangerous driving 'Operation Snap' etc.)

#### Comms:

We have a programme of radio advertising that runs across the year on Heart Radio which gives 150 slots per month (plus bonus slots) . These adverts are generally aimed at drivers and focus on the fatal four (the four factors most closely associated with KSIs – speed, impairment, distraction & non seat belt use) as well as reminding motorists to drive considerately around more vulnerable road users such as pedestrians, cyclists, motorcyclists and horse riders. We've also run adverts promoting Op Snap and clarifying the legal situation in relation to e-scooters.

We also run adverts on social media which again largely focus on driver behaviour. Examples of campaigns include:

- The recent changes to the highway code aimed at improving safety for vulnerable road users
- Operation Snap
- Mobile phones
- Seat belts
- In car distractions – young drivers

- E-scooters
- Drink / Drug Driving

The Road Safety Team are also part of the West Yorkshire Safe Roads Partnership, the Bradford Safe Roads Partnership and the Steerside Partnership. Appendix 1 shows the West Yorkshire Safe Roads Partnership structure.

- 2.8 Car occupants continue to account for the highest number of casualties in the district as the majority of collisions resulting in serious or fatal injuries involve a motorised vehicle. West Yorkshire Collision analysts are currently investigating with a view to providing more detailed data. Delivering road safety messages to drivers and passengers is therefore critical in supporting our aims of achieving Vision Zero / eliminating death and serious injury on the roads. The team work with Communications & Marketing colleagues to deliver a communications programme which comprises of targeted messaging on social media, a digital district newsletter, radio and outdoor advertising. Messages focus primarily on the four contributory factors most likely to result in fatal or high severity injuries – speed, impairment (drink and drugs), distraction (mobile phones) and not wearing seat belts. Messages also support safety for more vulnerable road users by reminding motorists to drive considerately and look out for others. This communications and publicity work also supports wider aims and ambitions to encourage people to switch to more active and sustainable modes of travel and supports the delivery of road safety engineering and infrastructure implementation across the district. Recently the team have also supported two national awareness raising campaigns – one around the update of the Highway code; which introduced a new hierarchy of road users and new rules to improve safety for vulnerable road users; and the other around changes to legislation on the use of mobile phones whilst driving. As well as delivering a local programme of communications and publicity, the team are also part of the West Yorkshire Safe Roads Delivery Group. Work delivered through this partnership adds weight and value to work undertaken at a local district level.
- 2.9 Going forward, the team will continue to address road safety issues identified in the annual ‘Road Casualties’ reports and look for new and innovative ways of delivering road safety education, training and publicity. The work of the team will also support wider council objectives aimed at reducing health inequalities, encouraging active and sustainable travel and around air quality, pollution and climate change. As Vision Zero comes online we will be working towards a more pro-active programme of Safe Roads delivery.

### **Vison Zero**

- 2.10 The council is setting out the principles of a whole systems approach to Safer Roads utilising multi-disciplinary partnership work and data sharing that reduces serious injury and death on the road network with the ultimate aim of removal of road death.
- 2.11 Since its inception in 1995 in Sweden, Vision Zero has revolutionised conventional thinking around road safety. The basic starting point for Vision Zero is from an ethical standpoint that no-one should be killed or suffer lifelong injury in a road traffic incident. According to Vision Zero the main problem is not that accidents occur it is instead whether the accidents lead to death or serious injury. Vision Zero stresses the fact that the road transport system is an entity in which the components such as

roads, vehicles and users must be made to interact so that safety can be guaranteed.

- 2.12 Vision Zero now underpins the casualty prevention strategies of several governments in Western Europe and North America and is saving lives and preventing serious injury as part of long term strategies to eliminate road deaths.
- 2.13 West Yorkshire including the Combined Authority has collectively agreed the principle of the approach which includes aligning the safer roads capital investment from the Department for Transport with Vision Zero principles.
- 2.14 Bradford has particular problems around driver behaviour in parts of the district. Bradford also experiences the highest levels of accidents involving uninsured and un-taxed vehicles in the UK (Direct Line, 2019). Bradford also has particular non-compliance issues around seat belt wearing. This leads to a disproportionate and over representation in terms of numbers of casualties and the severity of the injury.
- 2.15 The Council's aim is to develop a suitable local strategy for Bradford that addresses these issues by utilising data sources from internal and external partners.
- 2.16 In 2021, there were 309 killed and serious injuries in Bradford. Public Health England have determined that all highway related injuries are preventable. Our work under Vision Zero aims to realise this.
- 2.17 Road safety is a priority in the current Police and Crime Plan, reflecting the serious and persistent concerns of members of the public, councillors, and MPs. The Plan made a commitment to taking forward with partners the Vision Zero approach to tackling the unacceptable numbers of those being killed or seriously injured on West Yorkshire's roads. Although West Yorkshire has seen a decline in the numbers KSIs the decline in the numbers of vehicles on the roads during the COVID lockdowns is a significant factor. Of particular concern is the disproportionately large number of vulnerable road users KSI: pedestrians, cyclists, and children.
- 2.18 Vision Zero Pillars

There are 5 key pillars set out in Vision Zero that have been collectively agreed at a West Yorkshire level. If adopted, All Safer Roads programmes will be aligned against these pillars:

**Safe Speeds:** We will encourage slower speeds to achieve safer and healthier journeys. We will maximise our impact on speed detection and compliance through data intelligence, design our streets to slow vehicles down, raise awareness about the benefits of safer speeds to change behaviour and advocate for new ways to enforce and deter speeding.

**Safe Vehicles:** Lead by example and procure safer vehicles to protect road users and drivers for our fleets. We will raise awareness about the benefits of safer vehicles and in-vehicle technology. We will enforce vehicle safety offences and support changes to vehicle standards to reduce severity and likelihood of collisions.

**Safe Roads:** We will reduce the dominance of motor vehicles to create streets that are safer for people and active travel by putting the needs of people before those of vehicles when designing infrastructure where possible, implement a connected

network of safer routes and make it easier for people to suggest improvements, report defects and other highway related issues.

**Safe Behaviours:** We will encourage safer behaviours on our streets by influencing road user behaviour through targeted operations, communication, education and campaigns, engage with people to identify and tackle specific road safety issues and educate drivers and riders about the challenges faced by vulnerable road users.

**Post Collision Learning and Support:** We will support post-collision care and make changes to our systems as we learn. We will learn from collision investigation, share our findings and make changes to our systems, support people bereaved or suffering life changing injury through post collision care and advocate justice for victims of road collisions.

## 2.19 Operation Steerside

The Steerside Partnership Board is currently Chaired by Supt Richard Padwell and draws together a number of partners from across the District. The board has overseen Operation Steerside move from being a purely police-led enforcement operation to a true partnership initiative, which looks more collaboratively, utilising all our collective resource and powers to ensure that we have a comprehensive plan that not only focusses on enforcement but also looks at the changing behaviours including working with our young people in schools and youth settings.

The Steerside Enforcement Team consists of a dedicated Sergeant and 10 PC's and through this team, supported by the provision of additional funding through the Community Safety Partnership has enabled a more proactive approach to be adopted.

Between September 2021 – August 2022 Steerside has seen undertaken

101 pre-planned operations  
2871 FPT / TOR / VDRS  
56 CLE 2/6 (DVLA reports for no tax)  
357 reports for summons / charges  
180 S.59 warnings issued  
391 vehicles seized  
81 arrests  
55 PSPO notices issued

The above figures are just those attributable to Steerside and this additionality and is not the totality of enforcement undertaken in Bradford District.

## 2.20 Roads Policing Activity

The council regularly meets local NPT units on areas of concern in the Bradford District providing important intel for WYP on where deployment of roads policing units are necessary. This supports a pro active approach to roads policing in Bradford and the two way communication assists both agencies to make appropriate financial decisions with programmes.

### **3. OTHER CONSIDERATIONS**

#### **Engagement with Schools**

- 3.1 All schools across the district are offered the opportunity of road safety education. In wards where child casualties are high, an extra level of encouragement is offered to persuade schools to take up the training offer. Ordinarily, the team provides a three tier district wide service. The first tier is where schools in wards with the highest child casualty rates are targeted with face to face delivery of education and training by the Road Safety Team. The second tier is the delivery of presentations to schools in the remaining 22 wards. These are booked on a first come first served basis and on a 2 year rotation. The third tier is the provision of resources and information for all schools which does not need a road safety officer to deliver. Appendix 3 provides an overview of the road safety services & resources on offer. Appendix 4 shows a casualty comparison table for West Yorkshire. Appendix 5 shows ward rankings for next academic year (September 2022- August 2023). Casualty data for 2019-2021, cross referenced with population data, has been used to identify these priority wards.
- 3.2 Legacy issues arising from The COVID-19 pandemic continued to impact the delivery of road safety education and training during this school year. With so many children and young people missing out on vital messages during lockdowns and associated school closures, an adapted service was provided to ensure the team could reach as many pupils as possible. For example, pedestrian training, ordinarily delivered over two visits, was provided as a lighter touch 'one visit' session, with supplementary resources left to enable the school to deliver follow up training themselves. For the academic year 22/23 the team plan to move back to provision of the more usual model of delivering a three tier district wide service with Pedestrian training delivered over two sessions and the two-year rotation for schools in Wards 9-30 being re-introduced.

#### **Safer Roads schemes**

- 3.3 The Traffic & Highways Area Teams deliver a programme of Safer Roads engineering measures such as traffic calming, pedestrian and cycle facilities, speed limit reductions and parking management. These schemes are central Government funded with the Combined Authority as project managers for West Yorkshire. Schemes are evidence-based to ensure the best rate of return in terms of casualty reduction. The Safer Roads schemes programmes are the subject of separate reports to the Area Committees. Vision Zero will play a significant role in the shaping of these programmes in the future.
- 3.4 The Council has a devolved Highways budget to deal with larger scale safety priorities that are beyond the scope of an individual Area Committee. As such, programmes around School 20 mph zones, city/town centre 20 pmh zones and school streets have been delivered and will continue to feature on future strategic programmes.

#### **Collision Investigation Team and the Child Death Overview Panel**

- 3.5 Following any fatal injury event on the network, the Traffic Teams arrange on site

meetings with the West Yorkshire Police Collision Investigation Team. This is to ensure the council has the most up to date information on any contributory factors with any fatal incident (in order to determine what council service needs to be involved) and if the network can be modified in any way to reduce injury severity or remove the chance of injury.

If there is a fatal injury to a child on the network there is a Statutory function called the Child Death Overview Panel, hosted by Public Health. Partner agencies include the Primary Care Trust, West Yorkshire Police, His Majesty's Office of the Coroner and the Highways Department. The process involves examining the nature of the incident, cause of death and extracting lessons and outcomes which reduce or remove further fatal incidents.

### **Public Space Protection Order**

- 3.6 In March 2014 the Government enacted new powers contained in the Anti-Social Behaviour, Crime and Policing Act 2014 relating to tackling anti-social behaviour including the making by local authorities of Public Space Protection Orders (PSPO's) which can prohibit certain types of antisocial behaviour and make breaches of such subject to fixed penalties and prosecution before the Magistrates Court subject to a fine not exceeding £1000.00.

Dangerous driving, inconsiderate and anti-social use of vehicles can have a significant effect on how safe people feel in the District and is regularly flagged as one of the key anti-social behaviour concerns by our residents. In 2019 the Regulations and Appeals Committee approved the Council to proceed with a PSPO to help reduce the levels of dangerous driving and anti-social use of vehicles. The PSPO has been operational since February 2020 and the Council has issued 97 Fixed Penalty Notices, 3 of which have been successfully prosecuted for non-payment each receiving a fine nearing £1000. The majority of 'Notices of Offence' have been issued by the Police 'Steerside' Enforcement Team. A number of Fixed Penalty Notices (FPN's) have been issued retrospectively by the Council based on dash-cam evidence. We are also looking to authorise Neighbourhood Policing Team (NPT) Officers to be able to enforce the PSPO.

Anti-Social use of vehicles can take many forms, one of which, harassing women by the use of sexualised language or gestures from vehicles is a breach of the PSPO. Police Officers have conducted an operation in parts of the city following third-party reports of females being harassed by drivers. Police mounted visible patrols in parts of the city at key times to provide reassurance but have also deployed plain clothes officers in other areas to get a better picture of what has been taking place. In this operation 16 Fixed Penalty Notices were issued to drivers harassing female pedestrians.

### **West Yorkshire Safety Camera Partnership**

- 3.7 The Safety Camera Partnership sits outside of Local Authority governance and oversight is provided by the Vision Zero Board and the West Yorkshire Safe Roads Executive. A redraft of the deployment criteria is currently underway allowing a less rigid approach to camera deployment for both fixed and mobile cameras. At the same time, new enforcement activity is being introduced:



- Average Speed Cameras on local Roads;
- Introduction of smaller mobile camera units that can be deployed at any location in the West Yorkshire district, even outside of the existing mobile camera sites.

A further report on the detail of this will be written once the new deployment strategy has been agreed.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1.1 There is a Service Level Agreement with Public Health to provide grant funding for education, training and publicity staffing (£125,000). Financial support from a devolved Integrated Transport Block fund to the Council's Executive is in place for the 22/23 Financial year (£50,000). The CRSTS (Integrated Transport Block) settlement will be approximately £1.1M/year for Capital Programme Road Safety spend.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 Budget spend on Road Safety is currently prioritised against overall district casualty prevention & road safety priorities which are, in turn, determined by analysis of statistical data relating to road casualties. This analysis, underpinned by the District Road Safety Plan priorities, is used to establish key themes and target groups / cohorts (the district's Road Safety Plan is undergoing a refresh this financial year). It is anticipated that a failure to maintain this approach would have a detrimental effect on future casualty prevention and ambitions to remove barriers to more active and sustainable travel.

#### **6. LEGAL APPRAISAL**

- 6.1 The ongoing activities of the Road Safety team contribute to the Council's duties under the Road Traffic Act 1988.

#### **7. OTHER IMPLICATIONS**

##### **7.1 EQUALITY & DIVERSITY**

Casualty data is used to identify priority areas, target groups or to identify key road safety messages. Our targeted approach is designed to re address the imbalance of casualties in the more deprived parts of the district. A child in the most deprived part of the district is 20 times more likely to be killed or seriously injured than their more affluent counterparts.

##### **7.2 SUSTAINABILITY IMPLICATIONS**

The provision of road safety education, training and publicity supports a shift to more sustainable and active transport modes.

##### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

Any increases in walking, cycling or public transport use encouraged by the delivery

of road safety education, training and publicity would have a positive impact on reducing Greenhouse Gas emissions and improving air quality.

#### **7.4 COMMUNITY SAFETY IMPLICATIONS**

The work of the Road Safety team contributes towards improving community safety in the following areas:

- Drivers and passengers – speed, seatbelt wearing, mobile phone use
- Tackling anti-social driving behaviour – which often acts as a barrier to more active and sustainable travel and reduces community cohesion
- Pedestrian & cycle safety
- Vulnerable road users: children, pedestrians, cyclists and motorcyclists
- Safety around school & School Gate Parking issues
- Removing barriers to more active and sustainable travel

Our links with partner agencies, such as WY Police, are very strong in Bradford. We jointly work on programmes such as Operation Steerside and regularly link in with partner agency programmes to add value.

#### **7.5 HUMAN RIGHTS ACT**

There are no issues arising from this report.

#### **7.6 TRADE UNION**

There are no issues arising from this report.

#### **7.7 WARD IMPLICATIONS**

The information in this report is relevant to all wards.

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

Road Safety Team activities contribute to the Safer Communities priorities within the Area Committee Ward Plans. This is done through the delivery of education, training, publicity programmes aimed at preventing casualties, tackling anti-social road user behaviour and ultimately eliminating deaths and serious injuries on the roads in line with Vision Zero aspirations. Collaborative work with other agencies as part of the Safe Roads & Steerside partnerships also contribute to the Safer Communities priorities. Through encouraging more active travel and less car reliance, the work of the team also contributes towards tackling health inequalities and encouraging healthier and more active lifestyles.

#### **7.9 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

There are no issues arising from this report.

## **7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

There are no issues arising from this report.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

That the Committee note this report and may, if it wishes, identify additional areas of focus that could be considered by the Road Safety team as part of their annual programme.

## **10. RECOMMENDATIONS**

10.1 That Members note the contents of this report.

10.2 That officers are requested to update the Committee in 12 months time to include Outputs and Outcomes on driver enforcement and driver behaviour.

## **11. APPENDICES**

11.1 Appendix 1 – West Yorkshire Safe Roads Structure Chart

11.2 Appendix 2 – Road Casualties Bradford District 2017 to 2021

11.3 Appendix 3 – Summary of ETP programmes/ resources for schools

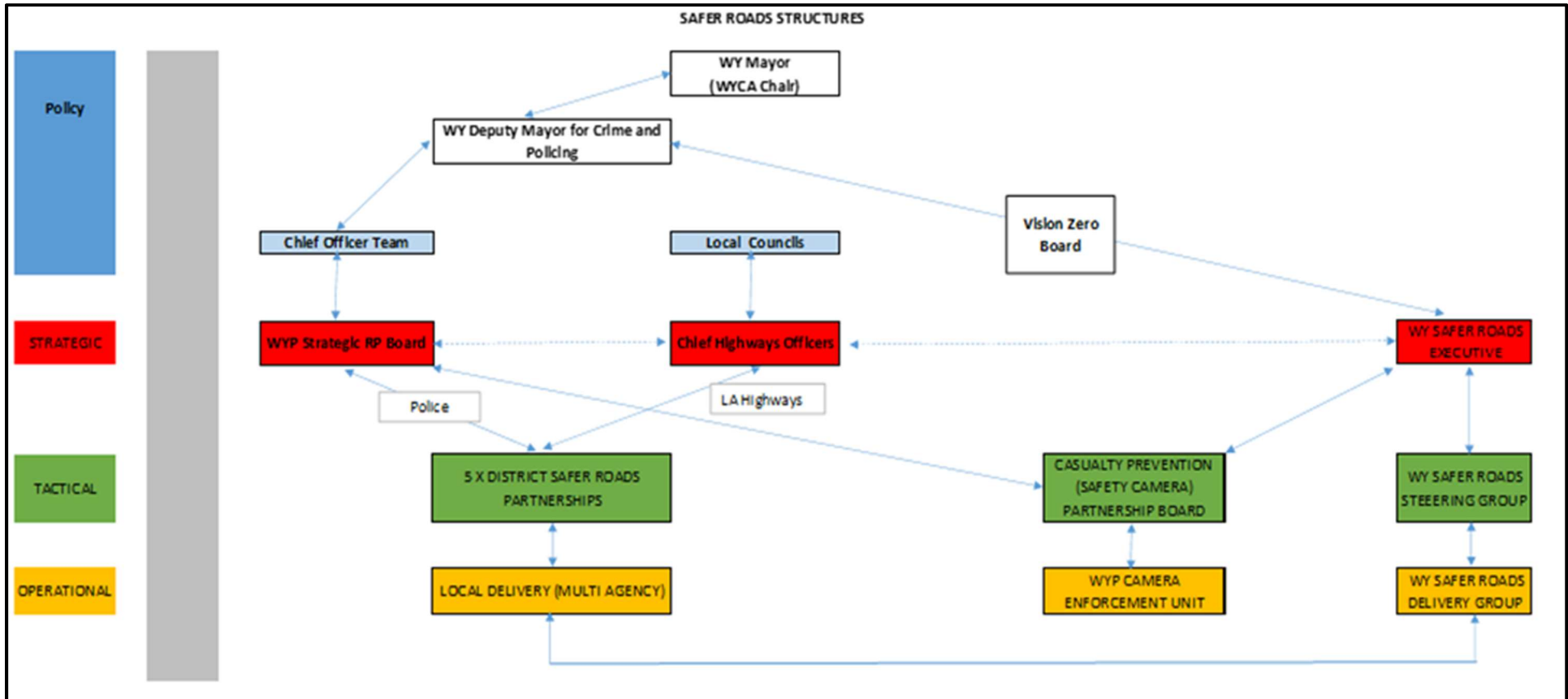
11.4 Appendix 4 – West Yorkshire KSI and All Severities comparison table

11.5 Appendix 5 – Priority Wards for academic year 2022-23

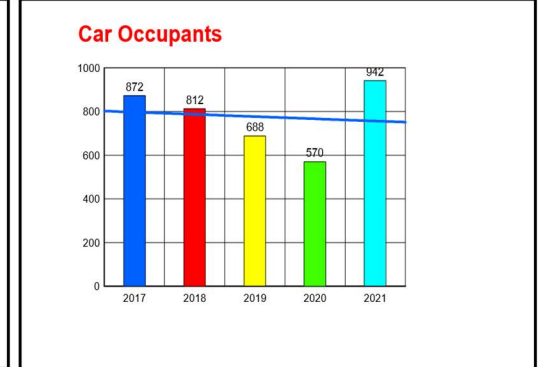
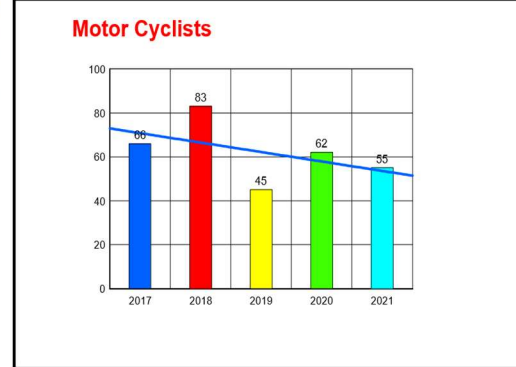
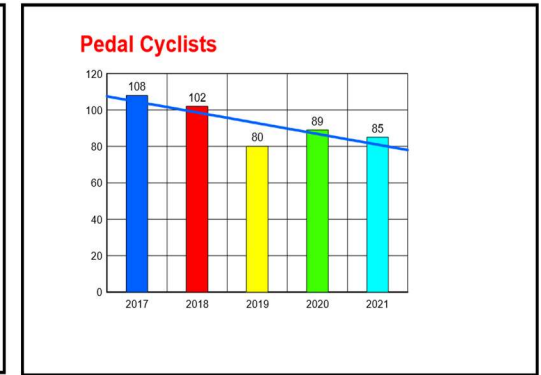
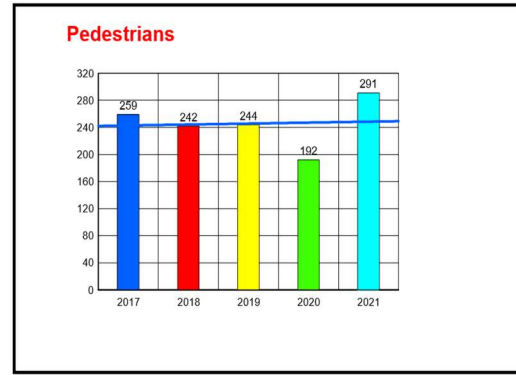
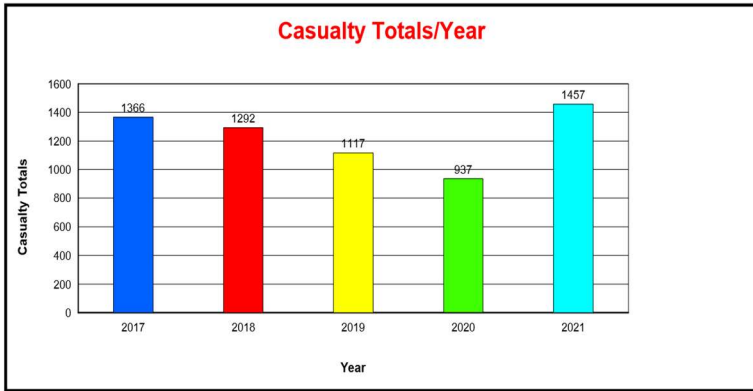
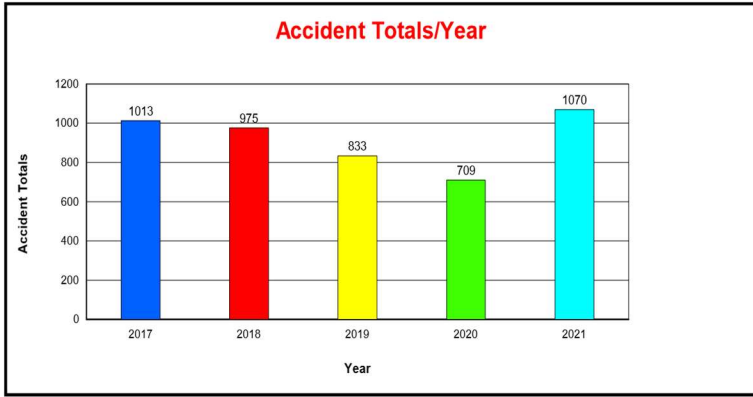
## **12. BACKGROUND DOCUMENTS**

West Yorkshire Road Traffic Collision Annual Report

# APPENDIX 1: WEST YORKSHIRE SAFE ROADS STRUCTURE CHART



## APPENDIX 2 BRADFORD DISTRICT ROAD TRAFFIC CASUALTIES (ALL SEVERITY) 2017 -2021



Casualty Data

	2017	2018	2019	2020	2021	TOTAL
<b>FATAL</b>	10	12	9	8	11	50
<b>SERIOUS</b>	164	151	139	132	264	850
<b>SLIGHT</b>	839	812	685	569	795	3700
<b>TOTAL</b>	1013	975	833	709	1070	4600

	2017	2018	2019	2020	2021	TOTAL
<b>FATAL</b>	10	15	9	8	12	54
<b>SERIOUS</b>	182	162	159	156	298	957
<b>SLIGHT</b>	1174	1115	949	773	1147	5158
<b>TOTAL</b>	1366	1292	1117	937	1457	6169

### APPENDIX 3: ROAD SAFETY EDUCATION, TRAINING AND PUBLICITY OVERVIEW

1. SCHOOL BASED EDUCATION & TRAINING		
TARGET GRP	ACTIVITY	DELIVERED BY
Nursery/ Early Years	Getting to School Safely – story sack (Pedestrian Safety) *Audio book on BSO	Delivered by Road Safety Team as part of the Primary School Plan or can be loaned to school for them to deliver themselves .
	Trip to the Seaside – Story sack (in car safety)	
Y1 & Y2 *can also include reception at some schools	Role Play	Delivered by Road Safety Team as part of the Primary School Plan.
	Bikeability + Balance bikes/ Learn to Ride	
Y3	Y3 Pedestrian training film & practical Pedestrian training	Delivered by Road Safety Team as part of the Primary School Plan
Y4 & Y5	Road Safety Quiz – Pedestrian safety	Delivered by Road Safety Team as part of the Primary School Plan
	Cycle training & Bikeability	
Y6	Charlie's Accident	Delivered by Road Safety Team as part of the Primary School Plan
Y5&6	Bikeability Levels 1&2	Delivered by Bikeability instructors. Grant funded by DfT.
Parents/ carers	Bespoke sessions for parents/ carers	Often in conjunction with police and focussing on a range of issues e.g. in car safety, pedestrian safety, school gate parking.
Y7	Theatre in Education (TIE) Show – ‘What Went Down’	Delivered by contracted provider ‘The Riot Act’. 10 sessions funded through West Yorkshire Safe Roads Partnership. 10 sessions funded by CBMDC
Y11-13	Pre/ Young Driver workshop sessions	Delivered by external company TTC and funded through Steerside partnership
	Theatre in Education (TIE) Show – ‘Wanna Lift’	Delivered by contracted provider ‘The Riot Act’. 10 sessions provided. Funded through Steerside partnership
All years	<b>Presentations and lesson plans available on BSO for schools to download and use themselves. Can be adapted to suit needs of school or for different year groups</b>	

2. INFORMATION, BOOKLETS, LEAFLETS AND RESOURCES		
TARGET GRP	RESOURCE	FURTHER INFO
Parents / carers of children in Reception	Getting to school safely - pedestrian safety book (September 2021)	Information for parents of all children in reception on pedestrian child safety. Distributed to all schools
Schools	School Gate Parking Leaflet (September 2021)	Schools able to order copies (FOC) of this leaflet to distribute to parents / carers.
Primary Schools & Children's Centres	Brake Road Safety Week information & teaching resources uploaded on to Bradford Schools online and promoted to Schools, children's centres etc. (Nov 2021)	Theme – Be a Road Safety Hero. Promoted to all schools

<b>Parents/ carers of children in Reception</b>	Trip to the seaside (in car safety book) (March 2022)	Information on in car safety. Distributed to all Primary schools
<b>Madrassas</b>	Eid Al Fitr letter sent to Mosques with information to encourage safe driving (May 2022)	Information sent to all Madrassas
<b>Parents / carers</b>	Starting School leaflet (June 2022)	Road safety information for parents of children who will be starting school in Sept 2022. Focusing on making safe journeys to and from school. Distributed to all schools.
<b>Schools and Children's centres</b>	Support for Walking and Cycling initiatives promoted by other organisations. e.g. Sustrans -'Big Pedal, Living Streets – 'Walk to School Week', Brake – 'Kids Walk'	Information put onto BSO with link to information and resources
<b>Year 6/ 7 (Transition Age Group)</b>	'Good to go' Leaflet (June 2022) ----- Moving on to Secondary School – A Guide for Parents (June 2022)	Information provided to pupils and parents on key transition messages. Distributed to all Y6 pupils and parents
<b>Residents</b>	'Stay Connected' Newsletter	Newsletter focusing on key road safety issues and distributed electronically to residents
<b>Schools</b>	School Gate Parking banners & resource pack	Promoted to all schools via BSO. Banners loaned out on request

<b>3. West Yorkshire Wide Campaigns</b> <i>*funded by West Yorkshire Safe Roads partnership</i>		
<b>TARGET GRP</b>	<b>CAMPAIGN</b>	<b>FURTHER INFO</b>
<b>All Road Users</b>	Radio advertising on Heart Radio	Adverts Targeted all road users, including specific ads for cyclists, PTW, drivers and pedestrians with key messages on looking out for each other and taking care on the roads.
<b>Drivers</b>	Thermal Radio Campaign	Adverts air in the morning when temperature dropped below a certain level. Targeting drivers before they leave home with winter driving/ safety messages
<b>Drivers</b>	Outdoor Advertising Campaign – Ivan	Digital messaging van displaying messages in the heart of communities in Bradford: <ul style="list-style-type: none"> <li>• Seat belts safety</li> <li>• Tyre safety</li> <li>• Conspicuity (Be Bright, Be Seen)</li> <li>• Don't Drink/ Drug Drive</li> </ul>
<b>Parents</b>	School Gate Parking Radio Campaign (West Yorkshire funded)	Targeted parents parking at morning and afternoon drop off/pick up times. Runs for 2 weeks after each school holiday
<b>Driver</b>	Series of short road safety films produced. Aired on Leeds TV and also promoted across social media platforms	Films focus on a range of road safety issues e.g. <ul style="list-style-type: none"> <li>• Mobile phone use,</li> <li>• Driving safely around cyclists and motorcyclists</li> <li>• Drink/ drug driving</li> <li>• In car safety</li> <li>• Speed</li> <li>• Operation Snap (reporting dangerous driving)</li> </ul>

Appendix 4: West Yorkshire KSI and All Severities comparison table

West Yorkshire : January To December 2021

Local Authorities	Severities	All Casualties (January-December)											
		Last 5yrs avg	2016	2017	2018	2019	2020	2021	Trend pattern 2016-2021	2021 vs last year		2021 vs avg last 5yrs	
Bradford	KSI	252	266	276	262	244	211	310		46.9%	↑	23.1%	↑
	All severities	1265	1,611	1,366	1,292	1,117	937	1458		55.6%	↑	15.3%	↑
Calderdale	KSI	93	115	93	92	100	64	96		50.0%	↑	3.4%	↑
	All severities	410	555	450	411	366	267	424		58.8%	↑	3.5%	↑
Kirklees	KSI	187	222	210	198	179	127	194		52.8%	↑	3.6%	↑
	All severities	874	1,127	971	909	755	607	841		38.6%	↑	-3.8%	↓
Leeds	KSI	439	492	463	468	479	295	405		37.3%	↑	-7.8%	↓
	All severities	1980	2,551	2,203	1,994	1,907	1,243	1,797		44.6%	↑	-9.2%	↓
Wakefield	KSI	176	212	176	211	148	135	174		28.9%	↑	-1.4%	↓
	All severities	750	955	814	833	641	505	645		27.7%	↑	-14.0%	↓
West Yorkshire	KSI	1148	1307	1218	1231	1150	832	1179		41.7%	↑	2.7%	↑
	All severities	5237	6,762	5,761	5,369	4,734	3,559	5,165		45.1%	↑	-1.4%	↓



## APPENDIX 5: WARD RANKING FOR ACADEMIC YEAR 2022-23

\*based on child casualty data 2019-2021 & cross referenced with population data

1	<p><b>CITY (West)</b>            All Saints CE PS, Copthorne PS, Farnham PS, Horton Grange PS, Princeville PS, St William's RC PS, St Joseph's RC PS, Princeville CC, Dixons Music PS, Dixons Trinity Academy, Dixons McMillan Academy Secondary, St Edmund's Children Centre, Al-Mumin Primary, Al-Mumin Secondary, Dixons 6<sup>th</sup> Form Academy (Douglas Mill)</p>
2	<p><b>BOWLING AND BARKEREND (East)</b>            Barkerend PS, Bowling Park PS (Usher St), Lower Fields PS, Carlton Bolling College, Olive Secondary, Bradford Academy, Bronte Girls Academy Secondary, Barkerend CC, Fearnville PS, Feversham PS, Westminster CE PS, Oastler Special, The Children's Place Day Nursery, Bradford Forster Academy Secondary</p>
3	<p><b>GREAT HORTON (South)</b>            Brackenhill PS, Hollingwood PS, Lidget Green PS, Southmere PS, St Oswald's CE PS, Co –Op Academy Grange (Grange Technology College), Southfield School (Special), Dixons Kings Academy</p>
4	<p><b>KEIGHLEY CENTRAL (Keighley)</b>            Eastwood PS, Holycroft PS, Keighley St Andrew's CE PS, St Anne's RC PS, St Joseph's RC PS, Victoria PS, The Holy Family Catholic SS, University Academy Keighley, Keighley College, Beechcliffe Special Secondary</p>
5	<p><b>BOLTON AND UNDERCLIFFE (East)</b>            Wellington PS, Swain House PS, Grove House, Poplars Farm PS, Peel Park PS, St Francis RC PS, Hanson Upper, Feversham College</p>
6	<p><b>MANNINGHAM (West)</b>            Abbey Green Nursery &amp; Children's Centre, Midland Road Nursery &amp; Children's Centre, Atlas PS, Green Lane PS, Iqra PS, Miriam Lord PS, Dixons Manningham Academy, Westbourne PS, Oasis Academy Lister Park, Bradford Grammar, One in a Million Secondary</p>
7	<p><b>TONG (South)</b>            Carrwood PS, Knowleswood PS, Newhall PS, Ryecroft PS, St Columba's RC PS, St John's CE PS, Woodlands CE PS, Tong High, Darul Uloom Dawatal Imaan</p>
8	<p><b>BRADFORD MOOR (East)</b>            Byron, Dixons Marchbank Academy, Killinghall PS, St Mary's St Peters Catholic PS, Thornbury PS, Lapage PS, Delius Special, Laisterdyke Business &amp; Enterprise College, Eden Boys Leadership Academy (Sec)</p>
9	<p><b>HEATON (West)</b>            Frizinghall PS, Beckfoot Heaton (Heaton PS), Heaton St Barnabas CE PS, Beckfoot Upper Heaton (Belle Vue Boys), Belle Vue Girls, St Bede's &amp; St Joseph's Catholic College, High Park Specialist School, Chellow Heights Special, The Children's Place Day Nursery Heaton, Netherleigh &amp; Rossefield PS,</p>
10	<p><b>ROYDS (South)</b>            Farfield PS, Hill Top CE PS, Reevy Hill PS, Woodside PS, Buttershaw Business &amp; Enterprise College</p>
11	<p><b>WINDHILL &amp; WROSE (Shipley)</b>            High Craggs PS, Low Ash PS, Christchurch Academy PS, Owlet Children &amp; Family Centre, Bradford Christian School, St Anthony's RC PS</p>
12	<p><b>BINGLEY RURAL (Shipley)</b>            Cottingley Village PS, Cullingworth Village PS, Denholme PS, Harden PS, Wilsden PS, Beckfoot, Dixons Cottingley Academy (Samuel Lister), Parkside, Hazelbeck School (Special Secondary)</p>
13	<p><b>SHIPLEY (Shipley)</b>            Hirst Wood Nursery, Glenaire PS, Saltaire PS, Shipley CE PS, St Walburgas RC PS, Wycliffe CE PS, Titus Salt</p>

14	<b>KEIGHLEY EAST (Keighley)</b> Strong Close Nursery &CC, East Morton CE PS, Long Lee PS, Parkwood PS, Riddlesden St Mary's CE PS
15	<b>TOLLER (West)</b> Lilycroft Nursery, Girlington PS, Lilycroft PS, Lister PS, Maragaret McMillan PS, St Cuthbert & The First Martyr's Catholic PS, St Philip's CE PS, Whetley PS, St Edmunds Nursery & Children's Centre, Farcliffe & Lilycroft Children & Family Centre, Lady Royd Prep, Bradford Girls Grammar(KS 1 & 2) Bradford Girls Grammar (KS3&4)
16	<b>WYKE (South)</b> Low Moor CE PS, Shirley Manor PS, Worthinghead PS, Appleton Academy (Primary), Appleton Academy (Secondary), Wyke Children's Centre
17	<b>IDLE AND THACKLEY (East)</b> Greengates PS, Co-op Academy Parkland PS, Thorpe PS, Thackley PS, Blakehill PS, Idle CE PS, Immanuel College, Parkland CC
18	<b>WIBSEY (South)</b> St Matthews CE PS, St Paul's CE PS, St Winefride's RC PS, Wibsey PS
19	<b>ILKLEY (Keighley)</b> All Saints CE PS, Ashlands PS, Ben Rhydding PS, Moorfield PS, The Sacred Heart RC PS, Ilkley Grammar
20	<b>THORNTON &amp; ALLERTON (West)</b> Beckfoot Allerton PS (Allerton PS), Keelham PS, Ley Top PS, Sandy Lane PS, The Academy at St James (St James' Church PS), St Matthew's RC PS, Thornton PS, Beckfoot Thornton Academy (Thornton Academy)
21	<b>CRAVEN (Keighley)</b> Addingham PS, Silsden Primary (Aire View Infant/Hothfield J&I), Eastburn J&I, Steeton PS, Daisy Chain CC
22	<b>CLAYTON AND FAIRWEATHER GREEN (West)</b> Clayton St John CE (Clayton CE PS), Clayton Village PS, Crossley Hall PS, St Anthony's RC PS, Dixons Allerton Academy, Jaamiatul Imaam Muhammad Zakaria/
23	<b>LITTLE HORTON (East)</b> Bankfoot PS, Newby PS, Horton Park PS, Marshfield PS, St Stephen's CE PS, Bowling Park, Crystal Gardens (Greave St), Eternal Light, The Fountain Secondary, Canterbury Nursery School & CC, Burnett Field's CC, Dixons City Academy, Rainbow Primary
24	<b>KEIGHLEY WEST (Keighley)</b> Ingrow PS, Laycock PS, Merlin Top PS, Beckfoot Nessfield PS, Our Lady of Victories RC PS, Worth Valley PS, Rainbow CC, Beckfoot Oakbank Academy (Oakbank), Beckfoot Phoenix Primary Special School
25	<b>QUEENSBURY (South)</b> Foxhill PS, Home Farm PS, Russell Hall PS, Shibden Head PS, St John the Evangelist RC PS, Stocks Lane PS, Queensbury (Secondary)
26	<b>BAILDON (Shipley)</b> Baildon CE PS, Hoyle Court PS, Sandal PS
27	<b>ECCLESHILL (East)</b> Cavendish PS, Holybrook PS, Our Lady & St Brendan's RC PS, St Luke's CE PS, Fagley PS, St Clare's RC PS, Fagley CC, Gateway CC
28	<b>BINGLEY (Shipley)</b> Crossflatts PS, Eldwick PS, Myrtle Park PS, Beckfoot Priestthorpe PS, St Joseph's RC PS, Trinity All Saints CE PS, Bingley Grammar, Lady Lane Park PS
29	<b>WHARFEDALE (Shipley)</b> Burley & Woodhead CE PS, Burley Oaks PS, Ghyll Royd, Menston PS
30	<b>WORTH VALLEY (Keighley)</b> Haworth PS, Lees PS, Oldfield PS, Oxenhope CE PS, Stanbury PS, Oakworth PS



## Report of the Director of Finance to the meeting of the Corporate Overview and Scrutiny Committee to be held on 10th November 2022.

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**Subject:****Qtr 2 Finance Position Statement for 2022-23****Summary statement:**

This report provides Members with an update on the forecast year-end financial position of the Council for 2022-23.

It outlines the revenue and capital budgets and the year-end financial position based on information at the end of September 2022. It states the Council's current balances and reserves and school balances.

**Equality & Diversity:**

Services delivered and commissioned through Council resources can play a significant part in addressing inequality, improving well-being and widening access to opportunities. Both the COVID pandemic and the current cost of living crisis have had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people wherever possible, and resources continue to be deployed in support of that objective.

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**Portfolio:**

Chris Chapman  
Director of Finance

**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:  
Corporate**

## Finance Position Statement for 2022-23

### 1.0 INTRODUCTION

This report is the second monitoring report presented to Members on the Council's 2022-23 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st March 2023. The report covers:

- The forecast outturn of the Council's revenue budget in 2022-23
- The forecast financial impact of inflation in 2022-23
- A statement on the Council's reserves
- An update on the Capital Investment Plan.
- The Council's Risk Register.

### 2.0. MAIN FINANCIAL MESSAGES

#### Forecast outturn of the revenue budget in 2022-23

	Gross Budget £ms	Net Budget £ms	Total Variance
Health and Wellbeing	251.4	117.8	10.9
Children's Services	523.9	177.0	42.9
Department of Place	128.3	75.1	4.8
Corporate Resources	207.4	51.0	4.5
Chief Executive	4.9	4.6	-0.2
Non Service Budgets	6.6	5.8	0.0
General Fund	78.4	6.9	-17.6
<b>Total Council</b>	<b>1,201.1</b>	<b>388.5</b>	<b>45.3</b>

- 2.1 Based on a projection at September 30th 2022, the Council is forecast to overspend the £388.5m net revenue budget by £45.3m by March 31st 2023, This is £10.6m lower than the £55.9m forecast overspend at Qtr1 overall, and there are some very significant changes as outlined in section 2.15.
- 2.2 The main overspending areas continue to be Children's Social Care due to high placement costs and high levels of Agency Staff, and unachieved savings in Adult Social Care.
- 2.3 The Council is also facing some very severe challenges as a result of inflationary pressures which total c£33m.
- 2.4 The inflationary impacts include £14m of additional forecast costs associated with the 2022-23 pay award offer. Overall, we estimate that the employer offered pay award would cost c£20m compared to the £6m budgeted to pay for a 2% pay award, and it could end up being higher depending on national pay negotiations.

- 2.5 The other major inflationary costs relate to energy prices, which were estimated to increase by 118% by our supplier at Qtr 1. This had resulted in a forecast overspend on energy costs of c£8m, however, since that time, prices increased further resulting in a revised c£13m overspend. As a result of the Governments price cap, this has since reduced the forecast overspend back to £8m now, and there remains significant volatility.
- 2.6 Though welcome, the price cap is currently for 6 months only, and, unless the cap is extended or energy prices reduce, the energy price increases will cause further pressure to the c£77m budget gap for 2023-24 previously reported in the Medium Term Financial Strategy update.
- 2.7 There are further knock-on impacts on our supply chain which are resulting in additional inflationary pressures. The Council budgeted for 4%, however, the Treasuries latest forecast of CPI is now estimated at 9.9% in 2022, with further increases in 2023.
- 2.8 In addition to the energy price cap, the recent national “mini budget” event will also have some limited benefit in relation to lower National Insurance costs (c£0.9m), and we are also anticipating c£5-6m of additional Discharge to Assess funding from Government. Of this c£3m has been included in forecasts as the funding is likely to include some new burdens. We await the details.
- 2.9 In short, the additional inflationary pressures in 2022-23 amount to c£33m, with the mitigating impact of the energy price cap reducing this by £5m to c£28m, and the other impacts of the Fiscal event providing a further c£4m of benefit. The Council is however expected by Government to cover the remainder without additional funding.
- 2.10 Finding additional savings at the end of a decade of austerity that has seen over £300m of budgeted savings, whilst already being a low cost Council as demonstrated by the benchmark spend per head data outlined in the Appendix A, is unprecedentedly challenging.
- 2.11 A large number of mitigating actions are being worked on to reduce the forecast overspend as outlined in the report, and we expect the forecast overspend to reduce as these mitigations are actioned. The majority of these however are one off mitigations, and current levels of net spend are a long way from sustainable.
- 2.12 A further factor that is currently working against the sustainability of Council finances is that long planned reforms to Local Government Finance have been repeatedly delayed. Analysis by Local Government Finance experts Pixel, demonstrates that had the national Fair Funding formula review, and Business Rates reset been implemented in 2020-21 as planned, the Council would have received c£32m per year more from Government since then. Both reforms have now been deferred to at least 2025-26, and the longer the delay, the harder it will be for the Government to implement, and the longer the Council will continue to be relatively underfunded.

- 2.13 There is also an expectation that there will be cuts to Public Sector expenditure in the Governments October budget to help cover the cost of Tax cuts announced in the recent Fiscal event. This is likely to have negative implications for Council financing next year and beyond.
- 2.14 As a result of higher inflation, councils are expected to have a cumulative budget deficit of £7.3bn nationally by 2025-26, according to analysis from Grant Thornton – an increase of £4.6bn since forecasts made at the beginning of this year.
- 2.15 The firm said that although reserves were bolstered by more than £5bn in 2020-21 due to higher government funding, these balances will “continue to unwind through the long tail of Covid-19” with close to 60 councils forecast to use all earmarked and unallocated reserves next year.

**Change since Qtr 1**

2.16 The overall forecast overspend has reduced by c£10.6m since Qtr 1. The change overall, does however include some very significant changes as outlined below.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services	33,763	42,940	9,178
Non Service	0	0	0
Chief Executive	40	-194	-234
Corporate Resources	4,994	4,468	-526
Health & Wellbeing	13,062	10,934	-2,127
Dept of Place	8,821	4,674	-4,147
General Fund	-4,820	-17,575	-12,754
<b>Total</b>	<b>55,859</b>	<b>45,248</b>	<b>-10,611</b>

- 2.17 The main changes include;
  - A £9.2m increase in the forecast overspend in Children’s Services to £43m resulting from;
    - An £8.1m increase in the Purchased placements overspend to £32.2m as a result of further significant increases in external Residential Care placements, external Fostering, and Leaving Care placements
    - A £1m increase in the Respite forecast overspend to £2.6m
    - A £0.7m increase in the Social Work overspend due mainly to higher Agency staff numbers
    - A £1.7m reduction in the forecast overspend on internal Fostering to £1.3m
    - A £1.1m forecast underspend in Performance, Commissioning and Partnerships due mainly to the use of one off reserves in Employment & Skills.

- A £2.2m reduction in the forecast overspend in Health & Wellbeing to £10.9m due
  - £3m assumed impact of new Discharge to Assess funds that were announced as part of the recent Fiscal event.
  - Partly offset by increases in both short and long term care costs across the department.
  
- The £4.2m decrease in the Department of Place forecast overspend to £4.7m mainly due to a reduction in staffing costs through the management of vacant posts; decreased inflationary pressures within Waste Services and a reduction in waste tonnage and associated costs. £2m of additional Economic development reserves will also be drawn down.
  
- A £12.8m improvement in the General Fund forecast underspend to £17.6m, results from
  - An £8.8m increase in the forecast overspend caused by the Pay Offer.

Offset by

- A £14.5m increase in unbudgeted reserve use from £5m to £19.5m following the outcome of the Reserves review, and Covid Grants review.
  - £0.9m reduction in the forecast for NI because of the Government's decision to reverse the NI increase from 1st November 2022 onwards.
  - A one off £1.6m reduction in the Provision for bad debts following a review.
  - £1m from using borrowing to fund directly revenue financed capital expenditure.
  - £2m from other capitalisation flexibilities (e.g capitalising salary costs).
  - A £2m underspend on Capital Financing costs as a result of an in year underspend on PFI MRP (Minimal Revenue Position) costs.
  - £0.4m underspend as a result of the return of the Councils share of returned Leeds City Region Business Rates pool funds.
- 
- A £0.5m reduction in the forecast overspend in Corporate Resources to £4.5m due mainly to the impact of the review of vacancies.
  
  - The above changes to Departmental forecasts are also inclusive of a recently completed review of vacancies that resulted in a £3.4m reduction in forecast staffing costs.

### **Material issues not currently factored into the forecast**

- 3.1 A number of other factors could help to mitigate the forecast overspend including undertaking a balance sheet review, national decisions on the distribution of funding for Adult Social Care Discharge to Access, reviews of estates and the capital plan, and increased charges for council services to reflect inflationary cost pressures.

These mitigations should reduce the forecast overspend in future periods, however there are also a number of potential pressures that could have the opposite effect:

- 3.2 The pay award may transpire to be higher than the £1,925 (+ oncosts) per FTE offered.
- 3.3 Children looked after, and Purchased Placement numbers have increased further in September, and should the trend continue, this would result in a further increase in the Children's Social Care overspend.
- 3.4 There could also be a further increase in the Travel Assistance overspend from September once the taxi contracting for the new academic year is finalised.
- 3.5 Increases in construction inflation, and interest rates will cause significant additional pressures to the capital financing budgets. The extent is being assessed and will be factored into future forecasts. The impact will mostly be felt next year and beyond however.

### **Departmental Commentaries**

#### **Children's Services**

- 4.1 Children's Services are forecast to overspend the £134.1m net expenditure budget by £42.9m. This is after allocating £15.0m of additional funding to the service in 2022-23 including £7.5m of one-off Social Care pressure funding. The forecast overspend is mainly derived from Children's Social Care related services (Children's Social Care (£18.6m) and Safeguarding & Reviewing, and Commissioning & Provision (£38.2m).

#### **Children's Social Care**

- 4.2 The £18.6m forecast overspend is mainly due to the following;
- 4.3 A £11.8m overspend on the Social Work budget due largely to higher workloads, and the continued use of agency staff due to a shortage of staff which to some extent reflects national challenges around recruitment.
- 4.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, £17.4m in 2020-21 and



£20.1m in 2021-22) and are currently running at approximately £2.0m per month. There are currently 174 agency social workers.

4.5 The movement in agency social workers is shown below: -

Month	April 2020	Sept 2020	April 2021	Sept 2021	Mar 2022	May 2022	June 2022	July 2022	Aug 2022	Sep 2022
Number of Agency Social Workers	129	136	170	161	164	175	176	177	179	174

4.6 The table below demonstrates that although effort is being made to recruit new Social Workers, the numbers of leavers exceeded the numbers of new starters both last year and this to date. September was however a good month for net recruitment, and it's hoped that as a result of a recruitment drive to appoint Assessed and Supported Year in Employment (ASYE) newly qualified Social Workers, and international Social Workers, this will continue into future months.

Description	2021/22 Total	Apr-22	May-22	Jun-22	Jul-22	Aug 22	Sep-22	Total in 2022/23
Starter	43	2	6	4	3	4	11	30
Leaver	64	2	8	5	6	5	5	31
Net	(21)	0	(2)	(1)	(3)	(1)	6	(1)

4.7 The table below shows that although there had been some progress in increasing the numbers of permanent Social Workers up to Qtr 3 (Nov) of last year, the numbers have significantly reduced since. September was a however a good month for recruitment.

	Apr 21	Jun 21	Sept 21	Nov 21	Apr 22	Jul 22	Sep 22
No of Permanent Social Workers	293	301	303	301	271	264	278

4.8 Benchmarking data demonstrates that the percentage of Agency social work staff in Bradford has increased significantly over the past 3 years and is significantly higher than comparators, and given the above, this is likely to increase further in 2022.

<b>Agency staff as % of Social Work Workforce</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Bradford	4	3	4	4	12	30	34	39
Yorkshire and Humber	8	6	9	8	8	10	11	13
National	15	16	16	16	15	16	15	16
Statistical Neighbours	17	15	17	16	15	12	12	12
<b>West Yorkshire</b>								
Bradford	4	3	4	4	12	30	34	39
Calderdale	7	3	0	5	2	7	3	9

Kirklees	4	3	26	18	6	2	0	0
Leeds	8	4	4	1	1	1	0	0
Wakefield	19	-	9	6	29	32	22	14

- 4.9 In addition to demonstrating that Agency use is particularly acute in Bradford, the table also demonstrates that agency use has reduced from high levels in other West Yorkshire Councils that have also previously been assessed as inadequate (Kirklees & Wakefield). Suggesting that there is clear scope for Bradford to follow a similar trajectory over time.
- 4.10 The Children with Disability Service is also forecast to overspend on the direct payment/home support budget by £1.5m.
- 4.11 There is also a £1.1m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £1.6m on support cost for care leavers.
- 4.12 The Section 17 preventative assistance budget is forecast to overspend by £0.7m and transport costs are also forecast to overspend by £1.4m (including £0.4m in relation to staff). The Interpreting budget has a £0.2m variance, and a further £0.3m variance on support cost for children.

### Safeguarding and Review, Commissioning and Provision

- 4.13 Overspends are also occurring in other areas due to continued growth in the number of Children receiving support, with very large increases in typically costlier external Residential placements and external Foster Agency placements.
- 4.14 Residential placements cost on average close to £270k per year each, and the average cost of a placement has risen dramatically from c£3,600 per week in 2020-21 to c£4,800 in 2021-22, and c£4,980 now. A recent Competition and Markets Authority report has found the purchased placements market to be dysfunctional and subject to profiteering by suppliers.
- 4.15 Additionally, the numbers of children in placements have never been higher as outlined in the table below.

Type of Placement	17-18	18-19	19-20	20-21	21-22	22-23 Sep	Avg Cost per week 2020-21	Avg Cost per week 2021-22
Placed with Parents	117	129	150	162	166	169		
Placed for Adoption	25	26	24	35	52	43		
Friends and Families	235	301	357	372	394	420	£250	£350
Foster Parents	371	354	368	393	375	369	£519	£530
Fostering Agencies	57	88	131	164	191	231	£839	£849
Residential Care (Internal)	51	45	51	45	38	32	£3,100	£3,300
Residential Care (External)	42	42	60	70	105	136	£3,600	£4,800
Other*	62	68	90	107	125	127	£1,600	£1,850

<b>Sub Total (Number of Children Looked After)</b>	<b>960</b>	<b>1,053</b>	<b>1,231</b>	<b>1,349</b>	<b>1,446</b>	<b>1,527</b>		
Residence Orders	46	40	37	33	30	26	£154	£166
Adoption Orders	247	239	237	226	214	222	£270	£330
Special Guardianship Orders	320	338	364	435	473	487	£155	£168
<b>Sub Total (Chd in Permanent Arrangements)</b>	<b>613</b>	<b>617</b>	<b>638</b>	<b>694</b>	<b>717</b>	<b>735</b>		
<b>Total Children Receiving Support</b>	<b>1,573</b>	<b>1,670</b>	<b>1,869</b>	<b>2,043</b>	<b>2,163</b>	<b>2,262</b>		

, \* Includes Supported Living placements, Hospital Placements and Mother/Baby placements .

4.16 Benchmarking data shows that over recent years the numbers of Children Looked After supported by Children's Social Care increased from a relatively low number per 10,000 to a relatively high number in comparison to other Councils, and growth in numbers has been significantly higher than other comparators.

	2016	2017	2018	2019	2020	2021	% Growth	Aug 2022
Bradford	61	66	70	82	87	95	56%	106
Yorks and Humber Avg	63	67	71	74	77	78	23%	
Statistical Neighbour Avg	84	87	88	90	91	91	12%	
National Avg	60	62	64	65	67	67	8%	

4.17 As a result of high Agency staff costs, and the growth in Child Looked After placements (particularly external placements), net spend on Children and Young people per capita, has grown significantly in recent years, and is now very likely to be significantly higher than comparators.

Local Authorities	16-17	17-18	18-19	19-20	20-21	% Growth 16-17 to 20-21	21- 22*	F/cast 22-23
Bradford	£619	£621	£659	£756	£877	41.7%	£963	£1,066
Yorkshire and Humber	£742	£753	£785	£832	£875	17.9%		
National	£718	£735	£762	£794	£834	16.2%		
Statistical Neighbours	£752	£776	£829	£867	£887	18.0%		

\*Benchmark data for 2021-22 isn't published until December 2022. Growth in Bradford between 16-17 and 21-22 = 55.5%

4.18 Indicatively, if Bradfords current net spend on Children and Young people per capita were at the same level as Statistical Neighbours in 2020-21, the Council would spend c£25m less per year. This would however need to be reduced by the growth in comparator benchmarks for 2021-22 and 2022-23 which are not yet available.

- 4.20 This also demonstrates that the current scale of spend in Bradford is not inevitable.
- 4.21 As a result of the growth outlined above, the service is forecast to overspend the £61.8m budget by £38.2m.
- 4.22 The external purchased placement (Residential, Fostering and Post 16 & 18) budget is forecast to overspend by £32.1m. The number of external placements increased by 22% in 2021-22 and the current forecast assumes a further increase of 17.1% in 2022-23.
- 4.23 There is also a £1.1m variance on the Fostering Service due to the cost of placements and recent changes on fees for Kinship carers.
- 4.24 Internal residential/respite homes are currently forecasting an overspend of £3.9m due to the use of agency staff, premises related costs and care cost.
- 4.25 Child Protection Services has a £1.1m variance due to the use of agency staff across the service.

### **Education and Learning**

- 4.26 The Education and Learning Service is reporting a £2.2m overspend on a £23.6m net budget. The main pressure is on the Travel Assistance Service which is forecast to overspend by £3.1m due to increased cost in service provision. There could be a further increase in the Travel Assistance overspend from September once the taxi contracting for the new academic year is finalised. The increased fuel cost and new Clean Air Zone will affect the contracting transport cost. The current overspend is offset by £0.9m underspend across the service from non-staffing budgets and through income generation.

### **Skills for Work and 14-19 Service**

- 4.27 The Skills for Work/14-19 Service are forecast to underspend the £2.5m budget by £1.1m. This from a £0.2m staffing underspend, £0.7m non recurrent additional income and £0.2m underspend on Covid recovery funding.

### **Mitigating Actions to reduce the overspend**

- 4.28 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 was also a further £7.125m of recurring budgeted investment in 2021-22, coupled with a £15.5m overspend with mitigating funding deriving from other parts of the Council, and c£15.8m of Covid related funding; a further £7.5m of recurring budget has been provided

for 2022-23, and the creation of a £10m one off Social Care reserve of which £7.5m has been allocated to Children Services.

4.29 A number of positive actions have already been completed which will start to impact positively upon service provision and the financial position; these include:

- A Sufficiency Strategy has been developed to outline the development of our internal provision for children in care. The Strategy is focused on increasing provision across our residential sector so that it provides children and young people with homes that are smaller in size (2-3 young people per home) and offers a holistic approach to meet the needs of young people in our care. In addition, the Strategy also sets out how we will recruit and increase the number of foster carers, including the support and training that will be provided to ensure that we have fostering families who are able to meet the needs of more complex children and young people. Work is underway with Health colleagues to enable a partnership approach to supporting more C&YP to remain in our District, in local provision.
- A Foster Carers report was approved at June Executive. This report also sets out how we will ensure that the payments to Foster Carers is comparable with other local areas. The report recognises the importance of kinship carers and the option of Special Guardianship Orders, and ensure that appropriate payments are to be made to them. This enables an increased number of options that will be considered when placements are being determined for children in care.
- A Children's Homes report was approved at June Executive. This establishes a fit for purpose strategy for use and development of children's homes that will be an invest to save and will improve local in-District provision. Main investment here will be the capital investment, but we will potentially have a capital receipt to support this investment by the sale of Valley View.
- An Early Help business case has been approved which will be funded through anticipated payments by results. This will help to mitigate against children requiring statutory social care services which helps to manage demand across the service. Fewer open cases in social care ensures that the right child receives the right support at the right time.
- A business case to invest in PAUSE has been approved as invest to save. PAUSE project sets out to work with families where previous children have been removed and brought into care. The PAUSE project supports families to consider different options and to potentially make considered and different choices and decisions about pregnancy as well as about changing behaviours to support improved parenting capacity.
- Investment in a CIC Post was approved, this is for a Service Manager to be put in place to enable the bringing together of the Children in Care and Leaving Care teams so that they are in one service area and under a single Head of Service. A Service Manager will oversee the Children in Care Teams alongside a Service Manager for Leaving Care. This will

provide a consistent approach and smooth transition for C&YP in our care. In addition, the removal of the Children in Care Teams from the locality areas will provide increased capacity for service managers across the locality areas to manage the work flow more effectively.

- An invest to save business case to invest in Court Consultants is near completion. The Court Consultants will enable the continuation of a robust oversight and consistency of reports being taken to court as part of proceedings. In addition, the Court Consultants will have a dedicated piece of work to support the review and potential requests, where appropriate, for the discharging of care orders for C&YP who are placed with parents. This will support the safe reduction of the number of children in care, which in turn will increase capacity across the service.

4.30 The service will pursue the following actions to reduce the forecast overspend in 2022-23;

- 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.
- Grow in-house children residential provision, to reduce costly external placements.
- A month by month forecast improvement plan is being developed to be in place by end of June

4.31 Significant work is also being undertaken to set up the new Children's Company for 2023-24 including the establishment of the contract price.

4.32 The financial impact of the mitigating actions outlined above are however either not currently estimable, or there is no current evidence to show reductions in spend/additional income and are consequently not included in forecasts.

## Health and Wellbeing

5.1 The Department of Health and Well-Being is forecast to overspend the £117.8m net expenditure budget by £10.9m. This is after allocating £4.4m of non-recurrent funding, including £2.5m from the Social Care reserve. This is a forecast decrease of £2.1m from Q1 and is due primarily to inclusion of £3m Discharge to Assess funding, recently announced by the government.

5.2 The forecast overspend is mainly derived from previous unachieved LD demand management savings and pressure within Operational Services on long term home care costs.

5.3 In 2022-23 the department has additional LD demand management savings of £5.5m to achieve. In recognition that the savings are behind schedule, an additional £3m budget has been provided to alleviate some of the pressure. At this stage in the financial year it is forecast that the net £2.5m will be unachieved.

**Operational Services**

5.4 Operational Services are forecast to overspend the £59.2m net expenditure budget by £2.6m. This is a reduction of £3m from Qtr 1 due to the inclusion of £3m Discharge to Assess funding, which is offsetting previously reported pressures on short term support. The Government has recently announced a £500m National funding pot for Discharge to Assess funding. Based on prior allocations, the Council might expect to receive c£5-6m. At Qtr 2, £3m has been factored into the forecast relating to expenditure already incurred in relation to this funding. This forecast will be updated as it becomes clearer how this funding will be shared and whether there are any further cost implications. The Operational Services forecast overspend of £2.6m is mainly due to the following issues:

5.5 A £2m projected overspend on short term enablement, this is across externally procured enablement hours and care delivered by the in-house Enablement service. Although discharge to assess funding was withdrawn on 31<sup>st</sup> March 22, the service has continued with the model of discharge to assess and has seen an increase in the number of externally delivered hours and increased activity within the in-house Enablement Service. This pressure has been mitigated at Qtr 2 by the inclusion of recently announced 2022/23 government funding for Discharge to Assess.

5.6 There is also a £5.1m overspend on Older People and Physical Disabilities long term support. This is primarily due to a previously reported recurrent pressure on long term home support hours (£4.8m). The table below demonstrates the year on year increase in home care hours.

	30.09.20	30.09.21	30.09.22
OP & PD Monthly Long Term Home Care Hours	103,823	113,614	114,703
OP & PD Monthly Short Term Enablement Hours*	2,929	5,927	8,337

5.7 Older People and Physical Disabilities Residential and Nursing placements had a significant reduction in the first half of 2021/22 as the table below demonstrates, continuing a downward trend from previous years. However, placements have steadily increased since the 2<sup>nd</sup> quarter of 2021/22. Although the activity is currently within budget as Health are funding placements where a person is awaiting a Continuing Health Care assessment following discharge from hospital, placements will need to be closely monitored to avoid a pressure on this budget.

	30.09.20	30.09.21	30.09.22
Total OP & PD Residential and Nursing Clients	960	904	934

5.8 To mitigate some of the above pressures, the service has underspends within Mental Health long term support of £0.2m, £0.8m forecast underspend on staffing costs, non-recurrent income of £0.5m and the inclusion of a further £1m discharge to assess income.

## Mitigation Actions to reduce the overspend

5.9 Operational Services will pursue to the following actions to reduce the forecast overspend;

- The long term home support forecast is based on current levels of activity and the service is optimistic that this can be reduced through increasing the number of annual reviews, continued positive outcomes from Enablement discharges, embedding strength based approaches across all teams and increasing the occupancy at the Fletcher Court Extra Care scheme.

## Learning Disabilities

5.10 Learning Disability services are forecast to overspend the £48.2m net expenditure budget by £7m, this is after £2.5m of non-recurrent funding from the Social Care reserve has been applied. This is an improved position of £0.2m from Qtr1, however £0.7m of iBCF (Improved Better Care Fund) funding has been allocated in Qtr2, which has masked the increase this quarter in long term support costs.

5.11 As reported last financial year, Learning Disabilities has a recurrent pressure of £9.5m, primarily as result of unachieved demand management savings in both 2020/21 (£3.2m) and 2021/22 (£4.3m) and increases in community care activity. This is particularly in relation to increased Direct Payments forecasts as people are Transitioning from Children's Services with complex needs and high cost packages.

5.12 The tables below show 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 continued to reduce, 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 budget towards the latter half of the year.

Client Numbers	30.9.20	30.9.21	30.9.22
LD Residential Care - Purchased	149	130	129
LD Nursing Care - Purchased	21	19	17
Total Residential & Nursing	170	149	146

Community Care Client Numbers	30.9.20	30.9.21	30.9.22
LD Supported Living	436	436	485
LD Home Care	341	320	274
LD Direct Payments	485	506	513
Total	1,262	1,262	1,272



### **Mitigations to reduce to overspend**

5.13 The forecast at Qtr 2 is based on current levels of activity and current contracting arrangement on a number of block contacts. The following actions are on-going and should reduce the forecast position for LD as the financial year progresses:

- New Choices (a newly established Special Purpose Vehicle) has been set-up to transition LD day care services to a more personalised service. It is anticipated that there will be a reduction in the forecast expenditure once the costs have been baselined after the first half of the year.
- Work has commenced on the transformation of the remainder of the departments block contacts (residential and nursing and respite services) which should realise savings as the work progresses this year.
- Reviewing capacity was increased in the latter half of 2021-22 and this should have a positive financial impact in 2022-23 as reviewing is aligned to the departments commissioning plan.

5.14 The net additional 2022-23 demand management saving of £2.5m (£5.5m, offset by £3m investment budget) and a further £1.5m Demand Management saving from 2021-22 hasn't been allocated to specific budgets and although forecast to be unachieved, it has been mitigated at Qtr 2 by one off funding (£1.4m) and unallocated demographic growth (£0.5m). This is creating a further £2m budget pressure for the department. However, this pressure is offset by a £0.5m underspend within Commissioning and Integration, the majority of which is related to vacancy control and a further £0.2m underspend with Environmental Health.

### **Department of Place**

6.1 The Department of Place is forecast to overspend the £68.3m net expenditure budget by £4.7m. This is primarily due to inflationary pressures within Planning Transportation & Highways (£3.8m – Energy Costs) and Waste, Fleet & Transport (£0.9m - Fuel Costs).

### **Waste, Fleet & Transport Services**

6.2 The Waste, Fleet & Transport service is forecast to overspend the £28.7m net budget (£44.8m gross) by £1.3m, comprised of a £1.5m overspend in Waste Services, a £0.1m overspend in Emergency Planning and minor under spends in other services.

- 6.3 Of the £1.3m pressure £0.9m is linked to inflationary pressures above those budgeted with the remaining £0.4m being due to other service pressures.
- 6.4 £1.5m overspend within Waste Disposal which is inclusive of Household Waste Recycling Centres. Of this, £0.9m has been identified as being linked to inflationary pressures inclusive of £0.6m for disposal costs and £0.3m with higher fuel costs.

### **Waste Services**

- 6.5 The £1.5m forecast pressure within Waste Services is due to:
- 6.6 £1.0m overspend on disposal costs, composed of payments to the main waste contractor and payments to third party operators for collection and processing of dry, mixed recycling (DMR) waste.
- 6.7 £0.2m under achievement in recycling income; on the assumption that most waste from the recycling stream will be processed for a flat rate (i.e. with little gain share income due) and direct sales by Waste Services derived from fewer materials (some cardboard, lead batteries, textiles and scrap metal), income will most likely underachieve compared to budget.
- 6.8 £0.7m overspend on fleet and operating costs, including a 30% uplift on fuel costs.
- 6.9 The service overspend is partly offset by additional Garden Waste income totalling £0.3m

### **Mitigating Actions**

- 6.10 To address the above pressures, the following mitigating action is being taken:
- Development of the MRF, to facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention. However, the business case approval is on hold pending the publication of the Government's consultation on consistent collections across the UK.
  - Outsourcing recycling processing to third parties.
  - The consistent collections announcement is currently aimed at full kerbside segregation of paper, glass, cans, plastic and card as well as having a weekly segregated food collection service. DEFRA will fund (details TBC) this change initially and it is aimed to start from 2023 onwards.
  - The service has taken the decision to close the MRF and TLS on bank holiday Mondays which will reduce overtime costs. This change will be assessed weekly to ensure that the TLS is cleared of waste and DMR on Friday.
  - There is an on-going review of fuel usage with a view to reduce consumption if/where possible. Waste Services' fuel usage is the highest of any service across the Council so any reduction could be significant.

## Neighbourhood and Customer Services

- 6.11 The service is forecast to overspend the £16.0m net expenditure (£24.2m Gross) budget by £0.4m. The service overspend is largely due to a structural pressure in Street Cleansing and Parks of £0.9m, offset by an overachievement of income in Uniformed Services of £0.3m & a saving in Customer Services of £0.2m.

## Economy & Development Services

- 6.12 The service is forecast to underspend the £4.5m net expenditure (£12.4m Gross) budget by £1.5m, this includes a £2.0m drawdown against reserves in support of the Service's current position.
- 6.13 Economic Development is forecasting an underspend of £0.4m against their £2.2m net expenditure (£2.8m Gross) budget. Some budget movements and salary / staff budget realignments, due to staffing restructures, are in progress and forecasts will be adjusted to profile these more accurately over the coming months.
- 6.14 Housing Services are forecast to overspend by £0.6m which is mainly due to existing pressures within Housing Development of £0.6m. This is due to there being no current capital programme activity to recharge the £0.3m salary budget to. This pressure should be mitigated with the creation of a HRA in 2023-24. There is also a further pressure of £0.3m due to project premises costs.
- 6.15 Housing Operations is currently forecasting to break even against their £1.2m budget, recruitment is still ongoing as a result of staffing changes which may affect the forecast going forward, though this will be funded through the service's match funding /overachievement in licensing income from the mandatory licensing scheme for high risk Houses in Multiple Occupation (HMOs). Supply chain issues could affect income generation as the contractor struggle to deliver works on time.
- 6.16 Housing Strategy is forecast to break even. The service is supported by external grants which the service can drawdown. There is anticipated pressure resulting from priority banded applicants not being rehoused quickly enough by social housing providers adding to pressure on the use of Temporary Accommodation.
- 6.17 The Ukrainian refugee programme is new for 22-23 and although funded by government, will add funding pressures for the service due to greater expectations to support Ukrainian refugees fleeing war. The service is seeing challenges to meet targets for other refugee programmes due to the impact of Covid/ Ukrainian programme and due to lack of suitable housing.
- 6.18 The government is no longer providing the same level of funding for refugees and as a consequence our funding target is falling short adding pressure not just on the Housing Service but also Adults and Children's too. There are pressures with other government grants including the Homeless Prevention Grant which has remained at last year's level with no inflationary increase. The other grant is the RSI grant for rough sleeping which is being

tapered down over the next three years and is unlikely to be funded beyond year 3. This is likely to affect the work of the HOP team which has been a highly successful service and which recently featured in the BBC series, 'Bradford On Duty'.

- 6.19 Markets are forecasting an underachievement within their £1.3m net income (£1.5m Gross) budget of £0.5m. This is after drawdown of the remaining £70k held in reserves.

### **Planning, Transportation & Highways**

- 6.20 The Service is forecast to overspend the £14.7m net expenditure (Gross £22.4m) budget by £3.9m. This is due to the effect on street lighting, of the significant increase in wholesale energy costs.
- 6.21 The Street Lighting modernisation scheme is currently replacing old bulbs with more energy efficient ones. The roll out is expected to complete in 2024/25.
- 6.22 The service is seeing increases in tender costs on capital schemes which are being mitigated through a range of strategies including removing schemes from the services' capital programme, reducing the scope of schemes, using Value Engineering to address increased material, labour and plant costs as well as exploring fundamental changes to funding arrangements with the West Yorkshire Combined Authority.

### **Sport & Culture**

- 6.23 The Service is forecast to overspend the £3.9m net (Gross £23.9m) budget by £0.7m.
- 6.24 The main pressures the Service is facing are within Museums where there is a breakeven position with an inherent £0.7m pressure, Libraries £0.5m & Theatres £0.1m.
- 6.25 Museums are forecasting a near breakeven position; however, this is inclusive of an inherent pressure due to deferred savings from 2020-21 not being achieved. This is currently being offset by a potential benefit of the back dated Business Rates review for Cartwright Hall, Bolling Hall, Cliffe Castle and the Industrial Museum covering the period between 2017/18 & 2021/22, totalling £0.6m. The Valuation Office Agency has however lodged an appeal against this review which should be known by the end of the October.
- 6.26 The budget saving included measures to reduce costs through service efficiencies and integration and remodelling of operational delivery, which will need to be reviewed as part of the medium term recovery plan for Museums
- 6.27 It should be noted that the Business Rates revaluation would be a one-off benefit with a smaller reoccurring saving that will be allocated to the service

savings target, depended of the outcome of a case. It is masking the real pressures the service is facing. The structural pressures will still be in existence for 2022-23, however the savings are not expected to be realised until 2023-24 and beyond.

- 6.28 Libraries are forecasting an overspend of £0.5m partly due to deferred savings, from 2020-21, being released back into the 2022-23 budget. An investment model, which would cover this shortfall, is being drafted as part of the medium term recovery plan for the service, that is linked to the Council's Localities approach to working in communities.
- 6.29 Theatres are forecasting an overspend of £0.1m. They are currently experiencing a considerable downturn in bookings and ancillary sales. There is customer resistance to high ticket price shows but generally shows that attract a younger audience are doing well. Pantomime is still tracking at a similar level to last year. There is a general nervousness amongst producers and promoters and several shows have either been postponed or moved into 2023/24 due to the uncertainty over Covid and the cost of living crisis. This is a national trend amongst theatres including the west-end.

### **Clean Air Plan**

- 6.30 The service is forecasting a breakeven position against budget. All costs of the service relating to the implementation and operation of the Clean Air Zone will be covered through government grant, currently held in reserves. It is anticipated that the reserve balance carried forward will be £1.7m, though this is subject to change should more resources than anticipated, be required post launch of the zone.
- 6.31 The Clean Air Zone launched on the 26<sup>th</sup> September as planned, and income has started to be received for charges only. Any PCN income is not expected to be realised until Qtr 3. The Clean Air Zone operation is self-funding, and revenue will need to be set aside to cover the cost of the operation for the life of the Clean Air Zone, alongside decommissioning costs. The aim of the zone is to reduce Nitrogen dioxide levels within the district, and as this goal is achieved over time, the level of revenue generated also reduces as fewer non-compliant vehicles enter the zone, hence the need to ring fence this revenue at the outset.
- 6.32 As any surplus revenue levels are clarified, consideration can then be given as to the use of revenues, which must be in line with the Charging Scheme Order upon which the Clean Air Zone operates. Support is being provided to local residents and SMEs in the form of an extensive grants and exemptions programmes, which should allow for Air Quality compliance with the ministerial direction, whilst reducing the negative impact of the zone upon the local community.

## Corporate Resources

- 7.1 Corporate Resources are forecast to overspend the £51m net budget by £4.5m. The majority of the overspend relates to extraordinary inflationary impacts, primarily relating to utilities costs for Council buildings. Based on unit price forecasts and now allowing for the estimated impact of the price freeze as from 01/10/22 it is currently estimated that costs will be above budget which amounts by of £4.35m.
- 7.2 However, it should be noted that this is still a best estimate and the exact situation in respect of supplier credits in respect of the price freeze is still unknown. The eventual cost in 22-23 will depend on a number of factors, including the relative increase in standing charges compared to unit rates, the future purchase prices to be paid by Yorkshire Purchasing Organisation for later tranches, taking account of the recent freeze, and usage levels, especially over the winter period. At present, based on the assumption that recently announced fixed unit rates are roughly in line with rates paid to date, the forecast has only been increased slightly by a further £0.1m. This is subject to further review, upon confirmation of rates from YPO, with significant action to reduce usage being required to minimise the eventual overspend.
- 7.3 Additionally, food price inflation is adversely affecting the catering service and, whilst plans (changing menus etc) are in place to mitigate this, it is unlikely that this can be fully counteracted. Overall, the net extra inflationary impact on food costs is now forecast to be £0.37m. This being subsequent to a further review after recent contract price increases from September 22.
- 7.4 Excluding extraordinary inflationary impacts, the Department would otherwise have a forecast underspend of £0.3m. Underspends are forecast for Rev's & Ben's (£0.4m), Human Resources (£0.1m) and Finance & Procurement (£0.2m). These more than offset forecast overspends in Built Environment (£0.1m) & Estates (£0.2m). ICT forecast is for a roughly balanced position assuming a number of pressures (increased staffing levels, data & licensing costs) are managed down in year via a combination of offsetting savings, a planned reduction in agency and further funding for Children's work. R&B forecast assumes any shortfall in costs recovery income can be mitigated. Projected overspends in other service areas are subject to review with the aim of identifying short term mitigations to offset these during 2022-23.
- 7.5 These forecasts also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as PACT HR (£0.1m), ICT (£0.4m) and rental income within Estates (£0.25m). ISG is forecast to breakeven in 22-23, assuming that income levels increase in line with material costs etc.
- 7.6 This overall forecast overspend is also after allowing for the use of £2.7m of reserves set aside at the end of 2021-22 to cover known short term ongoing Covid related impacts. £2.3m of this relates to Council wide PPE (Personal Protective Equipment) stocks, £0.2m for ICT and £0.2m combined across other council services.

## 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 £17.6m.

The forecast underspend results from the following

8.2 A c£14.0m forecast overspend on Pay award

offset by

£3.5m Corporate Contingency,

£16.2m draw down of reserves following a review.

£3.5m from redirecting un-ringfenced Covid related funding carried forward from 2021-22 following a review.

£1m in year saving from funding some Directly revenue financed capital expenditure from borrowing instead.

£2m from planning to use additional capitalisation/ capital flexibilities.

£2m from MRP saving on PFI costs.

£0.7m from pre paying Pension contributions in 2022-23.

£1.6m from reducing Bad Debt provisions following a review.

£0.9m reduction in the cost of National insurance following the decision to reverse prior increases from 1<sup>st</sup> November 2022.

£0.3m rebate in relation to Leeds City Region business rates pool.

8.3 Other mitigating actions are being explored as outlined in section 3.

## Reserves

9.1 At 30<sup>th</sup> September 2022 reserves stand at £187.6m (Council £141m and Schools £46.6m).

	Closing Balance 2020-21 £m	Closing Balance 2021-22 £m	Opening Balance 2022-23 £m	Net Movement	Balance as at 30 <sup>th</sup> September 2022 £m
Council reserves	256.5	228.2	228.2	-87.2	141.0
Schools Delegated budget	42.9	46.6	46.6	0.0	46.6
<b>Total</b>	<b>299.4</b>	<b>274.8</b>	<b>274.8</b>	<b>-87.2</b>	<b>187.6</b>

9.2 The Council has £19.5m of General Fund reserves.

9.3 Overall, reserve levels have reduced significantly in 2022-23. £87.2m of reserves have already been drawn down in 2022-23 as outlined in Appendix 2.

9.4 Other reserves will also get drawn down at year end to pay for earmarked commitments, and any year end overspend in 2022-23 will also have to be funded from reserves.

## School Balances

10.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2022. Schools do not report their quarter two financial position for 2022-23 until the end of October 2022.

	Balance 1 <sup>st</sup> April 2022		Balance 31 <sup>st</sup> March 2022		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,347	7	1,120	0	227
Primary	67	8,960	61	7,000	6	1,960
Secondary	6	(2,400)	4	2,384	2	(4,784)
Special	3	2,822	3	1,098	0	1,724
Pupil Referral Units (PRU)	1	386	1	689	0	(303)
<b>Subtotal</b>	<b>84</b>	<b>11,115</b>	<b>76</b>	<b>12,291</b>	<b>8</b>	<b>(1,176)</b>
School Contingency		33,825		32,662	0	1,163
Other Activities/Closed Schools		615		615	0	0
<b>Total</b>	<b>84</b>	<b>45,555</b>	<b>76</b>	<b>45,568</b>	<b>8</b>	<b>(13)</b>

- There are three schools (one maintained nursery school, two primary schools) that are currently forecasting deficit revenue balances at 31 March 2023, with a combined deficit value of £0.092m.
- Eight schools have converted to academy status in 2022-23.

## Capital Expenditure

11.1 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.

11.2 The profiled resource position for 2022-23 for the Capital Investment Plan stands at £170.4m. To the end of September there has been total spend of £70.7m. A summary by service is shown below with a detailed monitor in Appendix 3.

Directorate	Q1 Budget	Changes	Re profiled Budget 22-23	Spend 30 Sept 2022	Budget 23-24	Budget 24-25	Budget 25-26 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	2.7	0.3	3.0	0.6	7.9	1.9	0.8	13.6
Children's Services	13.6	0	13.6	5.0	11.7	3.3	1.2	29.8
Place - Economy & Development Services	51.1	0	51.1	10.6	64.4	11.2	8.7	135.4
Place - Planning, Transport & Highways	38.6	2.5	41.1	22.1	78.1	60.6	44.2	224.0
Place – Other	19.0	-0.2	18.8	6.2	34.0	26.8	3.7	83.3
Corp Service – Estates & Property Services	39.4	0.3	39.7	26.2	15.3	10.1	4.0	69.1
<b>TOTAL - Services</b>	<b>164.4</b>	<b>2.9</b>	<b>167.3</b>	<b>70.7</b>	<b>211.4</b>	<b>113.9</b>	<b>62.6</b>	<b>555.2</b>
Reserve Schemes & Contingencies	4.1	-1.0	3.1	0	94.5	104.8	68.2	270.6
<b>TOTAL</b>	<b>168.5</b>	<b>1.9</b>	<b>170.4</b>	<b>70.7</b>	<b>305.9</b>	<b>218.7</b>	<b>130.8</b>	<b>825.8</b>



- 11.3 Overall there has been an increase in the total budget of £6.9m to £825.8m. The main changes relate to:
- Additional budget on current schemes funded by grants, the main ones being Safer Roads £0.9m, CRSTS Traffic Management Systems grant of £5.7m, Clean Air Zone received additional funding for Taxis of £0.2m and Libraries have received LIF funding of £0.3m
- 11.4 Other changes since Quarter 1 are:
- King George V Playing Fields Scheme £1.0m moved into Reserve Schemes whilst the details for a revised scheme are being developed.
  - The funding for Markets and Development of Equity Loans capital schemes, £0.4m and £0.644m, is proposed to be amended from revenue contributions to corporate borrowing.
- 11.5 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.
- 11.6 It should also be noted that there remains some uncertainty linked to the impact of inflation on capital costs. 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. As part of the work on reviewing budget profiles this will also be considered.

### Capital Programme 2022-23 Update

- 12.1 The latest forecast for expenditure for 2022-23 is £166.5m, compared to a revised budget of £170.4m. Spend to the end of September 2022 is £70.7m. A summary by service is shown below with a detailed monitor in Appendix 2.

#### Budget, forecast and spend to date as at 30 September for 2022-23

	Revised Budget 2022-23 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2023 £m	Spend to date as a % of forecast %
Health and Wellbeing	3.0	2.1	0.9	0.6	28.6%
Children's Services	13.6	12.2	1.4	5.0	41.0%
Place - Economy & Development	51.1	43.7	7.4	10.6	24.3%
Place - Planning, Transportation & Highways	41.1	49.8	-8.7	22.1	44.4%
Place – Other	18.8	21.1	-2.3	6.2	29.4%
Corporate Resources – Estates & Property	39.7	36.5	3.2	26.2	71.8%
Reserve Schemes & Contingencies	3.1	1.1	2.0	0	0
<b>TOTAL - All Services</b>	<b>170.4</b>	<b>166.5</b>	<b>3.9</b>	<b>70.7</b>	<b>42.5%</b>

- 12.2 There is a forecast capital programme variance of £3.9m between the budget and the latest expenditure forecast. Spend is significantly higher than at this time in the previous two years but they were impacted by delays due to Covid. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

### New Capital Schemes

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

- **Ilkley Fencing - West Holme Fields** £0.08m to erect fencing and a Height Barrier at West Holmes Field, Ilkley to stem issues of Anti-Social Behaviours; address safety concerns; improve the area for local residents the wider community and visitors. The scheme will generate revenue cost savings and will be funded as invest to save.

The scheme has been appraised and is subject to final PAG approval between Q2 and Q3, which will be completed before the scheme commences.

- 12.4 Note the following other new schemes has been included:

- **ISG Door Router** £0.018m to replace a piece of equipment, purchased in 2001, used in the Windows & Doors Unit. The new equipment will improve reliability, provide the assurance that spares are available when required as the existing machine is no longer manufactured. It will be funded from ISG Reserves.

- 12.5 Appendix 2 shows the Capital Investment Plan as at 30th September and additional to this the October PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the 2022-23 CIP.

- **Capital Spend usually funded by revenue budgets** – Revenue spend is being reviewed to identify potential capital items which are currently funded using revenue budgets. The remaining Capital contingency budget for 2022-23 and if required Contingency 2024-25 will be used to fund up to £1m of spend. Any change in funding to corporate borrowing will be included in revenue savings for the year and a list of items will be reviewed by PAG.
- **Transforming Cities Fund (TCF)** – The Transforming Cities Fund project is a key enabler for City of Culture 2025 and involves four separate but integrated Civil Engineering projects designed to improve the environment, make changes to traffic and public transport movements and change the public realm within the City Centre. The project has been approved by Executive (6th September 2022) and is currently moving through design and consultation phases.

The compressed timescales involved with TCF and the aim to have projects substantially complete ahead of the City of Culture year means there is a funding gap between the assurance process gateways,

available WYCA approval boards and committees and the need to progress detailed scheme designs. The TCF project has a fixed total budget of £80.1m and this project seeks temporary short term funding of £5.384m to bring forward design and construction works to ensure completion before 2025. This is in advance of approval of full scheme funding from WYCA.

- **Energy Efficiency Capital Programme** – The strategic business driver for the Energy Capital Programme is to have a net zero district by 2038 with significant progress by 2030. This is a rolling programme of investments which includes installation of biomass boilers at corporate sites, solar PV installations on council properties, lighting upgrades, Building Energy Management System upgrades, Heating and Ventilation upgrades, small works and supporting schemes as part of the Sustainable Design Guide criteria. The scheme has resulted in significant carbon savings.

There is currently £0.209m remaining in the existing energy programme budget and approval of a further £2.5m in capital reserve schemes, as agreed by full council, to extend the programme in 2022-23 and future years is required.

**Special & Mainstream School Expansion Schemes** – a number of schemes across both Special and Mainstream schools are being developed to enable the continued expansion of specialist places for children and young people with SEND (Special Educational Needs and Disabilities). The total estimated capital value for the high value schemes is currently £14m and other lower value schemes are also being progressed. This forms part of the Strategic Plan in ensuring there are sufficient SEND places available for children and young people across the district and these additional places will lead to a reduction in the reliance of expensive out of authority placements by investing externally funded capital monies, to reduce revenue funding pressures on the High Needs Block. The significant capital investments are funded through Basic Need and High Needs Provision Capital monies, external to the Council. Please note, the schemes within LA maintained schools will be presented to Executive Committee at a later date to seek approval where the Executive Committee is the decision maker.

**Capital Resources**

- 12.6 Capital receipts from the sale of fixed assets are £3m to date and the Council has met the target of £3m in capital receipts for the year. The Council has received an additional £14.9m in capital grants and contributions so far this year.
- 12.7 £15.5m of PWLB (Public Works Loan Board) loans are due to mature in January and February 2023 with an average rate of interest of 6.125%. New borrowing undertaken to date includes £20m in April and £5m in October with an average interest rate of 3.18%.

**13.0 RISK MANAGEMENT**

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

**14.0 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.

**15.0 OTHER IMPLICATIONS**

**16.0 EQUALITY & DIVERSITY**

None

**17.0 SUSTAINABILITY IMPLICATIONS**

None

**18.0 GREENHOUSE GAS EMISSIONS IMPACTS**

None

**19.0 COMMUNITY SAFETY IMPLICATIONS**

None

**20.0 HUMAN RIGHTS ACT**

None

**21.0 TRADE UNION**

None

**22.0 WARD IMPLICATIONS**

None

**23.0 IMPLICATIONS FOR CHILDREN & FAMILIES**

None

**24.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

## **25.0 NOT FOR PUBLICATION DOCUMENTS**

None

## **26.0 RECOMMENDATIONS**

### **That the Committee**

26.1 Review and comment on the Qtr 2 Finance Position Statement for 2022-23

## **27.0 APPENDICES**

Appendix 1 Benchmark Spend by Service  
Appendix 2 Reserves Statement  
Appendix 2 Capital Investment Plan  
Appendix 3 Strategic Risk Register

## **28.0 BACKGROUND DOCUMENTS**

- Qtr 1 Finance Position Statement for 2022-23 – Executive 5<sup>th</sup> July 2022
- 2021-22 Finance Position Statement – Executive 5<sup>th</sup> July 2022
- Qtr 4 Finance Position Statement – Executive 5<sup>th</sup> April 2022
- The Council's Revenue Estimates for 2022/23 – updated – Budget Council 17<sup>th</sup> Feb 2022
- Qtr 3 Finance Position Statement – Executive 2<sup>nd</sup> February 2022
- Qtr 2 Finance Position Statement – Executive 2<sup>nd</sup> November 2021
- Qtr 1 Finance Position Statement – Executive 6<sup>th</sup> July 2021
- 2020-21 Finance Position Statement – Executive 6<sup>th</sup> July 2021

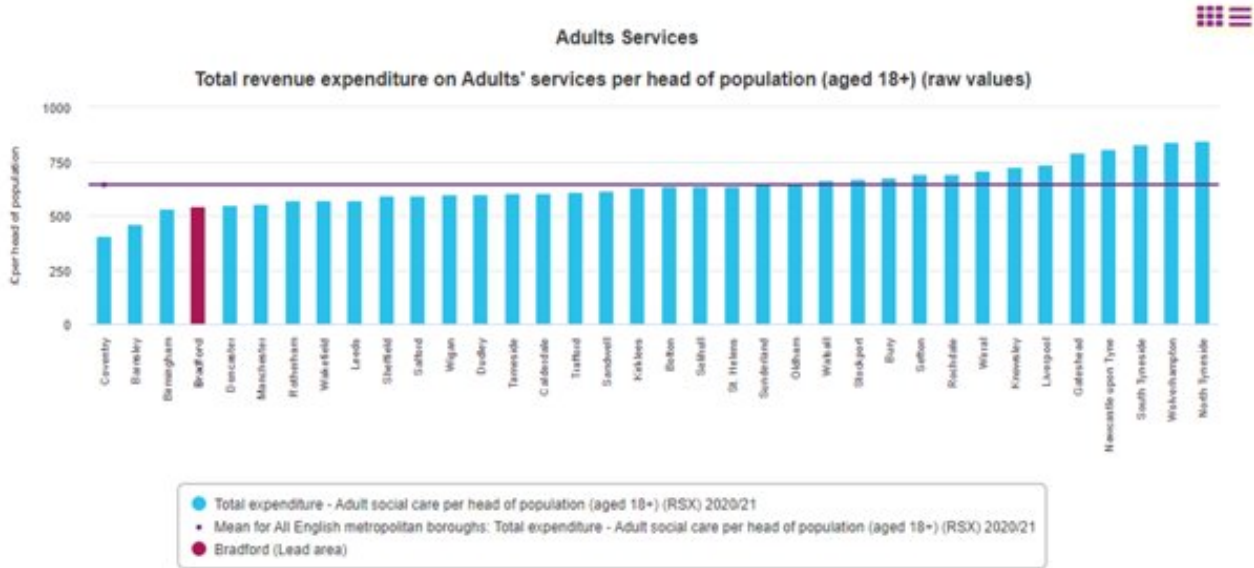
# Benchmark Spend data

# Appendix 1

## Health & Wellbeing

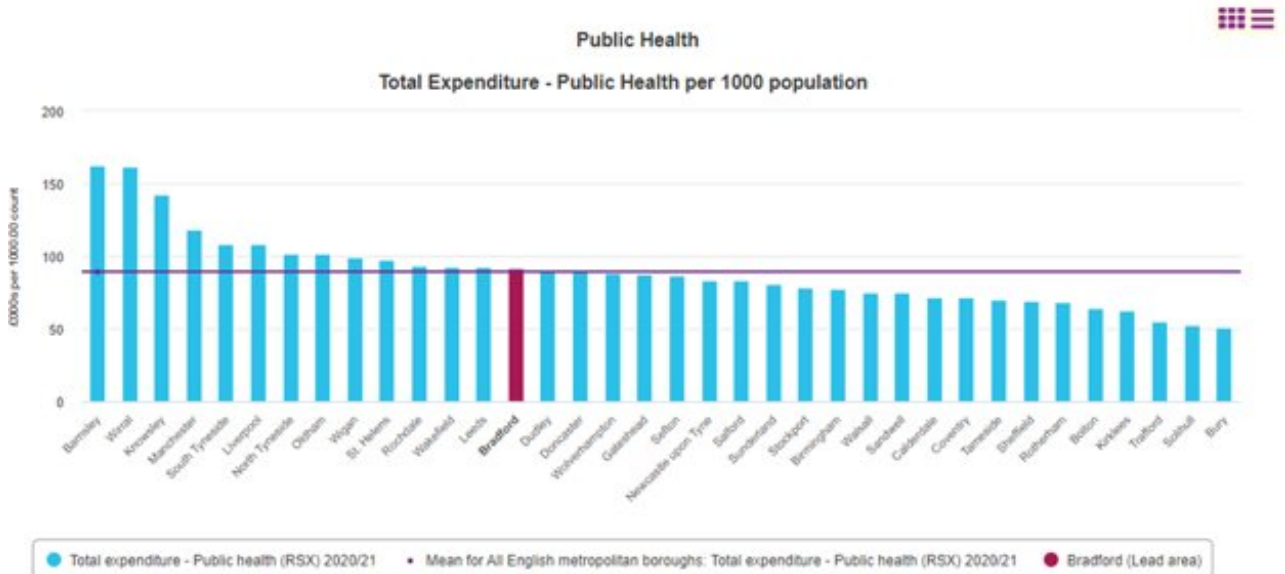
### Adult Services

Spend on Adult Services per head of adult population in Bradford has been low for many years. The Service has a good record of prevention, and there have been improvements in inspection outcomes in recent years



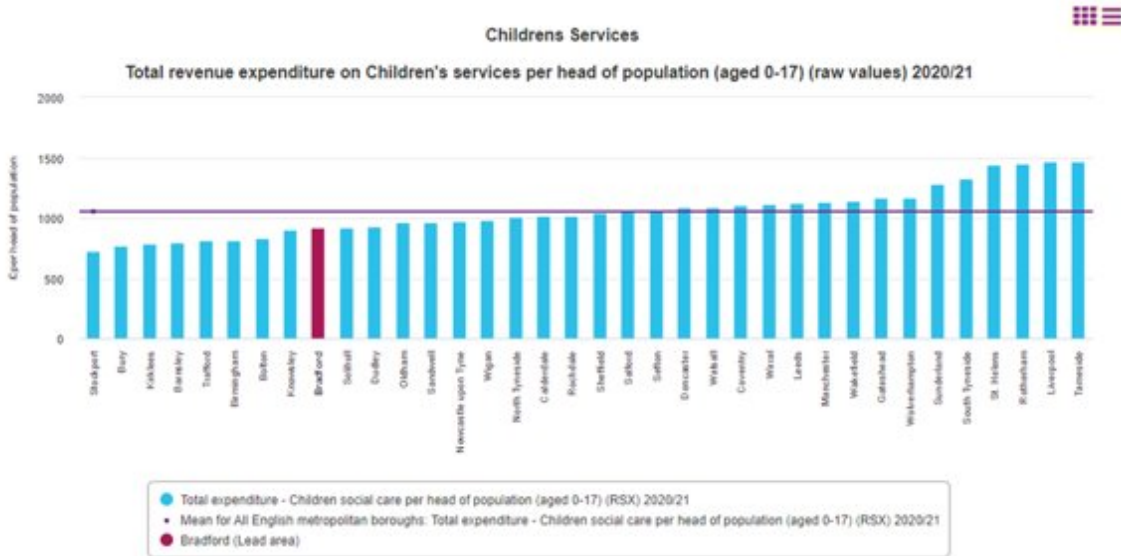
### Public Health

Public Health spend is driven by the Public Health grant which is based on a national formula and distributed by Government. Spend per 1,000 population is close to benchmark averages.



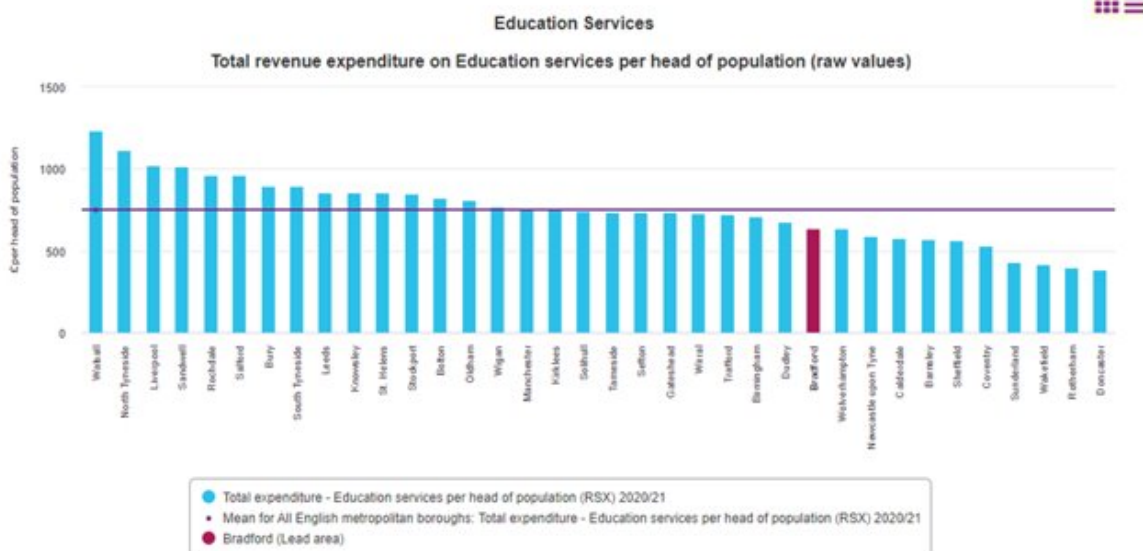
### Children's Services

Spend per head (aged 0-17) on Childrens Services was relatively low in 2020-21. As a result of growth in spend in Childrens Social Care as outlined in the Departmental Commentary (Section 4), this will likely have increased since then. New benchmark data is available in December 2022.



### Education Services

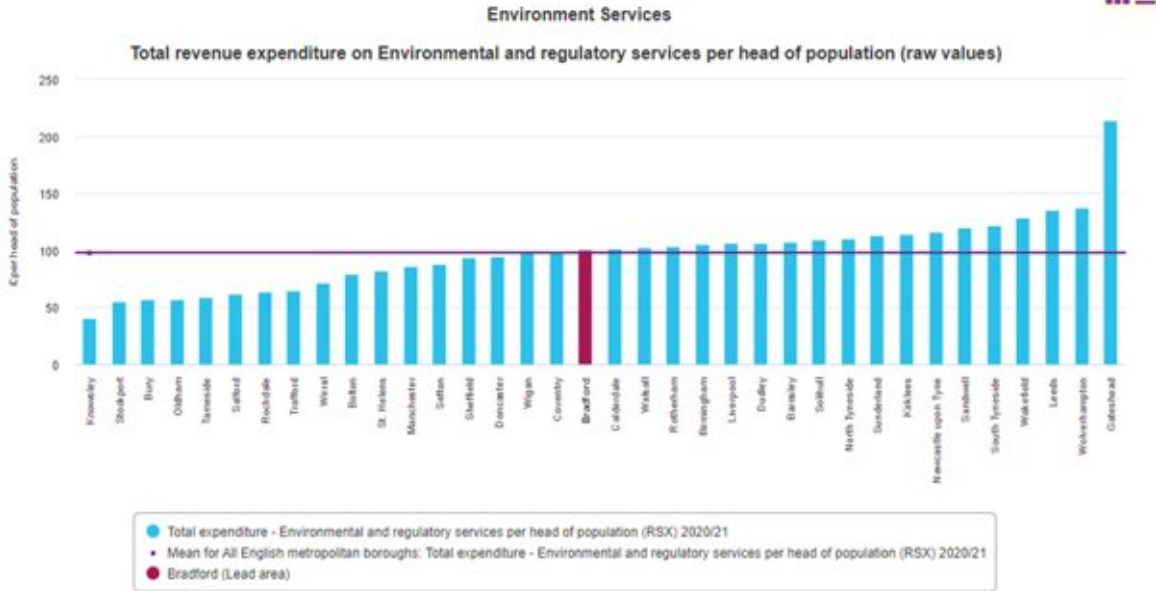
Spend per head on Education Services is relatively low in Bradford.



### Department of Place

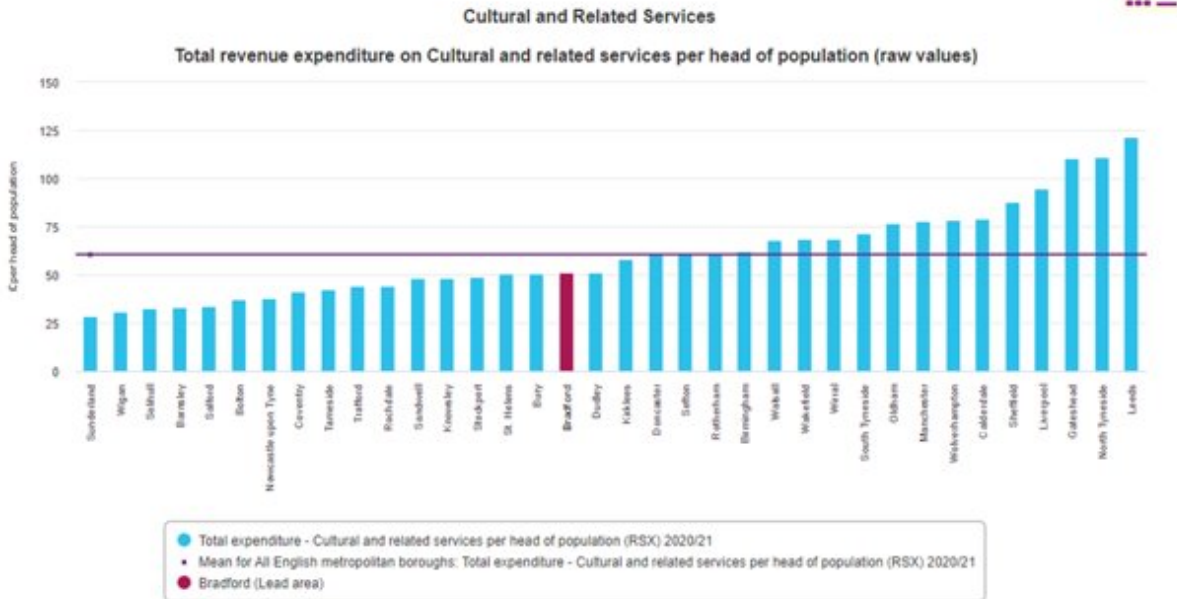
### Environment Services

Spend on Environment Services includes Waste Services, Bereavements, Environmental Health, Housing Standards and other regulatory services. Spend per head of population was close to the benchmark average in 2020/21.



### Cultural and Related Services

Spend on Culture Related services is relatively low.



### Housing Services



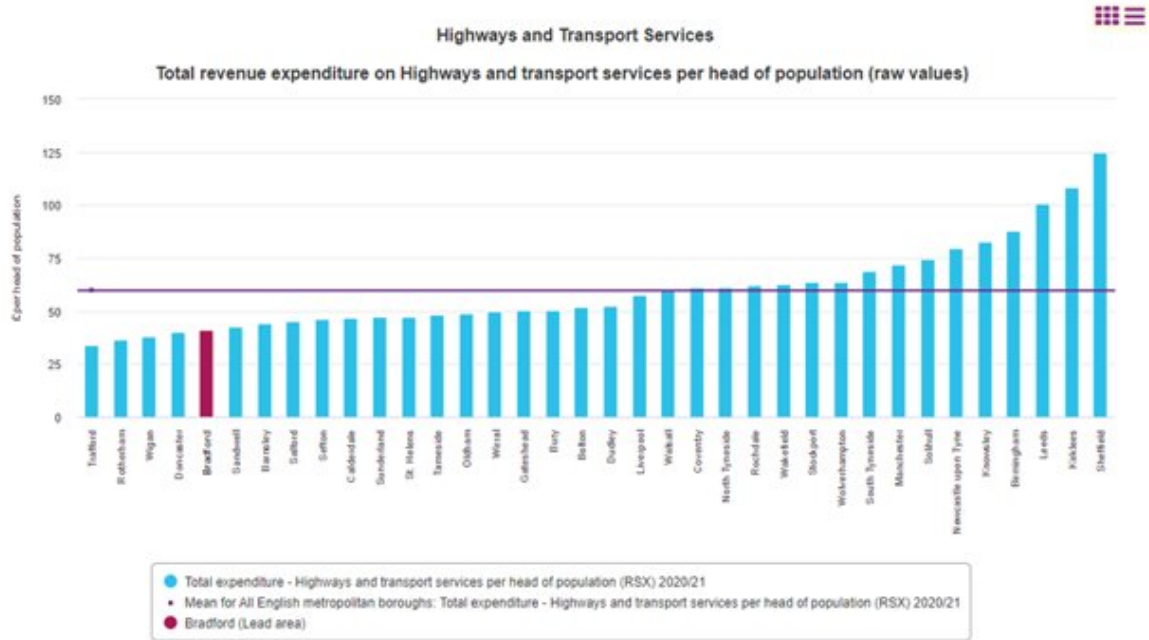
Spend per head of population on general fund related Housing Services per head of population is relatively low in Bradford



Source: Total expenditure - Housing services (GFRA only) per head of population (RSX)

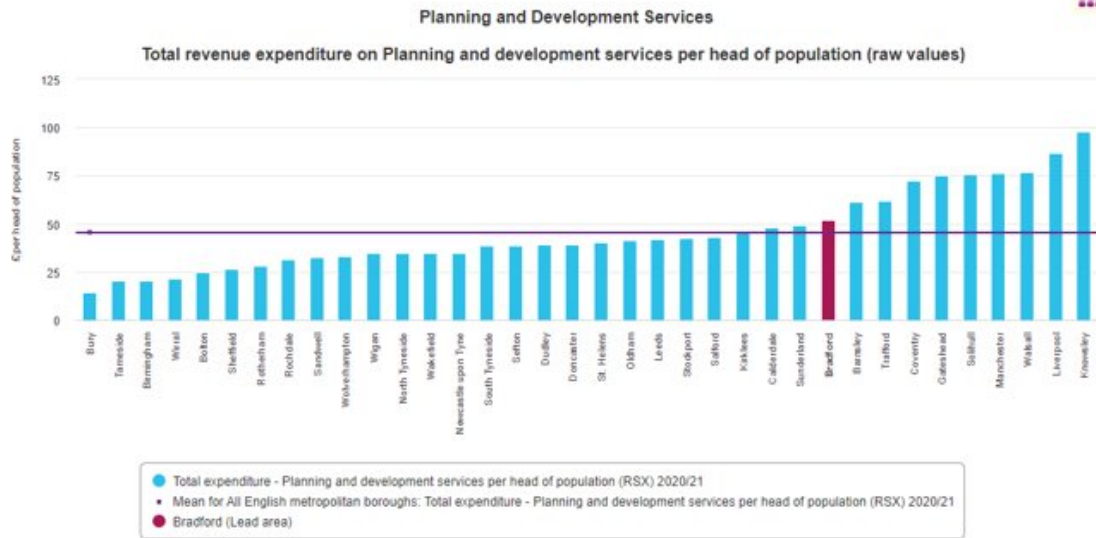
### Highways and Transport Services

Spend on Highways and Transport Services is relatively low in Bradford in comparison to benchmarks



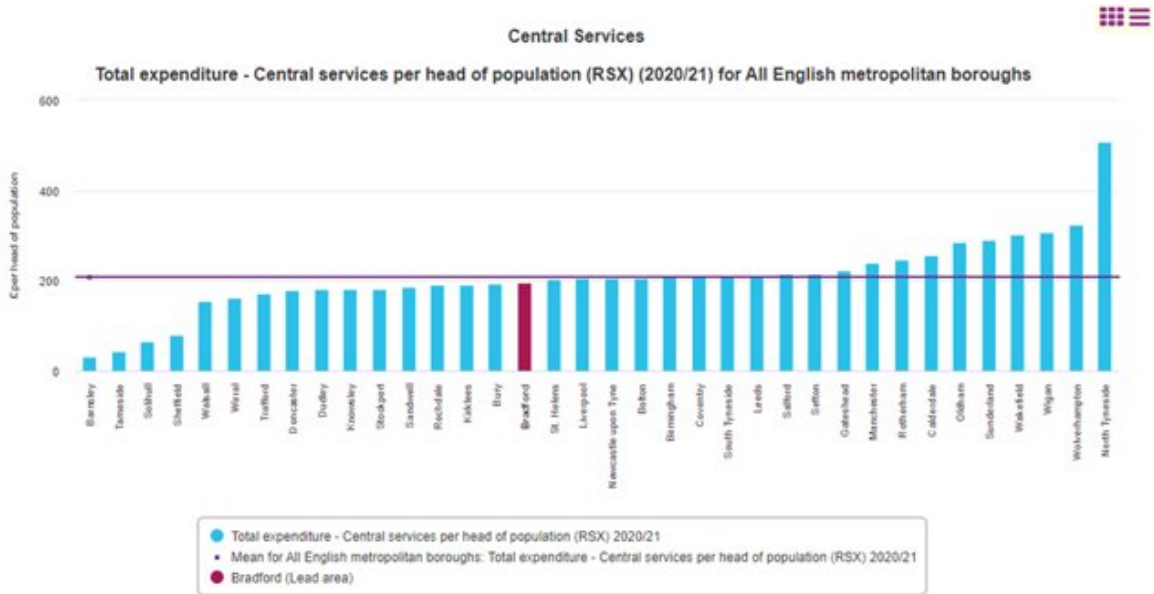
### Planning and Development

Planning and Development includes Planning, Building Control and Economic Development. Spend per head of population was slightly above the average of benchmarks in 2020-21.



## Central Services

Spend on Central Services (mostly Corporate Resources and Chief Execs) per head of population was slightly lower than the average of benchmarks.



Reserves Statement as at 30<sup>th</sup> September 2022

## Appendix 2

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	10,700	-10,700	0	This reserve has been earmarked as part of 2022-23 budget for Social care purposes (Adults and Children) See Social Care pressures reserve
<b>Total available Unallocated Corporate Reserves</b>	<b>10,700</b>	<b>-10,700</b>	<b>0</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
ESIF – STEP	746	0	746	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	-1,000	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit. £1m reduction per Budget.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Economic Partnership Reserve	157	0	157	To support the development of the strategic economic plan within Department of Place
Regional Growth Fund	3,611	-1,949	1,662	To support strategic plans within Department of Place
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Discretionary Social Fund	1,226	-600	626	Revolving Investment Fund. 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	8,135	-8,135	0	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,377	0	1,377	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Strategic Site Assembly	309	-309	0	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	4	-4	0	Reserve reduced as part of 2021-22 budget setting.
NDR (Non Domestic Rates) Volatility Reserve	1,378	-1,378	0	Additional S31 grant to offset NDR deficit resulting from govt policy
Redundancy Reserve	3,748	0	3,748	Reduced as part of 2021-22 budget setting
Leeds City Region WYTF	421	0	421	To provide for the costs of future redundancies
Leeds City Region Economic Development	402	0	402	Contribution to WY Transport Fund
Financing Reserve (MRP)	52,573	0	52,573	Match fund for urban centre regeneration
Financing Reserve 2019/20	1,000	-1,000	0	Reserve resulting from MRP policy change.
Markets Compensation	801	0	801	Reduced to £0 as part of 2022-23 budget
				Statutory compensation obligation for

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Finance Works Reserve	154	0	154	terminating tenancies Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	475	0	475	To fund future ICT projects
S31 Business Rate Grants Reserve	19,180	-19,180	0	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2022-23.
Indexation Pressures Reserves	136	-136	0	Reserve to cover any in year costs above the 2% budgeted pay award. Can be redirected pending 21-22 pay award.
Social Care Pressures Reserve	0	0	0	To be used in 2022-23 to fund Social Care pressures. £10m was added to the reserve, and has now been drawn down.
Project Feasibility Reserve	1744	0	1,744	To fund feasibility work associated with major projects
<b>Sub Total</b>	<b>103,196</b>	<b>-33,691</b>	<b>69,505</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	5,115	-5,115	0	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. £1m is earmarked for renewal & replacement of essential IT infrastructure
IT Renewals and replacement	0	1,000	1,000	See above

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Markets	41	-41	0	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>5,156</b>	<b>-4,156</b>	<b>1,000</b>	
<b>D. Service Earmarked Reserves</b>	<b>69,227</b>	<b>-35,462</b>	<b>33,765</b>	See over page
<b>E. Revenue Grant Reserves</b>	<b>20,452</b>	<b>-3,205</b>	<b>17,247</b>	
<b>F General Reserves</b>				
General Fund	19,500	0	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	45,555	0	45,555	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
LA Education Reserve	845	0	845	
LA Admission Appeals Reserve	173	0	173	
<b>Sub Total General Fund Reserve &amp; School balances</b>	<b>66,073</b>	<b>0</b>	<b>66,073</b>	
<b>Grand total</b>	<b>274,804</b>	<b>-87,214</b>	<b>187,590</b>	

Departmental Earmarked Reserves Statement at 30<sup>th</sup> September 2022

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Integrated Care	15,737	-15,737	0	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	112	0	112	Funding to cover management and staffing costs linked to the transformation of services for older people.
Transforming Systems	4,449	-1,962	2,487	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Health Improvement Reserve	282	0	282	
H&WB Covid Reserve	426	-373	53	
H&WB Work Programmes	450	0	450	
<b>Total Adult and Community Services</b>	<b>21,515</b>	<b>-18,072</b>	<b>3,443</b>	
<b>Children Services</b>				
BSF Unitary Charge	9,597	0	9,597	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	6,795	0	6,795	See above
Travel Training Unit	354	0	354	To provide travel training to Children with SEND to encourage independent travel.
Retail Academy (Skills for Employment)	51	0	51	Skills for work
SEND Inspection Resource	195	-195	0	To provide resource to assist with preparation for inspection.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
One Workforce Reserve	464	0	464	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	27	0	27	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	308	0	308	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	-125	0	
Prevention & Early Help Investment	2,053	-2,053	0	Remaining balance of Early help budget investment
Elective Home Education	32	-32	0	
Raising Attainment - Therapeutic Approaches to Learning	457	-457	0	Covid funded
Raising Attainment - Persistence Absence	355	-355	0	Covid funded
Raising Attainment - Language Learning, Phonics, Maths & English	1,566	-1,566	0	Covid funded
Booster-Summer Classes Reserve	309	-309	0	Reserve drawn down in 2022-23
Skills House Reserve	863	-863	0	Reserve drawn down in 2022-23
Youth Offer Reserve	569	-569	0	Reserve drawn down in 2022-23
Child In Care Council (Participation Officer) Covid Reserve	35	-35	0	Covid funded
<b>Total Children</b>	<b>24,155</b>	<b>-6,559</b>	<b>17,596</b>	
<b>Department of Place</b>				
City centre regeneration	51	-51	0	Delivery of City Centre Growth Zone
Taxi Licensing	259	-120	139	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	285	0	285	To fund works associated with Theatres across Bradford.
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	10	-10	0	To address e-Govt targets and improve service delivery.
Tourism reserve	15	-15	0	To develop a new model of volunteer



	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
				tourism.
Culture Company	73	-73	0	Help create a Culture Company
Museum Restoration	76	-76	0	Fund for museum improvement
HMO Licencing Scheme	566	0	566	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	195	0	195	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	-76	0	District wide Tree & Woodland planting fund as part of Woodland Strategy.
PT&H - Local Plan Reserve	470	0	470	For Local Plan
City Park Sinking Fund	888	-738	150	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	-20	480	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)	503	0	503	
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	127	-127	0	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
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
Ad:venture & community enterprise Reserve	83	-83	0	Match funding for a Leeds City Region business

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
				support project.
Economic Strategy Reserve	186	-99	87	For delivery of the Economic growth strategy.
Bereavement Strategy	576	-576	0	Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.
Housing Development Growth Fund	1,282	-65	1,217	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	724	0	724	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	103	-103	0	Programme provides a range of initiatives to support Health & Wellbeing.
New Projects (Parks, Open Spaces and Libraries) Reserve	641	0	641	
Traffic Management Permit Scheme	600	-600	0	
PT6 Implementation Traffic Enforcement Powers	93	-93	0	
Matching Towns Fund for Shipley and Keighley	324	0	324	Match funding for Towns Fund
Local Plan additional funding	300	0	300	Funding to help complete Local Plan
Road safety	40	-40	0	
Climate change initiatives	705	-335	370	
Covid Department of Place	4,595	-4,595	0	Remaining Covid related funding
<b>Department of Place</b>	<b>17,090</b>	<b>-7,895</b>	<b>9,195</b>	
<b>Corporate Resources</b>				
HR - Learning & Development Reserve	854	0	854	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	255	0	255	To smooth the cost of District Elections over a four year period.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Non Council Events programme	10	-10	0	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)	160	0	160	Balancing reserve related to Schools Broadband Contract
Emergency Planning Reserve	72	0	72	To cover costs of covering emergency/critical alert requirements
Energy unit	385	0	385	To help smooth effect of price spikes.
Children's E2E Programme Reserve	564	0	564	
Climate change Reserve	9	-9	0	
Chief Exec's - Climate Emergency & Sustainability	185	-185	0	
Corporate Resources - Covid Impacts	2,732	-2,732	0	
5yr invest in Child friendly Dist up to & incl 2024/5	100	0	100	
<b>Total Corporate Resources</b>	<b>6,467</b>	<b>-2,936</b>	<b>3,531</b>	
<b>Total Service Earmarked Reserves</b>	<b>69,227</b>	<b>-35,462</b>	<b>33,765</b>	

## Capital Investment Plan

## Appendix 3

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
<b>Health and Wellbeing</b>														
CS0237a	Great Places to Grow Old	1,080	0	1,080	200	19	6,961	1,124	0	0	0	0	9,165	9,165
CS0373	BACES	818	0	818	818	405	750	750	750	0	0	0	3,068	3,068
CS0239	Community Capacity Grant	558	0	558	558	194	0	0	0	0	558	0	0	558
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	44	0	44	44	0	0	0	0	0	44	0	0	44
CS0523	Electrical work at residential homes	31	0	31	27	8	0	0	0	0	31	0	0	31
CS0532	Changing Places Toilets P1 & P2	145	0	145	170	2	230	0	0	0	255	0	120	375
CS0535	Beckfield Resource Centre	0	213	213	213	0	0	0	0	0	0	0	213	213
CS0536	Medication and Care Records System	0	85	85	85	0	0	0	0	0	0	0	85	85
<b>Total - Health and Wellbeing</b>		<b>2,695</b>	<b>298</b>	<b>2,993</b>	<b>2,134</b>	<b>628</b>	<b>7,941</b>	<b>1,874</b>	<b>750</b>	<b>0</b>	<b>907</b>	<b>0</b>	<b>12,651</b>	<b>13,558</b>
<b>Children's Services</b>														
CS0022	Devolved Formula Capital	643	0	643	643	1,388	0	0	0	0	643	0	0	643
CS0030	Capital Improvement Work	105	0	105	105	6	100	100	100	0	405	0	0	405
CS0240	Capital Maintenance Grant	6,479	0	6,479	4,849	1,504	3,194	0	0	0	9,673	0	0	9,673
CS0244a	Primary Schools Expansion Programme	842	0	842	618	161	1,000	0	0	0	1,842	0	0	1,842
CS0244b	Silsden School	651	0	651	2,012	587	600	0	0	0	1,251	0	0	1,251
CS0244c	SEN School Expansions	2,102	0	2,102	2,102	139	3,000	1,684	0	0	6,786	0	0	6,786
CS0362	Secondary School Expansion	669	0	669	351	252	0	0	0	0	669	0	0	669
CS0421	Healthy Pupil Capital Grant	44	0	44	44	0	0	0	0	0	44	0	0	44
CS0436	Children's Homes	396	4	400	383	383	0	0	0	0	0	0	400	400
CS0488	Digital Strategy	471	0	471	300	24	250	0	0	0	0	0	721	721
CS0500	TFD	724	0	724	724	508	500	0	0	0	0	0	1,224	1,224
CS0531	Bingley Grammar Expansion	500	0	500	50	0	3,000	1,500	1,100	0	6,100	0	0	6,100
<b>Total - Children's Services</b>		<b>13,626</b>	<b>4</b>	<b>13,630</b>	<b>12,181</b>	<b>4,951</b>	<b>11,644</b>	<b>3,284</b>	<b>1,200</b>	<b>0</b>	<b>27,412</b>	<b>0</b>	<b>2,345</b>	<b>29,758</b>

CS Ref	Scheme Description	2022-23 Budget (1) £'000	Service change £'000	Revised 22-23 Budget £'000	Forecast £'000	Spend updated 30 Sept £'000	2023-24 Budget £'000	2024-25 Budget £'000	2025-26 Budget £'000	2026-27 Budget £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
<b>Place - Housing</b>														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	62	-202	0	0	0	0	0	0	62	62
CS0308	Afford Housing Programme 15 -18	176	0	176	176	6	0	0	0	0	176	0	0	176
<b>Total - Housing</b>		<b>238</b>	<b>0</b>	<b>238</b>	<b>238</b>	<b>-196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>0</b>	<b>62</b>	<b>238</b>
<b>Place - Economy &amp; Development Services</b>														
CS0136	Disabled Housing Facilities Grant	5,686	0	5,686	5,380	2,446	3,000	4,058	4,058	4,058	8,649	0	12,211	20,860
CS0137	Development of Equity Loans	706	0	706	685	372	700	700	700	0	0	0	2,806	2,806
CS0144	Empty Private Sector Homes Strat	1,000	0	1,000	990	270	0	0	0	0	1,000	0	0	1,000
CS0250	Goitside	0	0	0	0	0	0	178	0	0	0	0	178	178
CS0496	Towns Fund Keighley & Shipley	139	0	139	139	42	0	0	0	0	139	0	0	139
CS0527	Towns Fund Keighley P2	6,646	0	6,646	6,646	486	22,541	2,958	47	0	32,192	0	0	32,192
CS0526	Towns Fund Shipley P2	7,061	0	7,061	7,061	87	15,603	1,225	44	0	23,933	0	0	23,933
CS0084	City Park	192	0	192	0	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,322	0	1,322	500	20	0	0	0	0	0	0	1,322	1,322
CS0291	One City Park	14,080	0	14,080	15,365	4,389	17,357	1,545	0	0	6,990	15,134	10,858	32,982
CS0228	Canal Road	0	0	0	0	0	100	0	0	0	0	0	100	100
CS0266	Superconnected Cities	829	0	829	50	0	0	0	0	0	0	0	829	829
CS0265	LCR Revolving Econ Invest Fund	0	0	0	0	0	658	0	0	0	658	0	0	658
CS0107	Markets	0	0	0	0	0	21	0	0	0	0	0	21	21
CS0363	Markets - City Centre	13,080	0	13,080	6,500	2,659	4,458	525	-200	0	3,800	5,364	8,699	17,863
CS0411	Parry Lane	122	0	122	122	66	0	0	0	0	0	0	122	122
<b>Total - Place - Economy &amp; Development Services</b>		<b>50,863</b>	<b>0</b>	<b>50,863</b>	<b>43,438</b>	<b>10,836</b>	<b>64,438</b>	<b>11,189</b>	<b>4,649</b>	<b>4,058</b>	<b>77,361</b>	<b>20,498</b>	<b>37,338</b>	<b>135,197</b>
<b>Place - Planning, Transportation &amp; Highways</b>														
CS0178	Ilkley Moor	14	0	14	0	1	0	0	0	0	14	0	0	14
CS0285	Blight Sites	190	0	190	0	6	250	250	250	200	0	0	1,140	1,140
CS0071	Highways S106 Projects	441	0	441	122	122	0	0	0	0	441	0	0	441
CS0372	Countryside S106 Projects	150	0	150	7	7	200	0	0	0	350	0	0	350

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0091	Capital Highway Maintenance	149	0	149	4,258	2,288	0	0	0	0	149	0	0	149
CS0095	Bridges	3	0	3	1,000	366	0	0	0	0	3	0	0	3
CS0096	Street Lighting	0	0	0	100	6	0	0	0	0	0	0	0	0
CS0099	Integrated Transport	69	0	69	0	1	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	4	0	4	0	0	0	0	0	0	4	0	0	4
CS0172	Saltaire R/about Cong& Safety Works	15	0	15	26	26	0	0	0	0	15	0	0	15
CS0282	Highways Strategic Acquisitions	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0293	West Yorks & York Transport Fund	8,396	0	8,396	2,912	2,635	42,029	42,021	28,106	2,000	122,552	0	0	122,552
CS0396	WYTF Corr Imp Projects	293	0	293	465	224	3,000	3,000	3,374	0	9,667	0	0	9,667
CS0296	Pothole Funds	1,979	0	1,979	1,979	1,310	0	0	0	0	1,979	0	0	1,979
CS0306a	Strategic Transport Infrastructure Priorities	0	0	0	0	0	965	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	404	0	404	404	333	0	0	0	0	404	0	0	404
CS0323	Flood Risk Mgmt	0	0	0	0	312	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	-106	0	0	0	0	0	0	0	0	0	0	0
CS0370	LTP IP3 Safer Roads	23	0	23	23	0	0	0	0	0	23	0	0	23
CS0386	Cycling & Walking Schemes LTP3	17	0	17	0	0	0	0	0	0	17	0	0	17
CS0398	Bfd City Centre Townscape Heritage	1,397	0	1,397	250	167	1,000	0	0	0	2,224	0	173	2,397
CS0430	Highways Maint Fund	214	0	214	214	66	0	0	0	0	214	0	0	214
CS0432	Steeton/Silsden Crossing	21	0	21	233	38	0	0	0	0	21	0	0	21
CS0423	Highways IT upgrade	50	-50	0	0	0	0	0	0	0	0	0	0	0
CS0433	Gain Lane / Leeds Rd Jct	29	-29	0	0	0	0	0	0	0	0	0	0	0
CS0450	CILS payments	0	0	0	0	67	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Roads 19-20	4	0	4	0	2	0	0	0	0	4	0	0	4
CS0454	Area Comm ITS 19-20	0	0	0	0	2	0	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	4,972	0	4,972	14,089	4,274	14,128	13,000	7,706	0	0	39,806	0	39,806
CS0455	IP4 projects	1,135	0	1,135	1,137	622	0	0	0	0	1,135	0	0	1,135
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	0	1	1,042	750	259	0	2,051	0	0	2,051
CS0467	Transforming Cities Fund (TCF)	2,967	0	2,967	8,535	1,576	0	0	0	0	2,967	0	0	2,967
CS0469	IP4 Safer Roads 20-21	143	0	143	143	86	0	0	0	0	143	0	0	143
CS0470	IP4 Safer Roads 21-22	635	0	635	635	74	0	0	0	0	635	0	0	635
CS0529	Safer Rds 22-23	0	932	932	1,097	78	0	0	0	0	932	0	0	932

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0483	Motorcycle Parking	40	0	40	0	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	1,329	0	1,329	1,256	43	0	0	0	0	1,329	0	0	1,329
CS0494	City Centre Bollards	5	0	5	0	0	0	0	0	0	0	0	5	5
CS0502	Corridor Improvement Prog (CIP2)	252	0	252	0	-209	0	0	0	0	252	0	0	252
CS0477	CCTV Infrastructure	698	0	698	698	0	0	0	0	0	0	0	698	698
CS0512	Naturalising Bradford Beck	1,571	0	1,571	100	39	1,000	450	0	0	1,511	0	1,511	3,021
CS0533	UTMC – CRSTS Traffic Mgmt System	0	1,150	1,150	1,150	164	1,150	1,150	1,150	1,150	5,750	0	0	5,750
CS0539	Traffic Management	0	230	230	230	0	0	0	0	0	0	230	0	230
<b>Total Place - Planning, Transportation &amp; Highways</b>		<b>27,938</b>	<b>2,127</b>	<b>30,065</b>	<b>41,063</b>	<b>14,724</b>	<b>64,764</b>	<b>60,621</b>	<b>40,845</b>	<b>3,350</b>	<b>155,118</b>	<b>40,036</b>	<b>4,492</b>	<b>199,645</b>
<b>Dept of Place - Clean Air Zone</b>														
CS0471	Clean Air Zone	10,671	176	10,847	8,759	7,332	13,335	0	0	0	24,182	0	0	24,182
<b>Total Place - Clean Air Zone</b>		<b>10,671</b>	<b>176</b>	<b>10,847</b>	<b>8,759</b>	<b>7,332</b>	<b>13,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,182</b>	<b>0</b>	<b>0</b>	<b>24,182</b>
<b>Dept of Place - Waste, Fleet &amp; Transport</b>														
CS0060	Replacement of Vehicles	3,000	0	3,000	6,663	651	0	0	0	0	0	3,000	0	3,000
CS0517	Electric vehicles	200	0	200	288	18	608	355	18	0	0	0	1,181	1,181
CS0435	Sugden End Landfill Site	42	0	42	42	19	0	0	0	0	0	0	42	42
CS0415	Shearbridge Depot Security	66	0	66	0	90	0	0	0	0	0	0	66	66
CS0359	Community Resilience Grant	3	0	3	0	0	0	0	0	0	3	0	0	3
CS0497	Climate Change Initiatives – Vehicles	105	0	105	105	0	0	0	0	0	105	0	0	105
CS0503	Environmental Delivery Works	183	0	183	0	41	0	0	0	0	0	0	183	183
<b>Total Place - Waste, Fleet &amp; Transport</b>		<b>3,599</b>	<b>0</b>	<b>3,599</b>	<b>7,098</b>	<b>819</b>	<b>608</b>	<b>355</b>	<b>18</b>	<b>0</b>	<b>108</b>	<b>3,000</b>	<b>1,472</b>	<b>4,580</b>
<b>Dept of Place - Neighbourhoods &amp; Customer Services</b>														
CS0466	Parks Depots	-28	0	-28	0	4	0	0	0	0	0	0	-28	-28
CS0378	Customer Services Strategy	30	0	30	30	0	20	0	0	0	0	0	50	50
CS0506	Ilkley Parking	26	0	26	26	0	0	0	0	0	0	26	0	26
CS0510	Ilkley Footbridge	35	0	35	0	7	0	0	0	0	0	0	35	35

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0151	Building Safer Communities	17	0	17	0	0	0	0	0	0	0	0	17	17
<b>Total Place - Neighbourhoods &amp; Customer Services</b>		<b>80</b>	<b>0</b>	<b>80</b>	<b>56</b>	<b>11</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>74</b>	<b>100</b>
<b>Dept of Place - Sports &amp; Culture</b>														
CS0487	Alhambra Theatre Lift	2	0	2	0	0	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	528	-456	73	110	60	15	0	0	0	12	0	75	88
CS0530	LDP (Active Bradford)	247	0	247	230	13	400	50	0	0	697	0	0	697
CS0229	Cliffe Castle Restoration	85	-77	8	8	3	0	0	0	0	3	0	5	8
CS0004	S106 Recreation	7	0	7	0	0	0	0	0	0	7	0	0	7
CS0501	Parks Development Fund	471	0	471	471	99	0	0	0	0	471	0	0	471
CS0504	Cricket Nets	172	0	172	172	92	0	0	0	0	172	0	0	172
CS0404	Sports Pitches	160	0	160	160	177	28	0	0	0	71	0	117	188
CS0537	Silsden Park Section 106 Projects	0	224	224	224	0	0	0	0	0	224	0	0	224
CS0489	Playable Spaces incl Lister Park	1,365	0	1,365	1,548	599	500	0	0	0	350	0	1,515	1,865
CS0403	Bereavement Strategy	9,228	0	9,228	8,820	2,834	10,246	4,979	0	0	0	7,000	17,453	24,453
CS0277	Wyke Community Sport Hub	1,170	0	1,170	1,200	1,161	0	0	0	0	0	0	1,170	1,170
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	68	0	68	0	71	0	0	0	0	68	0	0	68
CS0461	ShIPLEY Gym extension & equipment	51	0	51	0	0	0	0	0	0	0	0	51	51
CS0356	Sedbergh SFIP	118	0	118	0	50	0	0	0	0	0	0	118	118
CS0354	Squire Lane	1,228	0	1,228	500	206	22,100	21,410	3,700	0	20,000	19,410	9,028	48,438
CS0482	Marley Replacement Pitch	5	0	5	0	0	0	0	0	0	5	0	0	5
CS0498	Libraries IT Infrastructure	165	0	165	165	0	0	0	0	0	0	60	105	165
CS0509	Libraries (Equipment/Shelving)	172	0	172	172	28	0	0	0	0	172	0	0	172
CS0534	Libraries as Locality Hubs (LIF)	0	100	100	100	0	100	0	0	0	200	0	0	200
<b>Total Place - Sports &amp; Culture</b>		<b>15,287</b>	<b>-209</b>	<b>15,079</b>	<b>13,880</b>	<b>5,392</b>	<b>33,389</b>	<b>26,439</b>	<b>3,700</b>	<b>0</b>	<b>22,497</b>	<b>26,470</b>	<b>29,639</b>	<b>78,607</b>
<b>Corp Resources - Estates &amp; Property Services</b>														
CS0094	Museum Store	250	0	250	0	0	250	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	151	0	151	0	0	0	0	0	0	0	0	151	151
CS0511	Property Programme 21-22	1,191	0	1,191	1,191	343	0	0	0	0	0	0	1,191	1,191



CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0528	Property Programme 22-23	1,990	13	2,003	2,003	320	2,000	0	0	0	0	0	4,003	4,003
CS0540	ISG Door Router	0	17	17	17	0	0	0	0	0	17	0	0	17
CS0460	Mitre Court CPU Property & Equip	0	0	0	53	98	0	0	0	0		0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	0	0	148	0	0	148	0	0	148
CS0408	Top of Town - purchase 21 St Johns St	74	0	74	0	0	0	0	0	0	0	0	74	74
CS0050	Carbon Management	209	0	209	209	113	0	0	0	0	0	0	209	209
CS0420	Electric vehicle charging Infr (Taxi Scheme)	249	0	249	249	285	0	0	0	0	249	0	0	249
CS0495	Bradford LAD Scheme	1,749	0	1,749	1,749	2,939	3,036	0	0	0	4,785	0	0	4,785
CS2000	DDA	40	0	40	40	0	50	81	0	0	0	0	171	171
CS0381	Godwin St	10,812	0	10,812	9,280	3,879	3,000	2,000	0	0	570	15,242	0	15,812
CS0381	Godwin Street Culvert	1,500	0	1,500	1,500	0	0	0	0	0	0	0	1,500	1,500
CS0409	Coroner's Court and Accommodation	1,015	0	1,015	560	149	0	0	0	0	0	0	1,015	1,015
CS0457	Simpson Green - roof	13	-13	0	0	43	0	0	0	0	0	0	0	0
CS0445	Core IT Infrastructure	1,960	440	2,400	1,960	1,398	4,000	2,360	0	0	0	0	8,760	8,760
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	16,500	0	16,500	16,500	16,288	2,500	5,500	4,000	0	4,000	0	24,500	28,500
CS0521	Buttershaw Youth Centre	30	0	30	30	30	0	0	0	0	0	0	30	30
CS0522	Children's Homes Capital Works	294	0	294	195	12	0	0	0	0	0	0	294	294
CS0525	Baildon Library	945	0	945	600	313	500	0	0	0	1,000	0	445	1,445
<b>Total Corp Resources – Estates &amp; Property Services</b>		<b>39,374</b>	<b>457</b>	<b>39,831</b>	<b>36,538</b>	<b>26,209</b>	<b>15,336</b>	<b>10,089</b>	<b>4,000</b>	<b>0</b>	<b>10,769</b>	<b>15,242</b>	<b>43,245</b>	<b>69,256</b>
<b>Reserve Schemes &amp; Contingencies</b>														
CS0395z	General Contingency	533	0	533	533	0	1,000	1,000	1,000	0	0	0	3,533	3,533
CS0534w	Medication and Care Records System	85	-85	0	0	0	0	0	0	0	0	0	0	0
CS0535w	Beckfield Resource Centre	213	-213	0	0	0	0	0	0	0	0	0	0	0
CS0397z	Property Programme	0	0	0	0	0	4,000	4,000	4,000	0	0	0	12,000	12,000
CS0399z	Strategic Acquisition	0	0	0	0	0	10,000	10,000	13,460	10,000	0	43,460	0	43,460
CS0367z	King George V Playing Fields	0	0	0	0	0	1,020	0	0	0	700	0	320	1,020
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	9,500	4,000	4,500	0	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0401z	Depots	0	0	0	0	0	2,000	1,000	0	0	0	0	3,000	3,000
CS0485z	Advanced Fuel Centre & Vehicles	0	0	0	0	0	3,294	1,816	920	0	64	5,466	500	6,030
<b>2018-19 Schemes</b>														
CS0404z	Sports Pitches	286	0	286	0	0	4,248	4,250	0	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	587	0	587	0	0	2,750	500	0	0	1,035	0	2,802	3,837
CS0405z	City Hall	0	0	0	0	0	5,000	3,000	3,500	500	2,000	5,000	5,000	12,000
CS0407z	Affordable Housing	0	0	0	0	0	8,000	10,724	8,000	2,500	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	0	0	2,675	0	0	0	0	0	2,675	2,675
<b>2020-21 Schemes</b>														
CS0060z	Vehicles	0	0	0	0	0	3,000	3,000	0	0	0	6,000	0	6,000
CS0060zb	Electric vehicles/ New street cleansing	0	0	0	0	0	623	0	0	0	0	623	0	623
CS0472z	District Heating	0	0	0	0	0	4,752	6,702	2,861	0	6,459	2,871	4,985	14,315
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	3,000	1,500	500	0	2,000	3,000	0	5,000
CS0476z	Additional Building controls	450	0	450	350	0	800	500	750	0	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	0	0	0	0	0	200	0	0	0	0	0	200	200
CS0484z	New Reserve	0	0	0	0	0	2,000	0	0	0	0	0	2,000	2,000
<b>2021-22 Schemes</b>														
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	3,000	2,000	500	0	0	0	6,000	6,000
CS0482z	Marley Playing Field	500	0	500	0	0	0	0	0	0	0	0	500	500
CS0436z	Children's Home	0	0	0	0	0	1,577	1,572	0	0	250	2,653	246	3,149
<b>2022-23 Schemes</b>														
CS0445w	IT Programme	440	-440	0	0	0	0	0	0	0	0	0	0	0
CS0060w	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0395w	Contingency	0	0	0	0	0	0	2,500	0	0	0	0	2,500	2,500
CS0538w	Energy efficiency	250	0	250	250	0	500	500	500	250	0	0	2,000	2,000
CS0539w	Traffic Management	230	-230	0	0	0	0	0	0	0	0	0	0	0
CS0144w	Empty Private Sector Homes Strategy	0	0	0	0	0	1,000	1,000	1,000	1,000	4,000	0	0	4,000
<b>Total - Reserve Schemes &amp; Contingencies</b>		4,074	-968	3,106	1,133	0	94,826	104,754	53,935	14,250	105,892	104,867	59,812	270,571
<b>TOTAL - All Services</b>		168,445	1,886	170,331	166,518	70,705	306,001	218,605	109,097	21,658	424,422	210,439	190,831	825,692

# Bradford Council Strategic Risk Register – Appendix 4



October 11<sup>th</sup> 2022

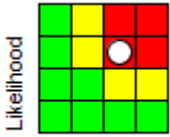
<b>Code &amp; Title</b>	SR 01 BCM BCM Critical facilities			<b>Current Risk Matrix</b>	
<b>Description</b>	disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Low	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	1	3
	<b>Operational</b>	Yes	<b>Total Score</b>	3	
<b>Potential Effect of Risk</b>	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				
<b>Internal Controls</b>	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				

	<p>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</p> <p>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.</p> <p>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.</p>
<b>Assurance Mechanisms</b>	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.
<b>Date Reviewed</b>	30 Sept 2022
<b>Actions / Controls under development</b>	Continuity in October 2021 and revisions to the process are being considered early in 2022 – existing working practices for working with COVID were continued until September, 2022. Now being gradually lifted
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	Matthew Baggley

<b>Code &amp; Title</b>	SR 02 HSG Inadequate Housing Supply			<b>Current Risk Matrix</b>
<b>Description</b>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions will affect the council's direct delivery programme. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding.. The impact of Covid 19 on housing supply and demand is to be determined.</p>			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C
	<b>Operational</b>	Yes	<b>Total Score</b>	6
<b>Potential Effect of Risk</b>	<p>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 Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p>			

	<p>Negative impact on regeneration priorities and neighbourhoods.          Negative impact and wasted resources associated with many 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</p>
<p><b>Internal Controls</b></p>	<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.          Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.          Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.          In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for “green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all.”          Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker          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.          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 are taken into account and acted on in development of relevant plans and policies.          Key indicators relating to housing functions reported in the Council Plan          Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.          Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes          Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.          The SHMA was updated in 2019          Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.          Invest in a proactive programme of interventions to bring empty homes back in to use.          Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p>

	Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA (Local Housing Allowance) caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs). Monitoring the impact of Covid 19 on housing supply and demand. The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.
<b>Assurance Mechanisms</b>	Study has been produced by ARC4, in support of the local plan which was published in 2019.
<b>Date Reviewed</b>	5 <sup>th</sup> Oct 2022
<b>Actions / Controls under development</b>	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs 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. 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. Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchcliffe

<b>Code &amp; Title</b>	SR 03 DEG Delivering Economic Growth			<b>Current Risk Matrix</b>
<b>Description</b>	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.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	9

<p><b>Potential Effect of Risk</b></p>	<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                  Inability to raise funds for projects and regeneration projects not completed                  Potential damage to the Council’s reputation and the Economic Partnership                  Not able to meet member, government and the public’s expectations                  Deteriorating physical and infrastructure assets                  Young people are not equipped to achieve their potential within the district                  Business failure rate increases and unemployment increases due to the impact of Covid-19                  Long term cost implications of dealing with social issues linked to economic deprivation                  Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings                  Business relocating out of the Districts.</p>
<p><b>Internal Controls</b></p>	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.                  Comprehensive Invest in Bradford website <a href="http://www.investinbradford.com">www.investinbradford.com</a>                  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.                  Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a>                  Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).                  Respond to Government consultations and participate on working groups focussing on key policy areas                  Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley                  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.                  Partnership response developed and survey work undertaken to establish impacts and inform response                  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.                  Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.                  Development Frameworks have been commissioned to set the vision and ambition for the City and District and to inform future funding rounds, work is ongoing on these for Bradford City, Keighley and Shipley along with detailed masterplanning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete.                  Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction. £1.89m has been allocated to Bradford over the next 3 financial years.                  An Investment Plan has been submitted for the UK Shared Prosperity Fund which replaces European Funding. Bradford has a devolved allocation of £7.5m to deliver outcomes aligned to community infrastructure, business and people and skills. The District will also benefit from regionally delivered programmes.                  Capacity funding of £400k has also been allocated to Bradford.                  Four bids have been submitted into Round 2 of the Levelling Up Fund. The total of funding should these be successful is £110m.</p>
<p><b>Assurance Mechanisms</b></p>	<p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework                  COVID-19 response reports into Gold / Silver / Bronze command structure</p>
<p><b>Date Reviewed</b></p>	<p>5<sup>th</sup> Oct 2022</p>
<p><b>Actions / Controls</b></p>	<p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021.</p>

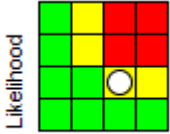
<b>under development</b>	<p>Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22.</p> <p>Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer</p> <p>Economic Development - 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 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>
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchcliffe

<b>Code &amp; Title</b>	SR 04 SCC Safer Cohesive Community			<b>Current Risk Matrix</b>
<b>Description</b>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'</p>			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	9
<b>Potential Effect of Risk</b>	<p>Negative impact on trust - between citizens, the Council and its partner agencies.</p> <p>Widening inequality.</p> <p>Cost of managing response is not contained within existing resources (council, police &amp; partners).</p>			



	<p>Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed.</p> <p>Reduction in levels of community cohesion within the district.</p> <p>Adverse media and reputational damage for the district and key agencies.</p> <p>Less effective engagement with citizens and community groups</p> <p>Communities believe that some sections are treated differently than others</p> <p>Disproportionate adverse impact on the district's most vulnerable communities</p>
<b>Internal Controls</b>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy.</p> <p>The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion.</p> <p>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>
<b>Assurance Mechanisms</b>	<p>Ward based working and locality and ward plan assessments provide a regular 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>An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Community Safety Partnership, the Wellbeing Board and the Council's Corporate Overview &amp; Scrutiny Committee.</p> <p>The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership &amp; Engagement Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the districts communities.</p> <p>Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.</p>
<b>Date Reviewed</b>	04-Oct-2022
<b>Actions / Controls under development</b>	<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>A new Stronger Communities Team has been developed to increase capacity for working with communities, to provide voice and influence to underrepresented groups and to help manage/mitigate the impacts of any tensions. The new team is now in place and is going through an induction process. Five Partnership and Engagement Officers will have a focus on locality and a district wide responsibility for two protected characteristics (Equality Act 2010)</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' and training on critical thinking skills.</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 is in place</p> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
<b>Managed By</b>	Ian Day

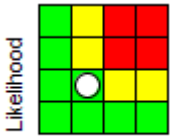
<b>Administered By</b>	Jo Hinchcliffe
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<b>Code &amp; Title</b>		SR 06 ENV Environment and Sustainability			<b>Current Risk Matrix</b>	
<b>Description</b>		Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, 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.			 <p>Likelihood</p> <p>Impact</p>	
				<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II	
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>		
<b>Potential Effect of Risk</b>	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place                      Damage to Council’s credibility as leader if district-wide targets not met.                      Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability                      Need to re-prioritise and reallocate resources.                      Reduced ability to promote external investment.                      Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities                      Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030)                      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.                      Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.                      Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-135CM 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.                      Actions identified in corporate energy cost reduction plan not delivered                      Funding for renewable energy and energy efficiency projects not available                      Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available                      Wider stakeholder community under resourced to deliver on action commitments                      Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction                      Changing legislation, political priorities, targets                      Global insecurity causing major fluctuations in energy costs</p>					
<b>Internal Controls</b>	<p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.                      Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.                      Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.                      Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p>					

	Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption. Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny as part of Strategic Decarbonisation Action Plan.
<b>Assurance Mechanisms</b>	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.
<b>Date Reviewed</b>	7-Oct-2022
<b>Actions / Controls under development</b>	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.
<b>Managed By</b>	Ben Middleton
<b>Administered By</b>	Andrew Whittles

<b>Code &amp; Title</b>	SR 07 FRS Financial Resilience and Sustainability			<b>Current Risk Matrix</b>
<b>Description</b>	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to levels of Central Government funding or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the demand pressures in Childrens Services and current cost of living impacts both in terms of direct impact on Council costs and also in terms of the indirect impact upon residents and business in the District. 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.</p>			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	9
<b>Potential Effect of Risk</b>	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.			

	<p>Suboptimal decisions could be made.  Achievement of priorities delayed or not delivered.  Service delivery not achieved.  Challenges to governance framework.  Deterioration in reputation with knock on consequences.  Scarce resources may not be utilised / prioritised to maximum effect.  Reduced effectiveness of Council Leadership  The Council's budget &amp; setting of Council Tax is challenged.  The risk remains for future years though already being planned for through organisational review and new operating models workstream.  Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.  Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p>
<b>Internal Controls</b>	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.  Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.  Budget process fully integrated with the Authority's strategic service and value for money planning.  Political engagement in place for budget process.  Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20  Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this  Controls on procurement and workforce changes in place  Meaningful budget consultation process in place  Strict adherence to Reserves Policy.  Project Appraisal Group established to scrutinise individual capital business cases.  Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications  Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding  Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code  Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs  Increased monitoring of high-risk budgets, including review and monitoring of recovery action  Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.  Raise financial acumen across the Council to improve decision making  Implemented Finance for Non-Finance Managers training</p>
<b>Assurance Mechanisms</b>	<p>External Audit inspection of accounts and opinion  Internal audit review of internal control mechanisms</p>
<b>Date Reviewed</b>	6 Oct 22
<b>Actions / Controls under development</b>	A range of budget mitigation actions have been identified by the Councils Corporate Management Team to mitigate budgetary impacts and mitigate the level of potential budget gap
<b>Managed By</b>	Chris Chapman
<b>Administered By</b>	Mark St Romaine

<b>Code &amp; Title</b>	SR 08 INS Information Security			<b>Current Risk Matrix</b>	
<b>Description</b>	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Significant
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	III
	<b>Operational</b>	Yes	<b>Total Score</b>	4	
<b>Potential Effect of Risk</b>	<p>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.</p>				
<b>Internal Controls</b>	<p>Designated SIRO (Senior Information Risk Owner) –Director of Finance &amp; IT                      3<sup>rd</sup> tier Officers (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                      Refreshed IMAG framework launched with Information Governance Champions for each Service appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Support 3<sup>rd</sup> tier officers in meeting their IAO responsibilities.                      IAO responsibilities document circulated to any new IAO's                      Monthly reporting on performance information to CMT                      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.                      IG Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018                      Risk Log approved by IAG and regularly updated.                      Mandatory "Information &amp; UK GDPR" learning for all staff with appropriate compliance monitoring.                      Annual SIRO report                      Regular Information Governance reporting to CMT and Governance &amp; Audit Committee                      Dedicated Data Protection and Records Management Officer ensure compliance with GDPR Article 30 and 37.                      Dedicated SharePoint site as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions.</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow</p>				

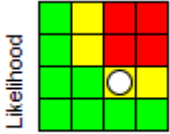
	<p>policy/procedure.                  Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.                  Public Services 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.                  The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
<b>Assurance Mechanisms</b>	Regular Information Governance reporting to CMT and Governance & Audit Committee Engagement with Information Commissioners Office with prompt reporting and liaison
<b>Date Reviewed</b>	5 <sup>th</sup> October 2022
<b>Actions / Controls under development</b>	Review of all IG and Information Security policies Additional mandatory learning for IAO's and Managers 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
<b>Managed By</b>	Chris Chapman
<b>Administered By</b>	Tracey Banfield / Harry Singh / Dominic Barnes-Browne

<b>Code &amp; Title</b>	SR 12 ADC Adults Demographic Change			<b>Current Risk Matrix</b>
<b>Description</b>	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.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>

<p><b>Potential Effect of Risk</b></p>	<ul style="list-style-type: none"> <li>• Demand for social care services is predicted to continue increasing and overspends are likely.</li> <li>• Budget proposals highlight this particular pressure as an ongoing concern for the Council.</li> <li>• There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</li> <li>• 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.</li> <li>• Lengthening waiting lists for assessments and provision of care</li> <li>• Increases in numbers requiring care</li> <li>• Increase in expectations from service users</li> <li>• Recruitment delays to bring in social workers and care workers</li> <li>• 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.</li> </ul>
<p><b>Internal Controls</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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 &amp; Neuro Diversity, Continuous Health Care.</li> <li>• The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:             <ul style="list-style-type: none"> <li>▪ <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></li> <li>▪ <i>H&amp;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></li> <li>▪ <i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></li> <li>▪ <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></li> </ul> </li> <li>• 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.</li> <li>• 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.</li> <li>• The service has refreshed its quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream.</li> <li>• 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.</li> </ul>



<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>▪ The department has recently refreshed its governance and assurance framework, which has resulted in one DMT being set aside to focus on Finance, Performance, Quality and Transformation workstreams. 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.</li> <li>▪ The Department has also set aside one DMT to focus on workstreams contributing to the Adult Social Care Reform agenda.</li> <li>▪ Progress updates are also provided to the Corporate Programme Steering Group.</li> <li>▪ Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.</li> </ul>
<b>Date Reviewed</b>	03.10.22
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Review of population health management approach across the Health and Social Care System, which looks at how data is currently being used to help design a system that allows us to proactively improve 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.</li> <li>▪ Ongoing 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.</li> <li>▪ 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.</li> <li>▪ 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.</li> </ul>
<b>Managed By</b>	Iain Macbeath
<b>Administered By</b>	Imran Rathore

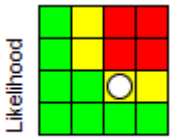
<b>Code &amp; Title</b>	SR 13 DSK Delivery of Skills and Training Priority			<b>Current Risk Matrix</b>	
<b>Description</b>	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>Lack of coordination in the efforts of various agencies involved.                      Lack of congruence with educational attainment objective.                      District becomes unattractive to businesses and employers.                      Loss of leadership role.                      Actions detailed in the Workforce Development Plan 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.</p>				
<b>Internal Controls</b>	<p>Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1st 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, devolved funding and other new and existing sources. Significant amounts of SPF and Multiply funded will be passported to the Council and we are working to integrate this into the wider employment and skills offer to maximise the impact for the District.</p> <p>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.. We have recovered participation numbers and success rates to pre-pandemic levels for our own Adult Education provision. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes.</p> <p>Senior management remains engaged with the Government’s devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA’s commissioning decision making. We are working through WYCA processes to secure significant investment in the Employment West Yorkshire programme which will secure the infrastructure and investment that has been developed through existing EU and Gainshare funding as those funds taper off in the next 15 months.</p> <p>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 was held in June 2022, which will inform a skills focussed meeting of the Key Cities APPG in Westminster in the Autumn.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Partnership dialogue, enabled by the Council, is ongoing with a number of providers to develop the approach to improving academic provision in the North of the District. This needs to be carefully</p>				

	<p>managed so as not to impact the wider mix and balance of provision for the post-16 phase. Future Boost through funding allocated by the Executive has supported 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. Good practice is now being incorporated into the future delivery models.</p> <p>SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. The last of the Kickstart placements will finish in November and young people are being supported to progress into positive destinations. So far the progression rate into employment is considerably better than national DWP programmes and European funded provision.</p>
<b>Assurance Mechanisms</b>	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.
<b>Date Reviewed</b>	28-Sept-2022
<b>Actions / Controls under development</b>	<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 which we have successfully delivered in 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, and other partners are exploring options through national funding and capital developments.</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 SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</p> <p>Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 1/3.</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. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</p>
<b>Managed By</b>	Phil Hunter
<b>Administered By</b>	Matt Findull

<b>Code &amp; Title</b>	SR 14 SND SEND Services			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>Between 7 and 11 March 2022, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Bradford to judge the effectiveness of the district in implementing the disability and special education needs reforms as set out in the Children and Families Act 2014.</p> <p>The Ofsted inspection identify the following 5 areas of significant weakness</p> <ol style="list-style-type: none"> <li>Poor communication between stakeholders across education, health and care.</li> <li>The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need.</li> <li>The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services.</li> <li>Children and young people wait too long for assessments, treatment and diagnosis. There is insufficient support for children and young people with SEND who are waiting for provision, services, diagnosis or equipment.</li> <li>Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped.</li> </ol>				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>The CYPs SEND needs may not be effectively met</p> <p>The Local Authority may not meet its statutory obligations</p> <p>Negative impact on Local Authority's reputation with CYP/parents &amp; schools</p>				
<b>Internal Controls</b>	<p>Following the Inspection the district was asked to develop an written statement of action that sets out the 5 areas of significant weakness will be addressed. Action is the plan will be delivered through 5 work streams that takes a lead on each of the 5 areas. The members of the work streams include health, social care , parents college and schools. These work stream report into the SEND Strategic Partnership Board.</p>				
<b>Assurance Mechanisms</b>	<p>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.</p>				
<b>Date Reviewed</b>	10 Oct 2022				
<b>Actions / Controls under development</b>	<p>Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</p> <p>Development of a Health Data Dashboard to feed into LA dashboard.</p> <p>Coproduction and engagement plan across the Local Area.</p> <p>Continue to develop the multi-agency quality assurance work</p>				
<b>Managed By</b>	Marium Haque				
<b>Administered By</b>	Caroline Levene				

<b>Code &amp; Title</b>	SR 15 OIP Ofsted Improvement Plan			<b>Current Risk Matrix</b>	
<b>Description</b>	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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Poor reputation</li> <li>• High turnover of workforce at all levels</li> <li>• Inconsistent service to service users</li> <li>• Financial</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• <b>Improvement Board:</b> The Children’s Services Improvement Board has been re-established and is chaired by Steve Walker, DfE appointed commissioner. The Board continues to scrutinise the improvement work.</li> <li>• <b>New Improvement Plan:</b> A new Improvement Plan continues to be developed. The Improvement plan has 12 focus areas – Integrated Front Door (David Thorpe Implementation), Early Help, Help and Protection, Edge of Care, Children Looked After and Leaving Care, Voice and Influence, Conditions for Success, Sufficient and Stable Workforce, Practice Improvement, Partnership, Resource and Support Functions and Performance and Management QA. Some elements of the Improvement Plan are further developed than others such as Integrated Front Door, Edge of Care, Voice and Influence and Sufficient and Stable Workforce, other areas continue to be developed jointly with Service Areas and partners. Children’s Social Care continued to deliver their core business, working alongside partner agencies and work continues to be undertaken to improve the relationships.</li> <li>• <b>Children’s Service Improvement Team:</b> The Service had moved to the use of the Corporate Transformation Service to deliver on improvement and change, however, Children’s Social Care felt that an internal team, more closely linked and aligned to the service areas was required, added to this, there is the requirement for a continued improvement team within the Trust once transferred in April 2023. To date, there is an Interim Director of Improvement (till March 2023), Head of Business Support and Improvement, Interim Improvement Consultant (funded by DfE through Leeds till March 2023), 2 Practice Improvement Co-ordinator’s and an interim Programme Support Officer (funded by DfE through Leeds till March 2023).</li> <li>• <b>Internal Audits:</b> Audit activities continue across all parts of the Service with identified recommendations and learning.</li> <li>• <b>External Audit:</b> We have commissioned a number of external audits in different parts of the Service with identified recommendations and learning.</li> <li>• <b>Ofsted:</b> Highlighted areas from Monitoring Visits continue to be worked into improvement for service areas identified as well as areas highlighted in the Annual Conversation. The Children’s Social Care leadership and management has changed due to personnel changes and the structure for the Trust 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.</li> <li>• <b>Partnership:</b> The DCS and Senior Managers continue to engagement with partners in building more positive relationships, this will allow the resetting of the professional relationship with partners making open frank discussions more positive. Partners are included in improvement activities such as the implementation of the David Thorpe approach within the Integrated Front Door, there are strategic partner representation on the implementation board and operational representation on the task and finish groups.</li> </ul>				

	<ul style="list-style-type: none"> <li>• <b>Recruitment and Retention:</b> The recruitment micro-site is now live with focus on key roles such as Level 3 Social Work. The Social Work Academy is now running. A recruitment event took place in June 2022 which proved successful, particularly around CRW's and step up to Social Worker candidates. Bradford colleagues also attended the Manchester Recruitment event in October 2022. A current piece of work is underway in recruiting to overseas candidates with the first cohort of 20 expected to be with us by early January 2023. Retention payments have begun to be paid the permanent workforce with the first payment in September and the next due to be paid in March 2023. There is a focused plan in place to continually improvement recruitment and retention for Children's Social Care as well as around training requirements to ensure improved practice.</li> <li>• <b>Improved use of vital signs and performance data:</b> Vital signs reporting has been reviewed with links into Leeds to support this. This will enable front line managers to address performance issues more promptly to address compliance with key indicators.</li> <li>• <b>Children and young people's voice and influence:</b> The Corporate Parenting Panel has been re-established and a review has been undertaken of the Children in Care Council. We now have 3 forums to enable children and young people to share their voice on service delivery, which is relevant to their age, the forums are Young Voice (aged 6-10), Youth Voice (aged 11-15) and Your Voice (aged 16-25). As well as feeding in to service delivery improvement, our young people are involved in developing Corporate Parenting workshops, the recruitment of practitioners and foster carers and developing the training for practitioners and they are involved in commissioned consultation.</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• Future Ofsted Inspections</li> <li>• Independent auditing of casework</li> </ul>
<b>Date Reviewed</b>	October 2022
<b>Actions / Controls under development</b>	Plan Inspection Timetable
<b>Managed By</b>	Picklou Roychoudhury
<b>Administered By</b>	Lisa Turner


<b>Code &amp; Title</b>	SR 16 EAT Educational Attainment			<b>Current Risk Matrix</b>	
<b>Description</b>	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.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	6	

<b>Potential Effect of Risk</b>	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. External public examinations were taken this year for the first time since the pandemic. In the previous 2 years it has been some internal school or centre based assessments. The 2022 results will not be released in validated form until the new year. National indications are there has been a decline in outcomes. Key Stage 2 outcomes have declined, as has the national picture.
<b>Internal Controls</b>	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.
<b>Assurance Mechanisms</b>	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
<b>Date Reviewed</b>	1/10/22
<b>Actions / Controls under development</b>	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 at Key stages 1 and 2. This funding will end in July 2023.
<b>Managed By</b>	Sue Lowndes
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 17 CSI Children Safeguarding Incident			<b>Current Risk Matrix</b>
<b>Description</b>	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.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
				Critical
				II


	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>
<b>Potential Effect of Risk</b>	Harm to an individual. Damage to the Council's reputation			
<b>Internal Controls</b>	<p>The principles pressures remain</p> <ol style="list-style-type: none"> <li>1. A stable and competent workforce</li> <li>2. The growing population of Looked after children and the attendant financial placement cost pressures on the budget.</li> </ol> <p>We have appointed 2 new permanent Heads of Service and we have begun permanent recruitment of social workers from abroad as well as the current campaign to recruit within the UK. However, workforce stability is fragile and as a service we remain heavily reliant on agency social work staff which continues to be unstable in that workers can leave at short notice and it remains a significant pressure on the budget.</p> <p>We continue to experience some challenges in ensuring that assessments, plans , visits to children and Reviews are completed on time mainly due to workforce pressures. Recruitment of staff is moving forward, UK, International and Social work Academy each contributing to this .</p> <p>Continuous oversight and scrutiny of children's risks is undertaken by managers on a daily basis to ensure we are prioritising those in greatest need or at greatest risk appropriately.</p> <p>Supervision of staff is not yet fully consistent due to staff changes and remains a priority for senior managers.</p> <p>We do not have sufficient fostering, residential or specialist placements in Bradford causing us to place a significant numbers of children in independent fostering Agencies and private residential homes placing some elevated risks to children when they are placed a long way from home and further demand on the overstretched budget as charges from providers has increased. The looked after children population has increased by approximately 100 children and the complexity of need has also increased post Covid.</p> <p>Audits continue to be completed but at a lower level because of staff and manager turnover.</p> <p>We have had a positive Monitoring Visit from Ofsted for the Leaving Care Service. The lessons from which are now being shared and implemented across the service.</p> <p>We have restructured part of the service bringing the children in care teams together under 1 head of service and this will soon incorporate the Leaving Care service bringing a clearer focus on Children in public Care.</p>			
<b>Assurance Mechanisms</b>	<p>The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements.</p> <p>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. We have a programme of induction and training for all staff</p> <p>We have established a social work academy which will bring a steady supply of qualified social workers into the service. We have just initiated the 3<sup>rd</sup> cohort (20) following the successful completion of the 2 previous cohorts. It is proving effective and popular.</p> <p>BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p>			
<b>Date Reviewed</b>	06 -10-2022			
<b>Actions / Controls under development</b>	<p>A CSE Action Plan is being shared with partners.</p> <p>The action plan following the SH National Panel report is being worked on and nearing completion.</p> <p>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.</p> <p>The service has extra capacity supported by the Commissioner and DCS to bring about improvements.</p>			
<b>Managed By</b>	David Johnston			
<b>Administered By</b>	Caroline Levene			



<b>Code &amp; Title</b>	SR 18 COV Covid Multiple Outbreaks			<b>Current Risk Matrix</b>	
<b>Description</b>	COVID-19 infections could 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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion				
<b>Internal Controls</b>	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.				
<b>Assurance Mechanisms</b>	On-going monitoring of COVID-19 cases, admissions and deaths in the District				
<b>Date Reviewed</b>	10-Oct-2022				
<b>Actions / Controls under development</b>	CBMDC staff encouraged and supported to WFH where possible Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities. Continue existing work with partners on health inequalities, prevention and health improvement.				
<b>Managed By</b>	Sarah Muckle				
<b>Administered By</b>	Tariq Mohammed				

<b>Code &amp; Title</b>	SR 19 Shortage of staff within the external care market			<b>Current Risk Matrix</b>	
<b>Description</b>	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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Very High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	A	II
	<b>Operational</b>	Yes	<b>Total Score</b>	12	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>Inability to secure care and support from external providers will lead to:</li> <li>Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home</li> <li>Delays from hospitals, creating additional pressure within the hospital – bed blockages</li> <li>Increase in waiting lists for support</li> <li>Safeguarding risks arising from care needs not being met</li> <li>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.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>Health and Social Care Partnership have agreed a new priority people workstream, which look at creating an integrated approach to align workforce development activity. This builds on the work done through the One Workforce Programme.</li> <li>BradfordCares webportal launched which provides an overview of the work undertaken by Council and Independent Care Providers, and the job opportunities available.</li> <li>One workforce portal launched which acts a repository of training and other support measures to help providers recruit and retain staff.</li> <li>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.</li> <li>Using Skills House to support and coordinate recruitment for Health and Social Care System</li> <li>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.</li> <li>Working with Skills for Care for care to develop and roll out training for new workers. We are also working on developing a workforce strategy, while we have also worked on strengthening relationships across the system through better engagement – the recent summit has helped with this.</li> </ul>				

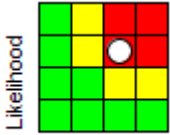
<b>Assurance Mechanisms</b>	CQC Inspections DMT Care Reform - monthly DMT Finance, Performance, Quality and Transformation – monthly Raising Expectation Steering Group
<b>Date Reviewed</b>	03.10.22
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings</li> <li>Commissioned Skills for Care to develop a workforce Skills Strategy for Bradford Adult Social Care</li> <li>Ongoing recruitment campaigns – to promote recruitment opportunities.</li> <li>Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better.</li> <li>We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system.</li> <li>We are undertaking a detailed exercise on our cost of care, which will look to balance and support market sustainability.</li> </ul>
<b>Managed By</b>	Jane Wood
<b>Administered By</b>	Imran Rathore

<b>Code &amp; Title</b>	SR 20 EHE Elective Home Education			<b>Current Risk Matrix</b>
<b>Description</b>	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. Temporary funding for this through Raising Attainment is due to end and therefore significant further risk is possible if there is no response to information that suggests children are not receiving education. Huge churn is seen; in the academic year 2021/2022, 387 children became electively home educated and 414 were ended (back at school, no longer school age or left the district).			 <p>Likelihood</p> <p>Impact</p>
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium
	<b>Strategic</b>	No	<b>Risk Score</b>	C
	<b>Operational</b>	Yes	<b>Total Score</b>	6
<b>Potential Effect of Risk</b>	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			

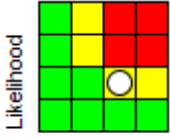
	cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable.
<b>Internal Controls</b>	Funding was secured for a temporary increase in staffing from June 2021, 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 time on EHE cases, despite significant work on education safeguarding for the Safeguarding Partnership and Ofsted complaints about schools. 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. This work is at risk of ending if Raising Attainment funding does not continue, and therefore the risk of the council not meeting statutory requirements around identifying and supporting children who are not in receipt of education will return.
<b>Assurance Mechanisms</b>	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.
<b>Date Reviewed</b>	1/10/22
<b>Actions / Controls under development</b>	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
<b>Managed By</b>	Sue Lowndes
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 21 TRI Terrorist Incident			<b>Current Risk Matrix</b>	
<b>Description</b>	National terrorist incident threat level is at Severe and Strategic Security is a concern				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<p>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</p>				
<b>Internal Controls</b>	<p>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 securities 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 is 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                      All Councils are still waiting for the Protect Duty Legislation to become law. The Emergency Planning Team are working with John Chambers, Police Counter terrorism to ensure we are prepared when the legislation comes in.</p>				
<b>Assurance Mechanisms</b>	Security policy statement and security strategy and organisational security framework.				

<b>Date Reviewed</b>	01-Apr-2022 30/09/22
<b>Actions / Controls under development</b>	The Council continues to develop 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.
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	Matthew Baggley

<b>Code &amp; Title</b>	SR 22 COL Cost of Living Crisis			<b>Current Risk Matrix</b>
<b>Description</b>	Available resources to support lower income households may be insufficient to meet cost of living where price rises in basic essential consumer goods and services (i.e. food and energy) outstrip wage / benefit rises.			 <p>Likelihood</p> <p>Impact</p>
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	No	<b>Total Score</b>	9
<b>Potential Effect of Risk</b>	Increase in poverty and debt in the District. One in 5 of our working age families already live in relative poverty and 2 in 5 children under 15 live in relative poverty. Those living in poverty are affected most by cost of living impacts as they spend a higher proportion of their income on food/fuel Local economy is impacted. Inflation is at a 40 year high and some areas may become unsustainable as disposable income is reduced (e.g. local markets and business). Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services. Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts as households and businesses prioritise other debts Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance). Around £1 in every £5 of public spending is spent dealing with the effects of poverty			
<b>Internal Controls</b>	Occupational Health support for staff and signposting to other agencies providing support and advice. Holiday Food and Activities programme in the school holidays			

	Household Support Fund of £11.4m in 2022/23 to support residents with the cost of food and fuel Council Tax Energy Rebate to assist with fuel costs £150 Bands A- D together with a discretionary fund to support those on low incomes with top up payments Credit Union membership of 9,000 Food Bank provision across the District Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme Funding of Welfare and Debt Advice across the District Warm Homes, Healthy People network to assist with energy efficiency measures and advice Improving take up of Healthy Start vouchers and Free School Meals Community 'Warm Spaces' initiative to provide a warm place and hot drink in libraries, community centres, church halls etc over the period Oct 2022 to March 2023
<b>Assurance Mechanisms</b>	Low income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments. All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty) Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education Wellbeing Board
<b>Date Reviewed</b>	7 October 2022
<b>Actions / Controls under development</b>	The Anti- Poverty strategy is will be considered for approval by the Executive in November 2022 The Council to sign up to be a referral partner for the Money Adviser Network to signpost residents to free debt advice Bid to West Yorkshire Mayor's fund to support increase in welfare advice funding and credit union activity
<b>Managed By</b>	Caroline Lee
<b>Administered By</b>	Mark St Romaine

<b>Code &amp; Title</b>	SR 23 SUP Supply Chain Risk			<b>Current Risk Matrix</b>	
<b>Description</b>	Inability to source key supplies and services (including energy).as a result of current fiscal and economic circumstances				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II

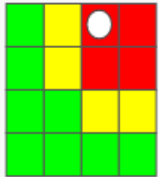
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>
<b>Potential Effect of Risk</b>	Council unable to source essential goods and services and hence unable to effectively discharge functions and responsibilities and/or deliver services effectively. Supply costs increase above budget provision (overlap with Financial Resilience and Sustainability risk).			
<b>Internal Controls</b>	CSO 20 - Exceptions provisions.			
<b>Assurance Mechanisms</b>	Active and competitive supply chain for majority of council goods and services Number of national frameworks available that could be drawn down upon if needed Supply chain currently not adversely impacted to degree it impacts ability for council to deliver services; main impact is that supply chain is responding by increasing charges especially in relation to cost of living impacts.			
<b>Date Reviewed</b>	6 Oct 2022			
<b>Actions / Controls under development</b>	Ongoing Recruitment for the Procurement Service			
<b>Managed By</b>	Chris Chapman			
<b>Administered By</b>	Mark St Romaine			

<b>Code &amp; Title</b>	SR 24 HUM Human Capital, Diversity and Talent Management			<b>Current Risk Matrix</b>
<b>Description</b>	There continues to be a shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts.			<p>Likelihood</p> <p>Impact</p>
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>
<b>Potential Effect of Risk</b>	Inability to recruit in key disciplines could have a significant impact on the Council's ability to deliver services and support the Council's ambitions within the financial resources available.			



<b>Internal Controls</b>	<p>439 young people started on Kickstart placements across the Council. The largest take up was in Business Admin support and continued to be a popular choice for young people. The Council is due to receive an update in March 2023 from the Department for Work and Pensions with the number of Council Kickstart placements that have led to successful employment. We know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme.</p> <p>The Council commenced a graduate scheme in November 2020. Three graduates were recruited as part of the National Graduate Development Programme (NGDP) in November 2020 and January 2021. A further 3 NGDP graduates were recruited in September 2022 and a further 2 graduates will be starting in October 2022. Placements are offered across Departments with each graduate completing four placements in the two-year period they are with the Council. We are developing a graduate scheme for West Yorkshire Pension Fund and considering routes for other key areas across the Council as well as linking in with initiatives across our public sector system at a place level.</p> <p>Review of Agency/consultancy workers is underway and hard to fill roles further identified with consideration of market data, supplements, wider attraction strategy and workforce planning so pipelines are identified and established. Employee benefits offer, branding and different approaches to recruitment.</p>
<b>Assurance Mechanisms</b>	
<b>Date Reviewed</b>	10-October-2022
<b>Actions / Controls under development</b>	<p>We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles. The 293 Live Council apprentices are made up of 57 apprentices in maintained schools, 61 new starters in the Council and 175 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 57 apprentices in schools are Early Years (47%), Teaching Assistant/Teacher (33%) Business Admin, Management and IT (20%), Council apprenticeships are in: Adult Care (25%), Management (18%), Building, Construction, Civil Engineering, Trades (14%) Children and Young People (8%), Production/Hospitality (7%), Business Admin (6%) Social Work (3%), and (22%) on other specialised apprenticeship training.</p> <p>In Children's Services we are focussed on attracting and retaining social workers through a dedicated "bring heart" campaign and microsite, and are developing an ambitious ASYE academy to grow our own given the national shortages of experienced Level 3 Social Workers, are recruiting international Social Workers and Students and are partnering with the University.</p> <p>We continue to review our approach to employee benefits and total rewards and development and include this as part of our wider attraction strategy and are relaunching our offer during September 2022. We have consulted on and implemented a recruitment and retention market supplement policy, and updated our relocation scheme to help attract and retain talent in hard to fill roles.</p> <p>Workforce planning is progressing in services, prioritising Legal, highways, transport, planning and social work, and a refresh and review of job evaluation and grading schemes is underway.</p>
<b>Managed By</b>	Anne Lloyd
<b>Administered By</b>	Mark St Romaine

<b>Code &amp; Title</b>	SR 25 Digital Switchover - Adult Social Care operations.	<b>Current Risk Matrix</b>
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<b>Description</b>	The main providers of the analogue network OpenReach and VirginO2 are working to migrate from the existing analogue telephone network (PSTN) to a fully digital network (Voice over Internet Protocol) by 2025. This means that in 2025 the old analogue network will be switched off, with all calls being handled via the digital 'Voice over internet Protocol' (VOIP) network. Our existing telecare infrastructure relies upon analogue networks to communicate between the alarm and pendant in a person's home and the alarm receiving centre based at cornerstones. We currently have approximately 8000 people who could potentially be left without a working alarm.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Very High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>A</b>	<b>II</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>12</b>	
<b>Potential Effect of Risk</b>	Impact on H&WB <ul style="list-style-type: none"> <li>Approximately 8000 citizens are currently have a safe &amp; sound pendant &amp; alarm, the digital switchover may result in these people being unable to contact support services in the event of a fall or crisis, potentially resulting in a risk to life. This risk is increasing as more analogue infrastructure is replaced.</li> <li>Funding will need to be found to replace existing analogue alarms with digital equivalents</li> <li>Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover</li> <li>The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe &amp; sound users are migrated to digital</li> </ul> Wider Corporate concerns <ul style="list-style-type: none"> <li>The digital switchover will not just impact on telecare users but on every household and business across the Bradford district that uses a phone line.</li> <li>It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc.</li> <li>Due to the industry led nature of the switchover, local and national communications about the switchover have been limited in comparison to the government led drive preceding the TV digital switch.</li> <li>There is minimal support to citizens to understand how the switchover will impact them, whether they're a telecare user or not, with potentially a large cohort of vulnerable people being left unsure of how to proceed. Given the Councils role in supporting local businesses and safer communities, should the Council be assuming a role in providing clarity and support across the district.</li> <li>At this moment without detailed mapping activity it is unclear to what extent the impact of the switchover and will require a detailed coordinated impact assessment across the Council.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>Adult Social Care service DMT will be considering a paper on Wednesday 12<sup>th</sup> October 2022 which will set out key risks and a proposed action plan, however this is specific to the areas of impact within the department.</li> </ul>				
<b>Assurance Mechanisms</b>	DMT Care Reform - monthly				

	DMT Finance, Performance, Quality and Transformation – monthly TEC Steering Group - monthly
<b>Date Reviewed</b>	03.10.22
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"><li>The risk is raised at CMT and clarity is sought on the corporate approach to the switchover inc. impact on Council services, local business &amp; residents</li></ul>
<b>Managed By</b>	Imran Rathore
<b>Administered By</b>	Imran Rathore

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## Report of the Assistant Director, Chief Executive's Office to Corporate Overview and Scrutiny Committee to be held on the 10 November 2022.

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### Subject:

Equality Objectives and Equality Plan 2021-25 update.

### Summary statement:

This report is to update Corporate Overview and Scrutiny Committee on the progress made in relation to implementation of actions within the current Equality Objectives and Equality Plan 2021-25.

### EQUALITY & DIVERSITY:

This report is an update on implementation against actions in the Council's Equality Objectives and Equality Plan 2021-25 and its related work areas, therefore this update is relevant to, and in relation to, all the Council's equality objectives.

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Assistant Director, Office of the Chief Executive, Jenny Cryer

### Portfolio:

Leader/Cllr Jabar

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### Overview & Scrutiny Area:

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Corporate

## 1. SUMMARY

To update on progress made against actions within the current Equality Objectives and Equality Plan 2021-25 and related areas of work, while recognising that all work carried out by Bradford Council has to show consideration of its impact on equality objectives.

## 2. BACKGROUND

2.1 Bradford Council's Executive approved the Equality Objectives and Equality Plan 2021-25 in December 2020. The Plan then being published and launched in April 2021. The plan was arranged under the outcome headings of: 1. Leadership, 2. Workforce, 3. Communities, and 4. Service delivery, with the overall aim of ensuring the Council met its duties under the Equality Act 2010, in both a general and specific sense as a local authority.

2.2 The Equality Act 2010 requires all local authorities, including Bradford Council, to have equality objectives which are monitored and refreshed every four years. The general equality duty under Section 149 requires us to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation, and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The Council has a responsibility to publish information to demonstrate its compliance with the duty imposed by S149 of the Equality Act 2010, and to publish equality objectives and gender pay gap information relating to its employees under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. In summary, the Council is required to:

1. Publish gender pay gap information
  2. Publish information to demonstrate its compliance with the general equality duty
  3. At least once every four years, prepare and publish one or more equality objectives that it believes it needs to achieve to further any of the aims of the general equality duty. These objectives are required to be specific and measurable.
- 2.3 Our Equality Objectives and Equality Plan set out both how we will meet our statutory obligations under this duty and how we plan to go further than those obligations. Therefore, recognition is given that creating a successful inclusive place also means recognising that inequality is complex, and there are other causes of inequality and exclusion than just those characteristics protected by law.

2.4 The Equality Objectives and Equality Plan 2021-25 adopted a whole Council and whole District approach, and therefore did not target specific geographic areas. However, there are pieces of work which take place at locality level creating a specific offer to each area based on the needs of that area.

## 2.5 Leadership -Visibility, leadership, and accountability

**We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour.**

### **Strategic level opportunities and influence:**

Embedding equality at the heart of all the Council does is shown in each formal report to Council committees to show how services meet equality objectives, as well as within the Council Plan, which has Equalities as a key cross-cutting principle informing all activity.

The Council has led the development of the District Plan which has equality as a fundamental guiding principle.

The leadership of the Council have committed the organisation to increasing the visibility of its senior management listening to their workforce who have lived experience within one or more protected characteristics. Staff networks meet with CMT to discuss and feedback on achievements and challenges on a six weekly basis.

Senior leadership have also committed to being sponsors of all the self-directed Staff Networks within the Council. Each Staff Network currently has one or two sponsoring directors providing them with senior leadership support, and a direct reach to senior leadership with their ideas, perspectives and challenges.

Equalities is a standing item on all Corporate Management Team meetings regarding all equality implications and how these meet our Equality Objectives

### **Staff Networks:**

Staff Networks include the Race Equality Staff Network, BME Women's Staff Network, Women's Voices Network, Disability Staff Network, LGBTQ Staff Network, Young People Staff Network and Working Carers Staff Network. This year has seen the Staff Networks grow and develop.

The LGBTQ+ Staff Network has launched an app which has been designed for network members to share information as well as give updates on views and opinions.

The Disability Staff Network Action Plan has now been drafted and shared with key senior managers, and work is ongoing, including with Human Resources, to implement delivery of agreed actions.

### **Strategic EDI networks and groups:**

A Cross Council Equality Group has been set up which is meeting regularly, chaired by the Assistant Director of Office of the Chief Executive Department, for

programme oversight of Equality, Diversity and Inclusion and resulting actions across the Council. The Cross Council Equalities Group meets six-weekly.

The Cross Council Equality Group has been developed over the past twelve months. Its membership has been drawn from the seven Staff Networks, the departmental equality champions, and wider Council officer involvement.

The Departmental Equality Champions are the point of contact between the Cross Council Equality Group and departments.

Members of the Cross Council Equality Group have supported a number of recruitment processes and have developed the RESPECT campaign which was launched in May 2022.

The Bradford District Wellbeing Board has shown commitment to equality as a top priority with an Equality Partnership Board. Its priorities are being developed following the appointment of a new Strategic Equality, Diversity and Inclusion lead, and overseen by the Council in partnership with other members of the Wellbeing Board.

Bradford Council is contributing to the development of district-wide and West Yorkshire-wide equality, diversity and inclusion work as key contributors in both of these arenas. This includes the West Yorkshire-wide Equality, Diversity and Inclusion Network of local authorities in West Yorkshire, and in work being developed by the Strategic Equality, Diversity and Inclusion lead for Bradford District and the Equality, Diversity and Inclusion Systems Leads' Network.

In August 2021 the equalities lead officer led, with colleagues from the National Health Service, the "Root out Racism" launch event in Bradford City Park. This was attended by over 300 people who came together to make a public stand against racism. The event received very positive coverage and good reach in the media. The planning group is continuing to progress this campaign and resulting learning areas.

**Championing EDI with our staff:**

The RESPECT campaign has been highly successful, so far recruiting over 500 allies and with a further 600 plus people taking part in training around equalities and inclusion of each protected characteristic. This training is being offered to all staff and is included on the online Evolve training system for staff personal development.

Staff graded at Special A and above have a commitment to have at least one Equality Objective in their appraisal. These are now being set with 83 percent of senior staff holding an equality goal. These are being monitored through one to ones and appraisals.

The Council has committed to ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence. The initial stages of this work is in place with Equality Impact Assessment training and a programme of support activities including training and development of Equality Impact Assessment champions for each department.



Elected members approved a significant investment to enable further work on equalities and engagement. The appointment of the Council's equalities lead officer in June 2021 has resulted in a number of actions highlighted within this report. The lead officer is in the ongoing process of meeting with departments' managers to discuss equalities and provide support and challenge. This includes providing updates through the Cross Council Equality Group meetings, to be fed back to departments through their Departmental Equality Champions.

**Local Government Association – Equalities Peer Review:**

The Council underwent an Equalities Peer Review by the Local Government Association in November 2021; their final report being provided in early spring 2022. This is included as a background report. This has enabled the Council to identify areas of progress, and where development is needed as well as enabled learning from best practice in other areas. The review recommended a refresh of the Council's Equality Objectives and Equality Plan 2021-25 in line with the Council Plan. This refresh is underway.

The refresh of the plan has included several participation sessions across the district with staff and wider partners to gather their views on the current Plan. This feedback has been taken on board along with wider recommendations from the Stonewall submission and the Disability Staff Network, and in discussion with the Corporate Council Management Team and the Cross Council Equality Group. The draft refreshed plan is also presented in a separate report to this meeting of Corporate Overview and Scrutiny Committee for their consideration, with the final draft due to be presented to Council Executive in December for their approval.

## **2.6 Workforce**

**We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.**

**Training and development:**

Elected Members approved funds for the learning and development needs of Council staff in line with the actions set out in the Equality Objectives and Equality Plan 2021-25. The Learning and Development Plan includes a suite of initiatives aimed at supporting staff. Equalities and challenging inequality are a key part of how these programmes are being developed. Training has already taken place which has focused on tackling racism, misogyny and discrimination towards LGBTQ communities.

A new programme is being developed by Human Resources Workforce Development which includes specific training on Equality, Diversity and Inclusion. Human Resources have launched Cultural Competency training as part of a wider programme of equalities related workforce development.

Online equalities training has now been made mandatory for all new starters to the Council. This sets a clear expectation to new starters that equalities are important to the organisation and they must seek to understand and address the underlying issues. Further training resources and opportunities are also being developed.

There has been an increase of 14 percent over 12 months of staff completing the Equalities Induction; this now stands at 65 percent of staff having completed this induction.

Equality & Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. Further learning around more detailed protected characteristics is also available. The proportion of employees who have completed equality training has doubled in the last year from 31% to over 60% with 7699 equality and diversity related courses completed. 2699 staff completed the basic training between October 21 and October 22, along with 23 Councillors and 87% of senior managers.

In 2022 we have introduced a refreshed training programme on inclusion for all staff – this is a combination of the RESPECT programme and Cultural Intelligence programme delivered by Common Purpose. 1187 staff have enrolled on this course.

**Development Opportunities:**

25 places across both Emerging leaders and Senior Leaders programme have been allocated to underrepresented groups across Bradford Council.

The Senior Leaders programme is a talent development programme which commenced in 2022, with places allocated to underrepresented groups across Bradford Council.

There is also an Emerging Leaders talent development programme. This is a 3-month programme which includes 6 online modules and learning groups. Sessions are delivered by Common Purpose and places are allocated to underrepresented groups across Bradford Council.

An Apprenticeship Programme with The University of Birmingham was launched 2/11/2020 for Senior Managers. 30% of those who attended were from a BAME background.

The National Graduate Development Programme commenced September 2020 with three cohorts. Numbers of BAME participants has risen with both graduates starting in October 2021 being from a BAME background.

Minimum number of 5 learning and development days per year per employee is a key part of the Workforce Development Strategy. The new WFD team are benchmarking this to assess the success and current engagement rates.

A Continuous Professional Development programme has now been put in place in the Workforce Strategy with equalities as a major strand. The Equalities Working Group have committed to producing lived experience videos to be used as part of the Continuous Professional Development programme.

An employee survey has been designed, developed and tested over the summer of 2022, involving individuals from across the Council, in advance of a Council-wide launch. The questions are research driven and extensively designed to deliver better data insight and intelligence of employee experience so that evidence based actions can be progressed.

## **The RESPECT Campaign and Allyship Programme**

The RESPECT campaign launched this year is the overarching campaign that addresses and supports all Council staff and all protected characteristics in placing a positive emphasis on attitudes and behaviours for everyone. The campaign and the Allyship programme are the result of a collaboration between the Staff Networks, Policy Team, Human Resources and Communications colleagues.

The launch of the RESPECT SharePoint site for information, resources and communication on equalities took place in Inclusion Week 2021 and has been updated during Inclusion Week 2022.

The Allyship programme has been launched. It provides a structured programme of training and support for all staff enabling them to be effective allies to colleagues who identify with a particular protected characteristic. This programme has had input from our staff networks and community partners such as the Race Equality Network.

Bradford Council have undergone the roll out of the RESPECT campaign e-learning, with 670 people having completed this training. The Allyship programme has also provided training with 220 people attending Misogyny training; 98 attending disability awareness; 112 attending mental health awareness a session on hybrid identities currently enrolling.

There has been a roll out of the Allyship programme with 427 staff signed up as Allies.

RESPECT Allyship training is in development for Elected Members following the successful feedback from staff training.

## **Grievances**

A review of grievances is underway which is showing that these are reducing alongside a reduction in processing times. Bradford Council's Human Resources Advisory Service continues to proactively advise and guide managers and investigating officers on the efficient management of all grievance processes. Human Resources are also in the process of updating the Council's Grievance Procedure, to ensure that it remains robust, streamlined and continues to be legally compliant, allowing all staff recourse to have their concerns investigated.

All grievances are now monitored by HR. Currently, 75% of grievances are closed within 140 days. The average has decreased from 136 days in Q4 to 89 days in Q1. 41% of all grievances were resolved informally. There has been increased support and coaching to managers conducting processes. Increased mediation and investigators have also been provided.

Since quarter four of 2021/22, there has been a significant decrease in the number of grievance cases being raised by employees within the Council. A total of 11 grievance cases were opened within quarter two of 2022/23.

## **Recruitment, retention and selection**

Currently, more than 20 percent of staff at Special A and above are from BME backgrounds. This includes two senior managers appointed at grade Special C and

above in 2021, a further 3 in 2022, and a new Strategic Lead for Systems Equality, Diversity and Inclusion. The overall proportion of senior managers from BME backgrounds has increased over the last 12 months.

Human Resources continue to work towards streamlining and refining our current recruitment and selection processes.

In the spirit of fair and transparent recruitment, all recruitment panels are now more diverse and representative. Human Resources have provided staff teams with guidance and support in being able to achieve this. All panels are required to have a BAME member of staff on them.

The use of partner and stakeholder panels in recruitment are also found to be helpful in the recruitment particularly of more senior roles.

Current recruitment and employee lifecycle processes are being process mapped with the intention of identifying areas of improvement for candidates and managers, and to implement more streamlined and efficient processes. Options are also being explored in relation to the implementation of a new recruitment system and contract administration system, which will offer greater functionality, user experience, compatibility with other Human Resources systems and access to a full suite of management information.

## 2.7 Communities

**We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the district.**

**We will ensure through our social value statement in our Procurement Strategy that more resources are retained in the district to support and invest in our people and our voluntary and community sector**

### **Black Lives Matter:**

The Black Lives Matter movement prompted a local, independently led review of statues and monuments to be undertaken. This has been carried out and the outcomes and recommendations have been reported to the Council's Executive.

Council Executive have required officers to ensure that policies for new monuments, commemoration and honouring individuals and groups are diverse and inclusive and agreed that a second phase of work should focus on telling the untold stories of the District's diverse communities. This work is on-going through the 'Diversity in the Public Realm group and support for Black History Month.

Further to the recommendations of the Statues and Monuments review, a district wide strategic reference group has been established to deliver the recommendations of the review and have input to the development of initiatives and projects such as the commemorative piece for the Commonwealth soldiers who fought for the Allies in WW1 and WW2.

**Events and opportunities:**

The Council profiled how to better understand working with diverse groups and sharing of the experiences of staff, service users and projects during National Inclusion Week 2022. The week of activities provided many learning opportunities for staff in different ways, and promoted inclusive working to address inequalities. The programme included events from both our internal teams and external partners.

During Islamophobia Awareness Month we worked with partners including Bradford Hate Crime Alliance to develop a local campaign for Islamophobia Awareness Month called #IAMBradford.

Bradford Literature Festival returned in June 2022 with a wider ranging and more diverse programme of learning events that took place across the District.

A number of events have taken place to raise awareness of equality, diversity and inclusion. These have included: Race Equality Week, Remembering Srebrenica, LGBTQ+ Pride events, Holocaust Memorial, Open Iftar, the Queen's Jubilee and a number of other well attended and positive community events,

Programmes of celebrations of diversity have involved departments within the Council working together, and with external partners, to promote and support events which have included: Root Out Racism, Pride, South Asian History Month, Windrush Memorial, Black History Month, and Disability History Month.

**Addressing Disproportionality:**

The Council have published an Economic Recovery Plan that prioritises those most affected by the pandemic. This is included as a background document. There is significant evidence that the COVID pandemic has had a greater economic impact on those with particular protected characteristics, who are more likely to work in the sectors most affected. This includes Black and Minority Ethnic communities, women, younger adults and people on low incomes, who are often in more insecure work.

In line with the District Economic Strategy, the Economic Recovery Plan aims to drive actions that specifically target under-represented groups and specific areas of deprivation. It also aims to address underlying historical labour market disparities and improve workforce diversity, ensuring greater economic participation and opportunity.

The African Study for Change course, from Bradford for Everyone, worked with partners to run African history education classes in the Council and for wider employers in the district. The classes were aimed at helping to promote outcomes to make Bradford District a place where everyone feels safe through increasing understanding and reducing prejudice toward people who are black or of African heritage. This included an approach of 'decolonising' with education that reflects the story of all citizens with a diverse global narrative. The course enabled people to learn about African history from a broader perspective and not a United Kingdom only perspective. The aims were to learn about events and characters not traditionally learnt about in schools and education in the United Kingdom. The result was outstanding, with 87 percent of participants stating they felt they were

less prejudiced toward black people and people of African heritage.

In December 2021 the Council worked with partners from the public and voluntary sectors, using an asset based approach, to produce a European Roma Strategy. With a focus on equality, the strategy aims to support Roma people to be involved and included across Bradford District. The strategy provided a more joined-up approach to Roma integration across sectors, statutory organisations, the voluntary sector, Roma groups and individuals through the development of a joint delivery plan. The objectives of the strategy are to have increased knowledge and learning of: existing gaps, challenges and successes in provision for Roma communities, as well as a better understanding of local issues, and residents' capacity for change. The strategy aims for increased engagement of Roma communities in the District, to be evidenced by an increase in the number of Roma people who feel empowered and involved, and also through increased Roma participation in services.

The Council have completed a Gypsy and Traveller Strategy to support the inclusion of people from the Gypsy and Traveller communities.

Bradford Council became a Local Authority of Sanctuary in December 2021. This included the development of an action plan for involving people from the refugee and wider migrant community in the work and services of Bradford Council.

#### **Supporting new and emerging communities:**

Over the last year the Council have worked with partners to develop the Welcome to Bradford website. This project provided information about local services for anyone new to the district and supported the settlement of new arrivals, including Ukrainian families who have relocated to Bradford district,. Information on the site is translated into all the main languages spoken in the district by people who use English as a second language.

Skills House has further developed the English Languages Service to provide advice and gather a needs analysis of English language learning in Bradford District. A large number of courses have been funded and supported by the service to improve both English language levels and, through working with public health, health and wellbeing outcomes.

Resettlement of Ukrainian people has taken place during the past year and work has been supported in partnership through Access to Housing and working with Stronger Communities.

The European Union Settlement Scheme was completed during the last year. We worked with local communities and partners to ensure people from the European Union completed their Settled Status to regulate their immigration status.

Through the Linking Network, Bradford Council and partners have worked with local schools across Bradford, to link schools and promote social mixing.

Bradford Council have worked with West Yorkshire Police's local area teams to engage people from protected characteristics, including women, young people, migrants and people from faith communities.

Stronger Communities published the findings from their Bradford for Everyone programme in May 2022, which highlights learning to improve cohesion outcomes including a focus on Equality, Diversity and Inclusion in the areas of employment, education, social mixing and feeling safe in Bradford District.

**Resourcing:**

The Council approved a £50k investment to support Financial Inclusion, and an additional £600k investment for Assistant Ward Officer recruitment to support and engage with communities across the District. This recruitment has been carried out and work is ongoing.

A team of five Community Engagement Officers have been recruited in September 2022 to the Stronger Communities team to develop links with area partners to promote inclusion working with people from all protected characteristics based on learning from the Bradford for Everyone programme.

**Hate crime:**

Staff training has taken place on community tensions through work with Bradford for Everyone and area based partners. Hate crime is decreasing following work by Bradford Hate Crime Alliance and work with both Stronger and Safer Communities teams and partnerships.

The Council is committed to reducing the level of hate crime experienced by diverse communities. A new Hate Crime Strategy was launched in October 2021. This was supported by the University of Bradford's research on hate crime reporting; which was commissioned by the Stronger Communities' programme Bradford For Everyone.

Safer and Stronger Communities worked with Bradford Hate Crime Alliance and West Yorkshire Police to identify 2000 hate incidents. The Police and Crime Commission Survey recorded people feeling safe in their neighbourhood rising from 73% in 2019 to 78% in 2021. This was in contrast to neighbouring Leeds and Wakefield who recorded declines. The Hate Crime Alliance supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners.

Stronger Communities focused on increasing social mixing through their Bradford for Everyone programme. The Police Crime Commissioner surveys from 2019 to 2021 show an increase from 45.7 percent to 58.1 percent on the indicator of how well people from different backgrounds get on together in their local area, representing more than a 10 percent increase.

**Strengthening Communities through Involvement:**

Involving communities in decision making is taking place through the Stronger Communities Ambassadors Programme; the programme includes people from diverse backgrounds across all local areas of Bradford District. The Ambassadors Programme also has a representative at the Stronger Communities Partnership Board.

Stronger Communities is working with partners and communities across all localities in the district on a programme of training to develop understanding and responses to community tension. This includes: resource and partnership with Community Action Bradford and District to support a community voice programme as part of wider infrastructure support for the Voluntary and Community Sector, and also working with the Race Equality Network and with Cnet.

Stronger Communities worked with Bradford Hate Crime Alliance and partners to run a 'Let's Talk About It' course that focused on tackling racism and working together to put in place support to unlearn racism and create allies.

The 'Make Sure It Adds Up' anti-rumour and critical thinking strategy, delivered by Bradford Council and partners, focused on reducing rumours and prejudice. The strategy supports people from across the District to practice and promote critical thinking when receiving and sharing uncertain information. The critical thinking campaign area of the strategy worked with people from Muslim, LGBTQ+, working class and migrant communities to reduce hate crime and incidents, and increase understanding around these diverse areas. The campaign was also used to tackle Covid-19 inequalities. The learning project area of the strategy worked with partners, including: City of Sanctuary, Linking Network, Bradford African Community, Hope Not Hate, Integrated Community Learning Schools, Bradford Rohingya Community and Community Action Bradford and District, to run training courses in a range of settings involving 600 people across the District. Nearly 90 percent of those who took the course said it directly gave them a further understanding of diversity, and just under 80 percent said they had less negative personal beliefs as a result of the course.

The Council launched the innovative Citizen Coin app through the Bradford For Everyone programme. The app enables people to earn virtual coins for undertaking social value activities, such as volunteering. People can use their earned coins at an increasing number of local retailers and businesses in the District to receive discounts against goods and services. The app technology records all volunteering activities, helping those who need it to build their Curriculum Vitae and support people to gain paid employment and get into better jobs. As of July 2022, the scheme had approximately 1540 active app users with 7, 678 coins in circulation across the district.

Bradford District Shared Values were launched in 2021. The values are: Respect, Share, Care, Protect. This was the result of a people-led consultation that inspires and aspires to get all communities and organisations in the Bradford District to live and celebrate these four human values that bring us together. Over 1000 people living in the district said that having a set of shared values that belong to all, will connect us more, help us grow, and create the future we want to experience.

Bradford's People Library has been created as a collection of 'human books' that highlight the many things we have in common as people, as well as celebrating our differences. The library showcases inspiring stories which are from people who were born and bred in Bradford, or those newly arrived. People participated in creating the library from all parts of Bradford District.



The work led by the Holiday Activity and Food programme has been supporting children and families in the most disadvantaged communities across Bradford District in terms of low income. Working with 106 providers, 14,000 children attended the holiday clubs in parks across the district for 42 days over the summer period in 2022.

## 2.8 Service Design

**We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.**

**We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.**

The Council have produced an easy read version of the plan to ensure everyone can access the Equality Objectives and Equality Plan 2021-25.

Bradford Council's website now meets accessibility standards and has a translation facility. A full review of the website has been undertaken and training for staff is being put in place.

The Council has also adopted the accessible information standard. Work is underway to implement this throughout the organisation.

In order to collect data that will enable measuring and effective evidence building, a task and finish group developed a minimum data set requirement for Council services. The aim was to enable to provide services with a better understanding of their user profile and any gaps. The data requirement roll out will ensure that consistent data is collected across the Council, and b commissioned services.

The Council, with its partners in the Voluntary and Community Sector, is committed to improving the way it works to serve the communities of Bradford District. New co-production standards and governance have now been produced in partnership with the voluntary sector to hear and act upon the voices of service users and carers, including: those from diverse backgrounds, older people, carers and disabled people. A co-produced piece of work in Adult Services, working with disabled people and their advocates, is being piloted.

An Equality Impact Assessment training programme has been developed with an Equality Impact Assessment process review underway through the Equality Team. The training has been delivered in four sessions, with a further four sessions planned up to December 2022.

The Equality and Policy teams supported departments and services to undertake their equality impact assessments against the 2021-2022 Council budget proposals. The support was provided to ensure that due consideration for all protected characteristics and low income groups was given, and mitigating action identified to alleviate any disproportionate impacts resulting from the budget proposals.

### **3. OTHER CONSIDERATIONS**

Since publication of the Equality Objectives and Equality Plan 2021-25, the Council has undergone a Peer Review by the Local Government Association, a review by in relation to its work with people from the LGBTQ community, and received wider feedback from the Disability Staff Network through their action plan. These reviews and this feedback, along with further consultation, have informed a refresh of the plan. It is presented to this committee for comment and feedback in a separate report and, following any amendments, will be presented to Council Executive for approval.

Following the Local Government Association peer review recommendations being presented to the Council in early 2022, we have consulted with Council staff and partners to gather feedback to include in the recommended refresh of the Equalities Objectives and Equality Plan. This process has resulted in aligning our equality objectives with the objectives in our Council Plan, and in developing outcomes and measures to increase equality, diversity and inclusion across the Council. Relevant content in the previous plan, under our leadership, workforce, service delivery and communities' objectives, has also been incorporated into the refreshed plan.

The current draft of the plan is based on discussion with staff through open invites on BradNet and an all staff consultation email, as well as through the Staff Networks. The plan has been discussed and changes followed up with the Cross Council Equality Group, which includes Staff Networks and Departmental Equality Champions, and sessions have been held throughout the district with Voluntary and Community Sector partners.

The redrafted plan has been fed back to those involved in the refresh process. A final draft has also been discussed with Elected Members and unions. It is presented to this committee for comment and feedback in a separate report and, following any amendments, will be presented to Council Executive for approval.

The current refreshed objectives sit under the following headings.

- Objective 1: An equal, diverse and inclusive workplace
- Objective 2: Inclusive and accessible services
- Objective 3: An inclusive economy
- Objective 4: Inclusive Communities

**Key changes to the Equalities Objectives and Equality Plan in relation to the Local Government Association's Peer Review recommendations and other consultation and feedback, currently include:**

- LGA recommendation three to ‘refresh the current Equality Objectives and Equality Plan’ and on the basis of the feedback received from the recent related consultation and engagement activities which took place in May and June 2022, the objectives have now been refreshed to include and reflect those views.
- LGA recommendation one, to ‘develop a more balanced narrative around equality’, the refreshed plan has been created to further recognise all protected characteristics and in particular the work needed around disability and LGBTQ+ inclusion.
- LGA recommendation one, during our refresh and in relation to a balanced report, the refreshed plan has taken account of and considered documents like the Council Plan, Bradford District Shared Values, the Disability Action Plan and feedback from Stonewall.
- LGA recommendation four, ‘to publish an Equality Objectives and Action Plan that directly links to those in the Corporate Plan’, the equality objectives have remained broadly the same as before, with the addition of ‘Inclusive economy’, which responds to feedback from the peer review in aligning with key documents such as the Council Plan. Each measure in the refreshed plan (now called the Equality, Diversity and Inclusion Plan), has been linked to the measures and objectives in the Council Plan.
- LGA recommendation four, although leadership is no longer a separate objective, its cross cutting outcomes have been aligned and expanded in the four current objectives and remain a priority with clear targets.
- Completion of work is forthcoming on the measurements of the deliverables which will be an ongoing piece of work linking to delivery plans within all Council departments.

**Peer review outcomes; below is an expansion of our progress in relation to each of the recommendations of the Local Government Association Peer Review:**

**Recommendation 1** - Develop a more balanced narrative around equality, particularly improving the Council’s approach to equality on sexual orientation, gender, disability, and other characteristics that may or may not be legally protected, including low income. This will provide explicit recognition of the intersectional nature of inequality. It should also ensure you can provide a clearer narrative and set of actions and outcomes, feeding into decision-making and service design.

- A cross Council approach to equalities has been developed through the RESPECT programme which covers all protected characteristics.
- Seven staff networks have been created
- Training is underway through the Allyship programme, including on intersectionality, such as regarding Black and Minority Ethnic Women.

**Recommendation 2** - Consider the Equality Lead reporting directly to the Chief Executive to demonstrate the importance and commitment to the agenda.

- Regular meetings with the Equality Lead and the Chief Executive have been increased.
- Equalities is on the Corporate Management Team agenda every week with each report presented highlighting how the equality objectives are being met and taking account of any Equality Impact Assessments carried out on reports that are presented

**Recommendation 3** - Refresh the current Equality Objectives and Equality Plan document to focus explicitly on the internal corporate equality health of the organisation.

- There has been a programme of consultation with staff, Staff Networks and wider partners across the District. This has included consultation with members and trades unions
- Following this consultation, the required refreshed Equality Objectives and Equality Plan has been drafted and will be finalised before being presented to Council Executive for approval.

**Recommendation 4** - Publish Equality Objectives and Action Plan that directly link to each Corporate Plan priority and include community-focused outcomes. Link the Corporate Plan explicitly to Service Delivery Plans, Team plans and Personal Development Plans. Ensure that it is clear how equality objectives will be delivered, by whom and how they will be resourced. This should be done as a matter of urgency.

- The refreshed plan:
  - has been drafted to meet the recommendations from the Local Government Association review.
  - takes into account, and is aligned with the Council Plan, the feedback from the Stonewall review and also the Disability Staff Network action plan
- All services have been asked to put equality objectives into their service planning through departmental commitments.
- All staff at Special A grade and above now have an equality objective.
- Work is ongoing to map each outcome to Service Delivery Plans, Team plans and Personal Development Plans.

**Recommendation 5** - Increase the capacity of the Council to work on the Equality, Diversity and Inclusion agenda by explicitly expanding policy officers' remits to include equality (in the broad way defined in recommendation 1).

- Additional resource has been given for a dedicated equalities programme support officer.
- The Council has co-funded a Strategic Equality, Diversity and Inclusion lead for the Wellbeing Board.

**Recommendation 6** - All people managers are to attend mandatory equality training, particularly about making reasonable adjustments for disabled staff.

- There has been an increase of 14 percent on last year of staff completing the Equalities Induction; this now stands at 65 percent of staff having completed this induction.
- There has been a roll out of the Allyship programme with 427 staff signed up as Allies.
- There has been a launch of the Cultural Competency training as part of a wider programme of equalities related workforce development.

**Recommendation 7** - Publish workforce equality data, referring to how the workforce reflects local communities, particularly LGBTQ+ and disabled communities.

- The annual Council Workforce Profile for 2022 is currently being produced and is due to be published by 31 December 2022. Although previous versions of this report did not include information on the proportion of the workforce who identify as being from the LGBTQ+ communities, this will be added to the information that is already collected and reported on for the other protected characteristics, as well as the latest information on all protected characteristics for the District's working age population from the Census.
- It is voluntary for employees to disclose their protected characteristics information and for LGBTQ+ in particular the response rate from our employees is very low, with a high proportion of employees saying they do not want to disclose this information to their employer. When the latest Census data is published for the District, this will be used for comparative purposes with our own organisation.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

There are no additional financial issues arising from this report that require further approval.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

There are no significant risks arising out of the implementation of the proposed recommendations. This report is for updating purposes.

#### **6. LEGAL APPRAISAL**

The Equality Act 2010 requires all local authorities, to have equality objectives which are monitored and refreshed every four years. The general equality duty under Section 149 requires us to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation, and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The Council has a responsibility to publish information to demonstrate its compliance with the duty imposed by S149 of the Equality Act 2010, and to publish equality objectives and gender pay gap information relating to its employees under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. In summary, the Council is required to:

4. Publish gender pay gap information
5. Publish information to demonstrate its compliance with the general equality duty
6. At least once every four years, prepare and publish one or more equality objectives that it believes it needs to achieve to further any of the aims of the general equality duty. These objectives are required to be specific and measurable.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

This report is for updating purposes.

### **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

This report is for updating purposes.

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

This report is for updating purposes.

### **7.4 HUMAN RIGHTS ACT**

This report is for updating purposes on the current plan and it should be noted that equalities is directly linked to ensuring peoples' Human Rights.

### **7.5 TRADE UNION**

This report is for updating purposes.

### **7.6 WARD IMPLICATIONS**

This report has implications for each Ward area to put equality at the heart of all work carried out by the Council either directly, through partnership working or through procurement.

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

Not applicable.

## **7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

This report is on equalities for all departments which should be actioned when working with all children and young people.

## **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

This report is for updating purposes.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None.

## **9. OPTIONS**

To accept this update report on the progress made against the Council's equality duty and work.

## **10. RECOMMENDATIONS**

To accept this update report on the progress made against the Council's equality duty and work.

## **11. APPENDICES**

Appendix 1: Updated Equalities Action Plan October 2022

## **12. BACKGROUND DOCUMENTS**

Equality Objectives and Equality Plan 2021-25.  
Economic recovery plan  
Procurement Strategy 2021-25  
LGA: Bradford Equality Peer Challenge report

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## Annex A: Equality Action Plan Update 2022

<b>Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
Open and accountable leadership.	<p>Equality and diversity performance targets will be agreed with all members of senior management (service head level and above).</p> <p>Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors.</p>	Percentage of overall performance appraisals with an equality and diversity target.	Equalities has been a key discussion in all appraisals for Managers at Special A and above. 78% of Senior Management have an equality objective goal recorded on the Evolve system. This is expected to increase as more appraisals are entered onto the system.
	<p>Renew focus at the Health and Wellbeing Board on equality and develop a shared vision of equality across all partners.</p> <p>Use our partnerships to drive businesses and organisations in the District to look at their own Diversity and Inclusion objectives</p>	Equality group set up and work is embedded and monitored through the District plan.	The Wellbeing Board has established a District Wide System Equalities Group which the Council is a key member of. This Wellbeing Board has taken the Council's equality objective themes to be the District themes. The Wellbeing Board agreed to fund a Cross System Equalities Lead. This post was appointed to four months ago. A process of co-designing the system wide equalities priorities has begun.
Safe places to speak, be heard and build trust	Self-organised staff groups to be encouraged, resourced and facilitated by the Council, in particular for officers who share protected characteristics or other challenges or interests in common. Each group to be sponsored by Council	Staff groups created and feedback/ survey from these groups demonstrate they are valued by their members and are having an impact.	Further to our existing Staff networks which are in place for BAME, LGBTQ+, Disabled people, carers and women, we now have two new networks, one for young people launching in November, and

	<p>Management Team and feed into wider equality work.</p>		<p>one for BME women which launched in July. Each network is sponsored by a CMT member.</p> <p>Staff networks have created safe spaces for staff in a number of ways. These include staff network meetings, at the launch events, in events celebrating Inclusion week and Black History Month. They have also been part of a number of information and learning events as part of the Allyship training offer.</p> <p>These safe spaces have encouraged staff to come forward and gain support for issues they are concerned about. The RESN network are working with HR to set up a wider safe spaces programme for BAME staff.</p> <p>The launch of the RESPECT campaign has set out values and behaviours in regard to equalities that are expected of all staff. This has been launched in Inclusion Week. As part of this, 'Safe space conversations' with staff have been held encouraging a better understanding of protected characteristics. Feedback from staff demonstrates the sessions are valued by their</p>
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			members and are having an impact.
	<p>Review Council’s disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes</p> <p>Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.</p>	<p>Grievance review completed</p> <p>Reduction in average time to complete grievances</p>	<p>The grievance review has been completed. All grievances are now monitored by HR. 75% of grievances are closed within 140 days. The average has decreased from 136 days in Q4 to 89 days in Q1. 41% of all grievances were resolved informally. There has been increased support and coaching to managers conducting processes. Increased mediation and investigators have also been provided. HR report to CMT on grievance numbers on a regular basis. Grievances are reported to SDs and Unions as part of the OJC process.</p>
	<p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders share lived experiences. Proactively look to create safe spaces to support difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p>		<p>Staff engagement sessions commenced during Summer 2020 and have continued on a regular schedule. These include all staff meeting with the Chief Exec, Induction sessions for new staff.</p> <p>The Cross Council Equality Group which has representatives from Council departments has been meeting regularly with CMT to discuss their views and challenges they see in the Council for diverse staff.</p>

			<p>Lived experience videos have been developed and used at the Launch of RESPECT campaign and the Allyship programme. Inclusive working with different groups was profiled from work both within the Council and from external VCS partners in Inclusion Week</p>
<p>A workforce that understands the District and champions equality</p>	<p>Invest in and introduce innovative equality and diversity training or awareness methods as soon as possible. These methods should effectively challenge attitudes, behaviours and bias (conscious and unconscious).</p> <p>Review our induction programme to ensure that all officers are aware of Bradford District and its diverse communities when they enter a role at the Council.</p>		<p>Equality &amp; Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. Further learning around more detailed protected characteristics is also available. The proportion of employees who have completed equality training has doubled in the last year from 31% to over 60% with 7699 equality and diversity related courses completed. 2699 staff completed the basic training between October 21 and October 22, along with 23 Councillors and 87% of senior managers.</p> <p>In 2022 we have introduced a refreshed training programme on inclusion for all staff – this is a combination of the RESPECT programme and Cultural Intelligence programme delivered by Common Purpose. 1187 staff have enrolled on this course.</p>

			<p>The Allyship programme has also provided training with 220 people attending Misogyny training; 98 attending disability awareness; 112 attending mental health awareness a session on hybrid identities currently enrolling.</p> <p>Minimum number of 5 learning and development days per year per employee is a key part of the Workforce Development Strategy. The new WFD team are benchmarking this to assess the success and current engagement rates.</p> <p><b>Apprenticeship Programme</b> with The University of Birmingham was launched 2/11/2020 for Senior Managers. 30% of those who attended were from a BAME background.</p> <p>The <b>National Graduate Development Programme</b> commenced September 2020 with three cohorts. Numbers of BAME participants has risen with both graduates starting in October 2021 being from a BAME background.</p>
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	<p>All staff can volunteer two days a year across the service where staff can interact and engage with communities.</p> <p>Volunteering fulfils a key objective within the Council's Equality Plan, which is to enable and empower all staff to understand better the communities we serve. The Council allows up to 2 days each year of paid time (pro rata for part-time staff) to undertake approved volunteering activities.</p>	<ul style="list-style-type: none"> <li>• Bradford Council staff sign up to the Citizen Coin Scheme.</li> <li>• Staff use up their 2 days allocation for volunteering annually.</li> <li>• Capture Social Value</li> </ul>	<p>Volunteering is rewarded through Citizen Coin which is being rolled out internally to encourage more volunteering by Bradford Council employees.</p>
	<p>Capture stories of our communities and the impact we make, particularly emphasising where finance, legal and procurement play a role to make this happen.</p>		<p>This is an on-going project led by the Stronger Communities the People Library is an ever-growing, fascinating and diverse collection of human 'books', all with stereotype-breaking and inspirational stories to tell. Celebrating diversity and highlighting commonality, they build a library of our resilience, hope, community, and achievement.</p>

<b>Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
<p>Ensure that every employee feels included,</p>	<p>Undertake staff engagement through staff surveys and also, re-establishment of self-organised/directed staff networks groups.</p>	<p>Improved satisfaction results</p>	<p>In 2021 the Staff Networks replaced Connected Conversations with senior leaders held on line. Each</p>

Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.			
Desired outcome	Action	Success measure	Progress update October 2022
is able to bring their whole self to work and that barriers to success are removed.		Improved workforce diversity particularly at senior grades	<p>staff network has a CMT Sponsor and is self-led/ self-managed. The networks are:</p> <ul style="list-style-type: none"> <li>• Race Equality</li> <li>• BME Womens</li> <li>• Disability</li> <li>• LGBTQ+</li> <li>• Working Carers</li> <li>• Womens Voice</li> <li>• Young Persons</li> </ul> <p>There is also a Health and Wellbeing Champions network.</p> <p>The staff networks have hosted sessions for staff within the Council to increase understanding of issues faced by people with different protected characteristics.</p> <p>Discussion and work planning has begun with staff networks to address the need to work on developing the confidence of staff from LGBTQ+ and Disabled groups in disclosing their protected characteristic in staff surveys. We aim to address both internally and also system-wide across the Bradford District.</p>

<b>Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
	Review and refresh of policies and procedures and in-sourced HR Advisory approach	Employee Relations case durations reduced	HR Advisory has now been brought in house from August 2021. A lot of work has focussed on reducing the number of old cases (both open and live) which equated to 1400 cases at August 2021. At Q1 2021/22 there were 895 cases, which is a reduction of cases outstanding since the service came in-house (1400). The number of cases open at 26/10/2022 is 743, which is close to a 50% reduction.
Supporting every employee to reach their full potential through our approach to learning and development.	<p>Complete refresh of talent development programmes</p> <p>Refreshed equality and diversity training that includes unconscious bias and cultural awareness</p> <p>Management training programme developed</p>	<p>Minimum number of 5 learning and development days per year per employee</p> <p>Increase percentage of diversity in Special Grades achieved through talent development programme</p> <p>Increased completion and equalities awareness through mandatory equality and diversity training</p>	<p>25 places across both Emerging leaders and Senior Leaders programme have been allocated to underrepresented groups across Bradford Council.</p> <p>The Senior Leaders programme is a talent development programme which commenced in 2022, with places allocated to underrepresented groups across Bradford Council.</p> <p>There is also an Emerging Leaders talent development programme. This is a 3-month programme which includes 6 online modules and learning groups. Sessions are delivered by Common Purpose and</p>



<b>Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
			<p>places are allocated to underrepresented groups across Bradford Council.</p> <p>There are a number of courses on Evolve about Equality &amp; Diversity, that have had at least one course completion within the period 25/01/21 to 25/10/22. The total number of completions is 4648. Find the breakdown below: -</p> <p>An increase in completion of mandatory equality and diversity training of 17% from the previous year (4158 total number of staff who have now undertaken the training). From Oct 21 to Oct 2022 there were 2699 completions.</p>
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development.	<p>Review approach to attraction, recruitment and selection and remove barriers.</p> <p>Mandatory diverse interview panels are expected. Consider introducing Mandatory Ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap</p>	<p>Increase diversity in senior grades</p> <p>Increase self-declaration rates</p> <p>Monitor and report performance on recruitment and workforce diversity and increases through recruitment and selection and promotion</p>	<p>Recruitment of local staff has improved the percentage of staff from BAME backgrounds. This has risen from 27.9% in 2020 to 30% in 2022.</p> <p>Percentage of BAME staff in the top 5% pay bands has risen from 18.4% to 20% in the same time frame.</p> <p>All panels are required to have a BAME member of staff on them.</p>

<b>Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
			External employers are supported through the Inclusive Employers project run by the Stronger Communities Team.

<b>Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
	<p>Consultation processes need to be reviewed and developed further</p> <p>Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.</p>	<p>Statistically valid response rate increased</p> <p>Geographic spread and diversity of respondents is reflective of population.</p>	<p>Whilst advice is currently available to teams, this will be a key area to develop by Marketing and Communications and the Corporate Policy Team working with other Council teams.</p>
	<p>Review and publicise more effectively the different routes in which communities can get involved in the Council and this is promoted widely via People Can and BDMC website.</p>	<p>Council website tracks engagement levels through traffic data and enquiries sent.</p>	<p>This continues to be promoted and a review of the Council website is underway.</p>

**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

Desired outcome	Action	Success measure	Progress update October 2022
	<p>Review our decision making processes and how we involve diverse communities.</p> <p>Work with commissioning and procurement on different ways to involve people in decision making such as participatory budgeting.</p>	<p>Involvement of diverse communities is increased.</p> <p>Involvement of communities in decision making is increased.</p>	<p>Social Value is in place in the Procurement Strategy.</p>
	<p>All Boards will commit to a set of diversity, equality and inclusion principles and measures, for example, all will need to appoint local people that reflect the makeup of the District.</p>	<p>Target is set for each partnership and monitored.</p>	<p>This is ongoing and in the role of the Equalities Lead Officer.</p> <p>This area of work will be fed into the district wide equality, diversity and inclusion (EDI) priorities being led by the systems wide lead on EDI</p>
<p>Decision making is communicated</p>	<p>Mechanisms in place to encourage and enable underrepresented groups to contribute to discussions in a safe and supported way</p>	<p>Involvement of communities in decision making is increased.</p>	<p>This is being led through the work of Stronger Communities</p>
<p>Build capacity and understanding of working with communities</p>	<p>All staff volunteer two days a year in the VCS.</p>	<p>Social value indicator</p>	<p>This is ongoing</p>
	<p>Deliver and promote accessible services for all</p>	<p>Services reach satisfactory, good or excellent in their peer to peer review</p>	<p>An LGA Peer Review on Equalities has been undertaken in November 2021. This resulted in seven key recommendations.</p> <p>One of the recommendations was to refresh the equality plan.</p>

**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

Desired outcome	Action	Success measure	Progress update October 2022
			This process has been completed and is being presented to Council Executive committee in November.
Hate crime is reduced/ eradicated	<p>We will understand the impact of our decisions and develop clear mitigation, reducing any negative impact by logging all decisions clearly with their equality impact.</p> <p>All staff are trained and supported on how to complete Equality Impact Assessments (EIAs).</p>		We are rolling out EIA training sessions for officers. EIA Champions will be recruited from staff networks and the VCS.
People are empowered to challenge discrimination, prejudice and racism Hate crime is reduced/ eradicated	Communicate our decisions in a balanced and sensitive way by ensuring that staff understand what could be interpreted as appropriate terminology.	<p>Increased confidence.</p> <p>Increase understanding.</p>	The RESPECT campaign and its staff safe space workshops address the issue of terminology used to describe communities and protected characteristics internally and Stronger Communities are addressing this in their work.
	Continue to work with partners to operate zero tolerance to hate crime in all its forms across our District	<p>Hate crime decreases.</p> <p>Hate crime reporting increases.</p>	The Council in partnership with Bradford Hate Crime Alliance (BHCA) and partners such as West Yorkshire Police, Victim Support & Restorative Justice have launched Bradford District's Hate Crime Strategy 2021-24 and Action Plan. In addition, there is a hate crime app, audits reporting and run information and awareness events.

**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

Desired outcome	Action	Success measure	Progress update October 2022
			<p>The Police and Crime Commission Survey recorded people feeling safe in their neighbourhood rising from 73% in 2019 to 78% in 2021. This was the opposite of neighbouring Leeds and Wakefield that recorded declines. The Hate Crime Alliance supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners. Incidence of hate crime reporting may have increased due to more people knowing how to report it, with better support available to the 28 reporting centres across the District.</p>
	<p>Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation.</p>	<p>Increased confidence Number of complaints reduced.</p>	<p>This programme commences in 2023 as part of the Workforce Development Strategy.</p>
	<p>All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals.</p> <p>Communities and District Partnerships sign-up to these.</p>	<p>Number of appraisals successfully completed.  Reduction of discrimination cases.</p>	<p>Bradford District Shared Values were agreed in consultation with over 1400 residents; the four values are; Respect, Care, Share, Protect. The Shared Values campaign has been launched as a long term drive</p>

**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

Desired outcome	Action	Success measure	Progress update October 2022
			<p>to stamp out discrimination and prejudice in all its forms. 3015 people have engaged in the campaign.</p> <p>The Council as an organisation has adopted the Bradford District Shared Values. A suite of resources has been created for team managers to help them ensure staff are living our shared values.</p>
<p>People get along together across communities</p>	<p>All staff feel confident to report hate speech and hate crime.</p> <p>Staff are trained on the Anti-Rumour and Critical Thinking campaign.</p> <p>All staff know how to implement a zero tolerance policy if they see or hear a service user or resident being affected.</p>	<p>Increased confidence.</p> <p>Increase understanding.</p> <p>Reduction of discrimination cases.</p> <p>Hate crime decreases.</p> <p>Hate crime reporting increases.</p>	<p>The District-wide Hate Crime Strategy was launched during Hate Crime week in October 2022</p> <p>Over three years, the Bradford for Everyone programme engaged with around 36k people, with 122k people reached via activities and core campaigns; the programme supported 23 core projects 60 smaller projects and two big campaigns.</p> <p>The priorities addressed through the programme included:</p>

**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

Desired outcome	Action	Success measure	Progress update October 2022
			<ul style="list-style-type: none"> <li>• Getting on:</li> <li>• Getting along:</li> <li>• Getting involved:</li> <li>• Feeling safe:</li> </ul> <p>Evidence from the Belong longitudinal research surveys also showed that Bradford District is becoming more united with a higher level of trust in local government, with people building more connections with neighbours and family. The Police Crime Commissioner surveys from 2019 – 2021 show an increase from 45.7% to 58.1% on the indicator of how well people get on with each other which is more than a 10% increase; on the period prior to the integration programme.</p> <p><b>The Roma Strategy</b></p> <p>The <u>strategy</u> was produced as part of the Bradford for Everyone programme. Formulated by a diverse working group of 24 organisations.</p>
Data and intelligence is gathered and	We will work with our communities to ensure that monuments and memorials across the District reflect, celebrate and commemorate the	Increased confidence. Increase understanding.	The first stage of this piece of work has been completed and its recommendations presented to

**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

Desired outcome	Action	Success measure	Progress update October 2022
shared to inform and improve services	contribution of all our communities to our cultural heritage. We will also ensure that people can access the contextual information about monument or memorials such as the discriminatory practices that were acceptable at the time the monument was created.	Hate crime decreases.  Hate crime reporting increases.	Council Management Team. Phase 2 has commenced with a session on 'Communities and Inclusive commemorating' as part of Inclusion week.
	Promote good relations between and across communities by ensuring that services do not exclude groups and where possible opportunities for social mixing are created.	Increased confidence.  Demographics of participants accessing services.	Equality and communities training led by Bradford for Everyone was offered across the public sector and to the voluntary and community sector (VCS) organisations.  The Root Out Racism launch and events in Inclusion week 2021 presented opportunities for learning about how we can work more inclusively and what we can learn from our VCS partners.  There has been a concerted effort across the Council and with our partners to arrange, invite and host events that mark diverse groups and enhance learning about them. Some of these have included: Pride, Inclusion week, Hate crime week, Race Equality Week, Black



**Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.**

<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
			History Month, International Women's Day, Carers' week.
	Carry out a review service by service on what data is currently being held and what intelligence is collected and where it is stored.		This has been completed. It was presented to CMT in June
	Agree a minimum data set and measures for each service particularly protected characteristics.		.
Retain resources locally to support our people and voluntary and community sector	A central platform is developed enabling the Council and partners to access information.		This will be actioned as part of the review of what data we collect and where it is stored.

**Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about our services.**

**We will aim to contract and commission services locally where ever possible.**

<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
Services meet the needs and are accessible to our communities	Develop an inclusive service and policy design guide	Participation in the design stage Equality data collected by services on usage Complaints about access to services decline	This has been delayed due to the refresh of the equality plan.  The Cross Council Equality Group will be consulted on the process to

**Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about our services.**

**We will aim to contract and commission services locally where ever possible.**

Desired outcome	Action	Success measure	Progress update October 2022
		Complaints about delivery of services decline	undertake this alongside key council department
Children's needs are reflected in our services	Include Child Friendly criteria in the design guide	Newly designed services/policies meet UNICEF's Child Friendly criteria	This has been developed by the Child Friendly Programme Lead and is being presented to the Council Executive in November.
	Develop mechanisms to enable children and young people to directly input into service and policy design	Participation in the design stage by young people	As above
Service design and delivery has been informed by knowledge and evidence	Ensure knowledge and evidence is available to support service and policy design	Equality data collected by services on usage of services	See above
	Review the Equality Impact Assessment process	Equality data collected by services on usage	<p>A review of EIAs was undertaken and agreed by CMT. The EIA process is being supported with a programme of training for staff carrying out EIAs.</p> <p>Equality and policy officers have supported the EIAs for the budget proposals in 2021/22 and this process is underway for this year's proposals.</p> <p>All EIA's will be stored in a repository accessible internally.</p> <p>A proposed project of EIA champions has been developed</p>

**Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about our services.**

**We will aim to contract and commission services locally where ever possible.**

Desired outcome	Action	Success measure	Progress update October 2022
			and will be recruited and trained in the new year .
Communities are aware of services available to them and how to access them	Adopt the Accessible Information Standard across the Council	External review of a bundle of information we provide – such as service leaflets, targeted information, , social media, web sites etc.	This work is due to begin in 2023.
Externally provided services and commissions adhere to equality legislation and our own requirements	Ensure contracts and commissions are monitored	Rate of compliance with equality requirements in contracts/commissions	<p>This is part of the Procurement Strategy.</p> <p>Equality Impact Assessment (EIA) training will enable managers to understand equality implications when commissioning services.</p> <p>A piece of work has been undertaken with the Commissioning team on how we hold our contracted organisations to account on equalities. A guide will be produced for commissioning staff</p>
External providers reflect diversity in their workforce/are based in the District	Reflect in commissioning and procurement processes	Workforce data/location of offices/factories	There is currently a review of procurement processes to ensure that these reflect the values we have as a Council including having a representative workforce. (in line with action and targets in Objective 1 above)

**Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about our services.**

**We will aim to contract and commission services locally where ever possible.**

<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
More of our commissions and contracts are awarded locally	Reflect in commissioning and procurement processes	Percent of commissions/contracts awarded locally <ul style="list-style-type: none"> <li>• Percent of local procurement spend</li> </ul>	This is written into the Procurement Strategy. The target is 60% by 2030. COVID and PPE have impacted local spending which dropped to 33% during the pandemic. In quarter: <ul style="list-style-type: none"> <li>• Q1 21/22 the rolling figure had risen to 37.7%</li> <li>• Q2 21/22 was £47.4m spent with local businesses. Of that £45.58m was spent with local SMEs. £84,2m was spent in the Leeds City Region.</li> </ul>



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

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### **Subject:**

**Corporate Overview and Scrutiny Committee – Work Programme 2022/23.**

### **Summary statement:**

**This report includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23. The Committee is asked to consider which items it wishes to include in the work programme.**

### **EQUALITY & DIVERSITY:**

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

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Clr 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](mailto:mustansir.butt@bradford.gov.uk)

### **Portfolio:**

**Corporate  
Community Safety**

### **Overview & Scrutiny Area:**

**Corporate**

## **1. SUMMARY**

- 1.1 This report includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23, which are attached as appendix 1 to this report.
- 1.2 A list of unscheduled topics is attached as Appendix 2 to the report.

## **2. BACKGROUND**

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

## **3. OTHER CONSIDERATIONS**

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).
- 3.2 The remit of this Committee also includes:
  - the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
  - supporting the Executive through its contribution towards the improvement of the Council’s performance;
  - co-ordinating the development of the Overview and Scrutiny role within the Council.
- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.
- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.
- 3.5 As well as this, Corporate Overview & Scrutiny members are currently undertaking a detailed scrutiny review into Domestic Violence across the District.
- 3.6 At its meeting on Thursday 30 June 2022, the Corporate Overview & Scrutiny Committee agreed to undertake a Call for Action enquiry in relation to Anti-Social Behaviour 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 2022-23 work programme for the committee.

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

**10. RECOMMENDATIONS**

10.1 That members consider and comment on the areas of work to be carried forward into this municipal year.

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

**11. APPENDICES**

Appendix One – 2022-23 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

**12. BACKGROUND DOCUMENTS**

Council Constitution.

2021-22 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
<b>Thursday, 30th June 2022 at City Hall, Bradford.</b> Chair's briefing 09/06/22. Report deadline 16/06/22.			
1) Referral from Governance and Audit.		Mustansir Butt	The Committee agreed that the Social Value Procurement Policy be considered, when the policy is reviewed.
2) Councillor Call For Action - Anti-Social Behaviour in the Bradford 2 and Bradford 10 Areas.		Mustansir Butt	The Committee agreed to undertake a review into anti-social behaviour, across the whole of the District.
3) Commissioning of Drug and alcohol services.		Sarah Possingham..	£2m Procurement - Constitutional requirement.
4) Welfare Advice Services.		Sarah Possingham.	£2m Procurement - Constitutional requirement.
5) Procurement relating to the End User Computing.		Keith Hayes.	£2m Procurement - Constitutional requirement.
6) Draft 2022-23 Work Programme.	Areas of work to be covered in this muncipal year.	Mustansir Butt.	Also includes recommendations made by Corporate Overview & Scrutiny Committee in the last muncipal year.
<b>Thursday, 21st July 2022 at City Hall, Bradford.</b> Chair's briefing 29/06/22. Report deadline 07/07/22.			
1) 2021-22 Annual Performance Outturn.		Ruth Davison.	
2) Finance Position Statement for 2021-22.		Chris Chapman/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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

<b>Agenda Items</b>	<b>Description</b>	<b>Report Author</b>	<b>Comments</b>
<b>Thursday, 13th October 2022 at City Hall, Bradford.</b>			
Chair's briefing 22/09/22. Report deadline 29/09/22.			
1) Stonewall Quality Standard.	To include the process and costs associated with this, along with value for money.	Anne Lloyd/Khalida Ashrafi/Jenny Cryer.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
2) Refreshed Equality Plan.		Khalida Ashrafi/Jenny Cryer.	
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Tuesday, 25th October 2022 at City Hall, Bradford.</b>			
1) Tendering of procurement of contracts over £2million for Facilities Management, Catering and Cleaning services.		Ben Middleton.	Constitutional requirement.
2) Bradford Council Workforce Development Strategy 2015-2021.	This Committee requests that the new Workforce Development Strategy be presented to this Committee in 12 months.	Anne Lloyd.	Corporate Overview & Scrutiny Committee Recommendation from Thursday 16 October 2021.
3) Call-For Action Enquiry into Anti-Social Behaviour across the District.	Draft Terms of Reference.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Thursday 21 July 2022.
4) Overview & Scrutiny Annual Report 2021-22.		Mustansir Butt.	Council Constitution requirement.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
6) Anti-Poverty Strategy.	Specifically focusing on	Kevin Brain/Michelle	Corporate Overview & Scrutiny Committee
Davison/Sarah	recommendation from Thursday 16 the Council and its Partners, along with outcomes that have been achieved.	the mapping of anti-poverty work across Possingham.	Taylor/Ruth September 2021.
	Also to include the impact of the reductions in Universal Credit and other financial support that the Council has provided to residents, which is no longer available.		

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

Agenda Items	Description	Report Author	Comments
<b>Thursday, 10th November 2022 at City Hall, Bradford.</b>			
Chair's briefing 20/10/22. Report deadline 27/10/22.			
1) Second Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
2) The Social Value Procurement Policy be considered, when the policy is reviewed.		Chris Chapman.	Referral from Governance and Audit Committee, on 21 April 2022.
3) Equalities.	Delivery of outcomes against the Equality Action Plan. Quarterly Equalities Performance Report.	Jenny Cryer/Khalida Ashrafi.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 October 2021. Deferred from meeting on Wednesday 13 October 2022.
4) Road Safety.	To focus on the safer communities remit of the committee - dangerous driving and steerside.	Simon D'Vali.	Corporate Overview & Scrutiny Committee recommendation from Thursday 21 July 2022.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 8th December 2022 at City Hall, Bradford.</b>			
Chair's briefing 17/11/22. Report deadline 24/11/22.			
1) Progress against the Hate Crime Scrutiny Review Recommendations.		Mahmood Mohammed/Charles Dacres.	Deferred from the Corporate Overview & Scrutiny Committee meeting on Thursday 10 March 2022.
2) Safer Communities Plan Performance.	To also include quarterly performance report, including RAG rating.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny recommendation from Thursday 9 December 2021.
3) Private Hire and Hackney Carriage Service - Finance and Performance.		Carol Stos.	Corporate Overview & Scrutiny Committee recommendation from, Thursday 9 December 2021.

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

<b>Agenda Items</b>	<b>Description</b>	<b>Report Author</b>	<b>Comments</b>
<b>Thursday, 8th December 2022 at City Hall, Bradford.</b>			
Chair's briefing 17/11/22. Report deadline 24/11/22.			
4) Stronger Communities Strategy.		Ian Day/Mahmood Mohammed.	Corpoarte Overview & Scrutiny Committee  recommendation from Thursday 19 November 2020. Re-secheduled to June 2022 at the request of officers, as all the projects will not have been evaluated due to the loss of the evaluator.
5) The Stonewall Submission. Scrutiny Committee	To focus specifically on:  -The process; - Costs relating to the submission; - Details of the reasons for the Stonewall submission; - Questionnaire details and methodology; - Responses to the Stonewall Questionnaire.		Anne Lloyd. Corporate Overviw &  recommendation from Thursday 13 October 2022.
6) £2m Procurment contract - future Microsoft Licencing requirement.		Keith Hayes.	Council Constitution.
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 12th January 2023 at City Hall, Bradford.</b>			
Chair's briefing 22/12/22. Report deadline 29/12/22.			
1) District Plan.	Performance against the District Plan together with outcomes delivered, be presented to the Committee in 12 months.  consultation findings to also be presented to this Committee, when they are available.	Jenny Cryer/Sadia Hussain.  The	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 January 2022.
2) Council Plan.		Ruth Davison.	

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

<b>Agenda Items</b>	<b>Description</b>	<b>Report Author</b>	<b>Comments</b>
<b>Thursday, 12th January 2023 at City Hall, Bradford.</b>			
Chair's briefing 22/12/22. Report deadline 29/12/22.			
3) Gambling.	Progress against the gambling cross departmental action plan, be presented to  January 2022.  - Clear outcomes; - Educational awareness programmes being undertaken.	Sarah Muckle/Frances Towers/Sarah Exall.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 the Committee, which also includes:
4) Progress against the Fireworks Scrutiny Review Recommendations.		Michael Churley/Ian Day.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 9th February 2023 at City Hall, Bradford.</b>			
Chair's briefing 19/01/23. Report deadline 26/01/23.			
1) Third Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
2) Equality Diversity and Inclusion Plan 2022-25.		Jenny Cryer/Khalida Ashrafi.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 October 2022.
3) Implementation of Universal Credit across the District.	To also focus on the:  February 2022. District; - Inclusion of historical data.	Caroline Lee.	Corporate Overview & Scrutiny Committee recommendation from Thursday 10 - Roll-out of Universal Credit in the
4) Council Tax.		Caroline Lee.	Corporate Overview & Scrutiny Committee recommendation from hursday 10 February 2022.
5) Business Rates.	To also focus on the impact of	Caroline Lee.	Corporate Overview & Scrutiny Committee the Governments Business Rate Review.  February 2022.

recommendation from hursday 10



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

<b>Agenda Items</b>	<b>Description</b>	<b>Report Author</b>	<b>Comments</b>
<b>Thursday, 9th February 2023 at City Hall, Bradford.</b> Chair's briefing 19/01/23. Report deadline 26/01/23.			
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 9th March 2023 at City Hall, Bradford.</b> Chair's briefing 16/02/23. Report deadline 23/02/23.			
1) ISG.	To also specifically focuses on the apprenticeship offer	Ben Middleton/Peter from ISG, for its	Corporate Overview & Scrutiny Committee Keeley. recommendation from Thursday
10	disabled staff, supporting them to develop their skills and experience. Which also specifically focuses on the apprenticeship offer from ISG, for its disabled staff, supporting them to develop their skills and experience.		February 2022.
2) Prevent.	Progress and to also focus on outcomes delivered from projects. Review of the National Findings of the Independent National Review. Prevent Programme, be presented to this Committee, when they are available.	Ian Day/Danielle King.	
3) Quarterly Safer Communities Performance reporting.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 December 2021.
4) Welfare Advice Services.	That a review of its previous contracted delivery, be undertaken and presented to this Committee.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
5) Drugs and Alcohol Strategy.	The Drug and Alcohol Strategy be presented to this Committee, when it is available.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.

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

<b>Agenda Items</b>	<b>Description</b>	<b>Report Author</b>	<b>Comments</b>
<b>Thursday, 9th March 2023 at City Hall, Bradford.</b> Chair's briefing 16/02/23. Report deadline 23/02/23.			
6) Alcohol and Drugs Services.	That a report relating to the level of support available for children living in families where there is an addiction, be presented to this Committee.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 6th April 2023 at City Hall, Bradford.</b> Chair's briefing 16/03/23. Report deadline 23/03/23.			
1) Armed Forces Covenant.	To report on progress and to also focus on: expected legislative changes; - Development in relation to the Armed Forces Hub; - The work being provided through the Health Service.	Helen Johnstone. Impacts of the	Corporate Overview & Scrutiny Committee recommendation from Thursday 11 November 2021.
2) Volunteering.	Focusing on an update on the impact of Programme and the ordinator to support volunteering across the District.	Ian Day/Mahmood the VCSE Service Improvement	Corporate Overview & Scrutiny Committee Mohammed.  Volunteer Co- March 2022.
Recommendation from Thursday 10			
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	



# Democratic Services - Overview and Scrutiny

## Scrutiny Committees Forward Plan

### Unscheduled Items

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#### Corporate O&S Committee

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Agenda item	Item description	Author	Comments
1	Domestic Violence Scrutiny Review.	Mustansir Butt.	Ongoing.
2	The Committee agreed to undertake a review into anti-social behaviour, across the whole of the District.	Mustansir Butt.	Councillor Call For Action - Anti-Social Behaviour in the Bradford 2 and Bradford 10 Areas, received from Cllr Brendan Stubbs.

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