



Agenda for a meeting of the Executive to be held on Tuesday, 7 November 2023 at 10.30 am in Council Chamber - City Hall, Bradford

Members of the Executive – Councillors

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

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.

Asif Ibrahim

Director of Legal and Governance

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A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

- (1) *Members must consider their interests, and act according to the following:*

Type of Interest	You must:
<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> OR <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> OR <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</i> <i>(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and</i> <i>(b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; in which case speak on the item <u>only if</u> the public are also allowed to speak but otherwise not do not participate in the discussion or</i>

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.*

2. MINUTES

Recommended –

That the minutes of the meeting held on 03 October 2023 be signed as a correct record (previously circulated).

(Yusuf Patel / Louis Kingdom – 07970 411923 / 07890 416570)

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 / Louis Kingdom – 07970 411923 / 07890 416570)

4. RECOMMENDATIONS TO THE EXECUTIVE

To note the following recommendation to the Executive:

Bradford South Area Committee – Thursday 19 October 2023

BRADFORD SOUTH LOCALITY PLAN 2022-2025

Resolved –

- (1) That the Committee notes the progress and achievements of delivery of the priorities contained within the Bradford South Locality Plan 2022-2025, as set out in Appendix A to Document “I”
- (2) That the Committee agree that the Bradford South Area Co-ordinator presents a further progress report to the Bradford South Area Committee in 12 months, setting out the progress and achievements made for each of the priorities detailed in the Bradford South Locality Plan 2022-2025.
- (3) That an additional priority for the Bradford South Locality Plan is included to seek ways to address issues to improve access to GP primary care appointments.
- (4) **That the Committee asks the Executive to review how the Council is implementing locality plans.**
- (5) That a report about third sector services commissioned by Bradford Council be added to the Area Committees work programme.

ACTION: Bradford South Area Co-ordinator

(Yusuf Patel / Louis Kingdom – 07970 411923 / 07890 416570)

B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

5. QTR 2 FINANCE POSITION STATEMENT FOR 2023-24

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The Director of Finance & IT will submit a report (**Document “Q”**) which provides Members with the forecast year-end financial position of the Council for 2023-24 and sets out the unprecedented scale of its financial challenges.

It outlines the revenue and capital budgets and the year-end forecast financial position based on information at the end of September 2023. It states the Council’s current reserves and school balances.

The report summarises the ongoing action being undertaken to address the current challenges and further urgent action that will be required to secure a sustainable financial position.

Recommended –

That the Executive:

- (1) **Note the contents of this report and the actions taken to manage the issues highlighted.**
- (2) **Approve the following capital expenditure schemes as outlined in section 14.9 and 14.11.**
 - **£1.05m for city centre ducting. This will be funded by a mixture of current scheme budgets and £0.7m new corporate borrowing.**
 - **£1.4m for new equipment for enabled care This will be funded by new corporate borrowing.**
 - **£0.14m for the replacement of the rack seating at Victoria Hall. This will be funded from the general contingency budget.**
 - **£0.3m for new Gym Equipment at two Leisure Centres, subject to final PAG approval. This will be funded by invest to save borrowing.**
 - **£4m for the continuation of the Empty Homes Capital Programme. This scheme is already included in Reserve Schemes and will be funded from capital receipts generated by the programme.**
 - **£0.127m for the acquisition of a Nursery building that will be developed as a teacher training facility. The acquisition will be funded from the general contingency budget and the**

capital development works grant funded.

(3) Note the following has been approved under Section 1.7 of the Financial Regulations:

- £2.3m for Phase 1 and Phase 2 of the Children’s Residential Homes capital scheme. These schemes are already included in Reserve Schemes and will be funded from corporate borrowing.
- £0.081m for the repair of the driveway and carpark at Ingleborough Hall. This has been funded from the general contingency budget.

Overview and Scrutiny Committee: Corporate

(Andrew Cross – 01274 436823)

6. MEDIUM TERM FINANCIAL STRATEGY UPDATE

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The Director of Finance & IT will submit a report (**Document “R”**) which provides an update that sets out the forecast financial resources available to the Council to support the delivery of its key priorities as set out in the Council Plan 2021-2025.

Recommended –

- (1) That having considered the Medium-Term Financial Strategy as an assessment of the Council’s financial outlook to 2026-27, and a framework for it to seek to remain financially viable and deliver sustainable public services, in line with its priorities, that Executive approve the updated Medium Term Financial Strategy report and appendices.
- (2) That the Executive instructs the Chief Executive to draft an emergency financial improvement plan which will help bridge the financial gap the Council and the Bradford Children’s and Families Trust is facing.
- (3) That the Executive will receive regular updates and budget proposals to address the financial gap prior to setting a budget for 2024-25 in February 2024.
- (4) That the Council continues its dialogue with Government regarding the financial gap, particularly with regards to Bradford Children’s and Families Trust.
- (5) That the Council publishes a new financial plan after the Government’s intentions regarding local authority finance are clearer. This should be after the Government’s Autumn budget announcement which is taking place on 22nd

November 2023.

Overview and Scrutiny Committee: Corporate

(Andrew Cross – 01274 436823)

7. KEIGHLEY LOCALITY PLAN - PROGRESS UPDATE 2022/23

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The Strategic Director, Place will submit a report (**Document “S”**) which gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Keighley Locality Plan during 2022/23.

Recommended –

- (1) The Executive is invited to comment on the Keighley Locality Plan – Progress Update 2022/23, as set out in Appendix A of this report.**
- (2) The Executive requests that the Keighley Area Co-ordinator, accompanied by the Chair of Keighley Area Committee, presents a progress report to the Executive in 12 months time, setting out the progress and achievements made for each of the priorities detailed in the Keighley Locality Plan during 2023/24.**

Overview and Scrutiny Committee: Health and Social Care

(Jonathan Hayes – 01535 618008)

C. PORTFOLIO ITEMS

EDUCATION, EMPLOYMENT AND SKILLS PORTFOLIO & DEPUTY LEADER

(Councillor I Khan)

8. **PROPOSAL TO LOWER THE AGE RANGE AT HOYLE COURT PRIMARY SCHOOL FROM 4 TO 11 YEARS TO 2 TO 11 YEARS** 201 - 230

The Strategic Director of Children's Services will submit a report (**Document "T"**) which seeks approval from the Executive on the proposal to lower the age range at Hoyle Court Primary School from 4 to 11 years to 2 to 11 years.

Recommended –

That the Executive approve the proposal to lower the age range at Hoyle Court Primary School to 2 to 11 year old children from 03 January 2024.

Overview and Scrutiny Committee: Children's Services

(Emma Hamer – 01274 439535)

HEALTHY PEOPLE AND PLACES PORTFOLIO
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(Councillor Ferriby)

9. **LOCAL VISITOR ECONOMY PARTNERSHIP (LVEP) UPDATE PROGRESS REPORT** 231 - 268

The Strategic Director, Place will submit a report (**Document "U"**) which considers the need for a new organisation to represent tourism in Yorkshire. The recent De Bois Review set the stage for Destination Management Organisations on a tiered format and a West Yorkshire consortium approach has now been established as a Local Visitor Economy Partnership (LVEP) to manage and promote the tourism offer going forward.

Recommended –

- (1) **That the West Yorkshire Destination Management Plan as detailed in appendix 1 of this report is approved, which will ensure that Visit Bradford has LVEP status with West Yorkshire Destination Management organisations.**

- (2) **That the Council Officers represented on the West Yorkshire LVEP Consortium meetings report updates and future actions to the Bradford Place Marketing and Investment Partnership Board.**

Overview and Scrutiny Committee: Regeneration & Environment

(Patricia Tillotson – 01274 431274)

**REGENERATION, PLANNING & TRANSPORT
PORTFOLIO**

(Councillor Ross-Shaw)

10. DELEGATION SCHEME FOR TRANSPORTATION AND HIGHWAYS DECISIONS 2023 269 -
322

The Strategic Director, Place will submit a report (**Document “V”**) which seeks Executive’s approval to replace the Council’s current Scheme of Delegation for regulating the decision-making process on Transportation and Highways matters which was previously approved on 7 November 2017.

Recommended –

- (1) **That Executive approves the adoption of the replacement Scheme of Delegation for Highways and Transportation matters as set out in Appendix B of this report in substitution for the current Scheme of Delegation for Highways and Transportation matters as set out in Appendix A of this report in so far as the powers listed in the revised Scheme of Delegation are Executive functions.**
- (2) **That a report be presented to Regulatory and Appeals Committee recommending that the Committee approves the adoption of the replacement Scheme of Delegation for Highways and Transportation matters as set out in Appendix B of this report in substitution for the current Scheme of Delegation for Highways and Transportation matters as set out in Appendix A of this report in so far as the powers listed in the revised Scheme of Delegation are non- Executive functions.**
- (3) **That the revised Scheme of Delegation as set out in**

Appendix B will become operative if, and when, approved by both Executive and Regulatory and Appeals Committee and the provisions of the previous Scheme of Delegation as set out in Appendix A will then be revoked.

- (4) That if approved by Regulatory and Appeals Committee the revised Scheme of Delegation shall remain in force until such time as it may be substituted, modified, varied, or repealed by decisions of the Executive or Regulatory and Appeals Committee or such person or body inheriting the powers of the Executive or Regulatory and Appeals Committee.
- (5) That Executive delegate to the Strategic Director – Place (or such other officer with equivalent duties for the time being) in consultation with the Portfolio Holder the authority to make amendments to the revised Scheme to reflect future changes in job titles, roles and responsibilities or to introduce further delegations in respect of changes in legislation where the powers in the legislation are Executive functions.
- (6) That Executive delegates to the Director of Legal and Governance in consultation with the Strategic Director – Place the authority to make changes to the proposed scheme of delegation to reflect future amendments to the Council’s constitution or where delegated functions may be found to require written records to be made of the decision taken.

Overview and Scrutiny Committee: Regeneration & Environment

(Richard Gelder – 01274 437603)

CHILDREN AND FAMILIES PORTFOLIO

(Councillor Duffy)

11. BRADFORD DISTRICT SAFEGUARDING CHILDREN ANNUAL REPORT 2022/23

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The Assistant Director, Chief Executive Office will submit a report (**Document “W”**) which highlights the collective activities undertaken by the Partnership and its associated agencies to protect children and

young people from harm and abuse. It details various initiatives to ensure children's welfare, learning from practice reviews, safeguarding training for professionals, performance quality metrics, and developments in line with the Partnership's new priorities. This report aims to demonstrate the strength and commitment of the partnerships and colleagues in the Bradford District. This report is presented by the three primary statutory partners: the Local Authority, West Yorkshire Police, and the Integrated Care Board.

Recommended –

(1) Executive is requested to note the Annual Report 2022/23.

(2) That Executive receive another report in 12 months' time.

Overview and Scrutiny Committee: Children's Services

(Darren Minton – 01274 434361)

12. BRADFORD SAFEGUARDING ADULT BOARD ANNUAL REPORT 2022/23 355 - 376

The Strategic Director of Adults Social Care and Health will submit a report (**Document "X"**) which outlines the activities carried out by the Board and its partner agencies to protect vulnerable adults from abuse and neglect. The report covers a range of areas, including efforts to improve outcomes for at-risk adults, case reviews, safeguarding training, performance quality assurance, and progress against priorities. By providing a transparent assessment of multi-agency safeguarding activity, the report aims to demonstrate the strength of the safeguarding arrangements in the Bradford District. The report is presented on behalf of the three statutory safeguarding partners, the Local Authority, West Yorkshire Police, and Integrated Care Board (ICB), who are jointly responsible for the safeguarding partnership arrangements.

Recommended –

(1) Executive is requested to note the Annual Report 2022/23.

(2) That Executive receive another report in 12 months' time.

Overview and Scrutiny Committee: Health and Social Care

(Darren Minton – 01274 434361)

13. MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY

To receive the minutes of the meeting(s) of the West Yorkshire Combined Authority held on [7th September](#) and [28th September](#).
(Please click on the dates to launch the minutes).

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



Report of the Director of Finance to the meeting of the Executive to be held on 7th November 2023.

Q

Subject:

Quarter 2 Finance Position Statement for 2023-24

Summary statement:

This report provides Members with the forecast year-end financial position of the Council for 2023-24 and sets out the unprecedented scale of its financial challenges.

It outlines the revenue and capital budgets and the year-end forecast financial position based on information at the end of September 2023. It states the Council's current reserves and school balances.

The report summarises the ongoing action being undertaken to address the current challenges and further urgent action that will be required to secure a sustainable financial position.

Equality & Diversity:

Services delivered and commissioned through Council resources play a significant part in addressing inequality, improving well-being, and widening access to opportunities. The COVID pandemic and 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.

Portfolio:

Christopher Kinsella
Director of Finance

Leader of the Council and Corporate

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**Overview & Scrutiny Area:
Corporate**

INTRODUCTION

1.0 This report is the second monitoring report presented to Members on the Council's 2023-24 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st of March 2024. The report covers:

- The forecast outturn of the Council's revenue budget in 2023-24
- The forecast delivery of budgeted savings in 2023-24
- An update on the Bradford Children's & Families Trust
- A statement on the Housing Revenue Account
- A statement on the Council's reserves
- An update on the Council Tax and Business Rates collection funds
- An update on the Capital Investment Plan.
- Benchmarked spend and income comparators.
- The Council's Risk Register.

Quarter 2 Finance Position Statement for 2023-24

- 1.1 A growing number of Councils across the country are reporting severe financial pressures. Bradford also faces financial challenges on an unprecedented scale and the Council, including the Bradford Childrens' and Families Trust (BCFT), is forecast to overspend its £453m net revenue budget for 2023-24 by £68m at March 31st 2024 based on forecasts calculated at the end of September 2023.
- 1.2 This forecast position results from a combination of c£23m of forecast overspends in services delivered directly or commissioned by the Council, and c£45m in BCFT.
- 1.3 The key issues affecting Council delivered and commissioned services include demand and cost pressures in adult social care; home to school transport; on-going elevated levels of inflation; increases in costs such as the national pay award, and underdelivered savings.
- 1.4 Key pressures on the Trust's finances include high levels of agency staff, and ongoing increases in expensive residential care placements which run counter to budgeted reductions as detailed in section 10 of this report.
- 1.5 BCFT is an independent company wholly owned by the Council and managed by respected leaders in the sector. It was established following a directive from the then Secretary of State Nadhim Zahawi and the Department for Education (DfE) following a period since 2018 where the Council had been supported by a government appointed advisor; a Commissioner and the DfE. The Trust is therefore a new company operating in a particularly challenging environment in which unprecedented market pressures for residential placements are leading to high costs across the sector.

- 1.6 Mitigating action to address the financial pressures is ongoing and the Council is in the process of developing a robust improvement plan across all services. BCFT has developed a Business Plan that will see it reduce costs over time, but significant immediate pressures remain. An in-year mitigations plan is underway to seek to address the significant areas of pressure.
- 1.7 The Council has previously used its reserves to help cover the acute financial pressures associated with inflation and Children's Social Care. While action has since been undertaken to replenish reserves reliance upon them is unsustainable. It is likely that even with mitigating action to reduce overspends reserves will be depleted this year.
- 1.8 In recognition of the scale of its financial challenges including the depletion of reserves, the Council has been in dialogue with the Department for Levelling Up Housing and Communities (DLUHC) and the Department for Education (DfE) for some time to explore potential solutions including access to additional sources of funding which would help to secure a sustainable financial position.
- 1.9 The Council's consultation response to the Chancellor's upcoming Autumn Statement has made the case for the additional funding and policy reforms that the Council needs. Without national support the consequences for local services and our communities are likely to be severe and will require more difficult decisions to be made about services, spending and the allocation of resources. Councils like Bradford will be forced to cut services to the statutory minimum dealing largely with crisis interventions; whilst discretionary prevention and early help services would face cuts resulting in increasing pressure on the NHS; quality of life in our communities would deteriorate as facilities have to be closed and services cease and our ability to support growth would be decimated.

Context

- 1.10 Since 2011, the Council has budgeted to deliver over c£350m in savings with a cumulative impact of over £2bn because of national austerity measures, increasing costs and rising demand particularly for children services and adults social care where costs now account for c76% of the Council's total revenue budget.
- 1.11 National funding cuts have had a disproportionate impact on Bradford compared to many more affluent areas. For example, analysis by the Special Interest Group of Metropolitan Authorities (SIGOMA) demonstrates that England's 10% most deprived Councils have faced cuts three times that of its most affluent and that Bradford has experienced funding cuts of 28% compared to 8% in Surrey.
- 1.12 As national funding for local authorities has reduced Councils have become

increasingly reliant on Council tax to fund services. However, Bradford's Band D Council tax is £135 lower than the average for Metropolitan Authorities and 80% of its households are below Band D. This means that Bradford cannot keep pace with inflationary and demand pressures through Council tax alone, and that it raises less locally than other authorities many of which have much lower levels of need. Indicatively if Council Tax were at the same level as the average of Metropolitan Authorities it would generate c£20m more.

- 1.13 A 5% increase in the Bradford district per dwelling raises only half the amount raised in Elmbridge in Surrey relative to size. So indicatively, if 5% raises £11m in Bradford, it would raise £22m in Elmbridge pro rata. That risks a postcode lottery. Year on year, the gap between richer councils and poorer ones gets bigger. The disproportionate impact of this approach is heightened by the Government's limit on percentage increases in Council tax – a 5% increase in Bradford raises less than the equivalent increase where Council tax is already higher, so the gap increases year on year.
- 1.14 Government reforms to Council funding taking greater account of needs and local resources have also been repeatedly delayed. Independent analysis indicates that implementation of the reforms would benefit Bradford by c£32m a year.
- 1.15 There are other proposed national reforms awaiting implementation that would help Councils. The Independent Review of Childrens' Social Care and the Competition and Markets Authority, have both highlighted issues associated with price increases in the Childrens' residential care market and have called for national policy action to address this. There are calls from the sector to cap agency social worker costs. In Bradford, Agency social workers currently make up 47% of the social work workforce. This is problematic both from cost and social care practice perspectives. Northern Ireland has for example recently banned agency social work and offered permanent positions to social workers instead.
- 1.16 The Local Government Association is leading calls for sufficient funding to meet demand for Children's Social Care while the Independent Review identified a need for investment of an additional £2.6bn to deliver reform of the system.
- 1.17 The Council will continue to work on mitigating actions to reduce financial pressures as outlined in the departmental commentaries section of the report. Section 3 also includes some other potential income sources; savings and pressures that are not yet factored into the forecast as they are either not quantifiable or are not yet known, but they could have a significant bearing on the Council's financial position before 2023-24 year-end.
- 1.18 Apart from Children's Services, Bradford's service provision is relatively low cost compared to similar councils as outlined in the report, which means that there is reduced scope for further cost reductions without making significant cuts to services.

Action on costs, income, and reserves.

- 1.19 The Council has established a programme of work (the Pillars Programme) to help address in-year pressures, plan for the 2024/25 budget and help to deliver a pathway to financial sustainability. The Pillars programme is framed to address costs reductions, income, capital programmes, Childrens Trust, and financial management. The actions include:
- An effective freeze on non-essential recruitment.
 - Development of a business plan and mitigating actions for BCFT.
 - Reviewing use of agency staff, contractors and consultants
 - Increasing fees and charges to cover the costs of inflation and service provision.
 - Dialogue with health partners to agree additional health contributions to provision.
 - Spending controls stopping all non-essential spending for example on travel, conference attendance, catering etc.
 - Strengthening the balance sheet through reclamation of WYCA Transport Reserves
 - Ongoing review and re-allocation of reserves.
 - Reviewing the capital programme.
 - Working to assess opportunities for greater commercialisation.
 - Developing work to secure more external grant funding.
 - A comprehensive transformation programme including work on contracts and procurement, fleet, waste, depots, energy, SEND and High needs, traded services, locality-based working and a review of corporate working to eliminate duplication and increase efficiency.
 - Identifying surplus assets that could potentially be disposed of.
- 1.20 Further urgent action will be needed including the development of a robust improvement plan across all service areas, a support to BCFT to help them to drive down costs and deliver on their business plan; the disposal of land and property and new savings proposals for the 2024-25 budget that will require difficult decisions to be made.
- 1.21 While these ongoing and proposed measures are right and necessary under the current circumstances, they will nevertheless be insufficient to bridge the forecast funding gap for 2023-24 and beyond.
- 1.22 Should the Council be overspent at the end of the financial year then the use of reserves would be required to balance the budget. However, as set out at para 1.7 this could potentially see the Council effectively run out of usable reserves at the end of this financial year.
- 1.23 The Council (like many others) has been in ongoing dialogue for several months with the Department for Levelling Up Housing and Communities (DLUHC) and the Department for Education about its financial situation. The

Chartered Institute for Public Finance and Accountancy (CIPFA) has also undertaken a review of the Councils financial management arrangements including BCFT on behalf of DLUHC.

- 1.24 There are numerous precedents for the provision of government funding for Councils facing similar financial challenges for example, through the ‘Dedicated Schools Grant: Safety Valve’ funding which has supported a growing number of Councils. Surrey will receive c£100m of additional funding via its Safety Valve agreement. Others, such as Croydon have been permitted to undertake capitalisation enabling them to borrow to meet immediate financial pressures. Bradford has never received any such support from government as it has not previously had a deficit in this area.
- 1.25 Bradford faces a financial emergency resulting from a complex combination of factors and will need extraordinary support from Government in addition to urgent local action and difficult decisions if it is to achieve a balanced and sustainable position. This support may take the form of an application for capitalisation which would allow the Council to borrow to address its immediate challenges and allow time to secure a stable and sustainable future for council services and children’s social care.

2.0 Council Forecast Outturn of the revenue budget in 2023-24

	Gross Budget £ms	Net Budget £ms	Total Variance £ms
Adult Social Care	232.6	134.9	6.7
Children's Services excl BCFT* variance	390.7	27.2	2.5
Department of Place	147.3	69.3	6.0
Corporate Resources	211.4	57.9	3.8
Chief Executive including Public Health	61.6	6.0	-0.1
Non-Service Budgets	6.9	6.1	-0.8
General Fund	68.1	-21.2	5.0
Net Budget Funding	-48.5	-453.2	0
Total Council	1,070.1	0	23.0
BCFT*	181.7	172.9	45.2
Total Council and Trust	1251.8	0	68.2

*Bradford Childrens and Families Trust – See section 10 for details

- 2.1 The Council excluding the Trust is forecast to **overspend** the £453.2m net revenue budget by £23.0m by March 31st, 2024, based on forecasts using available information at the end of September 2023. The Trust is also forecast to overspend by £45.2m and this is detailed in section 10.
- 2.2 The main issues for the Council excluding the Trust are outlined below.

- A £6.7m forecast variance in the Adult Social Care department due to continued demand and cost pressures within both Learning Disabilities long term support and Older People services as outlined in section 4.
- A £2.5m forecast variance in Childrens Services (excluding Trust variances) due mainly to home to school transport because of increased demand for transport, and increased use of costly single occupancy taxi transport with escorts as outlined in section 5.
- A £6.0m forecast variance in the Department of Place due to the forecast underachievement of savings; income shortfalls across a range of services and additional casual staffing costs.
- A £3.8m forecast variance in Corporate Resources due mainly to underdelivered vacancy and abatement savings, and energy costs associated with the Councils estate. Wholesale energy costs are reducing, but the Council still has some costly forward bought energy contracts to fulfil in 2023-24.
- A £0.8m forecast underspend in Non-Service budgets associated with reduced added years pension costs for former employees. This cost reduces each year and will continue to reduce into the future. The reduction does not impact on pension entitlements.
- A £5.0m forecast overspend on the General Fund budget due to an expectation that the 2023-24 pay award will be higher than budgeted. (c6.3% vs 4% budgeted) costing c£6m, and the expected underachievement of a saving plan associated with prepaying the Councils pension contributions (£0.5m). The Council is also having to borrow more as a result of reduced cash balances following large scale reductions in reserves, and this has come at a time of higher interest rates. This is adding c£2m to financing costs. These are partly offset by £1m of contingency budget, and £2m from expected additional flexible use of capital receipts and additional capitalisation which is not yet assured.

- 2.3 The departmental commentaries in sections 4-8 provide additional detail on the above, and other smaller scale variances. The forecast Council overspend is a best estimate of the 2023-24 year-end position based on current trajectories, and the overspend hasn't happened yet.
- 2.4 Further mitigating actions will be worked on to reduce the forecast overspend between now and year end, but any year end variance would have to be covered by reserves which is likely to deplete them.
- 2.5 As a result of planned reserve use, and unplanned use of reserves to cover high inflation and significant variances in Childrens Services in 2022-23, the Council's non schools reserves reduced by £110m in 2022-23, with a further £48m reduction to balance the budget in 2023-24 approved by Budget Council. This will leave c£73m of non-Schools reserves going into the 2023-24 year and beyond which is an historic low.
- 2.6 The remaining c£73m of reserves are inclusive of Grant reserves for specific purposes (c£16.4m), £33m of currently earmarked reserves, and the £22m General Fund reserve that is the minimum amount of un-ringfenced reserves

that it is recommended to be held to fund unforeseen events. Any use of the General Fund reserve would however require it to be replenished for next financial year in line with recommended practice.

- 2.7 Plans are in place to seek to increase available reserve levels through actions including applying Minimum Revenue Provision policy changes and repatriating £12m of reserves held by WYCA (agreed and received). These could have a material impact on increasing reserve levels by c£35m which would provide some short-term flexibility.

Material Changes since last Quarter

- 3.1 The Council’s forecast overspend has increased by c£9.2m since Qtr 1 as outlined in the table below.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Dept of Place	2,145	6,037	3,892
Adult Social Care	4,340	6,674	2,333
Corporate Resources	1,687	3,761	2,074
General Fund	3,737	4,974	1,236
Childrens Services	2,086	2,467	381
Non Service	-765	-765	0
Chief Executive	559	-149	-709
Total	13,789	22,998	9,209

- 3.2 The main changes since Qtr 1 include.
 - A £3.9m increase in forecast overspend in the Department of Place to £6.0m due to.
 - A £3.7m adverse movement linked mainly to under delivery of the vacancy and abatement factor savings (£2.5m); undelivered savings of £1.2m.
 - A £1.0m adverse movement on Sports and Culture where previously planned mitigations are unlikely to be delivered.
 - A £0.6m adverse movement Planning Transportation Highways for Winter Maintenance.
 - A £0.8m favourable movement in forecasted staffing costs within Neighbourhoods & Community services and a reduction in the reported pressure in Street Cleansing and Park Depots.

- A £0.6m favourable movement in Waste due to a reduction in staffing costs across the whole service.
- The Adult Social Care forecast variance has increased by £2.3m to £6.7m from Qtr1. Long term support budgets across both Older People (£2.6m) and Learning Disabilities (£1.8m) have seen significant increases in both costs and demand in the second quarter of the year, which has been partly offset by new additional funding.
- The General Fund forecast variance has increased by £1.2m to £5.0m due mainly to increased Treasury Management costs resulting from higher interest rates and higher overall borrowing, with some offsets.
- Children's Services (excluding BCFT) forecast has increased by £0.4m to £2.5m from Qtr1, this is primarily due to a previous forecasting error on the PFI contracts.

Material issues not currently factored into the forecast.

- 3.3 The c£23.0m forecast variance does not include the following which could reduce the variance by year end.
- 3.4 The Council often receives a redistribution of the Business Rates National Levy Account Surplus. This is however dependent on whether there is a surplus or not, and typically notification isn't received until the final quarter of each year. In 2022-23 the Council received c£1.1m.
- 3.5 There is often a higher than budgeted redistribution from the Leeds City Region Business Rates pool. Again, this will not be known until later in the year. In 2022-23 the Council received an extra c£0.8m.
- 3.6 The Council received a £0.4m unbudgeted dividend from the Leeds City Region Revolving Investment Fund in 2022-23, a similar amount may be received in 2023-24, but this is not currently known. Further, Yorkshire Purchasing Organisation dividends have been lower than typical in recent years due in part to Covid. Now Covid has passed, dividends may return to pre pandemic levels.
- 3.7 Phase 4 of the reserves review is being undertaken to identify if any remaining reserves can be uncommitted, or grant reserves can be incurred on areas that would substitute for Council spending in line with grant conditions. This review has commenced but is not yet complete.

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

- 3.8 High inflation, and the impacts on cost of living are likely to have further negative impacts on demand for services and income levels.
- 3.9 Contained within the existing forecasts are savings plans and mitigation plans that are currently expected to be delivered. Should any of these not be delivered, the forecast overspend would increase.
- 3.10 There are costs that are planned to be covered by the flexible use of capital receipts where the Council can use capital receipts gained from the disposal of assets to cover qualifying revenue costs. Amounts are already factored into budgets, but so far, the level of capital receipts is c£2m lower than required.
- 3.11 The Council has been incurring costs associated with weak concrete (RAAC) in schools. It is currently hoped that these costs will be reimbursed by Government, but this is not yet assured.

Departmental Commentaries

Adult Social Care

- 4.1 Adult Social Care are forecast to overspend the £134.9m net expenditure budget by £6.7m.
- 4.2 The forecast overspend is mainly derived from continued demand and cost pressures within Learning Disabilities long term support, particularly from young people transitioning from the Children's Trust with high care and support needs.
- 4.3 The department had unachieved LD demand management savings carried forward from previous years of £11.989m. In recognition that the savings are behind schedule, an additional £5m budget has been provided through the 2023-24 budget process to alleviate some of the pressure, leaving an outstanding target of £6.9m for 2023-24. Work has commenced to reduce expenditure and additional budget has been re-directed to this area, therefore at this stage in the financial year it is forecast that £2.6m will be unachieved. The department is working hard to reduce this further through contract negotiations that do not affect the quality of life of people, with further full year effect expenditure reductions in 2024-25.
- 4.4 In September, Adult Social Care took part in a 3-day Peer Review which was undertaken by the Association of Directors of Adult Social Care (ADASS) and the feedback received was very positive about the service.

Older Peoples Services

- 4.5 Older Peoples Services are forecast to overspend the £52.5m net expenditure budget by £3m.
- 4.6 Older Peoples purchased care budgets are forecast to overspend the £31.4m net expenditure budget by £3.8m, this is a £2.9m increase from the Q1

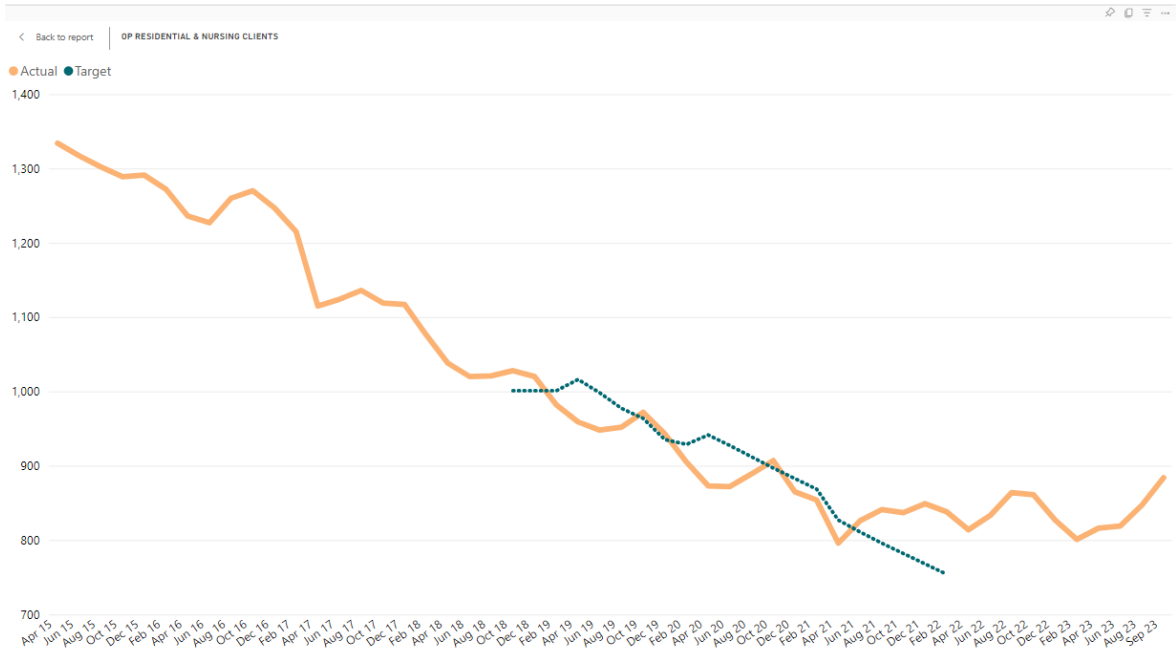
position, reflecting increased demand across both Residential and Nursing and home support. Within this £4.1m pressure, Home Support budgets are forecast to be £1.5m overspent by the year end driven by increased activity in the first half of the year; an additional 33,800 home care hours have been delivered in the first half of 2023/24, compared to the previous year.

	30.09.21	30.09.22	30.09.23
Older People Long Term Home Care Hours	614,673	628,933	662,718
Older People Short Term Enablement Hours*	32,766	53,175	57,284

4.7 Older People Residential and Nursing budgets are forecast to overspend the £12.9m net expenditure budget by £1.7m, an increase of £1.7m from Q1; this is primarily as a result of a backlog of contracts which were processed in August and September. Work is on-going to quantify any remaining backlog on the forecast and also to look at the process of capturing outstanding contracts for revenue monitoring. The department has seen significant reductions in the use of costly residential and nursing placements, from 1,403 in 2016 to 884 as at September 2023. However, the second half of 2022/23 saw an increase in placement activity, which has continued into 2023/24 resulting in the reported budget pressure, suggesting that there is now reduced scope for even further reductions. Within the £1.7m overspend is a c£0.5m pressure relating to Discharge to Assess Residential beds, purchased from the independent sector, to assist in timely discharge from hospital.

	30.09.21	30.09.22	30.09.23
Total Older People Residential and Nursing Clients	841	881	884

4.8 Although Adults Social Care are starting to see some growth in residential and nursing care client numbers, it should be noted that the service transformation away from residential and nursing care and towards community services has been very successful. Back in April 2015 for example there was 1,334 clients in these types of care settings.



4.9 Non-Residential income is forecasting a £0.5m pressure, due to a higher number of credit notes processed than expected at this stage in the financial year.

4.10 Physical Disabilities is also forecast to overspend the £5.6m net expenditure budget by £0.2m, a favourable movement of £0.2m from Q1 due to a reduction in activity.

4.11 The above forecast financial pressures are being supported by a £1m underspend as a result of the closure of Woodward Court Residential Home. This underspend is non-recurrent as it will be required to fund the revenue costs of the recently approved Saltaire Residential Scheme.

Mitigation Actions to reduce the overspend.

- 4.12 Older Peoples Services will pursue the following actions to reduce the forecast overspend.
- Additional capacity in the BEST service will result in increased outcomes for people, which should reduce the long-term costs on home support.
 - Increase reviewing capacity across the service.
 - Seek additional income from health towards the Councils in-house residential homes. £1.45m has been agreed for 2023/24.

Adults with Disabilities

4.13 Adults with Disabilities is forecast to overspend the £72.6m net expenditure budget by £9.5m, a £2.1m forecast increase from quarter 1. The overspend is primarily within Learning Disabilities purchased care, which is forecast to

overspend the £55m net expenditure budget by £8.8m. The service has a recurrent pressure on long term care budgets but is also experiencing additional pressure as a result of people transitioning from the Children's Trust with complex needs and high-cost packages. The service also has a £2.6m pressure as a result of previous years unachieved demand management savings. The £1.8m increase from Q1, includes £0.8m of backdated payments relating to several high-cost packages, in addition to in-year demand pressures.

- 4.14 The service also has a £1.5m forecast pressure on staffing budgets, some of which has been funded by reserves in previous years. £0.4m of the overspend relates to the new Emergency Duty Team service; previously EDT was managed by Children's Services and following the creation of the Children's Trust a new service has been established for Adult Services, without the associated funding.
- 4.15 The above pressures are partially offset by a £0.8m underspend within Mental Health purchased care budgets as a result of reduced activity across both Residential and Nursing and community care services.

Mitigations to reduce the forecast variance.

- 4.16 Adults with Disabilities will pursue the following actions to reduce the forecast overspend.
- Work is underway on transforming the remaining Residential and Nursing block contracts and re-commissioning the Respite residential contract.
 - As the new EDT service is established, the service is looking at potential options to reduce expenditure going forward.
 - Reviewing Transport arrangements to ensure all expenditure is appropriately recharged for health funded clients.

People Commissioning and Integration

- 4.17 People Commissioning and Integration is forecast to balance the £13.6m budget, a favourable movement of £0.2m from Q2. The service has a £0.3m pressure as a result of the new People, Commissioning and Contracting function established to support Children's Services, including the Children's Trust. Although initially a cost pressure, this investment in staffing will enable future efficiencies and savings to be delivered. This pressure is currently being offset by non-recurrent staffing underspends elsewhere with the service.

Strategic Director

- 4.18 The Strategic Director budget area is reflecting a £6m underspend, which is partially offsetting the reported pressures across the department. This £6m contribution is a result of an additional £1.45m income contribution from the ICB towards the cost of Intermediate care services provided by the Council, £3.493m of Market Sustainability and Improvement Fund, (as per the grant conditions this will be used to increase fees to providers and to support reduced waiting times by contributing to additional unbudgeted demand and staffing pressures) and a further 0.3m of forecast underspends, linked to maximising grant income. Also included is a further £0.7m mitigation, following the decision to mothball Thompson Court Residential home from October 23.
- 4.19 The department has been allocated £2.2m of the vacancy review and abatement factor saving. At this stage in the financial year, it is forecast that action will be taken to achieve this saving in full.

Children's Services – excluding the Trust.

- 5.1 Children's Services, are forecast to overspend the £27.2m net expenditure budget by £2.5m. This is an increase of £0.4m from the Qtr 1 position. This position does not however include any year end overspend associated with the Bradford Children's & Families Trust.
- 5.2 The overspend is nearly all due to Taxi Transport where numbers of children transported are increasing, and there is an expected increase in service usage of around 200 children from September. There has also been a rise in exclusions being transported to Out of Area provisions which is more expensive.
- 5.3 The forecast at Qtr 2 also assumes that the £0.9m vacancy and abatement factor will be unachieved.

Mitigating Actions

- 5.4 The Home to School transport service is continually reviewing transport arrangements to reduce the need to use single use taxis where this is possible and appropriate.
- 5.5 Children's Services are also seeking to increase income generation to help mitigated demand led variances.

Department of Place

- 6.1 The Department of Place is forecast to overspend the £69.3m net expenditure budget by £6.0m.

Strategic Director

- 6.2 The department has been allocated £3.5m of the vacancy review and abatement factor saving. There are however significant risks associated with it. £2.5m of the £3.5m has been included in the overspend variance as it is highly unlikely that this will be met.

Neighbourhood and Customer Services

- 6.3 The Service is forecast to overspend the £12.2m net expenditure budget by £0.4m. The service overspend is largely due to a loss of income within Uniformed services (£0.6m) and a structural pressure in Street cleansing and Parks Depots (£0.2m) netted off with underspends in Neighbourhood Service and AD N&CS of £0.4m.
- 6.4 Uniformed services are reporting a reduction in income received in Bus Lane fines due to the introduction of pedestrianised zones and the clear separation of vehicles within the city centre.

Economy & Development Services

- 6.5 Economy & Development Services are forecasting a £0.6m pressure against a net budget of £6.1m.
- 6.6 Client Services are currently forecasting an underspend of £0.3m against their net budget of £1.7m due to the ability to capitalise a number of staff. The service is also carrying a number of vacancies especially within the school-crossings patrol team in which staff retention is continuing to be a challenge.
- 6.7 Markets are forecasting a £0.9m underachievement of income against their £1.1m net income budget due to £0.6m of pressure from current occupants leaving and the inability to fill the spaces, predominantly in Oastler interior / exterior and Kirkgate markets & £0.3m from the estimated costs of facilities management works and utilities charges.

Planning, Transportation & Highways

- 6.8 Planning Transportation & Highways are forecasting a £1.2m pressure against a net budget of £19.5m. This is mainly due to an under recovery in Planning Fees, Land Charges income, increases in Street Lighting Borrowing Costs and previous Winter Maintenance performance.
- 6.9 Transportation & Highways are forecasted to overspend by £0.7m. There is a pressure of £0.6m in Street Lighting energy due to an increase in the corporate cost of prudential borrowing. As we enter the Winter Maintenance season it is prudent to forecast a pressure of £0.6m based on previous year's performance

activity. Costs are partially mitigated due to professional fees recovered in Transportation Development as a result of a significant capital programme including Transforming Cities, West Yorkshire Transport Fund and City Region Sustainable Transport Schemes.

- 6.10 Planning & Transport Strategy is forecasted to balance its £2.1m net budget.
- 6.11 Development Management are forecasted to overspend by £0.5m against a net budget £0.4m. This is due to under recovery of Planning Fees as a result in a decreasing number of planning applications and low numbers of major applications. This is following the trend nationally where applications are down 13% from the previous year. There is also a pressure in Land Charges income of £0.14m. This is partially offset by staffing vacancies within the Service.

Sport & Culture

- 6.12 Sports & Culture are forecasting a £2.1m pressure against a net budget of £4.8m. The main pressures include.
- 6.13 A £0.6m forecast overspend in Sports Facilities due mainly to the additional cost of casual staff required to support the service.
- 6.14 A £0.3m pressure in Theatres due to the reduced number of lower number of shows during 2023-24 when compared to 2022-23.
- 6.15 A £0.3m pressure in Woodlands, due to an increase in the level of non-discretionary work needing to be undertaken for Ash Dieback.
- 6.16 Savings of £1.1m from 2020/21 which had been included as mitigation has now been included in the forecast.
- £0.5m – Museum's deferred 2020/21 savings
 - £0.4m - Library's deferred 2020/21 savings
 - £0.1m – Sports Facilities Casual Staff savings

Clean Air Plan

- 6.17 The Clean Air Programme is forecasting a balanced budget at year end, against its net budget of -£0.1m. All service costs for 2023-24 (c£2.5m) will be covered through a combination of funds held in a ring-fenced reserve and Clean Air Zone revenue.

Waste, Fleet & Transport

- 6.18 The Waste, Fleet & Transport service is forecast to underspend the £32.7m net budget by £2.2m, comprised of a £2.0m underspend in waste services, £0.2m in Environmental Health (transferred to WF&T, during Qtr 2 as a result of a recent corporate restructure).

- 6.19 The £2.0m forecast underspend in Waste Disposal is due to £1.5m underspend on disposal costs, despite an increase in waste contractor costs there has been a significant decrease in waste tonnage. The current average tonnage disposal tonnage is 2,762 tonnes per week, which is a significant reduction from the 3,051 tonnes in 2021-22. Kerbside Waste & Recycling collection is forecasting an underspend of £0.5m which is mainly due to a reduction in maintenance costs and the introduction of charges for additional recycling.
- 6.20 Admin & Depots has successfully run a pilot to reduce two waste collection rounds. Full implementation will take place in the second half of the year which means that part year savings will be achieved and will reduce the current overspend of £0.3m.

Corporate Resources

- 7.1 Corporate Resources are forecast to overspend the £54.4m net budget by £3.76m, up from £1.7m at Qtr 1 subsequent to a review of mitigations which had been flagged as at risk previously. The significant reductions in these mitigations mainly relate to vacancy abatement, down £0.9m, and the reduced scope to make savings in non-employee costs to offset both the pressure on resulting from a reduction in Estates rent roll income, £0.65m and in District Elections costs, £0.3m. This overspend contains the impact of ongoing extraordinary inflationary impacts relating to utilities costs for Council buildings.
- 7.2 The forecast for employee's expenditure includes the shortfall of £0.9m against the original budgeted for savings figure of £3.26m. This is on the basis that £1.18m has been achieved and that a further £1.16m can be achieved via ongoing and further actions in respect of vacancy control and abatement.
- 7.3 It also assumes that within Revenues & Benefits the impact of re-grading can be managed within existing budget. In total the value of required mitigating savings to achieve this forecast position stands at £1.57m, down from £3.85m, of which £1.16m, as noted above, relates to vacancy abatement. While still at risk, these are expected to be deliverable over the remainder of the financial year.
- 7.4 In respect of utilities, the forecast overspend remains at £1.8m. Additional peak price costs during 2023-24 were initially anticipated to be funded from a dedicated reserve. However, this is currently shown directly as an in-year service overspend. This assumes the drop in usage levels achieved over spring/summer is maintained over autumn/winter.
- 7.5 The cost of utilities in 23-24 is after the end of the price cap. The expectation is that by 2024-25 prices and costs will return to a level below the base 23-24 budget, after allowing for normal inflationary pressures. Current estimates are

based on forecast prices from April 23 now the price cap has been replaced with a discount scheme and YPO reported levels for pre-purchased gas & electric. However, this is still a best estimate as the eventual cost will depend on several factors, including the relative increase in standing charges compared to unit rates, the purchase prices to be paid by Yorkshire Purchasing Organisation (YPO) for later tranches, and usage levels, especially over the winter period.

- 7.6 Additionally, the impact of high food price inflation is still affecting the school catering service in year. This has been, and will be, partially mitigated by changes to menus, and a re-pricing on contracts for the academic year 2023-24. Overall, there is expected to be a cost pressure on catering services of £0.6m, reduced by £0.2m by other mitigating one off savings.
- 7.7 Excluding the extraordinary inflationary impacts and the vacancy abatement budgeted for saving, the Department would be forecasting a broadly balanced position. Underspends in Revenues & Benefits, HR and ICT are expected to offset overspends within Estates (rental income), Catering (Traded) and Democratic services (Elections costs). ICT forecast is allowing for pressures (increased staffing levels, data & licensing costs) being managed down via a combination of offsetting savings and a reduction in agency. It should be noted that the Revenues & Benefits forecast position allows for a pressure from an increase in unsubsidised Housing Benefit and assumes that revised court costs fees put in place for 2023-24 bring income levels back in line with budget.
- 7.8 These forecasts also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as ICT (£0.4m), rental income within Estates (£0.5m) and City Centre Catering (£0.1m). ICT Education trading service and City Centre Catering have been subject to review. Estates rent roll is likely to remain a substantial pressure, due to economic conditions, both for 2023-24 and beyond. ISG forecast for 2023-24 is for breakeven, compared to budget, from a previously forecast overspend, as sales levels have risen year on year. However, it should be noted that costs have also risen significantly due to inflationary pressures, and it has not always been possible to immediately recoup these by re-pricing existing contracts.

General Fund & Non-Service

- 8.1 The General Fund and Non-Service budget areas that provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to overspend by £5.0m. This results mainly from the following.
- 8.2 A c£6m forecast overspend on the 2023-24 pay award (c6.3% vs 4% budgeted). The employer offer is currently £1,925 for all staff below a PO6 paygrade, and 3.5% for all staff above. The aggregate cost of this would be c£6m more than the 4% budgeted pay increase across all pay bands.
- 8.3 A £0.5m under delivery of a budget savings plan associated with prepaying employee pension contributions to the West Yorkshire Pension Fund, as the

Council doesn't have available cashflow to enable this without additional borrowing which would negate the benefit.

- 8.4 A c£2.1m forecast overspend on Treasury Management costs. The Council is having to borrow more than previously, and this comes at a time of higher interest rates.

These are partly offset by.

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

£1.0m Corporate Contingency

£0.8m from a lower than budgeted cost of pension costs associated with former employees due to lower numbers. No former employees' pension entitlements are affected.

Recently received information in relation to capital receipts indicates that the Council will struggle to generate the level of capital receipts required to pay for additional capital receipts flexibilities.

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

Budget Savings Tracker

- 9.1 The combined budget savings of £29.5m in 2023-24 brings the total savings the Council has had to approve following the 2010 Comprehensive Spending Review (CSR) to c£350m.
- 9.2 The 2023-24 budget includes £29.5m of new budget reductions, however £8.0m of prior year underachieved savings have carried forward into 2023-24, meaning that £37.5m of savings are budgeted to be delivered in 2023-24. This excludes £6m that relates to BCFT and is included within the Trusts forecasts.
- 9.3 In tracking progress made against each individual saving proposal, £25.4m of the £37.5m of Council savings is forecast to be delivered, leaving £12.1m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/23	2023/24 New Savings	Total Savings 2023/24	Forecast Variance 2023/24 at Qtr 1	Forecast Variance 2023/24 at Qtr 1
Adult Social Care & Public H	7.0	1.3	8.2	2.6	2.6
Children's Services exc BCFT Place	0.0	0.5	0.5	0.0	0.0
Corporate Resources	1.0	5.7	6.7	1.0	3.7
General Fund	0.0	0.7	0.7	0.0	0.0
Cross Cutting	0.0	11.8	11.8	0.5	0.5
	0.0	10.0	10.0	0.0	5.3

Total	8.0	30.0	38.0	4.0	12.1
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9.4 The savings that have to be delivered this year are significantly higher than prior years. Many of the savings are expected to be delivered in full however there are still risks associated with some, and currently £12.1m is not expected to be delivered as planned.

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9
2020/21	6.5
2021/22	10.9
2022/23	13.3
2023/24 Forecast	12.1

9.5 The main forecast underachieved savings are £2.6m of underachieved Learning Disability Demand Management savings in Adult Social Care. There has however been good progress, and the department are confident that further improvements will be delivered in future periods.

9.6 The £3.7m forecast underachievement in the Department of Place is mainly due to delayed implementation of savings plans which has resulted in a part year effect for 2023-24. The £3m saving associated with the Clean Air Zone is forecast to be underachieved by £1.4m due to qualifying expenditure. Museums and Libraries savings of £0.9m are also forecast to be underachieved and work continues to consider opportunities to diversify of funding sources.

9.7 The £0.5m forecast underachievement in the General Fund is due to the underachievement of a plan to save £0.5m by prepaying employer pension contributions to the West Yorkshire Pension Fund as the Council doesn't have the necessary cash balances to do this without further borrowing. To do so would result in additional costs of borrowing and would largely negate the financial benefit.

9.8 The £5.3m forecast underachievement in Cross Cutting is linked to the forecast under delivery of the £10m Vacancy & Abatement Factor saving. Significant effort has been put into place to cleanse structures of vacant posts, and an effective vacancy freeze has been put in place for non-statutory/ essential posts. Agency staff, Overtime and other staffing related costs are also being reviewed and reduced, and this could have some further impact between now and year end.

Bradford Children’s & Families Trust

- 10.1 Like Councils across the country, Bradford, has seen increasing caseloads, more children entering care creating subsequent pressure on staffing levels with a need to employ agency staff, and high numbers of very complex cases. These factors, alongside dysfunctional market conditions for residential care and the need to drive improvements locally have led to increasing pressure on the Children’s Social Care budget and required new investment to be made to keep pace.
- 10.2 Following an Ofsted "Inadequate" rating for Children’s Social Care services in September 2018, Bradford’s Children’s Social Care had a government appointed advisor followed by a government appointed commissioner in place since 2021 to lead Children’s Social Care improvement.
- 10.3 Since 1st April 2023 Children’s Social Care provision has been provided by the Bradford Children’s and Families Trust following a directive from the then Secretary of State Nadhim Zahawi and the Department for Education (DfE) that this would be the most appropriate vehicle to drive improvement. The Council has made significant additional investment to secure those improvements both prior to, and in preparation for the formation of the Trust.
- 10.4 Overall, the gross expenditure (the total amount spent before deducting income from non-Council sources) for Childrens Social Care provision in Bradford increased by over £100m per year between 2018-19 and 2022-23, and it is forecast by the Trust to increase by a further c£56m to £242.8m in 2023-24. For comparison, the total amount raised from Council Tax is £233m.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 per BCFT forecast
	Actuals £ms	Actuals £ms	Actuals £ms	Actuals £ms	Actuals £ms	
Gross Expenditure	83.9	99.5	114.7	139.5	186.8	242.8*
Income	-7.6	-12.5	-28.4	-31.5	-14.0	
Total	76.3	87.0	86.3	108.0	172.7	
Non-Service Managed costs	3.7	5.3	6.0	11.6	8.6	
Total incl Non-Managed costs	80.0	92.3	92.3	119.6	181.3	

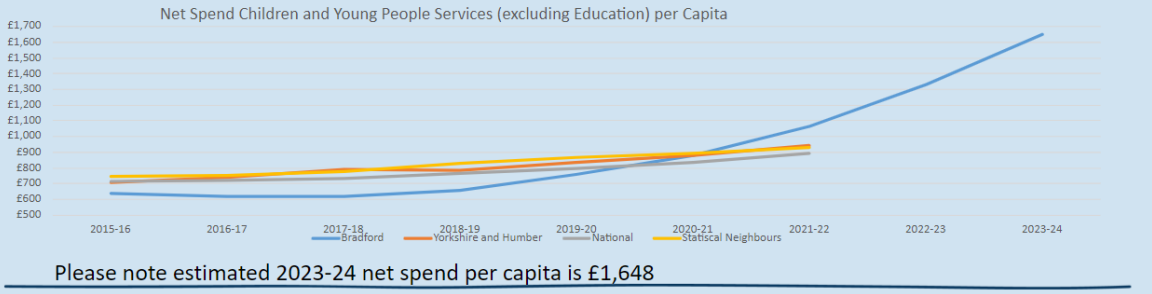
*Includes£10.8m funded by one off DfE grant. Excludes SLAs.

- 10.5 The considerable increase in expenditure has resulted in benchmark spend per head of children population going from low to very high over recent years and is now significantly higher than other similar benchmark Councils.

Net Spend on Children and Young People Service per Capita

As a result of high Agency staff costs, and the growth in Child Looked After placements (particularly Residential Care placements), net spend on Children and Young People per capita, has grown significantly in recent years.

Local Authorities	16-17	17-18	18-19	19-20	20-21	21-22	% Growth 16-17 to 21-22	Estimated 22-23	Estimated 23-24
Bradford	£619	£621	£659	£756	£877	£1,067	72.4%	£1,335	£1,648
Yorkshire and Humber	£742	£753	£785	£832	£875	£946	27.5%		
National	£718	£735	£762	£794	£834	£895	24.7%		
Statistical Neighbours	£752	£776	£829	£867	£887	£928	24.6%		



- 10.6 Indicatively, based on the c142,000 children in the district, if Bradford’s net spend on Children and Young people per child in 2021-22 (£1,067) were at the same level as Statistical Neighbours in 2021-22 (£928), the Council would have spent c£20m less per year.
- 10.7 Benchmark data from other Councils for 2022-23 (published in December 2023) and 2023-24 is not yet available, but given the rapid growth in both spend and spend per child in Bradford in 2022-23 (£1,335) and 2023-24 (£1,648) per the Trusts Qtr 2 forecast, this excess spend in comparison to benchmarks is now likely to be significantly greater than £20m.
- 10.8 With the active engagement of the DfE, and agreement between the Council and the Trust Board, a contract price for Childrens Social Care services of £170.3 was agreed, and the DfE also provided £10.8m of one-off grant to help the Trust pay for additional running costs and transformation capacity, giving a net total of £181m.
- 10.9 The contract sum provided is in keeping with independent analysis undertaken by Childrens Social Care specialists Newton that identified an ongoing budget requirement for a district the size of Bradford to be between c£150m for an above average performing service and up to c£177m for a worse than average Childrens Social Care service is reasonable for a service operating in a steady state context, with a mid-point of £163.5m. The model does not take account of the specific trajectory, trends or momentum of spend that a local authority might be expecting.
- 10.10 Against the £181m budget the Trust is now forecasting that they will overspend by £45m in 2023-24 due mainly to agency staffing levels, and residential care placements that are significantly above budgeted values and significantly higher than benchmarks as detailed in the sections below.

10.11 The £45.2m variance is mainly due to.

- A £10m forecast overspend on staffing budgets.
- a £26.4m forecast overspend on Placement costs.
- a £3.6m underachievement of income,
- a £3m overspend on Childrens with Disability due mainly to Home Support, and a
- a £2.4m overspend on Section 17 Additional Support to Alternative placements.

These are detailed in the following sections.

Staffing.

10.12 A £10m variance on the staffing 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.

10.13 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, £20.1m in 2021-22 and £28.5m in 2022-23) and are currently forecast at £30m for 2023-24.

10.14 The movement in agency social workers is shown below. When the contract model was being developed in December 2022, a number of actions were planned to reduce the number of agency Social Workers including the recruitment of International Social Workers and trainee social workers (AYSEs), and hence the number of Social Workers was planned to reduce to 201 by contract start date, with further reductions as additional International Social Workers and AYSEs were recruited and took on increasing caseloads.

10.15 The table below shows demonstrates however that at contract start date (1st April 2023) there were 52 more Level 2 and 3 agency Social Workers than had been assumed in the contract model, and that agency staff numbers have continued to rise, rather than fall as planned.

Month	Apr 20	Apr 21	Mar 22	Sep 22	Dec 22	Mar 23	June 23	Sept 23	Mar 24 foreca st
Number of Agency L2/L3 Social Workers	129	170	164	204	233	254	250	256	235*
Contract Model						201	146	139	145
Difference						53	104	117	90

10.16 The contract value also included amounts for other agency staff as outlined below. In short there were a total of 90 extra agency staff at contract commencement than had been included in the contract model. Planned reductions were also included in the contract model, and they have not come to pass to the planned extent.

Working Assumption – Agency Staff

Role	Contract Model					Actuals	Actuals (Q1)	Actuals (Q2)	Assumption to	Forecast
	31.03.23	30.06.23	30.09.23	31.12.23	31.03.24	31.03.23	30.06.23	31.08.23	31.03.24	31.03.24
Service Managers/Other Manager roles	13	9	6	3	1	18	16	14		14
Team Managers	27	20	17	13	10	39	40	42		42
Child Protection Co-ordinator/IRO	3	0	0	0	0	6	2	2		2
Practice Supervisor	14	11	8	5	1	21	19	17		17
L2/L3 Social Worker	201	146	139	143	146	254	250	256	-21	235
Other Roles (Court Consultant etc)	5	3	2	1	1	6	6	7	-2	5
Subtotal Agency Social Work Roles	263	188	172	165	159	344	333	338	-23	315
Assistant Director	1	1	0	0	0	2	1	0		0
Head of Service	1	1	1	0	0	0	1	2		2
Support Workers/CRW/PA	25	18	15	12	10	31	30	28		28
Residential Practitioner	5	5	0	0	0	6	2	3		3
BSO/Minutetaker	10	5	0	0	0	12	9	6		6
Subtotal Other Agency Children Social Care Roles	42	30	16	12	10	51	43	39	0	39
Subtotal Children Social Care Agency Staff	305	218	188	177	169	395	376	377	-23	354

- 10.17 The table below demonstrates that although significant effort was being made to recruit new Social Workers, the numbers of leavers exceeded the numbers of new starters both in 2021-22 and 2022-23. As a result of a recruitment drive to appoint Assessed and Supported Year in Employment (ASYE) newly qualified Social Workers and International Social Workers prior to the Trust formation, a number of these have now been appointed, and overall, there has been more new Social Worker starters than leavers since the formation of the Trust.

Social Worker Starters and Leavers												
Description	2021/22 Total	Apr-Jun 22	Jul - Sept 22	Oct - Dec 22	Jan - Mar 23	2022/23 Total	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Total to Aug 23
Starter	43	12	20	3	24	59	7	4	17	8	1	37
Leaver	64	15	22	19	13	69	8	2	2	5	1	18
Net	-21	-3	-2	-16	11	-10	-1	2	15	3	0	19

- 10.18 The table below shows that although there had been some progress in increasing the numbers of permanent Social Workers up to September 2021 the numbers then reduced to December 2022, and have since increased following a number of new appointments, and this is planned to continue in the coming months.

	Apr 21	Sept 21	Apr 22	Sep 22	Dec 22	Mar 23	Jun 23	Aug 23
No of Permanent Social Workers	293	303	283	281	265	276	292	295

- 10.19 Benchmarking data demonstrates that the percentage of agency Social Work staff in Bradford has increased significantly over the past 4 years and is significantly higher than comparators.

Agency staff as % of Social

Work Workforce	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Bradford	4	3	4	4	12	30	34	39	46	47
Yorkshire and Humber	8	6	9	8	8	10	11	13	16	
National	15	16	16	16	15	16	15	16	18	
Statistical Neighbours	17	15	17	16	15	16	16	18	19	

West Yorkshire

Bradford	4	3	4	4	12	30	34	39	46	47
Calderdale	7	3	0	5	2	7	3	9	14	
Kirklees	4	3	26	18	6	2	0	0	0	
Leeds	8	4	4	1	1	1	0	0	3	
Wakefield	19	-	9	6	29	32	22	14	14	

10.20 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.

10.21 The recently received 3-year business plan from the Childrens Trust also identified the need to reduce reliance on agency staff, with reductions in agency staff as a % of all Social Work roles to 20% of the workforce by March 2026.

Placements

10.22 Adverse budget variances 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.

10.23 Residential placements are costing on average close to £312k per year per child each, and the average cost of a placement has risen dramatically from c£3,600 per week per child in 2020-21 to £5,998 in 2023-24. A recent Competition and Markets Authority report has found the purchased placements market to be dysfunctional and subject to profiteering by suppliers.

10.24 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	Aug 23-24 per BCFT	Avg Cost per week	Avg Cost per week

								2022-23	2023-24
Placed with Parents	117	129	150	162	166	171	138	£0	£0
Placed for Adoption	25	26	24	35	52	31	32	£0	£0
Friends and Families	235	301	357	372	394	405	419	£354	£371
Foster Parents	371	354	368	393	375	390	354	£546	£599
Fostering Agencies	57	88	131	164	191	274	297	£950	£909
Residential Care (Internal)	51	45	51	45	38	26	24	£4,472	
Residential Care (External)	42	42	60	70	105	169	196	£5,086	£5,998
Other*	62	68	90	107	125	120	134	£1,951	£1,809
Sub Total (Number of Children Looked After)	960	1,053	1,231	1,349	1,446	1,586	1,594		
Residence Orders	46	40	37	33	30	29	27	£164	£168
Adoption Orders	247	239	237	226	214	204	203	£168	£186
Special Guardianship Orders	320	338	364	435	473	523	534	£164	£184
Sub Total (Chd in Permanent Arrangements)	613	617	638	694	717	756	764		
Total Children Receiving Support	1,573	1,670	1,869	2,043	2,163	2,342	2,358		

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

- 10.25 The table below outlines how the monthly placement numbers compared to those included in the contract model. At contract start date, the numbers of placements were similar to the total numbers that had been assumed at that point (2,342 actual vs 2,328 per the contract model).
- 10.26 Although the actual numbers were slightly higher than the contract model, it should be noted that the actual numbers included significantly higher numbers of children placed with parents that have a £0 placement cost. (171 actual vs 99 in the contract model).
- 10.27 As the numbers of children in expensive residential care placements was already so much higher than benchmarks in 2022-23, reviews of costly placements; improvements in Social Care practice, and investment into Internal Residential Care were planned to reduce placement numbers (especially costly External Residential Care) in the contract model. Instead of reducing however, these placements have continued to grow to their highest ever level. The pace of growth in internal sufficiency has not happened as assumed. The work now progressing through the multi-agency Sufficiency Board will increase the placement types we need over time. Phase 1 and Phase 2 of the Residential Homes strategy was agreed in July.

Placement Numbers – 31st August vs Budget Models

Type of Placements	Actual						£170m Model						Contract	Current
	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Average	Average Cost	Average Cost
Placed with Parents	171	162	174	163	150	138	99	99	99	99	99	99		
Placed for Adoption	31	31	30	29	29	32	43	45	45	44	44	44		
Friends and Families	405	393	397	413	424	419	444	453	449	444	440	447	£380.20	£371.23
Foster Carers (Internal)	390	388	377	367	362	354	391	394	396	400	396	393	£557.41	£599.62
Fostering Agencies (Ext)	274	280	281	288	293	297	245	247	241	236	230	258	£930.90	£908.88
Residential Care (Internal)	26	26	24	25	25	24	30	35	40	44	53	41		
Residential Care (Ext)	169	170	179	187	192	196	174	147	141	134	128	145	£5,429.07	£5,997.81
Supported Accommodation	109	114	116	115	121	120	123	124	122	120	118	122	£1,809.57	£1,809.57
Other *	11	15	17	13	15	14	8	8	8	9	9	8		
Subtotal	1586	1579	1595	1600	1611	1594	1557	1552	1541	1530	1517	1557		
Child Arrangement Order	29	29	29	29	29	27	26	26	26	26	26	26	£163.25	£167.58
Adoption Order	204	211	209	209	209	203	222	222	222	222	222	222	£168.62	£186.20
Special Guardian Order	523	538	552	559	555	534	523	526	530	535	539	533	£163.25	£183.54
Subtotal	756	778	790	797	793	764	771	774	778	783	787	781		
Overall Total	2,342	2,357	2,385	2,397	2,404	2,358	2,328	2,326	2,319	2,313	2,304	2,304		

10.28 When individual residential placements cost on average close to £6,000 per week (£312,000 per year), growth in these types of placement results in very significant financial pressures.

10.29 The average cost per week of an external residential care placement has increased very significantly in recent years as outlined below.

2019-20	2020-21	2021-22	2022-23	2023-24 per Contract	2023-24 per Trust Qtr 2 forecast
£3,326	£3,600	£4,800	£5,086	£5,429	£5,997

10.30 This is due in part to the complexity of cases, however also across the period, the Ofsted inspection regime has rightly been increasingly challenging, and the use of larger homes with a lower cost per week when full was not providing the ability to match children to appropriate settings resulting in an increased number of empty beds.

10.31 Consequently, smaller units with a more family environment has been the direction of travel across the sector, but this inevitably results in increased residential placement cost levels – for example, many more employees are required to staff 3 x 2 bed units than 1 x 6 bed units.

10.32 Since last year, over 16 provision has also been bought into the regulated sector with the resulting increased registration/ regulation impacting on supply in the market and additional costs for suppliers. Though this results in

improved practice, the additional cost has fallen to Councils without the provision of an associated increase in funding.

10.33 Further, as a result of supply shortages and increased demand, the scope for external providers to increase prices has increased, leading the Competition and Markets authority to identify profiteering in the sector.

10.34 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 very high number in comparison to other Councils, and growth in numbers has been significantly higher than other comparators.

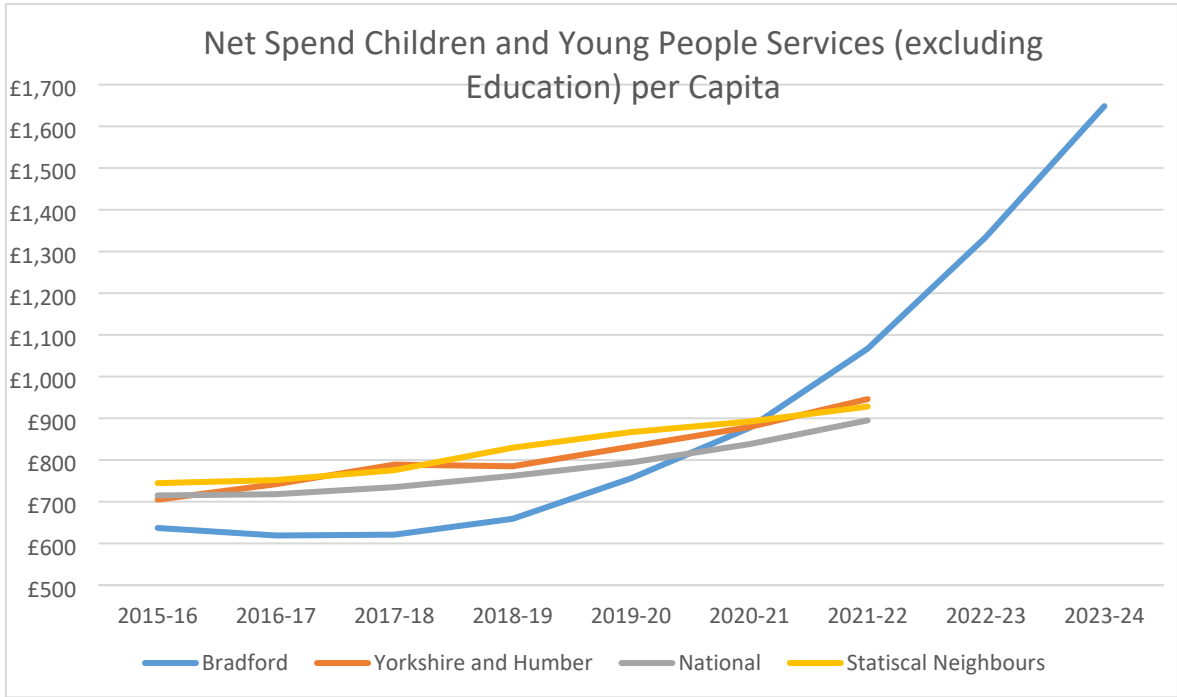
	2016	2017	2018	2019	2020	2021	2022	% Growth	Mar 2023	Aug 23
Bradford	61	66	70	82	87	94	103	69%	113	114
Yorks and Humber Avg	63	67	71	74	77	78	81	29%		
Statistical Neighbour Avg	84	87	84	87	88	90	89	6%		
National Avg	60	62	64	65	67	67	70	17%		

10.35 Bradford is also spending highly disproportionate amounts (likely more than double) on high-cost placements like Residential Care in comparison to alike councils as outlined in the table below. The table demonstrates very significant growth in costs since 2020-21, and further very high increases in 2023-24 so far.

Local Authorities – Spend per head of Child Population on Residential Care	16-17	17-18	18-19	19-20	20-21	21-22	% Increase 15-16 to 21-22	22-23
Bradford	£111	£105	£114	£145	£181	£236	120.6%	£380
Yorkshire and Humber	£100	£112	£120	£126	£139	£163	69.8%	
National	£96	£111	£117	£126	£142	£159	78.7%	
Statistical Neighbours	£108	£120	£134	£158	£157	£163	59.8%	

10.36 Indicatively, when applied to the c142,000 child population, Bradford is currently spending c£10m more than Statistical neighbour’s pro rata to size on Residential Care provision in 2021-22, and as a result of the very significant increase since then, it is likely to be spending significantly more than benchmarks now.

10.37 As a result of high agency staff costs, and the growth in Child Looked After placements (particularly Residential Care 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	17-18	18-19	19-20	20-21	21-22	% Growth 16-17 to 21-22	22-23	23-24 forecast
Bradford	£621	£659	£756	£877	£1,067	72.4%	£1,335	£1,648
Yorkshire and Humber	£753	£785	£832	£875	£946	27.5%		
National	£735	£762	£794	£834	£895	24.7%		
Statistical Neighbours	£776	£829	£867	£887	£928	24.6%		

10.38 Indicatively, if Bradford’s net spend on Children and Young people per capita were at the same level as Statistical Neighbours in 2021-22, the Council would have spent c£20m less per year. Given the rapid growth in spend in Bradford in 2022-23 and 2023-24 this excess spend in comparison to benchmarks is now likely to be significantly greater.

10.39 This also demonstrates that the current scale of spend in Bradford is not inevitable and should be reduced again in time as is planned by the Trust.

Children with Disability Service

10.40 The Children with Disability Service also has a forecast variance on the direct payment/home support budget of £2m.

Section 17

10.41 The Section 17 preventative assistance budget had a variance of £2.4m due to growth in alternative placements costs.

Income

10.43 The Trust is also forecast to underachieve the income budget by £3.6m. This is due mainly to a forecast £3.6m underachievement of the £6m budgeted Continuing Health Care contributions from Health partners. This budget was established in 2023/24. A joint working protocol has been agreed with health partners to seek to secure appropriate contributions.

Trust Mitigations

10.44 During the first six months of operation, BCFT have worked to understand the reasons for the scale of the continuing budget pressures and developed a comprehensive financial mitigations plan which is fully linked to the overarching business plan for the Trust.

- 10.45 The mitigations plan includes.
- a strong focus on reducing the need for children to come into care through intensive earlier support and practice improvements,
 - increasing the sufficiency of family and local placements for those children who do need to be in care by implementing the Sufficiency Strategy already agreed by the Council and making sure that children only stay in care for a long as they need to with effective long term and permanence planning. Over time this will reduce the numbers of children in care and realign the placements for those in care which will deliver better outcomes and reduce costs.
 - tighter commissioning and contracting arrangements, plus clearer financial decision-making processes which supports a stronger focus on value for money as well as seeking the right placements and support for those children and young people who need them.
 - a clear workforce plan is in place to reduce the need for the volume of agency workers over time which will support a greater level of permanent staffing and a reduction in the cost of agency staffing over time.

Housing Revenue Account (HRA)

	Expenditure Budget £000's	Expenditure Forecast £000's	Income Budget £000's	Income Forecast £000's	Budget £000's	Forecast £000's	Variance £000's
Housing Revenue Account							
HRA Extra Care	-688	608	-632	-592	-56	16	72
Housing Revenue Account	1,488	1,630	0	-62	1,488	1,568	80
Affordable Housing	-3,452	671	-2,020	-1,967	-1,432	-1,296	136
Total	-2,652	2,909	-2,652	-2,621	0	288	288

- 11.1 The Council’s Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The forecast revenue outturn at Qtr 2 is a £0.3m overspend against an annual turnover budget of £2.7m in 2023/24.
- 11.2 There are significant pressures on the income budget around £0.1m which relate to void rent loss (empty properties) and under recovery of service charges. Repairs and maintenance £0.2m is forecast to overspend, due to the current pressures caused by inflationary increases and the difficulty in effectively managing the management and maintenance contracts due to lack of capacity and contractual arrangements. As a result, a full review of all budgets has been undertaken and it is proposed to reduce the repairs and maintenance expenditure and bring efficiency through re-letting voids quicker.
- 11.3 There are minimal levels of reserves within the HRA to fund this pressure this year, this will leave a significant strain on the service next year not to overspend.
- 11.4 The budget will be realigned to reflect the reduction in the revenue contribution to the investment programme and the appropriate increase in repairs budgets.
- 11.5 HRA capital investment programme in 2023/24 is able to provide the desired level of funding for capital works required on existing stock, this has been linked to adaptations works to properties.
- 11.6 Further work is still required to balance the HRA as there is an over programming pressure with limited services.
- 11.7 The Council is in the process of procuring a new housing management and maintenance contract in relation to the council’s 335 ‘General Needs’ housing stock as the current provider contract ends 31/03/2024. The Council is expecting tender returns by the end of November. If returns are beyond the available budget envelope, this would put pressure on the Council to find a solution or re procure with a reduced level of functions.

Reserves

12.1 At 30th September 2023, reserves stand at £123.3m (Council £72.7m and Schools £50.6m).

	Closing Balance 2021-22 £m	Closing Balance 2022-23 £m	Closing Balance 2023-24 £m
Council reserves	228.2	120.5	72.7
Schools Delegated budget	46.6	50.6	50.6
Total	274.8	171.1	123.3

- 12.2 Overall, reserve levels reduced significantly in recent years, with c£110m of non-Schools Council Reserves being drawn down in 2022-23. This included both planned activities, and c£52m of unplanned costs associated with unbudgeted cost of extraordinary inflation, and Children's Social Care pressures.
- 12.3 As part of the 2023-24 budget approved in February 2023, a further £48m of reserves were drawn down to balance the 2023-24 budget taking reserves down to c£73m in 2023-24, which will be an historic low.
- 12.4 The remaining reserves will be inclusive of Grant reserves for specific purposes (£16.4m), £34.3m of earmarked reserves and the £22m General Fund reserve that is the minimum amount of un-ringfenced reserves that it is recommended to hold to fund unforeseen events. Any use of the General Fund reserve would however require it to be replenished for next financial year in line with recommended practice and this would increase any financial gap in 2024-25 by an equivalent amount.
- 12.5 Efforts are being made to bolster reserve levels by applying accounting policy changes to the 2021-22 accounts, and also the repatriation of reserves held at a West Yorkshire level. These plans could result in c£37m of reserves.
- 12.6 This would take reserve levels up to c£110m, of which a minimum £57m are currently available. Efforts are being made to bolster this further through a review of grant reserves and currently earmarked reserves, and other endeavours.

School Balances

- 13.1 The table below shows the School Reserves (including Schools Contingencies) position at 31 March 2023. Schools do not report their quarter two financial positions for 2023-24 until the end of October. Therefore, the forecast figures for 31 March 2024 that are shown in the table below use quarter one forecasts for schools that were maintained at 1 October 2023.

	Balance 31 March 2023		Forecasted Balance 31 March 2024		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,259	7	1,071	0	(188)
Primary	61	6,569	51	3,202	(10)	(3,367)
Secondary	4	2,971	2	1,508	(2)	(1,463)
Special	2	1,077	2	818	0	(259)
Pupil Referral Units (PRU)	1	497	1	166	0	(331)
Subtotal	75	12,373	63	6,765	(12)	(5,608)
School Contingency		37,080		32,598	0	(4,482)
Other Activities/Closed Schools		267		267	0	0
Total	75	49,720	63	39,630	(12)	(10,090)

- Seven schools (one maintained nursery school and six primary schools) at quarter one forecasted cumulative deficit revenue balances at 31 March 2024, with a combined forecasted deficit value of £0.349m.
- Twelve maintained schools have converted to academy status so far during 2023-24: 10 primary schools and 2 secondary schools.

Capital Expenditure

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

14.2 The profiled resource position for 2023-24 for the Capital Investment Plan stands at £215.1m. To the end of September there has been total spend of £75.8m. A summary by service is shown below with a detailed monitor in Appendix 3.

Directorate	Budget Q1 23-24	Changes	Re profiled Budget Q2 23-24	Spend 30 Sept 2023	Budget 24-25	Budget 25-26	Budget 26-27 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care	3.9	0.4	4.3	0.5	5.3	5.7	1.7	17.0
Children's Services	16.2	3.6	19.8	6.9	15.8	10.1	3.9	49.6
Place - Economy & Development Services	47.8	3.6	51.4	26.4	32.2	26.2	4.1	113.9
Place - Planning, Transport & Highways	67.6	0.9	68.5	20.9	39.6	20.9	104.1	233.1
Place – Other	20.6	-2.0	18.6	6.5	29.9	15.8	1.1	65.4
Corp Service – Estates & Property Services	17.6	1.7	19.3	12.9	12.4	4.9	2.0	38.6
TOTAL	173.7	8.2	181.9	74.1	135.2	83.6	116.9	517.6
Reserve Schemes & Contingencies	35.9	-5.5	30.4	0	98.8	41.3	36.2	206.7
TOTAL – General Fund Services	209.6	2.7	212.3	74.1	234.0	124.9	153.1	724.3
HRA	2.8	0	2.8	1.7	14.5	10.0	8.2	35.5
TOTAL CIP	212.4	2.7	215.1	75.8	248.5	134.9	161.3	759.8

14.3 Overall, there has been an increase in the budget of £13.1m to £759.8m. The main changes relate to:

- Additional budget on current schemes, the main ones being £1.1m for Children's IT funded by grant, £5.2m for Bingley Grammar expansion funded by grant, £15.7m for Sports Pitches funded by £14.1m grant and £0.6m invest to save and £1.7m, funded by grant, for Bradford LAD Scheme.
- £5.1m of new schemes added, the main ones being £3.0m for City of Culture Capital Grants which is funded by earmarked reserves, £0.7m for City Centre Ducting and £1.4m Adults Technology Enabled Care.

- £16.6m Reduction in budgets due to £15.9m budget reduction on the revised scope for the Squire Lane Leisure project, confirmation of grant funding for Highways Schemes and small underspends.

14.4 Other changes since Qtr 1 are:

- Beckfield Resource Centre – Additional £0.193m added to the budget for the completion of capital works on the Centre. This is funded from the general contingency budget.
- Highways Thornton Road Demolition – In advance of grant funding £0.615m is temporarily funded by the CS0306a Strategic Transport Infrastructure Priorities Budget.

14.5 Considering the significant financial challenges faced by the Council, the current Capital Plan and the Plan for all future years are currently subject to a rigorous review with a view to reducing debt charges as a contribution to the Council' savings target both in 2023-24 and in subsequent years. This will mean some capital schemes will be reprofiled, deferred or even stopped entirely.

14.6 Subject to the review referred to above, Officers will continue to review capital budget profiles in year as part of future financial monitoring. Any changes would reflect the affordability, sustainability, and prudence of the Capital Programme in the context of the Council's financial challenge as well as growing complexities and challenges over the next 5 years in delivering to this scale of ambition.

Capital Programme 2023-24 Update

14.7 The latest forecast for expenditure for 2023-24 is £194.3m, compared to a revised budget of £215.1m. Spend to the end of September 2023 is £75.8m. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date at 30 September for 2023-24

	Revised Budget 2023-24 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2023 £m	Spend to date as a % of forecast %
Health and Wellbeing	4.3	3.3	1.0	0.5	15
Children's Services	19.8	17.5	2.3	6.9	39
Place - Economy & Development	51.4	58.9	-7.5	26.4	44
Place - Planning, Transportation & Highways	68.5	64.3	4.2	20.9	32
Place – Other	18.6	15.1	3.5	6.5	43
Corporate Resources – Estates & Property	19.3	17.9	1.4	12.9	72
Reserve Schemes & Contingencies	30.4	15.3	15.1	0	0
TOTAL – GENERAL FUND	212.3	192.3	20.0	74.1	36
HRA	2.8	2.0	0.8	1.7	85
TOTAL - CIP	215.1	194.3	20.8	75.8	39

14.8 There is a forecast capital programme variance of £20.8m between the budget and the latest expenditure forecast. Spend remains high due to the on-going

completion of several major schemes. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

New Capital Schemes

14.9 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).

- **City Centre Ducting** - £1.05m to provide an enhancement to the current fibre optic ducting network in the city centre capable of supporting the wider roll out of gigabit Ethernet and supporting the estate property programme. It will be funded by £0.2m from CS0266, £0.15m from CS0333 and £0.7m new budget funded by corporate borrowing. The new budget will have an additional impact on capital financing revenue costs. This is linked to the Transforming Cities work and is required now to fit in with other highways construction.
- **Adults Technology Enabled Care** - £1.4m over three years for the replacement of 5,000 dispersed analogue equipment and solutions (alarm units and pendants alongside associated peripheral devices such as smoke alarms, door sensors, bed sensors, chair sensors, falls detectors) with their digital equivalents that connects to the alarm function. The new budget will be funded by corporate borrowing and have an additional impact on capital financing revenue costs. This is required now so to avoid obsolescence of the analogue equipment. It also helps keep people at home for longer, preventing the need for more costly adult social care.
- **Victoria Hall Seating** - £0.14m for the replacement of rack seating. The new seating will secure the future of Victoria Hall, as a cultural hub with the facilities to support local groups when performing shows and provide the potential to host large events. It will be funded from the general contingency budget.
- **Gym Equipment** - £0.3m for the replacement of fitness equipment at two main Leisure Centres. It has been identified that it will generate revenue savings and additional income and will therefore be funded as an invest to save scheme.

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

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

- **Children's Residential Homes** – £2.3m for Phase 1 and Phase 2, the purchase of a replacement home for the Willows (£1.384m) and capital works on four current homes (£0.917m). The replacement home for the Willows and works required to existing homes will improve overall capacity in existing provision and improve placement matching and stability. The scheme was already included in Reserve Schemes (CS0395f).
- **Ingleborough Hall** - £0.081m for the emergency repair of the driveway and

carpark to Ingleborough Hall. This has been funded from the general contingency budget.

- 14.11 Appendix 3 shows the Capital Investment Plan 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 Quarter 2 CIP.
- **Continuation of the Empty Private Homes Strategy** – £4m. This scheme enables the Council to bring long term empty properties back in to use using enforcement powers and the development of a range of initiatives. This scheme is already included in Reserve Schemes (CS0144w), and it will be funded from capital receipts generated by receipts from properties that have been acquired reinvested in this programme.
 - **Nursery Premises** - £0.127m for the acquisition of a Nursery building that will be developed as a teacher training facility. The use of this facility for continued Education purposes will ensure that the Council does not have to repay to the Department for Education the grant for development and makes provision to reimburse the previous operators construction costs. The acquisition will be funded from the general contingency budget and the capital development works grant funded.

Capital Resources / Treasury Management

- 14.12 Capital receipts from the sale of fixed assets are £0.7m to date and the Council has a budget of £3m in capital receipts for the year. The Council has received an additional £35.8m in capital grants and contributions so far this year.
- 14.13 A £6.484m PWLB (Public Works Loan Board) loan is due to mature in January 2024 with a rate of interest of 9.125%. No new PWLB borrowing has been undertaken to date.
- 14.14 In recent years the Council has been able to minimise its need to borrow to fund capital expenditure as it has held significant reserves; this is termed under-borrowing. As those reserves reduced significantly during 2022-23 and are forecast to continue to reduce in 2023-24 the Council will now need to borrow to finance capital expenditure. The Council has taken out short-term borrowing of £92m. It is short term due to the uncertainties around interest rates. These borrowing requirements, combined with high interest rates will create a budget pressure of £2.1m.
- 14.15 It is now a requirement of the CIPFA Prudential Code that Prudential and Treasury Management Indicators are reported on a quarterly basis. These indicators are shown in Appendix 5.
- 14.16 As indicated above, considering the financial challenge faced by the Council and, specifically, the forecast overspend on the Council's debt charges, work is underway to review the debt charges budget. This is being undertaken in conjunction with the review of the Capital Programme, the crux of which is to

determine to what extent the Council can reduce the amount of Prudential Borrowing.

- 14.17 At the same, given the change in interest rates over the last 12 months and the deterioration in the Council's reserves and with it the extent to which the Council can internally borrow, a review of the Treasury Management Strategy is underway with a view to ensuring the Council's Strategy focuses on optimising its debt portfolio in support of its Capital Programme.

Council Tax and Business Rates Collection Fund

- 15.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities will be paid over its budgeted Council Tax precept (£233m) in 2023-24. No surpluses or deficits are currently forecast at this stage of the year.
- 15.2 Regarding Business Rates, the Council will be paid its budgeted Business Rates of £58.2m in 2023-24. A Business Rates collection fund deficit of c£2m from 2022-23 will also have to be repaid in 2023-24 as budgeted. As with Council Tax, no surpluses or deficit are currently forecast for 2023-24 at this early stage.

16.0 RISK MANAGEMENT

- The financial risks of future known, and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Council's Strategic Risk Register is included in Appendix 4. This shows the position at the half year. There has been very little change from the first quarter where a significant number of risks were categorised as red. This highlights the capacity issues that the Council has to implement the required changes to reduce risk. The risk environment will continue to be monitored through the year.

17.0 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.

18.0 OTHER IMPLICATIONS

19.0 EQUALITY & DIVERSITY

None

20.0 SUSTAINABILITY IMPLICATIONS

None

21.0 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

None

22.0 COMMUNITY SAFETY IMPLICATIONS

None

23.0 HUMAN RIGHTS ACT

None

24.0 TRADE UNION

None

25.0 WARD IMPLICATIONS

None

26.0 IMPLICATIONS FOR CHILDREN & FAMILIES

None

27.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

28.0 NOT FOR PUBLICATION DOCUMENTS

None

29.0 RECOMMENDATIONS

That the Executive

29.1 Note the contents of this report and the actions taken to manage the issues highlighted.

29.2 Approve the following capital expenditure schemes as outlined in section 14.9 and 14.11.

- £1.05m for city centre ducting. This will be funded by a mixture of current scheme budgets and £0.7m new corporate borrowing.
- £1.4m for new equipment for enabled care This will be funded by new corporate borrowing.
- £0.14m for the replacement of the rack seating at Victoria Hall. This will be funded from the general contingency budget.
- £0.3m for new Gym Equipment at two Leisure Centres, subject to final PAG approval. This will be funded by invest to save borrowing.
- £4m for the continuation of the Empty Homes Capital Programme. This scheme is already included in Reserve Schemes and will be funded from capital receipts generated by the programme.
- £0.127m for the acquisition of a Nursery building that will be developed as a teacher training facility. The acquisition will be funded from the general contingency budget and the capital development works grant funded.

Note the following has been approved under Section 1.7 of the Financial Regulations:

- £2.3m for Phase 1 and Phase 2 of the Children's Residential Homes capital scheme. These schemes are already included in Reserve Schemes and will be funded from corporate borrowing.
- £0.081m for the repair of the driveway and carpark at Ingleborough Hall. This has been funded from the general contingency budget.

30.0 APPENDICES

- Appendix 1 Benchmark Spend by Service
- Appendix 2 Reserves Statement
- Appendix 3 Capital Investment Plan
- Appendix 4 Strategic Risk Register
- Appendix 5 Prudential & Treasury Management Indicators

31.0 BACKGROUND DOCUMENTS

- Qtr 1 Finance Position Statement – Executive 13th July 2023
- 2022-23 Finance Position Statement – Executive 13th July 2023
- Qtr 4 Finance Position Statement for 2022-23 – Executive 4th April 2023
- The Council's Revenue Estimates for 2023/24 – Budget Council 23rd Feb 2023 (Document AU)
- Qtr 3 Finance Position Statement for 2022-23 – Executive 31st January 2023
- Qtr 2 Finance Position Statement for 2022-23 – Executive 5th November 2022
- Qtr 1 Finance Position Statement for 2022-23 – Executive 5th July 2022
- 2021-22 Finance Position Statement – Executive 5th July 2022
- Qtr 4 Finance Position Statement – Executive 5th April 2022

- The Council’s Revenue Estimates for 2022/23 – updated – Budget Council
17th Feb 2022

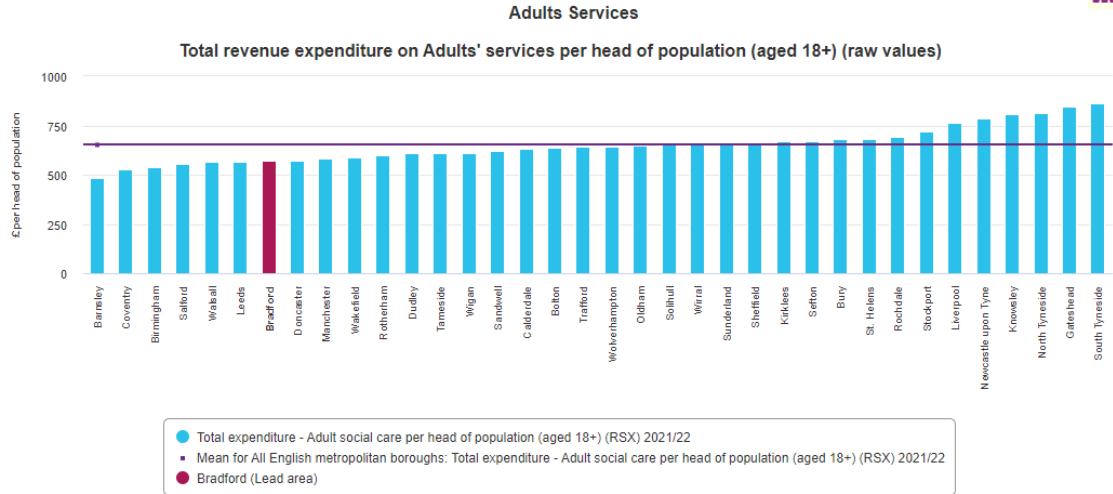
Benchmark Spend data

Appendix 1

Adult Social Care & Public Health

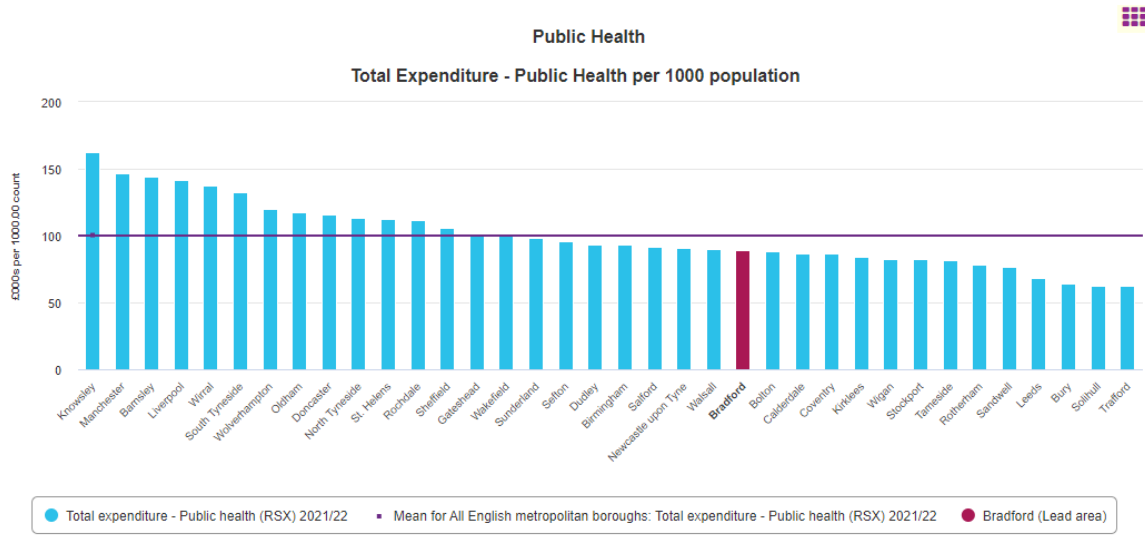
Adult Services

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.



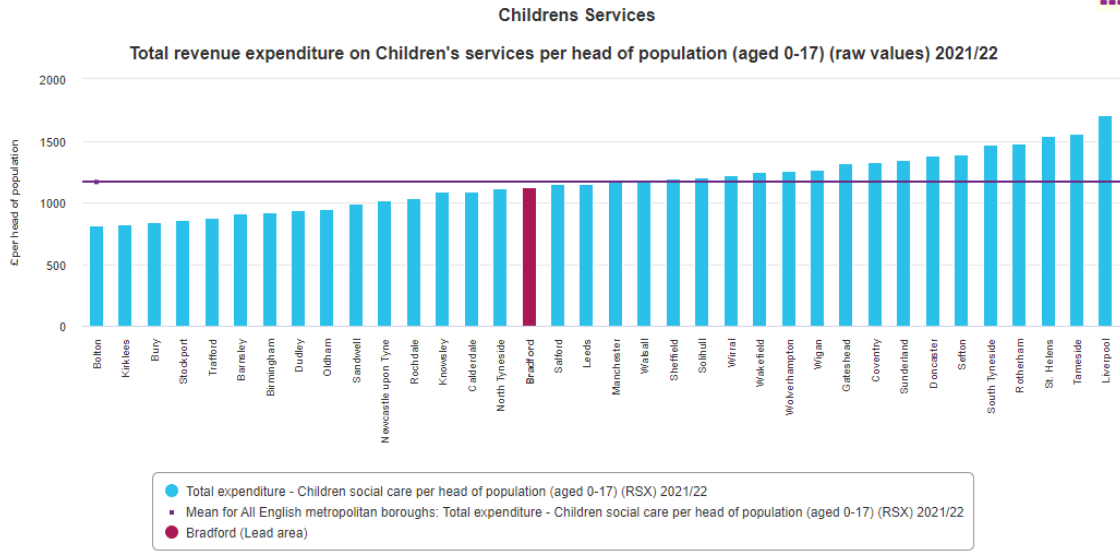
Public Health

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.



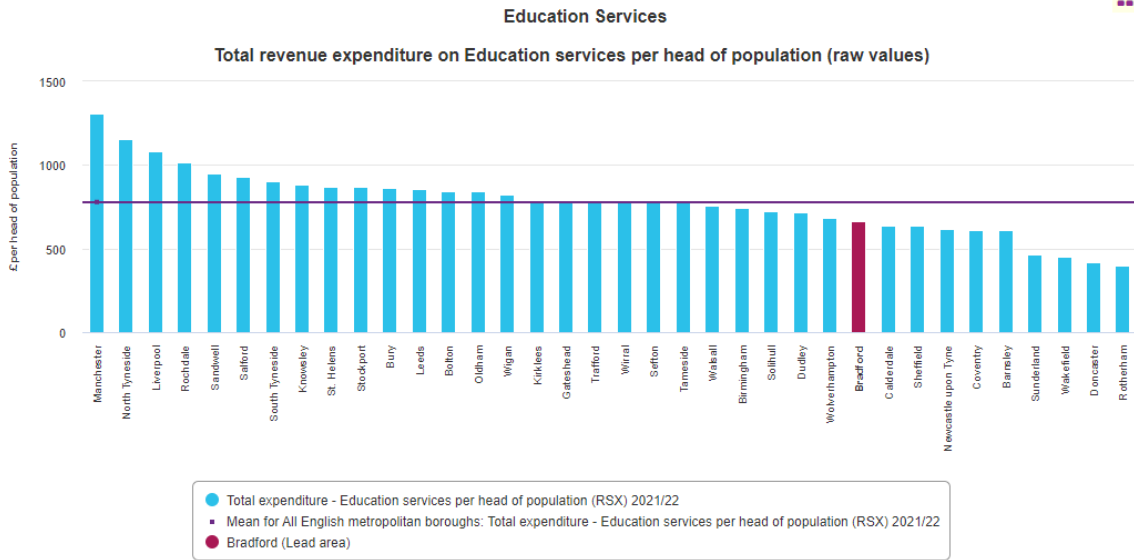
Children's Services

Spend per head (aged 0-17) on Childrens Services was relatively low in 2021-22. 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. The below benchmark group is in comparison to Met Councils. When compared to Childrens Statistical Nearest Neighbours, spend on Children's Services was above benchmarks in 2021-22.



Education Services

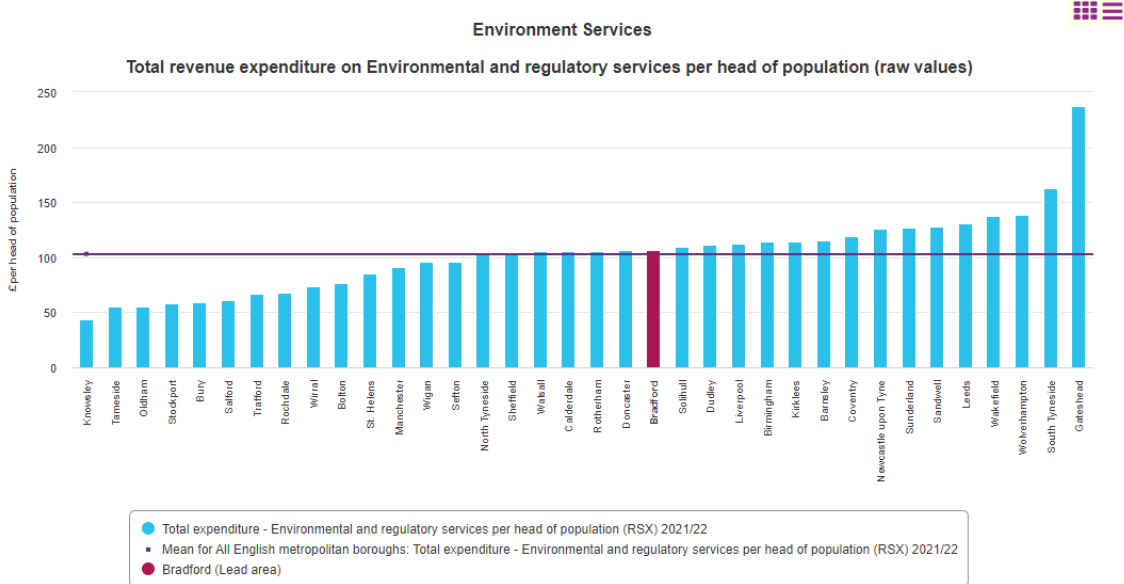
Spend per head on Education Services is relatively low in Bradford.



Department of Place

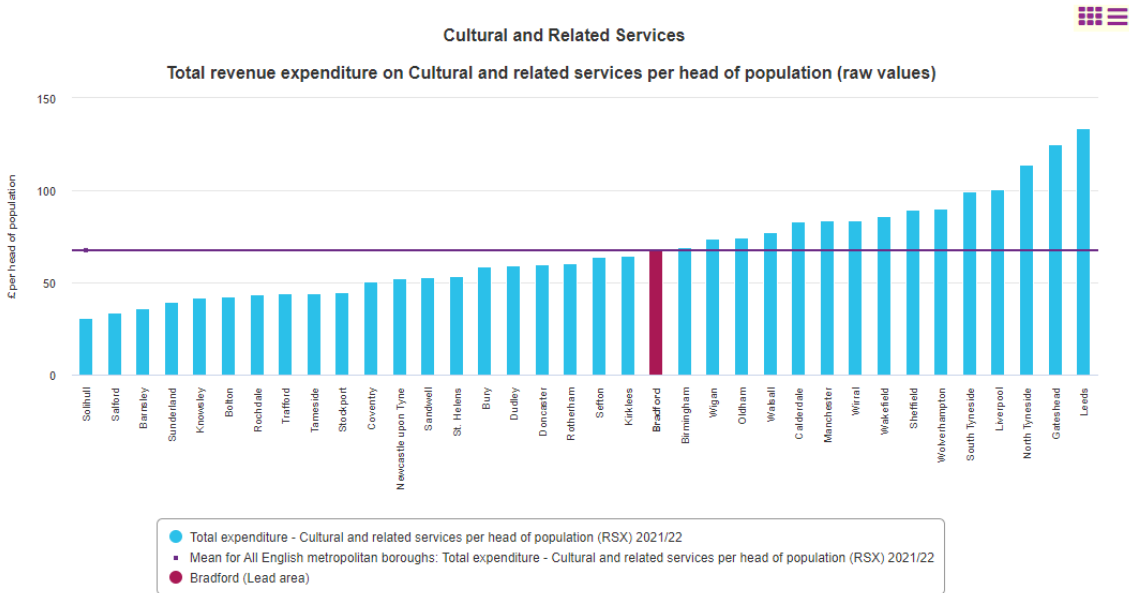
Environment Services

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 2021/22.



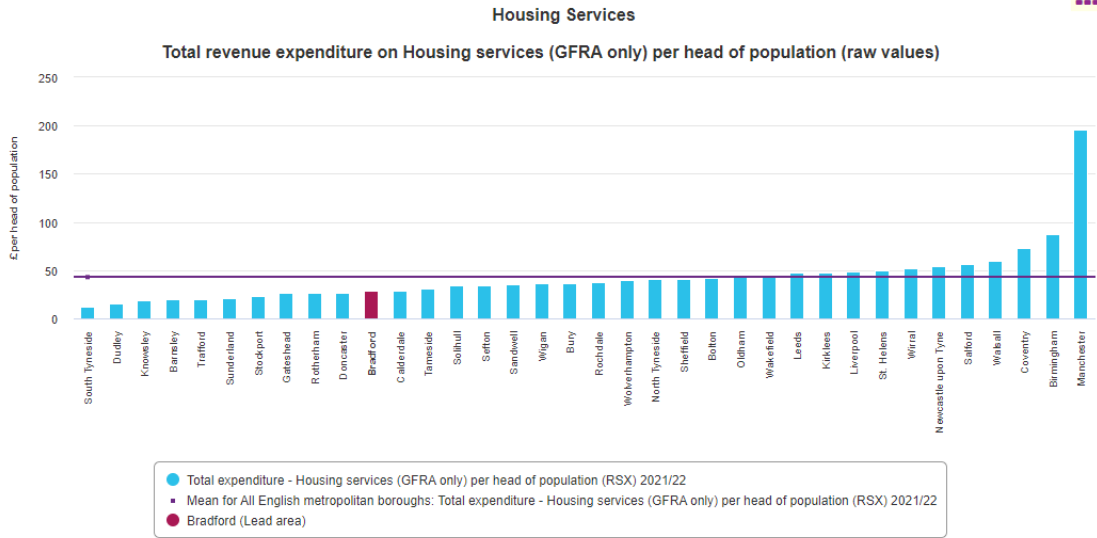
Cultural and Related Services

Spend on Culture Related services is relatively low.



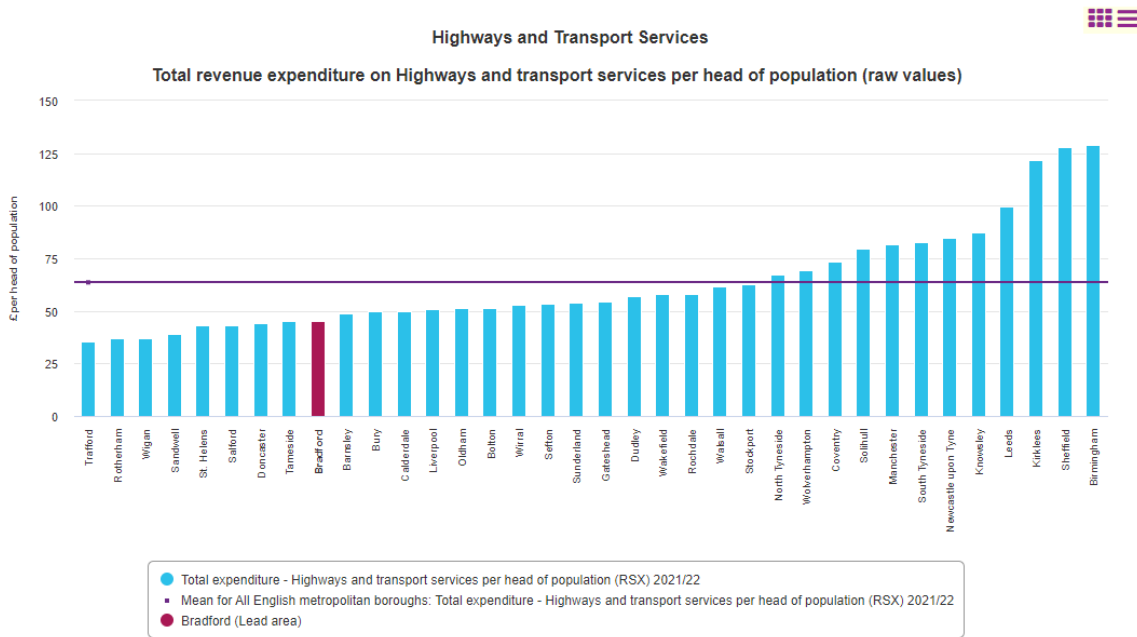
Housing Services

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



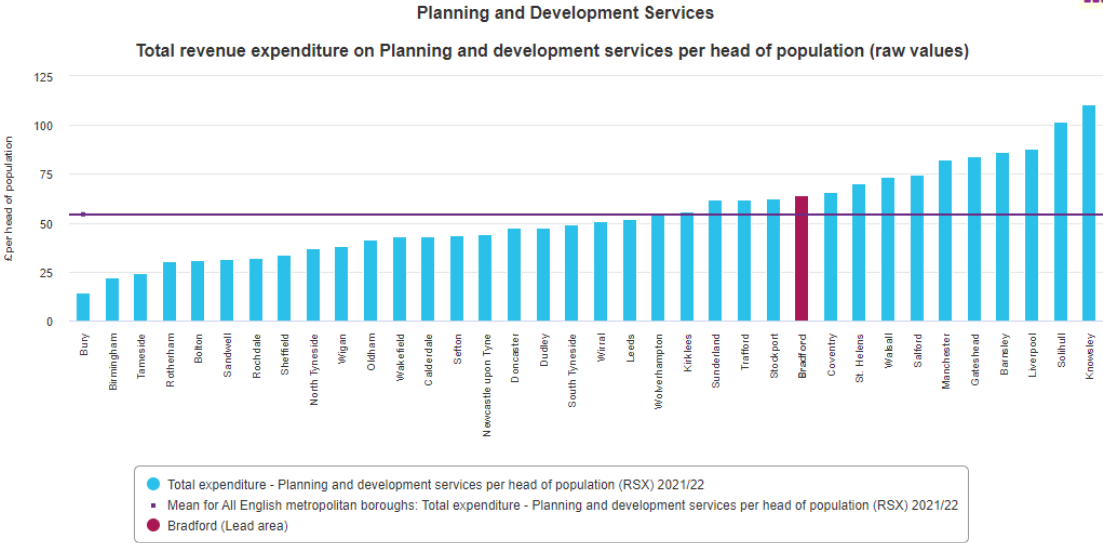
Highways and Transport Services

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



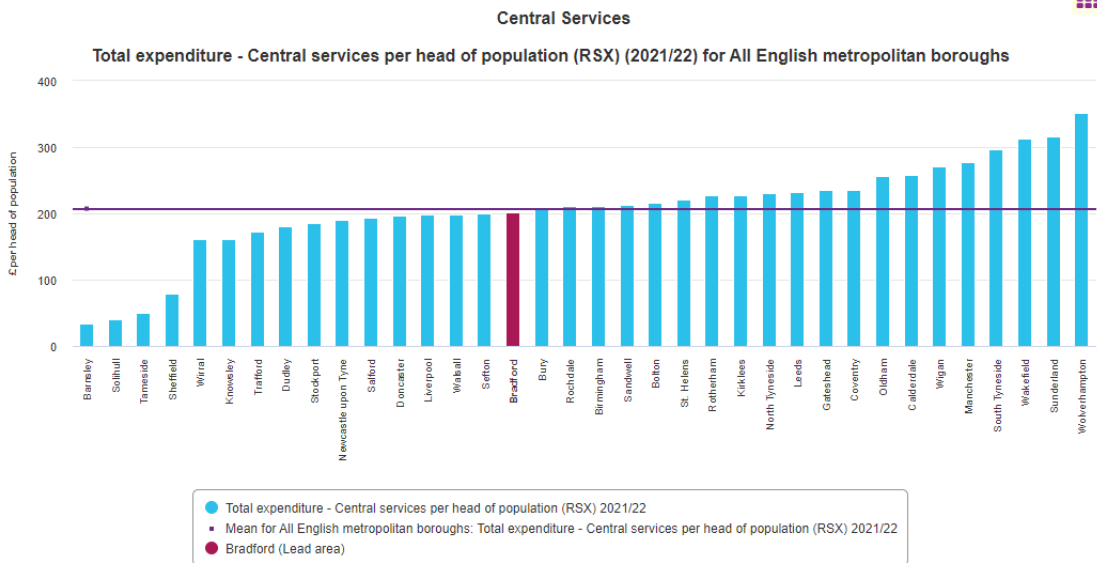
Planning and Development

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 at 30th September 2023

Appendix 2

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	0	0	0	
Total available Unallocated Corporate Reserves	0	0	0	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	746	0	746	Funding to support young and disadvantaged people into employment
PFI credits reserve	490	-490	0	Funding to cover outstanding potential Building Schools for the Future liabilities.
Regional Growth Fund	1,588	-1,588	0	To support strategic plans within Department of Place
Discretionary Social Fund	456	0	456	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme on 31 March 2015.
Dilapidation & Demolition	412	0	412	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.
Implementation Reserve	1,504	-1,504	0	To fund Projects associated with delivering savings plans.
Redundancy Reserve	1,045	0	1,045	To provide for the costs of future redundancies
Leeds City Region Economic Development	1,407	0	1,407	Match fund for urban centre regeneration

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Financing Reserve (MRP)	22,377	-22,377	0	Reserve resulting from MRP policy change.
Markets Compensation	890	0	890	Statutory compensation obligation for terminating tenancies
Finance Works Reserve	154	-154	0	Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
S31 Business Rate Grants Reserve	2,600	0	2,600	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2022-23.
Project Feasibility Reserve	1,604	-1,604	0	To fund feasibility work associated with major projects
Sub Total	35,274	-27,717	7,557	
C. Reserves to support capital investment				
IT Renewals and replacement	443	0	443	See above
Sub total	443	0	443	
D. Service Earmarked Reserves	45,346	-19,117	26,229	See over page
E. Revenue Grant Reserves	17,401	-1,003	16,398	
F General Reserves				
General Fund	22,001	0	22,001	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	49,720	0	49,720	Represents in the main balances held by schools as part of delegated budget

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
LA Education Reserve	915	0	915	responsibility. These balances are not available for Council use but are balances attributable to individual schools.
LA Admission Appeals Reserve	13	0	13	
Sub Total General Fund Reserve & School balances	72,649	0	72,649	
Grand total	171,113	-47,837	123,276	

Departmental Earmarked Reserves Statement as at 30th September 2023

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Adult and Community Services				
Integrated Care	8,152	0	8,152	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	112	-112	0	Funding to cover management and staffing costs linked to the transformation of services for older people.
Transforming Systems	2,610	-683	1,927	To support the implementation of the Care Act
Health Improvement Reserve	249	0	249	
H&WB Covid Reserve	53	0	53	Remaining Covid related funding.
Total Adult and Community Services	11,176	-795	10,381	
Children Services				
BSF Unitary Charge	9,576	-9,576	0	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	6,420	-6,420	0	See above
Retail Academy (Skills for Employment)	51	-51	0	Skills for work
One Workforce Reserve	463	0	463	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	27	-27	0	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.
Raising Attainment - Language Learning, Phonics, Maths & English	497	-497	0	Covid funded.
Total Children	17,343	-16,572	771	

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Department of Place				
Taxi Licensing	602	0	602	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
HMO Licencing Scheme	619	0	619	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	165	0	165	Developing peer to peer solutions to building capacity within the VCS
PT&H - Local Plan Reserve	645	0	645	For Local Plan
City Park Sinking Fund	150	-150	0	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	912	-912	0	Match funding for ESIP
Private Housing Rented Option	200	0	200	Incentives to private landlords.
Homelessness prevention	283	-283	0	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
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	-90	190	Project to support hard to place vulnerable homeless people
Ad:venture & community enterprise Reserve	60	0	60	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	132	0	132	For delivery of the Economic growth strategy.
Bereavement Strategy	272	0	272	Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Housing CPNI Reserve	895	0	895	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
New Projects (Parks, Open Spaces and Libraries) Reserve	78	0	78	
Traffic Management Permit Scheme	764	0	764	
PT6 Implementation Traffic Enforcement Powers	86	0	86	
Matching Towns Fund for Shipley and Keighley	324	0	324	Match funding for Towns Fund
Climate change initiatives	235	0	235	
CAZ Revenue Ring Fenced Reserve	2,514	0	2,514	
City of Culture - Bradford Culture Company Reserve	2,500	0	2,500	
Culture Policy & Events - WYCA Reserve	91	0	91	
Cultural & Sporting Events Reserve	203	0	203	
City of Film Reserve	125	0	125	
Department of Place	13,080	-1,435	11,645	
Corporate Resources				
HR - Learning & Development Reserve	354	0	354	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	176	0	176	To smooth the cost of District Elections over a four-year period.
Subsidy Claim	250	-250	0	Contingent support set aside to address the fluctuations in the subsidy claims.
ISG over achievement trading reserve	51	0	51	To support ISG
Emergency Planning Reserve	10	0	10	To cover costs of covering emergency/critical alert requirements
Corporate Resources - Covid Impacts	1,591	0	1,591	Remaining Covid related monies
Regen Opportunity - Kirkgate Reserve	1,250	0	1,250	
5yr invest in Child friendly Dist up to & incl 2024/5	65	-65	0	
Total Corporate Resources	3,747	-315	3,432	

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Total Service Earmarked Reserves	45,346	-19,117	26,229	
<hr/>				
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Capital Investment Plan

Appendix 3

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care														
CS0237a	Great Places to Grow Old	2,051	0	2,051	1,000	62	4,500	4,961	1,657	0	0	4,033	9,136	13,169
CS0237c	Keighley Rd Residential Care Valley View	293	0	293	293	0	0	0	0	0	0	293	0	293
CS0373	BACES	848	0	848	848	285	750	750	0	0	0	0	2,348	2,348
CS0239	Community Capacity Grant	206	0	206	206	47	0	0	0	0	206	0	0	206
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
CS0532	Changing Places Toilets	332	182	514	514	0	0	0	0	0	212	0	302	514
CS0535	Beckfield Resource Centre	36	193	229	237	46	0	0	0	0	0	0	229	229
CS2000	DDA	81	0	81	81	0	80	10	0	0	0	0	171	171
CS0567	MH Crisis House	0	70	70	70	70	0	0	0	0	70	0	0	70
Total - Adult Social Care		3,910	445	4,355	3,312	510	5,330	5,721	1,657	0	551	4,326	12,186	17,063
Children's Services														
		0												
CS0249	Schools DRF	1,500	0	1,500	1,500	0	0	0	0	0	1,500	0	0	1,500
CS0287	S106 Education	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	568	0	568	541	1,959	0	0	0	0	568	0	0	568
CS0030	Capital Improvement Work	100	0	100	347	114	100	100	0	0	300	0	0	300
CS0240	Capital Maintenance Grant	6,239	0	6,239	4,308	1,428	2,500	0	0	0	8,739	0	0	8,739
CS0244a	Primary Schools Expansion Programme	342	0	342	190	4	0	0	0	0	342	0	0	342
CS0244b	Silsden School	1,900	0	1,900	1,900	123	0	0	0	0	1,900	0	0	1,900
CS0362	Secondary School Expansion	371	0	371	380	15	1,000	0	0	0	1,371	0	0	1,371
CS0244c	SEN School Expansions	4,000	0	4,000	4,000	1,950	4,000	6,000	1,900	0	15,900	0	0	15,900
CS0550	SEND Expansion Capital Works	4	0	4	0	0	3,990	0	0	0	0	0	3,994	3,994
CS0531	Bingley Grammar Expansion	951	549	1,500	1,100	532	3,700	4,000	2,000	0	11,200	0	0	11,200

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0421	Healthy Pupil Capital Grant	32	0	32	32	14	0	0	0	0	32	0	0	32
CS0436	Children's Homes	17	0	17	17	0	0	0	0	0	0	0	17	17
CS0488	Digital Strategy	80	0	80	80	40	100	0	0	0	0	0	180	180
CS0500	TFD	13	0	13	13	2	0	0	0	0	0	0	13	13
CS0338	Ingleborough Hall	0	81	81	81	0	0	0	0	0	0	0	81	81
CS0568	Children's Residential Care	0	1,900	1,900	1,900	0	401	0	0	0	0	0	2,301	2,301
CS0559	Connect the Classroom	73	1,060	1,133	1,133	743	0	0	0	0	1,133	0	0	1,133
Total - Children's Services		16,190	3,590	19,780	17,522	6,924	15,791	10,100	3,900	0	42,985	0	6,586	49,571
Place - Economy & Development Services														
CS0136	Disabled Housing Facilities Grant	5,137	0	5,137	4,800	2,549	4,058	4,058	4,058	0	5,100	0	12,211	17,311
CS0137	Development of Equity Loans	770	0	770	700	270	700	700	0	0	0	0	2,170	2,170
CS0144	Empty Private Sector Homes Strat	279	0	279	1,000	99	0	0	0	0	279	0	0	279
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	0	0	0	178	0	0	0	0	0	178	178
CS0496	Towns Fund Keighley & Shipley	68	0	68	68	8	0	0	0	0	68	0	0	68
CS0527	Towns Fund Keighley P2	8,234	0	8,234	13,582	2,575	12,745	11,519	0	0	32,498	0	0	32,498
CS0526	Towns Fund Shipley P2	4,905	0	4,905	6,854	986	9,597	9,598	0	0	24,100	0	0	24,100
CS0084	City Park	192	0	192	18	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	350	0	350	0	0	650	300	0	0	0	0	1,300	1,300
CS0291	One City Park	15,531	0	15,531	15,531	13,423	2,902	0	0	0	3,294	15,134	5	18,433
CS0408	City Village - stage one	750	0	750	750	23	0	0	0	0	0	0	750	750
CS0228	Canal Road	100	0	100	100	0	0	0	0	0	0	0	100	100
CS0266	Superconnected Cities	400	-200	200	0	0	429	0	0	0	0	0	629	629
CS0265	LCR Revolving Econ Invest Fund	0	0	0	0	0	658	0	0	0	0	0	658	658
CS0107	Markets	21	0	21	0	0	0	0	0	0	0	0	21	21

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0363	Markets - City Centre	10,953	3,800	14,753	15,478	6,509	325	0	0	0	1,926	0	13,152	15,078
CS0411	Parry Lane	21	0	21	10	5	0	0	0	0	0	0	21	21
Total - Place - Economy & Development Serv		47,711	3,600	51,311	58,891	26,447	32,242	26,175	4,058	0	67,265	15,134	31,387	113,786
Place - Planning, Transportation & Highways														
CS0178	Ilkley Moor	13	0	13	13	0	0	0	0	0	13	0	0	13
CS0285	Blight Sites	450	0	450	450	39	0	0	0	0	0	0	450	450
CS0071	Highways S106 Projects	199	0	199	199	6	0	0	0	0	199	0	0	199
CS0372	Countryside S106 Projects	264	0	264	264	14	0	0	0	0	264	0	0	264
CS0450	CILS Parish / Town Councils	0	100	100	100	47	0	0	0	0	100	0	0	100
CS0563	CILS Highways	0	484	484	484	0	0	0	0	0	484	0	0	484
CS0099	Integrated Transport	0	0	0	64	2	0	0	0	0	0	0	0	0
CS0172	Saltaire R/about Cong& Safety Works	4	0	4	4	0	0	0	0	0	4	0	0	4
CS0293	West Yorks & York Transport Fund	1,509	0	1,509	2,006	920	12,937	0	0	89,897	104,343	0	0	104,343
CS0396	WYTF Corr Imp Projects	4,879	0	4,879	5,408	1,995	2,100	2,000	943	0	9,922	0	0	9,922
CS0512	Bradford Beck	1,441	0	1,441	66	66	450	0	0	0	577	0	1,314	1,891
CS0296	Pothole Funds	73	0	73	0	0	0	0	0	0	73	0	0	73
CS0306a	Strategic Transport Infrastructure Priorities	965	223	1,188	615	0	0	0	0	0	223	0	965	1,188
CS0282	Highways Strategic Acquisitions	176	-176	0	0	0	0	0	0	0	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	47	-47	0	0	0	0	0	0	0	0	0	0	0
CS0319	Challenge Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0323	Flood Risk Mgmt	71	0	71	71	119	0	0	0	0	71	0	0	71
CS0386	Cycling & Walking Schemes LTP3	0	0	0	17	0	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage (grants)	592	0	592	592	39	1,613	0	0	0	2,205	0	0	2,205
CS0398b	Top of Town Public Realm	0	1,037	1,037	1,037	961	0	0	0	0	0	0	1,037	1,037

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0430	Hwys Maint Fund Oct18	97	0	97	97	3	0	0	0	0	97	0	0	97
CS0432	Steeton/Silsden Crossing	7	0	7	309	165	0	0	0	0	7	0	0	7
CS0434	Smart Street Lighting	20,710	0	20,710	15,820	4,757	5,261	2,933	0	0	0	28,904	0	28,904
CS0455	IP4 projects	511	0	511	0	37	0	0	0	0	511	0	0	511
CS0456	WY Integrated UTMC Centre	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	0	0	1,042	750	259	0	2,051	0	0	2,051
CS0467	Transforming Cities Fund (TCF)	8,120	0	8,120	8,120	3,457	0	0	0	0	6,882	0	1,238	8,120
CS0469	IP4 Safer Roads 20-21	0	0	0	7	26	0	0	0	0	0	0	0	0
CS0470	IP4 Safer Roads 21-22	610	-9	601	379	23	0	0	0	0	601	0	0	601
CS0529	Safer Roads 22-23	1,652	0	1,652	488	338	1,164	1,164	1,164	0	5,144	0	0	5,144
CS0562	CRSTS - Safer Roads 23/24	1,232	0	1,232	1,164	99	0	0	0	0	1,232	0	0	1,232
CS0483	Motorcycle Parking	40	0	40	40	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	861	0	861	788	144	0	0	0	0	861	0	0	861
CS0494	City Centre Bollards	5	-5	0	0	0	0	0	0	0	0	0	0	0
CS0502	Corridor Improvement Prog (CIP2)	75	0	75	75	-284	0	0	0	0	75	0	0	75
CS0477	CCTV Infrastructure	485	0	485	485	93	0	0	0	0	0	0	485	485
CS0533	UTMC – CRSTS Traffic Mgmt System	0	0	0	1,315	378	1,150	1,150	1,150	0	3,450	0	0	3,450
CS0539	Traffic Management	230	0	230	230	0	0	0	0	0	0	230	0	230
CS0542	UTMC – CRSTS Traffic Mgmt System22-23	12,423	0	12,423	14,798	5,363	10,657	10,657	10,657	0	44,394	0	0	44,394
CS0555	Moorland Restoration for Climate Emergency	250	0	250	90	0	150	0	0	0	200	0	200	400
CS0556	CRSTS - Kings Rd & Wakefield Rd	1,334	-650	684	599	84	0	0	0	0	684	0	0	684
Total Place - Planning, Transportation & Highways		59,325	957	60,282	56,194	18,891	36,524	18,654	14,173	89,897	184,707	29,134	5,689	219,530

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Clean Air Zone														
CS0471	Clean Air Zone	8,225	0	8,225	8,123	1,950	3,080	2,265	0	0	13,570	0	0	13,570
Total Place - Clean Air Zone		8,225	0	8,225	8,123	1,950	3,080	2,265	0	0	13,570	0	0	13,570
Dept of Place - Waste, Fleet & Transport														
		0												
CS0060	Replacement of Vehicles	2,500	0	2,500	2,500	2,078	1,541	0	0	0	0	4,041	0	4,041
CS0517	Electric vehicles	520	0	520	200	125	355	18	0	0	0	197	696	893
CS0435	Sugden End Landfill Site	22	0	22	22	8	0	0	0	0	0	0	22	22
CS0359	Community Resilience Grant	3	0	3	3	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	22	0	22	22	15	0	0	0	0	0	0	22	22
Total Place - Waste, Fleet & Transport		3,172	0	3,172	2,852	2,225	1,896	18	0	0	108	4,238	740	5,086
Dept of Place - Neighbourhoods & Customer Services														
CS0466	Parks Depots		0	0	0	0	0	0	0	0	0	0	0	0
CS0378	Customer Services Strategy	50	0	50	10	0	0	0	0	0	0	0	50	50
CS0506	Ilkley Parking	26	-26	0	0	0	0	0	0	0	0	0	0	0
CS0510	Ilkley Footbridge	28	0	28	28	0	0	0	0	0	0	0	28	28
Total Place - Neighbourhoods & Customer Services		104	-26	78	38	0	0	0	0	0	0	0	78	78

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Sports & Culture														
CS0487	Alhambra Theatre Lift	2	0	2	2	2	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	15	90	105	110	16	0	0	0	0	105	0	0	105
CS0530	LDP (Active Bradford)	358	0	358	358	252	50	0	0	0	408	0	0	408
CS0004	S106 Recreation	0	50	50	50	0	0	0	0	0	50	0	0	50
CS0501	Parks Development Fund	275	0	275	275	67	0	0	0	0	275	0	0	275
CS0404	Sports Pitches	274	462	736	736	5	0	0	0	0	604	0	132	736
CS0537	Silsden Park Section 106 Projects	224	0	224	0	0	0	0	0	0	224	0	0	224
CS0489	Playable Spaces	537	0	537	523	197	1,500	1,337	1,081	0	1,035	0	3,420	4,455
CS0541	Levelling Up Parks – Grosvenor Park	85	0	85	85	60	0	0	0	0	85	0	0	85
CS0543	Corn Mill Green Improvements, Steeton	49	0	49	49	41	0	0	0	0	49	0	0	49
CS0548	ECB – Bradford Park Avenue Projects	1,004	0	1,004	1,004	949	0	0	0	0	1,004	0	0	1,004
CS0560	Marley Tip Top Land Slip	500	0	500	500	0	1,000	500	0	0	0	0	2,000	2,000
CS0564	Bolton Woods Play equipment	0	27	27	27	0	0	0	0	0	27	0	0	27
CS0403	Bereavement Strategy	7,481	0	7,481	6,240	1,824	8,000	1,055	0	0	0	7,000	9,536	16,536
CS0552	Bowling Cemetery Extension	2,365	0	2,365	1,200	71	0	0	0	0	0	0	2,365	2,365
CS0277	Wyke Community Sport Hub	0	0	0	30	22	0	0	0	0	0	0	0	0
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	27	0	27	27	7	0	0	0	0	27	0	0	27
CS0461	ShIPLEY Gym extension & equipment	51	0	51	0	0	0	0	0	0	0	0	51	51
CS0356	Sedbergh SFIP	46	0	46	46	13	0	0	0	0	0	0	46	46
CS0354	Squire Lane	3,745	-2,745	1,000	1,000	688	17,437	12,866	0	0	16,403	0	14,900	31,303
CS0482	Marley Replacement Pitch	5	-5	0	0	0	0	0	0	0	0	0	0	0
CS0498	Libraries IT Infrastructure	165	0	165	0	0	0	0	0	0	0	60	105	165
CS0509	Libraries (Equipment/Shelving)	21	0	21	0	0	0	0	0	0	21	0	0	21
CS0534	Libraries as Locality Hubs (LIF)	222	0	222	0	15	0	0	0	0	222	0	0	222
Total Place - Sports & Culture		17,496	-2,121	15,375	12,262	4,230	27,987	15,758	1,081	0	20,584	7,060	32,557	60,201

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corp Resources - Estates & Property Services														
CS0333	Argus Chambers / Britannia Hse	151	-151	0	151	0	0	0	0	0	0	0	0	0
CS0475	Property Programme 20-21	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0511	Property Programme 21-22	292	0	292	292	160	0	0	0	0	0	0	292	292
CS0528	Property Programme 22-23	2,381	0	2,381	2,381	485	0	0	0	0	0	0	2,381	2,381
CS0554	Property Programme 23-24	2,000	0	2,000	1,000	73	2,000	0	0	0	0	0	4,000	4,000
CS0540	ISG Door Router	3	-3	0	0	0	0	0	0	0	0	0	0	0
CS0460	Mitre Court CPU Property & Equip	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	0	0	148	0	0	148	0	0	148
CS0565	CILS-Allotments Refurbishment	0	150	150	50	0	0	0	0	0	150	0	0	150
CS0050	Carbon Management	0	0	0	0	149	0	0	0	0	0	0	0	0
CS0476	Carbon Management Efficiencies Phase2	780	0	780	780	149	500	750	0	0	0	0	2,030	2,030
CS0420	Electric vehicle charging Infrastructure (Taxi Scheme)	56	0	56	56	15	0	0	0	0	56	0	0	56
CS0495	Bradford LAD Scheme	124	1,711	1,835	1,835	1,243	0	0	0	0	1,835	0	0	1,835
CS0381	Godwin St	4,986	0	4,986	6,000	9,599	2,000	0	0	0	0	6,986	0	6,986
CS0381b	Culvert	0	0	0	30	0	0	0	0	0	0	0	0	0
CS0409	Coroner's Court and Accommodation	350	0	350	75	79	0	0	0	0	0	0	350	350
CS0520	Regeneration Opportunity	534	0	534	0	49	5,500	4,000	2,000	0	0	0	12,034	12,034
CS0408	City Village	0	0	0	0	23	74	0	0	0	0	0	74	74
CS0522	Children's Homes Capital Works	121	0	121	121	110	0	0	0	0	0	0	121	121
CS0525	Baildon Library	929	0	929	250	24	0	0	0	0	929	0	0	929
CS0445	Core IT Infrastructure	3,867	0	3,867	3,867	198	2,360	0	0	0	0	0	6,227	6,227
CS0551	Future Security Strategy	1,005	0	1,005	1,005	527	0	0	0	0	100	0	905	1,005
Total Corp Resources – Estates & Property Services		17,579	1,707	19,286	17,893	12,886	12,434	4,898	2,000	0	3,218	6,986	28,414	38,618

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies														
CS0395z	General Contingency	1,257	-895	362	362	0	1,000	1,000	0	0	0	0	2,362	2,362
CS0532z	Changing Places Toilets	182	-182	0	0	0	0	0	0	0	0	0	0	0
CS0569z	City Centre Ducting	0	1,050	1,050	1,050	0	0	0	0	0	0	0	1,050	1,050
CS0571z	Victoria Hall Seating	0	140	140	140	0	0	0	0	0	0	0	140	140
CS0572z	Gym equipment	0	300	300	300	0	0	0	0	0	0	300	0	300
CS0570z	Adults Technology Enabled Care	0	400	400	400	0	500	500	0	0	0	0	1,400	1,400
CS01234z	Top of Town Public realm works	1,725	-1,725	0	0	0	0	0	0	0	0	0	0	0
CS0397z	Property Programme	0	0	0	0	0	2,000	4,000	2,000	0	0	0	8,000	8,000
CS0399z	Strategic Acquisition	0	0	0	0	0	5,000	5,000	10,000	0	0	20,000	0	20,000
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	200	400	400	0	0	1,000	0	1,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	0	2,000	1,000	0	0	0	0	3,000	3,000
CS0404z	Sports Pitches	1,000	-500	500	0	0	5,000	8,000	6,990	3,627	17,142	589	6,386	24,117
CS0489z	Playgrounds	1,000	-1,000	0	0	0	0	0	0	0	0	0	0	0
CS0405z	City Hall	500	0	500	0	0	3,000	3,500	500	0	0	3,750	3,750	7,500
CS0408z	City Village Stage 2	0	0	0	0	0	1,925	0	0	0	0	0	1,925	1,925
CS0060z	Vehicles	0	0	0	0	0	3,000	0	0	0	0	3,000	0	3,000
CS0060zb	Electric vehicles/ street cleansing	0	0	0	0	0	623	0	0	0	0	623	0	623
CS0472z	District Heating	0	0	0	0	0	750	750	0	0	0	0	1,500	1,500
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	3,000	2,000	0	0	2,000	3,000	0	5,000
CS0474z	Transforming cities fund	13,737	0	13,737	0	0	44,090	9,444	0	0	67,271	0	0	67,271
CS0484z	New Reserve	2,000	0	2,000	0	0	0	0	0	0	0	0	2,000	2,000
2021-22 Schemes														
CS0488z	Laptops for Children	0	0	0	0	0	200	200	0	0	0	0	400	400
CS0244z	SEND	0	0	0	0	0	1,500	500	0	0	0	0	2,000	2,000
2022-23 Schemes														
CS0060w	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0395w	Contingency	0	0	0	0	0	1,000	0	0	0	0	0	1,000	1,000
CS0538w	Energy efficiency	250	0	250	0	0	500	500	500	250	0	0	2,000	2,000
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
2023-24 Schemes														
CS0395f	Children's Residential Care	500	-500	0	0	0	2,899	0	0	0	0	0	2,899	2,899
CS0395i	Inflation Contingency	3,900	-3,550	350	0	0	5,000	0	0	0	0	0	5,350	5,350
CS0395e	City Centre Regeneration	8,000	0	8,000	12,000	0	10,000	0	0	0	0	0	18,000	18,000
CS0395j	Area office accommodation	800	0	800	0	0	0	0	0	0	0	0	800	800
CS0395m	Bereavement Strategy – Phase 2	1,000	0	1,000	0	0	2,620	0	0	0	0	0	3,620	3,620
CS0445f	IT Programme	0	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0060f	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0397f	Property Programme	0	0	0	0	0	0	0	4,000	0	0	0	4,000	4,000
CS0395g	Contingency	0	0	0	0	0	0	0	1,000	0	0	0	1,000	1,000
CS0566g	City of Culture	0	1,000	1,000	1,000	0	1,500	500	0	0	3,000	0	0	3,000
Total - Reserve Schemes & Contingencies		35,851	-5,462	30,389	15,252	0	98,757	41,294	31,390	4,877	93,413	38,262	75,032	206,707
TOTAL - General Fund		209,563	2,690	212,253	192,339	74,063	234,041	124,883	58,259	94,774	426,401	105,140	192,669	724,210
Place - Housing														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	0	-194	0	0	0	0	0	0	62	62
CS0308	Affordable Housing Program 2015-18	0	0	0	0	2	0	0	0	0	0	0	0	0
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0407	Property Acquisition – Local Authority Housing Fund (LAHF)	1,580	0	1,580	2,000	1,889	4,471	0	0	0	5,051	1,000	0	6,051
CS0558	HRA Disabled Adaptations	0	160	160	50	8	40	20	0	0	0	220	0	220
Total - Housing Revenue Account (HRA)		1,642	160	1,802	2,050	1,705	4,511	20	0	0	5,051	1,220	62	6,333

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies														
CS0407z	Affordable Housing	1,000	0	1,000	0	0	10,000	10,000	8,224	0	14,430	14,794	0	29,224
CS0558z	HRA Disabled Adaptations	140	-140	0	0	0	0	0	0	0	0	0	0	0
TOTAL - HRA		2,782	20	2,802	2,050	1,705	14,511	10,020	8,224	0	19,481	16,014	62	35,557
TOTAL - All Services		212,345	2,710	215,055	194,389	75,768	248,552	134,903	66,483	94,774	439,000	128,036	192,731	759,767

Bradford Council Strategic Risk Register



Quarter 2 Review 2023-24

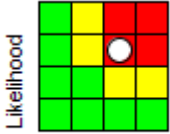
Code & Title		SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description		Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
					Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical	
	Strategic	Yes	Risk Score	2	3	
	Operational	Yes	Total Score	6		
Potential Effect of Risk	<ul style="list-style-type: none"> The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its corporate targets. The reputational risk to the Council is adversely effected. The welfare and safety of the Council's citizens is at risk. Increasing incidence and impact of service interruption events. Failure of business-critical systems. 					
Internal Controls	<ul style="list-style-type: none"> All services should have in place business continuity plans which should be reviewed annually by the Head of the relevant Service and shared with the Emergency Management Team. 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 different risks. Plans identify a list of critical and statutory functions for their service), Generic Actions and Specific Action to take in relation to identified risks. The Emergency Management Team will coordinate 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 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 					

	<p>range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber-attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans.</p> <ul style="list-style-type: none"> • 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 alongside other service areas. • There is an Emergency Control Centre away from the City should there be an incident affecting these. • Council Plan for Power Outage - Exercise mighty oak took place during Spring 2023 to test a national response to a power outage. As a result, a steering group has been set up to review the Council plan for power outage.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
Date Reviewed	04/10/2023
Actions / Controls under development	<ul style="list-style-type: none"> • Business Continuity requires a full new review of all plans to ensure that all are appropriate and fit for purpose. There is a new strategy written and we are working with 2 areas of the council to trial this. • A paper will be going to CMT in October 2023 to address the 5 concerns of the internal audit and the 7 recommendations. • It is likely that a steering group will be identified to roll out the BC programme with a corporate sponsor under the non-compliance transformation programme. The Emergency planning team will work with AD's to provide workshops, training and support to develop the plans in the new format. We also need to determine where the plans will be stored (which IT platform) and a recording mechanism for BC incidents. • Once all plans are reviewed, they will be reviewed on an annual basis and we will pick out certain ones to test each year.
Managed By	Joanne Hyde
Administered By	Michelle Shepherd

Code & Title		SR 02 HSG Inadequate Housing Supply			Current Risk Matrix	
Description		<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction (due to economic downturn and Covid), 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.</p> <p>In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Bradford has therefore now established a Housing Revenue Account and a draft HRA business plan has been completed which is currently under review.</p>			<p>Likelihood</p> <p>Impact</p>	
					Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical	
	Strategic	Yes	Risk Score	2	3	
	Operational	Yes	Total Score	6		
Potential Effect of Risk		<ul style="list-style-type: none"> • Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. • Negative impact on regeneration priorities and neighbourhoods. • Negative impact and wasted resources associated with a large number of empty homes. • Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back into the community. • Negative impact on education priorities as inadequate housing affects children’s educational attainment due to overcrowding and lack of space for study. • Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155). • Negative impact on homelessness and greater use of temporary accommodation 				
Internal Controls		<ul style="list-style-type: none"> • ‘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 is 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) published (February 2021) by the Planning Service alongside the Regulation 18 Draft 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. The Council also updated it’s 5-year land supply statement in September which determine whether there is a 5 year supply of deliverable housing land (as required by Government). The Brownfield Register of land available for housing is updated annually last updated in Dec 2022. 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 				

	<p>a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. The council also published an updated Housing Delivery Test Action Plan (HDTAP) in late 2022. 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. Unfortunately, housing development has not kept pace with the targets for new homes but this is starting to improve. Work is underway on a new economic strategy, and this will refresh our understanding of the housing market ensuring assumptions are based on a more up to date needs analysis.</p> <ul style="list-style-type: none"> • Ongoing monitoring of external factors which may impact on housing development and improvement in the district, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies. • Key indicators relating to housing functions reported in the Council Plan. • Development and Enabling team working to maximise the number of new affordable homes in the district through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date including an Extra Care facility in Keighley. • 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 2400 requests for assistance during 2022/23. • A fully revised addition of the Strategic Housing Market Assessment, last published in 2019 with an addendum in February 2021, is being prepared which will provide up to date intelligence on the scale and type of housing required in the period to 2040 including the need for specialist housing. • 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, works with social landlords, support providers and private landlords. • External funding opportunities mainly from Homes England, WYCA and DLUHC. Recent successes include provision for Afghan and Ukrainians and Rough Sleepers • Our Housing Operations team focuses on quality and ensures suitable stock via enforcement, provision of adaptations and bringing empty homes into use. • Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. • Monitoring of impacts of welfare reforms (e.g., benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs). • The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.
Assurance Mechanisms	<p>Study has been produced by ARC4, in support of the local plan which was published in 2019. An addendum was produced February 2021, and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework). A fully updated SHMA with a base date of 2023 and looking at housing needs to 2040 will be finalised by the end of the year.</p>
Date Reviewed	<p>11.10.23</p>
Actions / Controls under development	<ul style="list-style-type: none"> • A full review of the risk is planned to ensure it reflects all aspects of housing management. • Over the years there have been a number of changes to the National Planning Policy Framework (NPPF) which sets out the requirements for Councils in preparing Local Plans and in gathering evidence to inform policy and strategy on housing need and delivery. This has included a new national standardised method for calculating minimum housing need. The revised standard method was issued in Dec 2020 and substantially increased the need figure for the district by including an additional 35% uplift (this was applied to Local Authorities containing the 20 largest cities). The Government is currently reviewing and considering further planning reforms including the approach to assessing housing need. • The Local Plan continues to make progress. Regulation 18 consultation on the Local Plan took 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 basic need element of the standard method housing need figure of 1704 dwellings per annum but not the full requirement with the 35% uplift on top. Work on the Local Plan and the evidence needed to underpin it is continuing and the next stage will be consultation on the Regulation 19‘Publication Draft’ Plan.

	<ul style="list-style-type: none">• 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. An internal Growth Board is in situ to govern capital investment / new models of delivery.• Secured Local Authority Housing Fund to deliver 30 social houses for refugee resettlement.• Approval of City Village to the next phase, master planning through to planning permission. Will deliver 1000 homes over the next decade.• Housing Revenue Funding has supported preparation of 6 council owned sites for market that will deliver circa 100 affordable homes.• Further Housing Revenue Funding secured to undertake further feasibility work on the New Bolton Woods site, focused on providing key highway infrastructure to unlock further housing development.• 17 additional council owned sites have been included on the pipeline for the next round of Housing Allocations Fund.• Review of the HRA Business Plan underway
Managed By	Angela Blake
Administered By	Jo Hinchliffe

Code & Title		SR 03 DEG Delivering Economic Growth			Current Risk Matrix	
Description		<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low, or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy were significant and have resulted in the greatest economic downturn on record. The economic restrictions imposed to control the spread of the Coronavirus saw a fall in the value of the Bradford economy undermining economic growth and leading to jobs losses and business failures. The increased costs of production and the ongoing impacts of Brexit are continuing to create a challenging environment for Bradford businesses.</p> <p>A new economic strategy is under development, and figures will be updated in-line with that programme of work.</p>			 <p>Likelihood</p> <p>Impact</p>	
					Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical	
	Strategic	Yes	Risk Score	3	3	
	Operational	Yes	Total Score	9		
Potential Effect of Risk	<ul style="list-style-type: none"> Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast. Inability to raise funds for projects and regeneration projects not completed. Potential damage to the Council's reputation and the Economic Partnership Not able to meet member, government, and the public's expectations. Deteriorating physical and infrastructure assets Young people are not equipped to achieve their potential within the district. Business failure rate increases and unemployment increases due to the impact of Covid-19 - still in recovery and work is ongoing to define impact alongside cost of living crisis. 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 District. 					
Internal Controls	<ul style="list-style-type: none"> 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; attendance at UKReiFF and satellite events, district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors. Comprehensive Invest in Bradford website www.investinbradford.com Partnership working - supporting effective local and regional strategic partnerships e.g., West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan. Strategic planning and leadership e.g., Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Utilisation of housing investment as a key factor in regeneration e.g., to meet affordable homes targets (see separate corporate risk on Housing). Respond to Government consultations and participate on working groups focussing on key policy areas. Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley. 					

	<ul style="list-style-type: none"> • 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. (Work is happening on a new economic strategy) • 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 master planning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete. • Gainshare Capacity Funding has been 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. A proposal has been submitted for an additional allocation of £1m per annum, final approval is imminent. • 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. • The Clean Growth Implementation Plan has been reset to deliver a new Economic Growth and Skills Strategy.
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • Relationship management - development and monitoring of benefits from key programmes such as the Gainshare, UKSPF, Investment Zones, Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework. • Towns Fund Boards and internal board established. • Place Marketing Board established. • Southern Gateway Board established
<p>Date Reviewed</p>	<p>2.10.2023</p>
<p>Actions / Controls under development</p>	<ul style="list-style-type: none"> • Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. (Work is happening on a new economic strategy - completion dates currently being determined) • Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22. Work ongoing and is governed by the Growth Board • Implementation of the Bradford District Workforce Plan – initially a COVID-19 proposal to consider scale of Skills House offer. • Economic Development – service reshaping and restructure progressing. • Maximising opportunities to attract Government funding to support regeneration and economic development activity. • 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. • Development of Local Plan • Initiatives developed under the Growth Deal to protect priority outcomes. • Leeds City Region and West Yorkshire Combined Authority action impacting on the District. • Support for business post Brexit with the LEP • Managing allocations of Shared Prosperity funding in order to maximise future resources. • Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions. • NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021 – Southern Gateway Board has been established Jan 2023 to govern this work. • Review of WY Combined Authority SPA’s (spatial priority areas) is being progressed at WYCA. • Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning. • From September 2022 Growth Board has been monitoring work on the new Economic Strategy and Development Frameworks, this work is ongoing and will conclude in Autumn 2023. • The Economic Development Team has recently been restructured with additional capacity to enable proactive engagement of business.

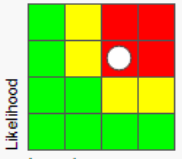
	<ul style="list-style-type: none">• Four bids were submitted into Round 2 of the Levelling Up Fund. Due to changes in the criteria after submission, these bids were unsuccessful. Other options for funding are being considered to ensure that priority projects progress.• Development of co-ordinated support for businesses to maximise opportunities and benefits of City of Culture 2025
Managed By	Angela Blake
Administered By	Jo Hinchliffe

Code & Title	SR 04 SCC Safer Cohesive Community.			Current Risk Matrix	
Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Catastrophic
	Strategic	Yes	Risk Score	3	4
	Operational	Yes	Total Score	12	
Potential Effect of Risk	<ul style="list-style-type: none"> Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Reduction in levels of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Less effective engagement with citizens and community groups. Communities believe that some sections are treated differently than others. Disproportionate adverse impact on the district's most vulnerable communities. 				
Internal Controls	<ul style="list-style-type: none"> The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service, through the Area Co-ordinators Office's 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. Neighbourhood Wardens record issues that may lead to increased community tensions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners through a regular 'tensions monitoring' report. Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. 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. 				
Assurance Mechanisms	<ul style="list-style-type: none"> Ward based working and locality and ward plan assessments provide a regular assessment of community tensions based on above. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed. 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 & Scrutiny Committee. 				

	<ul style="list-style-type: none"> The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership & 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. Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.
Date Reviewed	28 th September 2023
Actions / Controls under development	<ul style="list-style-type: none"> New governance arrangements have recently been approved by the Wellbeing Board and the Stronger Communities Partnership is now Chaired by the Portfolio Holder for Neighbourhoods and Community Safety, who also Chairs the Community Safety Partnership Board. Together with the addition of Area Committee Chairs on the Stronger Communities Partnership there is now a strengthened connection to locality and a good 'read through' between the two strategic partnerships. West Yorkshire Police share community tension monitoring report with relevant Council teams and officers. 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 'counter narratives' and training on critical thinking skills. 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. An anti-rumour strategy is in place. <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
Managed By	Noreen Akhtar
Administered By	Jo Hinchcliffe

Code & Title		SR 06 ENV Environment and Sustainability			Current Risk Matrix	
Description		Responding to Climate Emergency by management of CO2e (Carbon Dioxide equivalent) 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. The Clean Air Programme to achieve legal limits for air quality in the District has synergistic effects and benefits as for the CO2e Emission Reduction Programme due to the same emission sources.				
					Likelihood	Impact
Type of Risk		District	Yes	Category	Medium	Catastrophic
		Strategic	Yes	Risk Score	2	4
		Operational	Yes	Total Score	8	
Potential Effect of Risk		<ul style="list-style-type: none"> • Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place. • Adverse environmental and human consequences from climate change. Additional impacts on air quality and biodiversity due to GHG emission sources often cause synergistic toxic emissions. • Damage to Council’s credibility as leader if district-wide targets not developed and then met. • Need to develop new partnerships with district and citizens around creative, local initiatives to enhance sustainability and create circular economies. • Need to re-prioritise and reallocate resources, including structural changes to Council’s delivery programme. • Reduced ability to promote external inward 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 "incidents" 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. • Toxic emissions from the same CO2e emission sources are likely to cause ongoing significant ill-health among residents. • Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations. • Lack of robust understanding of population and other economic trends but globally expected to be significant numbers of climate refugees due to displacement from rising sea levels 77-135 cm 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 production and use 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, WYCA, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to CO2e emissions reduction. • Changing legislation, political priorities, targets. • Global insecurity causing major fluctuations in energy costs. 				

Internal Controls	<ul style="list-style-type: none"> • Progress on Climate Emergency flagship projects, the Council’s own CO2e emission reduction progress and Clean Air Plan delivery reported to Overview & Scrutiny • 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 renewable local resources where viable such as PV panels, District Heat Network • Delivering projects to use resources, such as energy, efficiently and where feasible reducing direct and indirect resource consumption. • Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power. • Implementation of the Clean Air Plan, including Clean Air Zone (CAZ).
Assurance Mechanisms	<ul style="list-style-type: none"> • Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment. • Carbon emissions from Council operations published annually (Scope 1 & 2), tracking progress against 2038 target from a baseline in the 2019/20 financial year. Scope 3 emissions (indirect emissions from Council activity – the most significant aspect of Council emissions) will start to be assessed and reported in line with emerging methodology. • Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes • Modelling and monitoring of transport and wider emissions & metrics through the Clean Air Plan Monitoring & Evaluation Programme • Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation
Date Reviewed	3 October 2023
Actions / Controls under development	<ul style="list-style-type: none"> • Implementation of WY Environment and Climate Change Plan (2021-24), including various projects to be funded via gainshare and CRSTS funding, to help take the Council’s CO2e emissions to Net Zero from 2020 to 2038, with significant progress (to be defined) by 2030. • Restructure of Council resource to reallocate Clean Air Plan resource to tackle climate change and promote sustainability, including funding programmes. • Developing a Clean Growth Strategy & Implementation Plan to identify activity that will support economic development and provide a platform for inward investment in the District, while reducing harmful emissions cost effectively, through Local and District Plans and cross Department activity. • Development of Bradford Transport Strategy, including WY development of Zero Emission Transport Strategy and West Yorkshire Low Emission Strategy (WYLES). • Working with partners through developing forums to identify potential courses of action and strategies for climate mitigation and adaptation. • Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation. • Development of robust carbon accounting and carbon budgeting processes.
Managed By	Andrew Whittles
Administered By	Sally Jones

Code & Title	SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix	
Description	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget. This may arise due to levels of Central Government funding which is unconfirmed or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast.</p> <p>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</p> <p>The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p> <p>The level of available balance sheet reserves is currently at an unprecedented low, but has recently been improved by £53m from a number of financial initiatives.</p>				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Services run the risk of failing to deliver statutory / minimum standards. • Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone. • Budget is overspent. • Suboptimal decisions could be made. • Achievement of priorities delayed or not delivered. • Service delivery not achieved. • Challenges to governance framework. • Deterioration in reputation with knock on consequences. • Scarce resources may not be utilised / prioritised to maximum effect. • Reduced effectiveness of Council Leadership • The Council’s budget & setting of Council Tax is challenged. • The risk remains for future years though already being planned for through organisational review and new operating models workstream. • Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. • Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed. 				
Internal Controls	<ul style="list-style-type: none"> • 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, JLT 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. 				

	<ul style="list-style-type: none"> • Controls on procurement and workforce changes in place • Meaningful budget consultation process in place • Strict adherence to Reserves Policy. Reserves are forecast to be adequate for this financial year. • Project Appraisal Group established to scrutinise individual capital business cases. • 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. The provisional financial settlement notification for 2023/24 was received in December which was marginally less than anticipated. • Raise financial acumen across the Council to improve decision making • Implemented Finance for Non-Finance Managers training • Financial sustainability (Pillars) programme has been implemented with progress reviewed regularly by CMT and JLT. (namely: costs, Income, Childrens Trust, Capital programmes, Financial management pillars). • Regular interaction with the Childrens Trust (as contractually mandated) to mitigate any forecast budgetary overspends. • JEGS review board formed to manage risks on pay.
Assurance Mechanisms	<ul style="list-style-type: none"> • External Audit inspection of accounts and opinion. • Internal audit review of internal control mechanisms. • CIPFA review of financial sustainability planned for September 2023 is nearing its completion.
Date Reviewed	26 September 2023
Actions / Controls under development	<ul style="list-style-type: none"> • 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. • The Pillars programme is progressing. • The Transformation programme is progressing. • Work continues to identify cost mitigation actions and income opportunities. • CMT and SLT workshops have taken place to follow up on budget preparation options. • Regular follow up meetings with the Childrens Trust to work to protect the Council from potential overspends against the agreed contract sum • Budget 2024/25 challenge sessions planned for August and September 2023. • Creation of additional £53m reserves headroom from a range of financial initiatives. • Discussions with DLUHC and DfE are currently underway.
Managed By	Christopher Kinsella
Administered By	Mark St Romaine

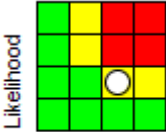
Code & Title		SR 08 INS Information Security			Current Risk Matrix	
Description		Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
			Likelihood	Impact		
Type of Risk	District	No	Category	Medium	Significant	
	Strategic	Yes	Risk Score	2	2	
	Operational	Yes	Total Score	4		
Potential Effect of Risk		<ul style="list-style-type: none"> • Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. • Risk of financial penalty. • Penalty arising from reference of data security breach to Information Commissioner. • Adverse publicity. • Loss of trust between the Council, its partners and citizens. • Required "culture change" is not achieved. • Inadequate engagement fails to deliver physical security, effective procedures or efficient processes. 				
Internal Controls		<ul style="list-style-type: none"> • Designated SIRO (Senior Information Risk Owner) –Director of Finance & IT. • 3rd 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 3rd 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 & UK GDPR" learning for all staff with appropriate compliance monitoring. • Annual SIRO report. • Regular Information Governance reporting to CMT and Governance & 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. • Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. 				

	<ul style="list-style-type: none"> • 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.
Assurance Mechanisms	<ul style="list-style-type: none"> • Regular Information Governance reporting to CMT and Governance & Audit Committee. • Engagement with Information Commissioners Office with prompt reporting and liaison.
Date Reviewed	20.09.23
Actions / Controls under development	<ul style="list-style-type: none"> • 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. • Cyber awareness initiatives are in place with CMT and SLT.
Managed By	Christopher Kinsella
Administered By	Tracey Banfield / Harry Singh / Dominic Barnes-Browne

Code & Title	SR 12 ADC Adults Demographic Change				Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation. (Main issue is around additional demand coming through the Children’s Trust and the increasing numbers of older people leaving hospital sooner and becoming adult social care service users earlier with higher frailty needs.)				
			Likelihood	Impact	
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Demand for social care services is predicted to continue increasing and overspends are likely. • Budget proposals highlight this pressure as an ongoing concern for the Council. • There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. • Conflict between expectations and affordability - standards of service deteriorate because of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties. • Lengthening waiting lists for assessments and provision of care. • Increases in numbers requiring care. • Increase in expectations from service users. • Recruitment delays to bring in social workers and care workers. • 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. 				
Internal Controls	<ul style="list-style-type: none"> • Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention. • All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response. • DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism & Neuro Diversity, Continuous Health Care. • 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. 				

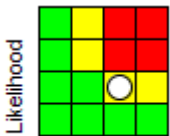
	<ul style="list-style-type: none"> • The service has refreshed its practice and policy quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream. • As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include: • Finance, Performance, Quality and Transformation workstreams (FQPT). The meeting attendees include reps from Corporate Finance Team and HR. The main aim of this meeting is to review 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, while also reviewing progress against key transformation and change activity which are supporting our plans to reduce budget spend and reduce demand for services. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members. • Adult Social Care Reforms: This meeting includes service managers and has oversight of the AD preparation plans for the CQC Assurance Framework and other Social Care Reform related activity. • Progress updates are also provided to the Corporate Programme Steering Group. • Implemented the FQPT approach across the AD SMT meetings and within the Service Manager Team Meetings. • Where required, DMT have also set up specific task and finish groups to oversee key change activity which may require support from corporate resources e.g. Financial Support Services Improvement Plan. • Regular performance and progress updates from these groups are provided to Corporate Services and to the Leader and Portfolio Holder highlighting potential issues raised by this pressure. • DMT leads are now working on their plans for preparing their services for the CQC Assurance Framework. This includes, undergoing an ADASS peer review of our services to provide an impartial stocktake of our service to identify strengths and areas of improvement. • We have developed a programme of activity to help address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the Bradford Care Association, "One Workforce" Programme, and Bradford Teaching partnership.
<p>Date Reviewed</p>	<p>26.09.23</p>
<p>Actions / Controls under development</p>	<ul style="list-style-type: none"> ▪ 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. ▪ 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. ▪ Implement plans to enhance our intelligence and insight building on our current feedback arrangements – this includes the Co-Production Partnership, strengthening links with the Linked In campaign overseen by the Health and Care Partnership, and a real time solution to capture the experience of the person following their engagement with the service. ▪ 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, ▪ We have started an end to review of the hospital discharge process focusing on strengthening our approach around the discharge pathways to reduce pressures and enhance outcomes. ▪ Work is also underway to review the way BEST is working – this will look at revising the criteria for taking on people in BEST, clarity on chargeable and non-chargeable, review packages going to independent providers and improving outcomes.

	<ul style="list-style-type: none">▪ We are also working with Children Trust to ensure the new management team are fully briefed on the details of the Transitions SLA and how the two services should be working together to both manage demand and improve outcomes for service users.
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title		SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix	
Description		Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
			Likelihood	Impact		
Type of Risk	District	Yes	Category	Medium	Critical	
	Strategic	Yes	Risk Score	2	3	
	Operational	Yes	Total Score	6		
Potential Effect of Risk		<ul style="list-style-type: none"> 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. Strategic ambitions and goals in new District Employment and Skills Framework are not delivered, impacting ability to fully realise an inclusive and clean economic growth that addresses the underlying inequality of employment and skills outcomes locally. Residents and communities do not equally share in the economic benefits of 2025. Funding bodies releasing new contracts in isolation. Underspend of current funding. Education capital developments not aligned with employer need. 				
Internal Controls		<ul style="list-style-type: none"> Our ESIF programmes are now closed to new starts. 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. Multiply delivery has now commenced, in financial years 23/24 and 24/25 we will be undertaking a mix of direct and commissioned activity. Maximus delivers the Restart programme in the contract package area covering Bradford. Partnership meetings have been held and their partnership lead has joined the SkillsHouse Advisory Board 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 have established strong relations with EDT the National Careers Service prime contractor 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, and are taking the lead locally on the community elements of the DfE funded adult numeracy programme, Multiply. We have recovered participation numbers and success rates to pre-pandemic levels for our own Adult Education provision, and our Apprenticeships success rate is significantly better than national. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes. Skills for Work is in the window for Ofsted Inspection this term. 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 (particularly as part of the conversation around a devolution trailblazer deal for West Yorkshire). Officers are working to shape policy, maximise funding opportunities and inform WYCA's commissioning decision making. This is particularly pertinent to Pillar 3 of the UK Shared Prosperity Fund. The constraints imposed by central government have made this fund incredibly difficult to deliver, and that context enhances 				

	<p>the risk that implementation of a huge amount of short-term, non-recurrent funding may undermine to local strategic approaches. CA colleagues and Employment and Skills officers continue to work closely on this. Issues have been flagged through WY LA CXs meeting.</p> <ul style="list-style-type: none"> • Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio. We have an established Key Cities Employment and Skills Network with Bradford as the secretariat, and the network is due to publish a report on recent policy development later this year. • Significant investment in the Employment West Yorkshire programme has been approved by the WYCA Board, with delivery having started from the 1st April. This will secure the infrastructure and investment in the SkillsHouse partnership that has been developed through existing EU and Gainshare funding as those funds taper off in the next 15 months. • 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 managed so as not to impact the wider mix and balance of provision for the post-16 phase. Bradford secured two new post-16 free schools through the latest wave of DfE funding (out of 15 schools nationally), the Brit School North and New College Keighley. These will open in 2026, work has started with existing partners to embed the new provision within the existing offer as effectively as possible. • SkillsHouse Advisory Board in place to oversee and shape the partnership model, the implementation of the approach and key programmes such as Employment West Yorkshire, community learning and the supported internship employer forum. Engagement is ahead of profile on Employment West Yorkshire. • The Employment and Skills Board chaired by Will Richardson takes strategic oversight of the employment and skills approach locally as well as acting as a regional and national voice for the District’s provision and partners. This is embedded into the wider partnership approach for the District, in the role of chair Will is part the Wellbeing Board, Economic Partnership and Children’s, Young People and Families Executive. We are also convening a regular meeting with the Chairs of the equivalent Boards in the other WY LA areas.
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan and owns the new Employment and Skills Framework for the District..
Date Reviewed	25.09.2023
Actions / Controls under development	<ul style="list-style-type: none"> • Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding. Officers are working to inform future policy, principles and processes through CXs, DoDs, the WY ESB Chairs, and the WYCA Employment and Skills Committee. 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. • LA holds keep in touch with school and college leaders across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3. The success fo the proposal for New College Keighley offers a long-term solution for the North of the District. • Following the collapse of our two largest private training providers (for 16-18 provision) we are working with the Department of Education to ensure there is a sufficient range of provider types and settings. • The LA is working through differing partnerships in the implementation of our Workforce Development Plan and Employment and Skills Framework collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. The Fraework updates the work of the Plan in 2023, and will be developed further in 2024in line with WYCA’s strategic planning refresh and the Council’s new Economic Strategy. • The Council will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one. • The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities. • We have re-launched the supported employment forum which work to increase the numbers of employers offering supported internships to young people with Education, Health and Care Plans. This feeds into our Youth Employment Partnership which has oversight of pathways for vulnerable young people.

	<ul style="list-style-type: none"> • As a partnership we continue to explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3, and closer working between Employment and Skills, Leaving Care service and HR to support this and other approaches. • Our careers and technical education system works 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. • The One Workforce programme builds on our strong links with the ICB to 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. It also informs the Care Academy work that is supporting recruitment and pathways into the sector, there are ongoing conversations about how SkillsHouse can lead the recruitment of all entry level jobs for the local NHS Trusts.
Managed By	Phil Hunter
Administered By	Matt Findull

Code & Title	SR 14 SND SEND Services			Current Risk Matrix	
Description	<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"> 1. Poor communication between stakeholders across education, health and care. 2. The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need. 3. The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services. 4. 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. 5. Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped. <p>The LA provided a Written Statement of Action (WSOA) Plan to address the above areas of weakness on the 21st of September 2022 that has been approved by Ofsted. The WSOA will be monitored every 90 days.</p>			 <p>Likelihood</p> <p>Impact</p>	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • The CYPs SEND needs may not be effectively met. • The Local Authority may not meet its statutory obligations. • Negative impact on Local Authority's reputation with CYP/parents & schools. 				
Internal Controls	Following the inspection, the district was asked to develop a 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.				
Assurance Mechanisms	<ul style="list-style-type: none"> • SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams. • 90 day progress review meetings are held with the DfE and NHSE. • The SSPB reports to the district wide Children and Families Partnership board that provides governance. 				
Date Reviewed	20.09.2023				
Actions / Controls under development	<ul style="list-style-type: none"> • Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. • Development of a Health Data Dashboard to feed into LA dashboard. • Coproduction and engagement plan across the Local Area. • Continue to develop the multi-agency quality assurance work. 				
Managed By	Niall Devlin				

Administered By	Caroline Levene
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Code & Title	SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix	
Description	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk. The most recent Ofsted Inspection in November/December 2022 highlighted that whilst there has been improvement at pace in the last 12 months, the improvements have not been enough since the 2018 inspection. The new arrangement with Bradford Children and Families Trust is live as of 1 st April 2023.				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Poor reputation • High turnover of workforce at all levels • Inconsistent service to service users • Financial • Slow progression of improvement, particularly due to size of improvement team to drive and deliver on improvement 				
Internal Controls	<ul style="list-style-type: none"> • Improvement Board: The Children’s Services Improvement Board is chaired by Steve Walker, DfE appointed commissioner and has representative from internal Senior Leadership and Partnership Senior Leaders including the BCFT CEO. The Board continues to scrutinise the improvement work. • Improvement Plan: The Improvement plan has 12 focus areas in line with the Ofsted Action Plan that was submitted by BCFT in May 2023 – The 12 focus areas are Integrated Front Door (David Thorpe Implementation and EDT separation), Early Help including the Gateway in, Help and Protection including Children with Disabilities, 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. There are detailed plans for some of the projects with project and service leads and Project Action Groups are in place to deliver on the plans, again led by BCFT. • Children’s Service Improvement Team: The Improvement Team have now transferred to the Bradford Children’s Trust with 2 posts being retained by Childrens Services. The Improvement Team also has an Interim Director of Improvement pending the live recruitment process and an Interim Improvement Consultant (funded by DfE through Leeds). The Trust will be looking at their own Improvement Structure, with some appointments having already been made to oversee this activity. • Internal Audits: Audit activities continue across all parts of the Service with identified recommendations and learning, this has recently been stepped up due to the low number of returns. Audit activity has adjusted recognising BCFT is in place and the contractual requirements specifically set out in the contract between the council and the Trust. • External Audit: Children’s Services continue to commission a number of external audits in different parts of the Service with identified recommendations and learning including the recently commenced Sector Led Per Challenge ADCS led work to work across the region with other LA’s. External Audit activity has adjusted recognising BCFT is in place and the contractual requirements specifically set out in the contract between the council and the Trust. • Ofsted: Feedback from the most recent full ILACS Ofsted Inspection in November/December 2022 highlighted areas requiring continued improvement and these have all been integrated into the Improvement Plans developed by the Trust in partnership with the council for each area of focus/project and are being worked on, when the final report is received, anything missed will be added. Ofsted undertook a further monitoring visit in July to the Trust and Ofsted found positive progress in the visit whilst recognising that there was still much work to do. 				

	<ul style="list-style-type: none"> • Partnership: The DCS and Senior Managers continue to engage 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 continue to be included in improvement activities. • Recruitment and Retention: The Sufficient and Stable Workforce Improvement Plan has been refreshed and is now led by BDCFT. Ceriph, who developed the Bring Heart Campaign and micro-site for recruitment continues to work with BCFT on phase 2 of their plan, BCFT are taking steps to centralise Practice Supervisors and for them to no longer case hold so they can focus on Practice Improvement to mirror the same role in other LA's increasing Bradford's likelihood of successful permanent recruitment in a competitive market. The BCFT led Management factuality launched in April 23 with further factuality's for Community Resource Workers, Business Support, Early Help, Fostering and Youth Justice Service to Follow. A further retention payment for established staff was paid in March 2023. • Improved use of vital signs and performance data: The new BDCFT and Council reporting and governance activity has commenced, with monthly and quarterly Vital signs reporting. Both the council and BCFT have an ICF in place and the new contractual relationships have commenced positively to date in reporting. This will enable front line managers to address practice and performance issues more promptly to address compliance with key indicators. • Children and young people's voice and influence: The 3 children's forums to enable children and young people to share their voice on service delivery continues to be utilised. 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. A Children with Disabilities work stream has been developed to develop a framework for co-production with this co-hort.
Assurance Mechanisms	<ul style="list-style-type: none"> • Future Ofsted Inspections • Independent auditing of casework • Governance arrangements between council and BCFT in place • KPI's embedded in the council/ BCFT contract • ICF function • Risk Registers held
Date Reviewed	11 October 2023
Actions / Controls under development	Plan Inspection Timetable
Managed By	Picklu Roychoudhury
Administered By	Sharon Woodcock

Code & Title		SR 16 EAT Educational Attainment			Current Risk Matrix	
Description		Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				Likelihood	Impact	
Type of Risk		District	Yes	Category	High	Critical
		Strategic	Yes	Risk Score	3	3
		Operational	Yes	Total Score	9	
Potential Effect of Risk		<p>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.</p> <p>Outcomes 2021/22 academic year for Key Stage 2;</p> <ul style="list-style-type: none"> • Outcomes in reading are static compared to before the pandemic. The gap between Bradford and national averages has not reduced. • In mathematics, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels. • In grammar, punctuation and spelling, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels. • Writing outcomes have declined since 2019 and the gap between Bradford and national averages has increased. • In the combined reading/writing/maths outcomes have declined since 2019 and the gap between Bradford and national averages has increased <p>For KS4;</p> <ul style="list-style-type: none"> • Attainment outcomes at KS4 have declined as had been expected given the changes to the assessment regime during the pandemic. Outcomes remain lower than national and the gap between Bradford and national has not closed. • Girls continue to outperform boys. At attainment 8 girls achievement is 6% higher than boys and this is higher than the national gap. This is also the case for attainment 9-4. For attainment 9-5 the gap is 6% which is the same as national • The gap between pupils with SEND and other pupils is 23% for attainment 8. This is the same as the national figure. At Basics 9-4 and Basics 9-5, the difference between pupils with and without SEN is lower in Bradford than the national average. • The gap between disadvantaged and non-disadvantaged pupils is 14% for attainment 8. This is 1% lower than the national average. At Basics 9-4 and Basics 9-5, the difference between disadvantaged and other pupils is also lower in Bradford than the national average. • Pupils whose first language is English outperform pupils whose language is not English by 1% in Attainment 8. Nationally, those pupils whose language is not English outperform pupils whose first language is English by 2%. At Basics 9-4 and Basics 9-5, the picture is similar with pupils whose first language is English outperforming pupils whose language is not English by 4% and 2% respectively. The national average picture is that, those pupils whose language is not English outperform pupils whose first language is English by 1% and 3% respectively. <p>The 2022/23 academic year outcomes from KS2 STAs and GCSE examinations will not be known until the autumn.</p>				
Internal Controls		Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships				

	between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
Date Reviewed	11 October 2023
Actions / Controls under development	<ul style="list-style-type: none">• 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 Education Improvement 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.• The results from the 23/24 Academic Year are to be released in the next quarter
Managed By	Sue Lowndes
Administered By	Caroline Levene

Code & Title		SR 17 CSI Children Safeguarding Incident			Current Risk Matrix	
Description		A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.				
					Likelihood	Impact
Type of Risk	District	No		Category	High	Critical
	Strategic	Yes		Risk Score	3	3
	Operational	Yes		Total Score	9	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation					
Internal Controls	<p>The principle pressures remain</p> <ol style="list-style-type: none"> 1. A stable and competent workforce 2. The growing population of Looked after children and the attendant financial placement cost pressures on the budget. <p>1. The workforce has remained heavily reliant on agency staff and agency teams to meet the demand. This has an impact on consistency of worker and practice as agency staff will change from time to time. The Department continues to recruit to permanent positions and have recruited the first group of overseas workers who are currently being supported through induction and training to familiarise them with the British system and prepare them to take up their full time positions. A further group of overseas staff started in the Trust in April 2023. Some workers will require longer induction and support to bring them up to speed on capability and confidence so some further support is being offered which will hopefully ensure they can take on full caseloads and allow the Trust to release some agency staff over the summer and into the Autumn. However, workforce stability remains fragile and as a service the Trust/we remain heavily reliant on agency social work staff which continues to be somewhat unstable in that workers can leave at short notice and this remains a significant pressure on the budget. Since engaging a number of project teams across the service this has led to an overall reduction of average caseloads to around 17 children on average but there is some variability in this. Some of this work is very intensive and complex and a further reduction will support practice and outcomes for children. We will continue to support the Trust to recruit permanent staff to reduce our reliance on agency staff and agency teams. Recruitment of staff is moving forward with the efforts of UK recruitment, International recruitment and Bradford's Social work Academy each contributing to this. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>The Courts have been working with the service and CAFCASS to support the discharge of Care Orders when children have been placed at home with parents. This is having some impact but there is more to be done, this work continues and in line with court time availability. The impact will be to reduce some caseloads in the Children in Care service but will not have a significant impact financially to allow us to reinvest. The Compliance Courts whereby the Courts</p>					

	<p>will more publicly hold local authorities and other parties to account for delays in Court proceedings has begun and appears to be working fairly well without too much negative impact on the service to date. This potentially could become still become a reputational risk for the Trust if we fail to meet timescales without clear reasons for delay. The press has attended a number of hearings and so far there has not been negative publicity although on some occasions families have been distressed in case they or their children might be identified although the Courts are very clear that children cannot be identified. The Trust continue to take this work forward in accordance to the contractual obligations</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. We hold monthly Performance meetings focusing on visits and the impact of visits to children The Deputy Director and Heads of Service I the Trust have focused on statutory visits to all children across the service and meet monthly to assess progress or obstacles to improvement. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>Continuous oversight and scrutiny of children’s risks is undertaken by managers in the Trust daily to ensure they are prioritising those in greatest need or at greatest risk appropriately. An audit regime which allows managers at all levels to consider the quality of practice and the impact of our interventions on children and families. The performance in this area is not as robust as it should be but the Trust are putting further effort into this area. Audits continue to be completed but at a lower level than we had planned for because of staff and manager turnover. The audit tool is being updated currently to help support good and consistent practice and will be implemented in April 2023 under the Trust. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>Supervision of staff is not yet fully consistent due to staff changes and remains a priority for senior managers. The Trust have been working hard on this and grip is present and building. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>2. We do not have sufficient fostering, residential or specialist placements in Bradford to accommodate all children looked after resulting in the Department placing a significant numbers of children in independent fostering Agencies and private residential homes creating 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. As before this continues to be a pressure for us. The looked after children population has increased to over 1600 children and the complexity of need has and we have also increased post Covid. The Trust/ CS are currently working closely with managers and leaders in Health to provide improved joint packages of care to support young people and their families to prevent care entrants and to support those leaving care. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>The lessons from Monitoring visits continued to be shared and implemented across the service and the Trust. Safeguarding partners are included in these discussions.</p> <p>The Trust continue to take this work forward in accordance to the contractual obligations</p>
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • The Council has been working closely with the Bradford Children’s Trust to develop the Trust when it launched in April 2023 and with the implementation of the Trust we anticipate that it might be easier to attract and retain workers with this new approach. • Both children’s services and BDCT both have an ICF function now in place an working well to build the new relationship with the council • The Trust will in time develop its structures and services to meet the needs of children and families in the District over the coming months. • The Bradford Partnership (Safeguarding) has carried out a Section 11 Audit and continues to work closely with all partners to provide a safeguarding system across all agencies in Bradford.

	<ul style="list-style-type: none"> • Tight Performance Management Systems and clear lines of Management and Accountability Systems are in place and monitored. Ofsted undertook a full ILACS inspection of children's social care services from Mid-November to early December. The report was published at the end of January 2023. A comprehensive action plan was submitted to Ofsted in May 2023. A further monitoring visit took place July 23 and the formal letter is pending. • The Trust established a social work academy which will bring a steady supply of qualified social workers into the service and with the prospect of retaining them in Bradford. We have just initiated a further cohort following the successful completion of the previous cohorts, to be taken forward by the Trust. It is proving effective and popular. • The Bradford Safeguarding Partnership has implemented enhanced safeguarding procedures across member agencies in the District. We maintain a focus with the Police on children who go missing from care or from home.
Date Reviewed	11 October 2023
Actions / Controls under development	<ul style="list-style-type: none"> • A CSE Action Plan has been shared with partners. • We transferred Children's Social Care services to the Trust on 1st April 23. • The action plan following the SH National Panel report has been developed and is being implemented. • The improvement plan following the Ofsted Report in January is being developed by the Trust • We/ The Trust are developing practice in working with very complex children with colleagues across Health organisations across the District • Our Outcomes Improvement Action Plan has been shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes. • The implementation of the Trust is complete and this will help to settle the workforce some of whom have felt unsettled and strong joint engagement has been well received by staff. • The Trust will develop further early help services and more actively review high needs children in care. • The service has extra capacity supported by the Commissioner and DCS to bring about improvements.
Managed By	Picklu Roychoudhury
Administered By	Sharon Woodcock

Code & Title	SR 18 COV Multiple outbreaks of infectious diseases.			Current Risk Matrix	
Description	COVID-19 and other respiratory 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 like community testing, contact tracing, and social restrictions. Low uptake of COVID/flu vaccines increases the risk of simultaneous outbreaks of COVID-19, flu and other respiratory infections, potentially overwhelming capacity of the healthcare, social care and public health systems.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion Diversion of PH capacity to support outbreak management, reducing delivery of other PH programmes 				
Internal Controls	<ul style="list-style-type: none"> Local plan for Living safely with COVID-19 and other respiratory infections in Bradford District revised in 2022. The plan includes action cards for dealing with outbreaks in different settings, with clear responsibilities for the Council, UKHSA and NHS. Memorandum of Understanding on PH emergencies and incidents (including outbreaks) approved by LA, UKHSA and NHS in 2022. The MOU includes emergency tripartite funding to support initial response to disrupting outbreaks. Improvements in governance of Covid and Flu vaccination programmes and increase of engagement work with vulnerable groups to improve vaccine uptake and reduce inequalities. A Bradford plan to reduce inequalities in uptake of seasonal vaccines was produced in October 2023. 				
Assurance Mechanisms	<ul style="list-style-type: none"> On-going monitoring of COVID-19 cases, admissions and deaths in the District. On-going support to NHS immunisation programmes. Contingency plans and escalation routes for PH input to outbreak management. 				
Date Reviewed	04.10.2023				
Actions / Controls under development	<ul style="list-style-type: none"> CBMDC staff encouraged and supported to stay at home if unwell. Support to the NHS-led vaccine programmes to engage with groups with lowest uptake and reduce inequalities. Support to a broader set of winter preparedness measures including antipoverty and mental wellbeing to reduce pressure over the NHS Development of contingency plans for rapid adapting the PH outbreak management capacity in the event of an increase in demand 				
Managed By	Jorge Zepeda				
Administered By	Tariq Mohammed				

Code & Title		SR 19 Shortage of staff within the external care market.			Current Risk Matrix	
Description		Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision.				
				Likelihood	Impact	
Type of Risk	District	No	Category	High	Critical	
	Strategic	Yes	Risk Score	3	3	
	Operational	Yes	Total Score	9		
Potential Effect of Risk	<ul style="list-style-type: none"> • Inability to secure care and support from external providers will lead to: • Increase in hospital admissions due to a lack of properly staffed care homes or care provision not being met within individual own home. • Delays from hospitals, creating additional pressure within the hospital – bed blockages. • Increase in waiting lists for support. • Safeguarding risks arising from care needs not being met. • 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. 					
Internal Controls	<ul style="list-style-type: none"> • Health and Social Care Partnership have agreed a 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. • ASC workforce strategy now developed and launched. • BradfordCares webportal launched which provides an overview of the work undertaken by Council and Independent Care Providers, and the job opportunities available. • Focused support for departmental recruitment campaign March to Sept 23 – learning will be shared with independent sector. • Promotion and support for sector led 'Call to Action' workforce theme from senior leaders • Market Sustainability Plan outlines 3 year market sustainability plans and workforce challenges and supports • Cost of Care exercises for over 65 care homes and Home Support complete 					

	<ul style="list-style-type: none"> • New Home Support commission will support better workforce recruitment and retention. • One workforce portal launched which acts a repository of training and other support measures to help providers recruit and retain staff. • 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. • Using Skills House to support and coordinate recruitment for Health and Social Care System • 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. • 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.
Assurance Mechanisms	<ul style="list-style-type: none"> • CQC Inspections. • DMT Adult Social Care Reform – monthly. • DMT Finance, Performance, Quality and Transformation – monthly. • Raising Expectation Steering Group.
Date Reviewed	28.09.23
Actions / Controls under development	<ul style="list-style-type: none"> • Working with BCA on plans to coordinate workforce development activity across the independent sector. • 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. • Ongoing recruitment campaigns – to promote recruitment opportunities. • Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better. • We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system.
Managed By	Jane Wood
Administered By	Imran Rathore

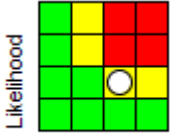
Code & Title	SR 20 EHE Elective Home Education			Current Risk Matrix
Description	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, similar numbers continue to be removed from school rolls so the number consistently remains above 800. Temporary funding for this through Raising Attainment has ended 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). 2022/2023 will be similar with around 400 children being removed from a school roll during the year.			
			Likelihood	Impact
Type of Risk	District	No	Category	Medium
	Strategic	No	Risk Score	2
	Operational	Yes	Total Score	6
Potential Effect of Risk	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September 2020 have previous children's social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable. Increasingly we are seeing children removed from roll in 2022 and 2023 for emotionally based school avoidance and mental health concerns. Children's Social Care do not always understand educational neglect and officers spend significant time challenging that this can amount to harm.			
Internal Controls	Challenge is raised with Children's Social Care where the team believe the child is suffering from harm through educational neglect. Note: Funding secured for a temporary increase in staffing from June 2021 has now ended. The funding provided for two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This was extremely proactive, with increased and faster informal enquiries. There are now only 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 allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear, so this will now become a challenge. Significant resource is used where a child is not in receipt of an education and a School Attendance Order has been prosecuted. This requires a referral to Children's Social Care, but the response is inconsistent.			
Assurance Mechanisms	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children's Social Care for neglect of education. Challenge has to be given to Children's Social Care to understand the harm.			
Date Reviewed	13/10/23			
Actions / Controls under development	Continuous engagement with the DfE who have this as a key focus. Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated. Next focus needs to be with locality social workers.			
Managed By	Sue Lowndes			
Administered By	Kate Hopton, Caroline Levene			

Code & Title		SR 21 TRI Terrorist Incident			Current Risk Matrix	
Description		National terrorist incident threat level is at Substantial and Strategic Security is a concern.				
				Likelihood	Impact	
Type of Risk	District	Yes	Category	High	Catastrophic	
	Strategic	Yes	Risk Score	3	4	
	Operational	Yes	Total Score	12		
Potential Effect of Risk		<ul style="list-style-type: none"> 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 duties and responsibilities. The reputational risk to the Council is adversely effected. The welfare and safety of the Council's citizens is at risk. Increasing incidence and impact of service interruption events. Business-critical systems are impacted. 				
Internal Controls		<ul style="list-style-type: none"> 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. The Emergency Planning Manager will be working with Senior Management to ensure Cooperation in embedding this. Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. See SR 01 for further details. The Council has responded to the Protect Duty Consultation 2021. The Council in partnership with West Yorkshire Police have a Contest Board (the EPM sits on this board) for Prepare and Protect 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 Martyn's Law 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. Martyn's Law is currently going through Parliament. EP have picked this up and are working with the CT police and have set up a PAPG working group (Protect and Prepare) which meets on a quarterly basis with all partners across the district not limited to council. 				

Assurance Mechanisms	Security policy statement and security strategy and organisational security framework.
Date Reviewed	04/10/2023
Actions / Controls under development	<ul style="list-style-type: none">• 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 across all council departments. So far over 300 staff have been trained. Further Act and SCaN training is booked and we have 4 sessions working on Martyn's Law in October.• The Council is developing and implementing security minded communications on its website and media outlets.• Training and testing the security framework, plans and readiness.• The Emergency Planning Manager is setting up a Security Framework as part of the EP workstreams to work with heads of departments to create a stronger security culture throughout.
Managed By	Joanne Hyde
Administered By	Michelle Shepherd

Code & Title	SR 22 COL Cost of Living Crisis				Current Risk Matrix
Description	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.				
			Likelihood	Impact	
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • 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, and increased resource demand on debt collection services, 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. 				
Internal Controls	<ul style="list-style-type: none"> • Occupational Health support for staff and signposting to other agencies providing support and advice. • Holiday Food and Activities programme in the school holidays • Distribution of the Household Support Grant, supporting residents with food, fuel and other essential items • 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 'Welcoming Spaces' initiative to provide a welcoming space and refreshments in libraries, community centres, church halls etc from April 2023. The Warm Spaces initiative will replace this in the winter months providing a warm space and hot drink for residents in these community venues. • Determination of the allocation of Council Tax Support fund announced by the Govt in December 2022 for the year 2023/24 • A new employee benefits scheme has been introduced in 2023 to assist with the cost of Home and Electronics items. 				
Assurance Mechanisms	<ul style="list-style-type: none"> • 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. • The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice. • The Anti- Poverty Strategy was approved by the Executive in November 2022 and an update on progress will be considered by Overview and Scrutiny on 5 October 2023 • The programme of activity to distribute the Household Support Grant fund (£11.39m) and Mayor of West Yorkshire's Cost of Living fund (£439k) was agreed by the Council's Executive on 4 April 2023 				
Date Reviewed	5 October 2023				

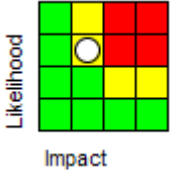
Actions / Controls under development	<ul style="list-style-type: none">• The latest payment for the Winter Food and Fuel allowance from the Household Support Fund will be made on or around 24 November. This payment is for those who are on the Council Tax Reduction Scheme, which is currently 42,996 households. The payment amount is indicatively estimated at £100 per household with an additional £40 per eligible child.• A refresh of the cost of living Bradford website and leaflet is in progress.
Managed By	Caroline Lee
Administered By	Mark St Romaine

Code & Title	SR 23 SUP Supply Chain Risk			Current Risk Matrix	
Description	Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	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).				
Internal Controls	CSO 20 - Exceptions provisions, variations/extension to contracts that are permitted under Regulation 72 of the Public Contract Regulations				
Assurance Mechanisms	<ul style="list-style-type: none"> 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. 				
Date Reviewed	26 September 2023				
Actions / Controls under development	Ongoing Recruitment for the Procurement Service. A temporary Head of Procurement was appointed in Quarter 4 2022/23. Contract managers with support from finance ensuring financial resilience of suppliers is assessed at least on an annual basis. Service areas undertake more proactive market development/engagement activity to ensure contingency supply chains are identified.				
Managed By	Christopher Kinsella				
Administered By	Mark St Romaine, Kashi Akhtar				

Code & Title	SR 24 HUM Human Capital, Diversity and Talent Management	Current Risk
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					Matrix	
Description	There continues to be a shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts.					
				Likelihood	Impact	
Type of Risk	District	Yes	Category	High	Significant	
	Strategic	Yes	Risk Score	3	2	
	Operational	Yes	Total Score	6		
Potential Effect of Risk	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.					
Internal Controls	<ul style="list-style-type: none"> The Council have recruited graduates through the National Graduate Development Programme (NGDP) since 2020. This autumn we are also launching an internal graduate programme where graduates will remain in one department for the duration of the placement. All placements are 2-year fixed term contracts. Both schemes will run alongside each other for the current time, allowing greater flexibility for the organisation to target specific areas of recruitment and retention. All vacancies below a Grade 8 are requested to be considered for apprenticeships at the point of recruitment. Apprenticeship numbers are dropping nationally therefore work needs to be considered on how we can turn this around. Further scoping and development needs to be done on succession planning, work shadowing, coaching and mentoring, middle managers programme, care leavers programme and Associate AD programme. Ongoing work is being done with Skills House in terms of support for vacancies. Review of job profiles and adverts is also underway. Further work is being done to ensure we have a solid Employee Value Proposition (EVP) and Benefits offer making us an attractive place for people to come and work. 					
Assurance Mechanisms						
Date Reviewed	29 September 2023					
Actions / Controls under development	<ul style="list-style-type: none"> We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles. The 195 Live Council apprentices are made up of 36 apprentices in maintained schools, 29 new starters in the Council and 130 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 29 apprentices in schools are Early Years (53%), Teaching Assistant/Teacher (33%) Business Admin, Management and IT (14%) 					

	<ul style="list-style-type: none"> • Council apprenticeships are in: Adult Care (8%), Management (17%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (26%) Children and Young People (3%), Production/Hospitality (21%), Business Admin/Customer Service (4%) Social Work (9%), Finance, IT, Procurement, Legal (3%) Coaching Professional (4%) Public Health, Occupational Therapist, Rehabilitation (3%) other specialist training (2%). • In Children’s Services and Adult Social Care, the apprenticeship programme links into “grow our own and 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 Social Workers, are recruiting international Social Workers and Students and are partnering with the University. • Note: Although the Children Social Workers now sit within Bradford Children and Families Trust, due to partnership working and the Trust not having sufficient levy funds, the Council will be assisting with some of the funding for the 7 new Social Worker apprentices that will be starting in October 2023 through the transfer of levy process. Confirmation of 5 new Social Worker starts for Adult Social Care in October 2023 (a total of 12 new Level 6 Degree Social Worker apprenticeships for October 2023. • In addition, there are still further apprenticeships being finalised for October start and the Apprenticeship levy is also being used for the Centre for Excellence Apprenticeship programme. • It is proposed that a review of Pay and Allowances will commence during Q3/Q4, which is intended to streamline and simplify organisational processes. • Implementation of a new employee benefits platform took place in mid-April 2023, which has already seen 3 ½ times more sign ups than the previous platform. Further benefits have also been implemented such as a Home and Tech platform and a revised Cycle to Work scheme, with a Green Car Lease scheme due to be introduced later on in the financial year. • The procurement of a new recruitment system is underway which will enhance both applicant and manager experience, with the intention of reducing time spent on processes. • In addition, an exercise has taken place facilitated by the transformation team to review and revise the new starters process, resulting in a significant reduction in the number of processes required. • Engagement and contract agreed with LinkedIn to push all vacancies via this platform, already resulting in increased number of applicants for all job roles. • Team working closely with senior managers to fill posts currently undertaken by agency with a number of posts now advertised. • Assist hiring managers with scoping recruitment campaigns and sourcing candidates, ensuring advertising channels are appropriate and reach a wide and diverse range of applicants and that the CBMDC brand is promoted consistently through all resourcing and recruitment activity.
Managed By	Anne Lloyd
Administered By	Emma Lawler

Code & Title		SR 25 Digital Switchover - Adult Social Care operations.			Current Risk Matrix	
Description		<p>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.</p> <p>Our existing telecare infrastructure relies upon analogue networks to communicate between the alarm and pendant in a persons home and the alarm receiving centre based at cornerstones. We currently have approximately 8000 people who could potentially be left without a working alarm.</p>				
					Likelihood	Impact
Type of Risk	District	Yes	Category	High	Significant	
	Strategic	Yes	Risk Score	3	2	
	Operational	Yes	Total Score	6		
Potential Effect of Risk	<p>Impact on H&WB</p> <ul style="list-style-type: none"> Approximately 8000 citizens currently have a safe & sound pendant & 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. Funding will need to be found to replace existing analogue alarms with digital equivalents. Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover. The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe & sound users are migrated to digital. <p>Wider Corporate concerns</p> <ul style="list-style-type: none"> 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. It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc. 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. 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. 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. 					
Internal Controls	<p>Digital Switch over plan now in place, which includes the following work streams:</p> <ul style="list-style-type: none"> Telecare Alarm Receiving Centre (ARC) Migration – this will include tender for a digital ARC provider. Digital to analogue kit migration – this will include replacing the analogue kit within current service users home with digital alternatives. Communication and awareness – this will focus on providing updates to existing telecare users, council staff and partners on key implications of the digital switchover. We will also develop advice, guidance, and a policy on the use and set up of digital infrastructure. 					

	<ul style="list-style-type: none"> Analogue to Digital Strategy – this will include: Baseline assessment of current users, develop proactive support offer for customers undergoing switch, develop and agree policy for use of SIM enabled alarms and implement strategy for replacing A2D alarms and proactive monitoring of call handshakes.
Assurance Mechanisms	<ul style="list-style-type: none"> DMT Care Reform – monthly DMT Finance, Performance, Quality and Transformation – monthly TEC Steering Group - monthly
Date Reviewed	26.09.23
Actions / Controls under development	<ul style="list-style-type: none"> Project initiated to procure and implement the Digital Alarm Receiving Centre (ARC) - we are currently evaluating the tender bids with the aim to confirm the preferred supplier by Nov/Dec. Additional investment made in Safe and Sound capacity to support Digital Switchover related activity. Discussion to take place with Corporate ICT to align activity to ensure we have a joined up approach across the Council. We will be going out to recruit a replacement for the Transition Manager who left in August 2023.
Managed By	Imran Rathore
Administered By	Imran Rathore

Prudential & Treasury Management Indicators Quarter 2 2023-24 Appendix 5

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Capital Expenditure

The Council has undertaken and is planning capital expenditure as summarised below.

Capital expenditure	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
General Fund	-	218	224	124	151
HRA*	-	3	15	10	8
Total	154.1	221	239	134	159

* Separate HRA only applies from 01-04-2023

Capital Financing Requirement

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, loan repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.

	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
Non-HRA	-	819	883	893	928
HRA*	-	35	37	37	33
Capital Financing Requirement	769.6	854	920	930	961
Movement in CFR	57.5	81	66	10	31

Net financing need for the year (above)	77.4	104	92	38	60
Less MRP/VRP and other financing movements	-20	-23	-26	-28	-29
Movement in CFR	57.5	81	66	10	31

The effect from the change in the accounting for leases has not yet been reflected in the CFR.

Gross Debt and the Capital Financing Requirement

Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
Debt at 1 April	371.1	465.1	546.0	641.0	663.0
Expected	94.0	91.0	95.0	22.0	51.0

change in Debt					
Other long-term liabilities (OLTL)	146.9	139.0	130.5	121.9	112.0
Expected change in OLTL	-8.7	-8.5	-8.6	-9.9	-10.5
Actual gross debt at 31 March	603.3	676.5	762.9	775.0	815.5
The Capital Financing Requirement	769.6	854.0	920.0	930.0	961.0
Under / (over) borrowing	166.3	177.5	157.1	155.0	145.5

Debt and the Authorised Limit and Operational Boundary

The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower Operational Boundary is also set as a warning level should debt approach the limit.

	2022-23	2023-24	2024-25	2025-26
	£m	Estimate £m	Estimate £m	Estimate £m
Operational boundary	840	860	930	940
Authorised limit	860	880	950	960

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not go above the operational boundary.

Net Income from Commercial and Service Investments to Net Revenue Stream

The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream, i.e., the amount funded from Council tax, Business rates and general government grants.

	2022-23	2023-24	2024-25	2025-26	2026-27
	£m	£m	£m	£m	£m
MRP, excluding PFI	16.1	19.8	22.7	24.4	25.7
MRP PFI, finance lease	3.4	3.4	3.5	3.6	3.6
Old West Yorkshire Waste debt	0.2	0.2	0.2	0.2	0.2

Interest on external borrowing	16.6	18.4	23.7	24.3	24.8
Interest on PFI	15.9	15.3	14.6	14.0	13.2
Premium on debt repayment	0.3	0.3	0.3	0.3	0.3
Total Capital Financing Costs	52.5	57.4	65.0	66.6	67.7
Projected Net Revenue Stream	388.0	441.0	441.0	441.0	441.0
Ratio to Net Revenue Stream	13.5%	13.0%	14.7%	15.1%	15.4%
Invest to Save element of Total Capital Financing Costs	6.3	6.5	7.7	7.9	8.4
Invest to Save contribution to Ratio to Net Revenue Stream	1.6%	1.5 %	1.6%	1.8%	1.9%

Liability Benchmark

This new indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £30.0m required to manage day-to-day cash flow.

Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Maturity structure of fixed interest rate borrowing 2023-24		
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to 5 years	0%	50%
5 years to 10 years	0%	50%
10 years to 20 years	0%	90%
20 years to 30 years	20%	90%
30 years to 40 years	20%	90%
40 years to 50 years	20%	90%

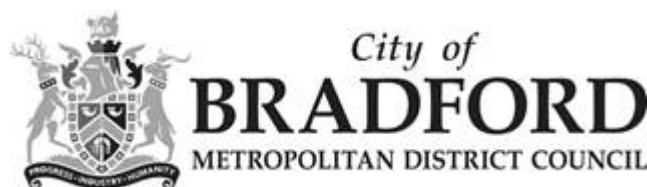
Maturity structure of variable interest rate borrowing 2023-24		
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to 5 years	0%	20%
5 years to 10 years	0%	20%
10 years and over	0%	20%

Long term Treasury Management Investments

The purpose of this indicator is to control the Council's exposure to the risk of

incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

£m	2022-23 £m	2023-24 £m	2024-25 £m
Principal sums invested for longer than 365 days	£20m	£20m	£20m



Report of the Director of Finance to the meeting of Executive to be held on 7th November 2023

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Subject:

Medium Term Financial Strategy update 2024/25 to 2026/27.

Summary statement:

This Medium-Term Financial Strategy (MTFS) update sets out the forecast financial resources available to the Council to support the delivery of its key priorities as set out in the Council Plan 2021-2025.

The Council has a consistent track record of delivering balanced budgets in challenging circumstances which have required it to make savings of over £350m since 2011 in the face of national austerity measures, rapidly increasing costs, and rising demand particularly for social care. However, these factors and the volatile external environment mean that resources are now under unprecedented pressure which is unsustainable without significant and urgent additional funding and national policy reforms.

This revised forecast identifies for planning purposes a financial gap of c£29m in 2024-25, reducing to £7.7m in 2025-26 and £7.7m in 2026-27 for services delivered by the Council.

The Bradford Children's and Families Trust (BCFT) which is a company wholly owned by the Council has forecast an additional financial gap including inflation of £42.1m in 2024-25, £40.7m in 2025-26 and £43.0m in 2026-27.

The combined forecast gap for Council and Children's Trust services stands at £71.4m in 2024-25, reducing to £48.4m in 2025-26 and £50.7m in 2026-27.

The Housing Revenue Account also faces additional pressures which will require mitigation and there are future risks associated with the Dedicated Schools Grant.

Equality & Diversity:

Services and investment delivered or commissioned by the Council plays a significant part in addressing inequality, improving well-being and widening access to opportunities and the report sets out clearly the need for equality to be considered as part of the Budget Strategy. As in previous years a full Equality Impact Assessment will be produced for all budget proposals and full consultation with relevant groups will be undertaken. The outcome of consultation will be considered and reported on before the 2024-25 and subsequent budgets are approved.

Christopher Kinsella
Director of Finance & IT

Portfolio: Leader and Corporate

Report Contact: Andrew Cross
Phone: 07870 386523
E-mail: andrew.cross@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. Introduction

- 1.1 The Medium-Term Financial Strategy (MTFS) forms part of the Council's planning and performance framework and provides the context for the more detailed budgeting process.
- 1.2 The MTFS is refreshed each year to give a rolling 3-year assessment of the fiscal environment, after the close of the previous year, and before the budgeting proposals for the following year. Given the high levels of uncertainty about funding for local government and associated reforms, this forecast will need to be refreshed prior to setting the 2024-25 budget in February 2024 as further information becomes available. In early December 2023 a report will be provided that will outline both the estimated impact on Council finances of the Chancellor's Autumn Statement, and the savings proposals to bridge the budget gap. In early January 2023 there will be a report setting the Council Tax and Business Rates base for the 2024-25 year, and then in February 2024, the final budget proposals will be published in advance of Budget Council.
- 1.3 This report provides a background and overall MTFS forecast summary. This is then followed by an outline of the financial implications of the Bradford Children's and Families Trust 3-year draft business plan. The Council received the proposed business plan at the end of September 2023, and further due diligence and funding certainty for the Council is required prior to the Council being able to agree it as part of the Council Budget setting in February 2024. The financial implications are however very likely to be significant and more than the Council could fund alone.
- 1.4 The report also highlights potential future issues associated with the Dedicated Schools Grant high needs block.
- 1.5 Further detail about the Council's MTFS gap and how it was derived is then outlined in Appendix 1 which comprises four sections.
 1. Purpose, priorities, and principles
 2. Medium Term Financial Forecast and Gap Analysis
 3. The financial implications of the Childrens Trusts Business Plan
 4. Risks associated with the forecast.

This is followed by Annex A that provides the current cost structure, savings approved to date, and Council reserves to provide context.

- 1.6 Appendix 2 then provides additional detail in relation to future risks associated with the Dedicated Schools Grant which will need to be managed in the near term.
- 1.7 Appendix 3 then provides additional detail in relation to future risks associated with the Housing Revenue Account which will need to be managed in the near term.

2. BACKGROUND

- 2.1 This Medium-Term Financial Strategy (MTFS) sets out the forecast financial resources available for the Council to deliver its key priorities as set out in the Council Plan 2021-2025 based on assumptions made from the relevant data available.

- 2.2 The key outcomes that underpin the financial planning of the Council are:
- Better skills, more good jobs and a growing economy
 - Decent homes
 - Good start, great schools
 - Better health, better lives
 - Safe, strong and active communities
 - A sustainable district
 - An enabling council
- 2.3 The MTFs has been developed within a volatile and unpredictable external environment influenced by factors such as war in Ukraine, Brexit, demand pressures, national policy and the impending general election. These high levels of uncertainty make financial planning challenging.
- 2.4 It should also be noted that there are several ‘once-in-a generation’ opportunities available for Bradford that must be prioritised as key enablers of growth. These include developing the legacy of City of Culture and ensuring that the promised new station for the city and mass transit proposals for the region are taken forward at pace.
- 2.5 Since 2011, the Council has already had to deliver over £350m of budget reductions due to national austerity measures, increasing costs and rising demand particularly for social care. Cutting costs and increasing income while continuing to meet the needs of residents and businesses has required difficult decisions and placed services under pressure. Nevertheless, a robust and prudent approach to financial management and the use of resources meant that immediately prior to the Covid pandemic Council finances had achieved a degree of relative stability.
- 2.6 There has since been a rapid deterioration in the position amid significant inflationary pressures, rapidly increasing demand for and costs of Children’s Social Care and considerable uncertainty around local government funding, and the Council’s current financial position is unsustainable and requires the development of an emergency financial improvement plan.

Context

- 2.7 **Austerity.** The Council has had to deliver over £350m of budget reductions since 2011 because of national austerity measures, increasing demand for social care services and rising costs. Bradford has been disproportionately affected by the impact of national spending cuts. Analysis by the Special Interest Group of Metropolitan Authorities (SIGOMA) demonstrated the disproportionate cuts suffered by the most deprived authorities compared to those more affluent authorities and specifically highlighted the disparity between cuts seen in Bradford (28%) and Surrey (8%).
- 2.8 Aside from Children’s Social Care, all other Council services already benchmark as below average cost, indicating relatively limited opportunities to make further large-scale reductions to spending without severe consequences for service delivery. The largest department, Adult Social Care, has very low benchmark spend and has had a

recent positive peer review.

- 2.9 **Inflation.** Inflationary pressures on both pay and prices have occurred on a scale not seen since the 1970s, requiring an additional £28m to balance the budget for 2022-23 and a further £58m to be factored into the budget for 2023-24. The Local Government Association forecast that inflation, energy costs and projected increases to the National Living Wage will add £2.4 billion in extra cost pressures onto council budgets this year alone, rising to £3.6 billion in 2024-25.
- 2.10 **Children’s Social Care.** Soaring growth in demand for, and the costs of Childrens Social Care is a national phenomenon which is also being experienced particularly acutely in Bradford.
- 2.11 Recently published Government statistics demonstrated that nationally, Council spending on Children’s Social Care doubled in the decade to 2022-23 from £6.6bn to £12.8bn including an increase of 6.3% in 2021-22. The Children’s Funding Alliance have identified a £1.6bn annual shortfall in funding while the Independent MacAlister review of Children’s Social Care has called for an additional £2.6bn over five years to deliver much needed reform and highlighted a system under extreme stress. The Competitions and Markets Authority identified a dysfunctional market for children’s residential care in which a small number of providers can make excessive profits as local authorities compete for limited spaces.
- 2.12 Bradford has seen big increases in demand for children’s social care, more complex cases and challenges in recruitment and retention. The numbers of children in care rose by 61% between 2012 to 2022 while the rate of children in need increased by more than 60% over a similar period. Residential fees are up from £3,600 a week in 2020-21 to around £6,000 per week now. Challenges in recruitment and retention require the use of agency staff to fill the gap. We have also invested to drive improvements, but the situation is such that additional national investment and market reforms are urgently needed.
- 2.13 **Adult Social Care.** Bradford’s adult social care services are relatively low cost but there is considerable rising demand driven by population growth, complexity of cases and deprivation. Large numbers of people are making the transition from Children’s to Adults Services with high care and support needs. Increasing demand sits alongside challenges in recruitment and retention as competitive wages for care workers are increasingly unaffordable for Councils. These ongoing cost, demand and workforce capacity pressures reflect wider national trends.
- 2.14 **Reserves.** The Council has made use of its reserves on an exceptional scale to balance the budget in 2022-23 and 2023-24. This was in line with statements from Government that councils should use reserves. However, reserves are now depleted, and this approach cannot be sustained.
- 2.15 **Council Tax.** Financial pressures are compounded by Bradford’s low tax base – Band D council tax is significantly below the Metropolitan average. Council Tax revenues are approximately £20m below the average of other Metropolitan Councils on a pro rata basis. The Band D rate in Bradford is c£135 per year below the Metropolitan Council average, and £400 below the highest. Bradford currently ranks as having the 30th lowest Council Tax out of the 36 Metropolitan Councils; is the lowest in West Yorkshire and 2nd lowest in the Yorkshire and Humber region.

National Policy has seen big increases the proportion of the Council budgets funded via Council tax compared to Government grants. This means that Bradford Council can raise less money for vital services than wealthier parts of the country. Many recent policy changes nationally permit councils to raise council tax e.g., through the social care precept. However, a 5% increase in the Bradford district per dwelling raises only half the amount raised in Elmbridge in Surrey relative to size. So indicatively, if 5% raises £11m in Bradford, it would raise £22m in Elmbridge pro rata. That risks a postcode lottery. Year on year, the gap between richer councils and poorer ones gets bigger. The disproportionate impact of this approach is heightened by the Government's limit on percentage increases in Council tax – a 5% increase in Bradford raises less than the equivalent increase where Council tax is already higher, so the gap increases year on year.

- 2.16 **Delayed Reforms of Council Funding.** Independent analysis from Local Government finance experts has identified that had the Government implemented Local Government funding reforms in 2020-21 as planned, Bradford would now be c£32m per year better off.

MTFS Forecast

- 3.1 This revised forecast identifies for planning purposes a total forecast financial gap of £71.4m in 2024-25, reducing to £48.4m in 2025-26 and £50.7m in 2026-27. This includes both services delivered by the Council and those delivered through Bradford Children's and Families Trust (BCFT), a company owned wholly by the Council.
- 3.2 Council services are forecast to face a financial gap of c£29.3m in 2024-25, reducing to £7.7m in 2024-25 and £7.6m in 2025-26 for services delivered by the Council. It should be noted however that the main reason for the reduced gap in 2024-25 is due to the assumption that the Government implements its long-delayed Business Rates reset and Fair Funding review as it is current government policy. Should the implementation be delayed again as is likely then this would increase the gap in 2025-26 by c£18m.
- 3.3 The Bradford Children's and Families Trust (BCFT) which is a company wholly owned by the Council has forecast an additional financial gap including inflation of £42.1m in 2024-25; £40.7m in 2025-26 and £43.0m in 2026-27.
- 3.4 Further, there is a future deficit risk associated with the Dedicated Schools Grant that has also been highlighted in Appendix 2 of this report. There is currently a statutory override, meaning that the Councils General Fund is not impacted by DSG deficits, however, the statutory override is due to end during the period of the MTFS, and there is a growing risk of future high needs block deficits that needs to be addressed.
- 3.5 The Housing Revenue Account is also facing pressures that will have to be mitigated. These are outlined in Appendix 3.
- 3.6 The forecasts are based on assumptions which are detailed in Appendix 1 and include:
- Council tax increases – 4.99% including Adult Social Care Precept.
 - Estimated impact of pay awards, energy costs and inflation.
 - Demographic growth
 - Implementation of current Government policy on financial reform and fair funding.

- 3.7 Some emerging issues are also yet to be quantified but represent a future risk. Potentially significant issues include Job evaluation and grading, and treasury management costs.
- 3.8 In addition to the fair funding review there are also several national reforms that will impact on the forecast:
- The Autumn Statement on the 22nd of November, and the subsequent Local Government Settlement.
 - Additional responsibilities in relation to providing free food waste collection to every household in the district on a weekly basis from 2026. Early estimates are that this would cost c£12m in set up/ capital costs for new bins; vehicles, and sealed container units, with ongoing annual running costs of c£2m. Additional burdens are supposed to come with additional government funding, so the impact is not reflected in the MTFs, but the extent of this is not yet known.
 - Additional responsibilities for school attendance and SEND.
 - Social Care reforms
- 3.9 Given the high levels of uncertainty around funding, inflation, national policy and demand, assumptions must be kept under review and revised as appropriate throughout the budget planning process, and in advance of setting the budget at Budget Council in February 2024. Appendix 1 section 3.1 details the key uncertainties associated with the forecast.

Bradford Childrens and Families Trust

- 4.1 Like councils across the country, Bradford, has seen increasing caseloads, more children entering care creating subsequent pressure on staffing levels with a need to employ agency staff, and high numbers of very complex cases. These factors, alongside dysfunctional market conditions for residential care and the need to drive improvements locally, have led to increasing pressure on the Children's Social Care budget and required new investment to be made to keep pace.
- 4.2 Following an Ofsted "Inadequate" rating for Children's Social Care services in September 2018, Bradford's Children's Social Care had a government appointed advisor, followed by a government appointed commissioner who has been in place since 2021 leading Children's Social Care improvement.
- 4.3 Since 1st April 2023, Children's Social Care provision has been provided by the Bradford Children's and Families Trust following a directive from the then Secretary of State Nadhim Zahawi and the Department for Education (DfE) that this would be the most appropriate vehicle for improvement. The Council has made significant additional investment to secure those improvements both prior to, and in preparation for the formation of the Trust.
- 4.4 BCFT is a company wholly owned by the Council and managed by highly respected children's social care leaders.
- 4.5 Overall, the gross expenditure (the total amount spent before deducting income from

non-Council sources) for Childrens Social Care provision in Bradford has increased by over £100m per year between 2018-19 and 2022-23, and the Trust forecasts this rising by a further c£56m to £242.8m in 2023-24 as outlined below.

	2018/19 Actuals £ms	2019/20 Actuals £ms	2020/21 Actuals £ms	2021/22 Actuals £ms	2022/23 Actuals £ms	2023/24 Forecast £ms
Gross Expenditure	83.9	99.5	114.7	139.5	186.8	242.8
Income	-7.6	-12.5	-28.4	-31.5	-14.0	
Total	76.3	87.0	86.3	108.0	172.7	
Non-Service Managed costs	3.7	5.3	6.0	11.6	8.6	
Total incl Non-Managed costs	80.0	92.3	92.3	119.6	181.3	

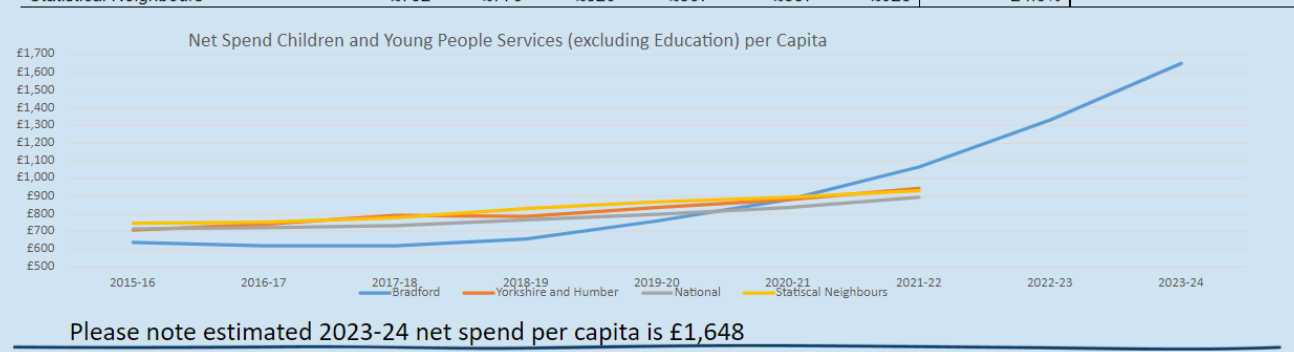
Includes £10.8m of expenditure supported by a one off DfE grant. Excludes SLAs.

4.6 The considerable increase in expenditure has resulted in benchmark spend per head of children population going from low to very high over recent years and is now significantly higher than other similar benchmark councils.

Net Spend on Children and Young People Service per Capita

As a result of high Agency staff costs, and the growth in Child Looked After placements (particularly Residential Care placements), net spend on Children and Young People per capita, has grown significantly in recent years.

Local Authorities	16-17	17-18	18-19	19-20	20-21	21-22	% Growth 16-17 to 21-22	Estimated 22-23	Estimated 23-24
Bradford	£619	£621	£659	£756	£877	£1,067	72.4%	£1,335	£1,648
Yorkshire and Humber	£742	£753	£785	£832	£875	£946	27.5%		
National	£718	£735	£762	£794	£834	£895	24.7%		
Statistical Neighbours	£752	£776	£829	£867	£887	£928	24.6%		



4.7 Indicatively, based on the c142,000 children in the district, if Bradford’s net-spend on Children and Young people per child in 2021-22 (£1,067) were at the same level as Statistical Neighbours in 2021-22 (£928), it would have spent c£20m less per year.

4.8 Benchmark data from other councils for 2022-23 (published in December 2023) and 2023-24 is not yet available but given the rapid growth in both spend and spend per child in Bradford in 2022-23 (£1,335) and 2023-24 (£1,648) per the Trust’s Quarter 2 forecast, this excess spend in comparison to benchmarks is now likely to be significantly greater than £20m.

4.9 With the active engagement of the DfE, and agreement between the Council and the

Trust Board, a contract price for Childrens Social Care services of £170.3m was agreed, and the DfE also provided £10.8m of one-off grant to help the Trust pay for additional running costs and transformation capacity, giving a net total of £181m at the outset (exclusive of SLAs and other minor contract variations).

- 4.10 The contract sum provided is in keeping with independent analysis undertaken by Children’s Social Care specialists Newton that identified that an ongoing budget requirement for a district the size of Bradford to be between c£151m for an above average performing service and up to c£177m for a worse than average is reasonable for a service operating in a steady state context, with a mid-point of £163.5m. The model does not take account of the specific trajectory, trends or momentum of spend that a local authority might be expecting.
- 4.11 Against the £181m budget the Trust is now forecasting that they will overspend by £45.2m in 2023-24 due mainly to agency staffing levels; external residential care and fostering placements that are significantly above contracted values and significantly higher than benchmarks.
- 4.12 The Trust has produced a 3-year business plan that outlines their financial gap over the MTFS period, and as their current spend is significantly above benchmarks and what independent analysis suggests it should be for a district with Bradford’s demographic, the Trust’s plan is to take actions that will both improve practice and reduce costs closer to benchmark levels over time.
- 4.13 Recent Ofsted monitoring reports into Childrens Social Care outlined continuing improvements in practice, and the recently appointed Chief Executive who is a very highly respected leader in the Childrens Social Care sector is establishing a new team and embedding working processes in the Trust to help deliver improvements and real terms (adjusting for inflation) reductions in spend.
- 4.14 The table below outlines the financial gap derived from the Trust’s Quarter 2 Finance Report for 2023-24, and the Trust’s 3-year business plan from 2024-25 to 2026-27, both of which have been received by the Council in late September 2023.

£ms	2023-24	2024-25	2025-26	2026-27
2023-24 Contract price	170.3	170.3	170.3	170.3
DfE Grant	10.8			
Contract Price + DfE Grant	181.1			
Forecast gap before Inflation	45.2	30.0	21.7	17.1
Total required excluding inflation	226.3	200.3	192.0	187.4

- 4.15 The Trust Financial Plan is underpinned by the following headline ambitions which will provide financial sustainability in the medium term:
- Budget stability by March 2027** - The ambition is to seek budget stability by March 2027 and provide ‘good’ services within a budget envelope equivalent to the current contract price of £170.3m indexed for inflation.
 - Children in care numbers reduced to 96 per 10k by 31st March 2027** – This would see reductions from the from 114 per 10k now.

3. **Reducing the cost of Placements** – reducing placements from 1,552 in 2023-24 to 1,344 in 2026-27 would save c£16.4m as outlined below.

TABLE 1: Reduction in number of placements and financial impact

Year	2022-23	2023-24	2024-25	2025-26	2026-27	Total
CIC Per 10,000 at 31st of March - Bradford Target	113	114	108	102	96	
Bradford CIC at 31st of March 2027 Realistic Ambitious	1586	1552	1506	1436	1344	
Net Reduction in CIC In Year		-34	-46	-70	-92	-242
Potential Cumulative Cost Saving In Year - Phased	0	0	£-3.6m	£-10.0m	-£16.4m	

4. **Reduction in Agency Social Worker roles to 20% by 31st March 2026**
 5. **Annual Efficiency and budget management programme delivering cash-able and non-cashable savings.**

- 4.16 Appendix 2 outlines the ambitions in greater depth, and the actions required to achieve them.

Inflation

- 4.17 Additionally, the Children's Social Care sector and hence the Trust is also seeing some very significant increases in inflation. Aside from the expected pay awards and other non-pay inflation that largely mirror the Councils assumptions, the Trust is also forecasting an increase for placement costs in 2024-25 in line with other cities. This is inclusive of inflation on residential care provision, fostering placements and fostering fees amongst others. The average cost per week of an external residential care placement for example has increased very significantly in recent years as outlined below.

	2019-20	2020-21	2021-22	2022-23	2023-24 per Contract	2023-24 per Trust Qtr 2 forecast
Avg Weekly cost per placement	£3,326	£3,600	£4,800	£5,086	£5,429	£5,997
Avg Yearly cost per placement	£172k	£187k	£250k	£264k	£282k	£312k

- 4.18 Across the period, the Ofsted inspection regime has been rightly increasingly challenging, and the use of larger homes with a lower cost per week when full was not providing the ability to match children to appropriate settings resulting in an increased number of empty beds.
- 4.19 Consequently smaller units with a more family-style environment has been the direction of travel across the sector, but this has contributed to increased residential placement cost levels – for example, many more employees are required to staff 3 x 2 bed units than 1 x 6 bed units.
- 4.20 Since last year, over 16 provision has also been bought into the regulated sector with the resulting increased registration/ regulation impacting on supply in the market and additional costs for suppliers. Though this results in improved practice, the additional cost has fallen to Councils without the provision of an associated increase in funding.
- 4.21 Further, as a result of supply shortages and increased demand, the scope for external

providers to increase prices has risen, leading the Competition and Markets authority to identify profiteering in the sector.

4.22 Overall, the forecast increase in contract sum required for inflationary pressures per the Trust Business plan is outlined below.

	2024-25	2025-26	2026-27
Inflation – Pay	2.7	4.1	5.6
Inflation - Non-pay	9.4	14.9	20.3
Total	12.1	19.0	25.9

4.23 When combined with the Trust forecast funding requirement before inflation, the overall Trust MTFS gap is outlined below.

Financial Years	2024-25	2025-26	2026-27
2023-24 Contract price (excl SLA and True up)	170.3	170.3	170.3
Forecast Requirement Before Inflation	30.0	21.7	17.1
Inflation	12.1	19.0	25.9
Total BCFT funding requirement	212.4	211.0	213.3
Total Annual funding gap	42.1	40.7	43.0
Cumulative funding gap	42.1	82.8	125.8

5 Council and Trust Combined Gap

5.1 When the Council's MTFS financial gap and the Trust's financial gap are combined, the total gap for 2024-25 is outlined below.

Financial Years	2024-25	2025-26	2026-27
Council MTFS Gap	29.3	7.7	7.7
Trust MTFS Gap	42.1	40.7	43.0
Total MTFS Gap	71.4	48.4	50.7

5.2 Significant work is already being undertaken to reduce the gap through a programme of work to control spending and cut costs, increase income, transform services, manage the balance sheet, review the capital programme, identify asset disposals, and review remaining reserves amongst others. Actions include:

- An effective freeze on non-essential recruitment.
- Development of a business plan and mitigating actions for BCFT.
- Reviewing use of agency staff, contractors and consultants
- Increasing fees and charges to cover the costs of inflation and service provision.
- Dialogue with health partners to agree additional health contributions to provision.

- Spending controls stopping all non-essential spending for example on travel, conference attendance, catering etc.
- Strengthening the balance sheet through reclamation of WYCA Transport Reserves
- Ongoing review and re-allocation of reserves.
- Reviewing the capital programme.
- Working to assess opportunities for greater commercialisation.
- Developing work to secure more external grant funding.
- A comprehensive transformation programme including work on contracts and procurement, fleet, waste, depots, energy, SEND and High needs, traded services, locality-based working and a review of corporate working to eliminate duplication and increase efficiency.
- Identifying surplus assets that could potentially be disposed of.

Further urgent action will include producing and implementing a robust improvement plan across all service areas, further spending controls, support to BCFT to help them to drive down costs and deliver on their business plan; the disposal of land and property and new savings proposals for the 2024-25 budget that will require difficult decisions to be made.

- 5.3 While the Council is taking proactive action to address the issues its reserve levels as outlined in section Annex 1 part c are depleted; Adult Social Care services already benchmark as low cost, and the Council has already had to make per year savings of £350m since 2011; the Council does not have sufficient scope currently to bridge the forecast funding gap through its existing resources so further deeper cuts will have to be made.

Schools

- 5.4 There is also a future deficit risk associated with the Dedicated Schools Grant (DSG) that has also been detailed in Appendix 2 of this report. There is currently a statutory override, meaning that the Councils General Fund is not impacted by DSG deficits, however, the statutory override is due to end during the period of the MTFs, and there is a growing risk of future high needs block deficits that needs to be addressed.

Housing Revenue Account

- 5.5 There is also a future deficit risk associated with the Housing Revenue Account that has also been highlighted in Appendix 3 of this report. The HRA is supposed to be self-funding and it sits outside of the Councils General Fund, however, action will need to be taken to ensure that the HRA is sustainable going forward.

Conclusions

- 5.6 Bradford is not alone in facing challenges of this scale. Many councils are now experiencing very severe financial challenges, primarily because of inflation and Social Care demand, and this is reflected in the increasing numbers of Finance Directors who are warning that they will run out of reserves and must issue s114 notices unless they can secure additional support.
- 5.7 A section 114 notice is issued when a Finance Director determines that the expenditure proposed to be incurred exceeds the resources likely to be available,

with the consequence that no new expenditure is permitted other than that funding statutory services and honouring existing commitments and contracts.

- 5.8 According to recent research from Sigoma, 26 out of 45 Metropolitan Councils are close to issuing a section 114 notice and specific s114 warnings have been provided by a diverse range of Councils including.
- Coventry,
 - Devon,
 - Guildford,
 - Hastings,
 - Hampshire
 - Havering,
 - Kent,
 - Kirklees,
 - Medway,
 - Middlesbrough
 - Southampton.
- 5.9 The scale of the challenge both in Bradford and nationally is without historic precedent and reflects a sector in dire need of funding and funding reform. The Government's Autumn Statement is scheduled for 22nd November 2023, and this will outline funding for Local Authorities nationally via the Department expenditure limits for the Department of Levelling Up, Housing and Communities. This will be followed by the Local Government provisional settlement which will outline the provisional distributions to individual Councils. This is typically received in the last week before Christmas, and the impact will be outlined in future updates.
- 5.10 Unless the Autumn Statement provides a response to the most immediate issues affecting the sector many local authorities will have to issue S114 notices. The Council's submission to the Chancellor's upcoming Autumn Statement has made the case for the additional funding and policy reforms that the Council needs. Without national support the consequences for local services and our communities are likely to be severe.
- 5.11 The Council, the Department for Education and the Department for Levelling Up Housing and Communities, must therefore work together to ensure that the Bradford Children's and Families Trust has sufficient budget to perform its operations in 2024-25 and sustain them beyond, while sustaining other Council services supporting quality of life, care for vulnerable people, health and economic growth.
- 5.12 There are precedents for the provision of significant additional Government funding to help local authorities to deal with immediate funding pressures. There are currently 34 Councils across the country that have been provided with additional High Needs Block Safety Valve funding from the DfE including £100m for Surrey (without which it would have an additional £100m whole in its finances). Bradford has thus far not been granted such funding because it did not have a deficit in this area.
- 5.13 Further it should be noted that the Government have previously allowed several Councils to access extraordinary financial support by allowing them to capitalise revenue costs for a short period to enable them to get to a sustainable position. It is

not necessary to declare s114 to access a capitalisation directive. This has happened on numerous occasions with the largest being Croydon which had two directives – £50m in 2020-21 and £70m in 2021-22.

- 5.14 The Council’s submission to the Chancellor’s upcoming Autumn Statement has made the case for the additional funding and policy reforms that the Council needs. Without national support the consequences for local services and our communities are likely to be severe.

6. OTHER CONSIDERATIONS

- 6.1 The MTFS is typically affected by key decisions made by Executive and Council which have material financial implications. In addition, national policy changes can also have a significant impact on the MTFS.

7. FINANCIAL & RESOURCE APPRAISAL

- 7.1 The MTFS is a financial and resource appraisal.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 8.1 The principal risks arising from the strategic assessment emerge from:
- the sensitivity of financial estimates to actions beyond the immediate control of the Council, in particular Government decisions on local authority financial regimes and spending levels. This is particularly significant for this forecast given the national reforms currently being considered.
 - the capability of the Council to influence Council Tax and Business Rates.
 - the impact on the economy and any resulting adjustment to the local government financial envelope resulting from Inflation.
 - The impact of inflation, and the wider economy on Council Services and on residents and businesses.
 - Ongoing increases in demand for services, particularly children’s and adult’s social care.

- 8.2 Specific risks in the plan are set out in section 3.1 of Appendix 1.

- 8.3 A basic premise of the MTFS is that approved local savings plans not otherwise identified will be delivered on time and in full. Should it become clear that these can’t be delivered or mitigated, the budget gap for 2024-25 will grow.

9. LEGAL APPRAISAL

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

- 9.2 The Council is legally required to set a balanced budget.

10. OTHER IMPLICATIONS

10.1 EQUALITY & DIVERSITY

See front page.

10.2 SUSTAINABILITY IMPLICATIONS

Non specific

10.3 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

Non specific

10.4 COMMUNITY SAFETY IMPLICATIONS

Non specific

10.5 HUMAN RIGHTS ACT

Non specific

10.6 TRADE UNION

Non specific

10.7 WARD IMPLICATIONS

Non specific

10.8 IMPLICATIONS FOR CHILDREN & YOUNG PEOPLE

Non specific

10.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Non specific

11. NOT FOR PUBLICATION DOCUMENTS

None

12. RECOMMENDATIONS

12.1 That having considered the Medium-Term Financial Strategy as an assessment of the Council's financial outlook to 2026-27, and a framework for it to seek to remain financially viable and deliver sustainable public services, in line with its priorities, that Executive approve the updated Medium Term Financial Strategy report and appendices.

- 12.2 That the Executive instructs the Chief Executive to draft an emergency financial improvement plan which will help bridge the financial gap the Council and the Bradford Children's and Families Trust is facing.
- 12.3 That the Executive will receive regular updates and budget proposals to address the financial gap prior to setting a budget for 2024-25 in February 2024.
- 12.4 That the Council continues its dialogue with Government regarding the financial gap, particularly with regards to Bradford Children's and Families Trust.
- 12.5 That the Council publishes a new financial plan after the Government's intentions regarding local authority finance are clearer. This should be after the Government's Autumn budget announcement which is taking place on 22nd November 2023.

13. APPENDICES

- 13.1 Appendix 1 Medium Term Financial Strategy 2024-25 to 2026-27 including the annexes to the Strategy.

Appendix 2 Medium Term Financial Strategy – Dedicated Schools Grant.

Appendix 3 MTFS for the Housing Revenue Account

14. BACKGROUND DOCUMENTS

- Qtr 2 Finance Position Statement for 2023-24 Executive Report 7th November 2023
- Qtr 1 Financial Position Statement for 2023-24 Executive Report 13th July 2023
- Councils Revenue Estimates (Doc AU)– Budget Council 23rd February 2023

APPENDIX 1

**City of Bradford Metropolitan
District Council**

Medium Term Financial Strategy

2024/25 – 2026/27

PURPOSE, PRIORITIES AND PRINCIPLES OF THE MEDIUM-TERM FINANCIAL STRATEGY (MTFS)

1.1 Purpose and priorities

The MTFS sets out how the Council intends to respond to:

- the forecast size of the financial challenge it faces in the medium term.
- the constraints of the national and local landscape
- the risks to financial resilience.

In the current climate, the Council's principal aim is to be financially sustainable and continue to effectively align scarce resources to support Council priorities as set out in the Council Plan 2021-25:

- Better skills, more good jobs and a growing economy
- Decent homes
- Good start, great schools
- Better health, better lives
- Safe, strong and active communities
- A sustainable district
- An enabling council

The Council will continue to work with partners, other organisations, residents and communities to deliver positive outcomes on these priorities.

To remain affordable and deliver sustainable public services, the MTFS has four main objectives.

- Manage the Council's recurrent cost base in line with overall resources.
- Maintain income levels and increase them where possible over the medium term.
- Prudently use reserves and balances to smooth the transition to a lower cost base and accommodate unforeseen challenges and ensure that longer term liabilities and risks are adequately covered.
- Seek to benefit from public service reform.

1.2 Approach and principles

The MTFS is consistent with the priorities the Council is pursuing, as articulated in the District Plan and the Council Plan.

The principles that will influence the choices the Council will make in the future are summarised below.

- **Putting equalities at the heart of all we do**, to build an inclusive organisation that recognises the contribution people from different backgrounds make to all aspects of the Council's work.
- **Working together** with our partners and our communities to make sure residents and businesses across the district have the best opportunity to reach their potential. Working together we will be strong, creative, innovative and effective so we can deliver the very best services for all.

- **Early help and prevention** - making sure we support people early and in their communities to prevent their needs from escalating and to improve their outcomes.
- **Making sure that every pound counts** so that the services we provide represent value-for-money, and where we can, that we use that money to support businesses in our district.
- **Living Well** by working alongside our communities and our partners in the NHS, independent and voluntary sector so that we work together to improve health and wellbeing for everyone in our District.
- **Safeguarding:** Bradford District will work with partners and communities to do everything it can to ensure that children and adults at risk in the district are kept safe. We will work together to deliver this principle with collaboration with our children's and adults' safeguarding board. This is not just a role for professionals in social care but will be part of everyone's role in the authority.

This forecast is based on a series of assumptions which are detailed in the sections below. It starts from the current financial structure of the Council, which is analysed in more detail at Annex A.

The strategy and principles set out above lay down the framework and constraints for the next stage in the continuous cycle of operational and financial planning.

MEDIUM TERM FINANCIAL FORECAST AND GAP ANALYSIS

- 2.1 The Medium-Term Financial Strategy has been developed amid high levels of uncertainty; unprecedented pressures arising from demand for Social Care, extraordinary inflation, and the ongoing impact of austerity.
- 2.2 The medium-term forecasts (Table 1 below) compare forecast expenditure for next year and beyond, with forecast income, to give a deficit to be managed out through either additional funding or budget decisions.

Table 1

Cumulative gap	2024/25	2025/26	2026/27
2023/24 Base Budget	453,159	453,159	453,159
Recurring Pressures	4,000	4,000	4,000
Reversal of time limited investment CoC25 & Regen Op	(3,250)	(4,250)	(4,250)
Inflation and Pay	20,099	31,175	44,155
Demographic Growth	2,054	4,092	6,217
Funding Changes	(24,060)	27,732	23,245
Base Net Expenditure Requirement	452,002	515,907	526,526
Capital financing and central budget adjustments	4,403	3,806	8,806
Full year impact of savings approved in 2023-24	(1,159)	(1,159)	(1,159)
Net Expenditure Requirement	455,246	518,554	534,172
RESOURCES			
Localised Business Rates	(59,653)	(61,423)	(63,153)
Top Up Business Rates Grant	(76,365)	(71,386)	(72,789)
Revenue Support Grant	(42,723)	(83,433)	(82,846)
Returned BRRS growth at reset		(14,583)	(14,583)
Returned S31 Cap Compensation Funding		(34,453)	(34,453)
Scaling back for damping payments to other Councils		9,314	5,191
Approved use of reserve (CoC25& Regen Opportunity)	(1,000)	0	0
Council Tax Income	(246,208)	(254,885)	(263,860)
Total resources	(425,950)	(510,848)	(526,492)
Council MTFS Gap excl Childrens Trust	29,297	7,706	7,680
Bradford Children's Trust Business Plan MTFS Gap	30,000	21,700	17,100
Bradford Children's Trust inflation	12,100	19,000	25,900
Total Children's Trust MTFS Gap	42,100	40,700	43,000
Council MTFS Gap including Trust	71,397	48,406	50,680

- 2.3 The starting point for the above forecast is the 2023-24 net budget of £453.2m approved by the Council in February 2023.

Recurring Pressures

- 2.4 Added to this, are recurring pressures in Adults Social Care from 2023-24. The service has had budgeted demand management savings to deliver over recent years, however the quantum of savings has proved to be very challenging in an environment of increased demand. This is resulting in a forecast overspend of c£7m in 2023-24 as outlined in the Qtr 2 Finance Position Statement. The service has identified numerous mitigating actions to reduce the financial pressure going forward, but the remaining pressure has been estimated at c£4m.
- 2.5 It should however be noted that the Adult Social Care service already benchmarks as low-cost relative to other Councils, and in a recent peer review undertaken by ADASS has received positive and constructive feedback.

2.6

	2024/25	2025/26	2026/27
Adult Social Care Pressures	4,000	4,000	4,000

- 2.7 It should however be noted that there are other potential pressures that are not currently factored into the MTFs gap either because the value is not yet known, or because there are plans to mitigate the pressures.
- 2.8 The Council is currently undertaking a review of its Job Evaluation and Grading scheme anticipating the impact of recent pay awards where low paid staff have received proportionately higher pay awards than more senior staff resulting in a narrowing of the differential between workers and supervisors. The intention of the review is to redraft the pay and grading system so that it is fit for the next 10 years or more. This work is ongoing, so the cost of the implementation is not yet known. The Trade Unions are sighted on and informing this work. The overall impact would however likely be significant additional pressure to the pay bill.
- 2.9 There are other pressures that are also on the horizon that may become additional pressures if they can't be mitigated. These include.
- The potential impact of the planned Squire Lane Leisure Centre 2026-27
 - Home to school transport
 - Markets pressures
 - Street Lighting prudential borrowing costs
 - The recurring impact of underdelivered savings from 2023-24

Demographic Growth

- 2.10 Demographic growth primarily for Adults Social Care is outlined below. Assumptions will need to be revisited; however, the below table provides a continuation of prior years' increases.

	2024/25	2025/26	2026/27
Adult demographic growth	1,929	3,842	5,842
Waste Demographic growth	125	250	375
Demographic Growth	2,054	4,092	6,217

Pay

- 2.11 In 2023-24 the Council budgeted 4% for the expected pay award. The most recent employer offer that is likely to be accepted would result in a c6% increase overall, based on a £1,925 increase for staff below PO6 pay grade, and c3.5% for staff above. The overall impact of this would be to add c£6m to the pay bill, and this will cause an unbudgeted pressure in 2023 and need to be factored into the 2024-25 base budget. For 2024-25 a further pay award of 4% is assumed which would cost c£10m. Indicatively, should the pay award transpire to be different, each 1% adds/reduces c£2.5m

Inflation

- 2.12 In 2022-23, the Council budgeted 4% for CPI inflation. The annual CPI increase transpired to be 9.1%, and consequently, the Council budgeted for a 5.1% catch up in 2023-24. In addition to this, the Council budgeted for a 7.4% increase in contract prices in 2023-24 against the December 2022 CPI index of 127.2.
- 2.13 The OBR forecasts inflation in 2023 to be 6.1%, 1.2 percentage points lower than in the OBR's November forecast. The direct effect of policies at the Spring Budget lower CPI inflation by 0.7 percentage points in 2023-24.
- 2.14 The OBR then expects inflation to fall to 0.9% in 2024 and to remain near 0.0% until mid-2026. Inflation is then forecast to return sustainably to the 2% target by 2027-28.

	% annual increase in RPI	% annual increase in CPI	CPI Value
Dec 2022 Actual	11.6	9.1	127.2
Dec 2023 Forecast	8.9	6.1	136.6
Dec 2024 Forecast	1.6	0.9	137.8
Dec 2025 Forecast	1.0	0.1	138.0
Dec 2026 Forecast	1.7	0.5	138.7
Dec 2027 Forecast	2.8	1.6	140.9

- 2.15 The OBR's forecasts were last published in November 2022, and an update will be published as part of the Government's Autumn Statement in November 2023. Inflation figures will therefore need to be revised once this is known.
- 2.16 More recent estimates from independent economists are that forecast inflation for 2024 is likely to be higher than the OBR previously forecast, and this is reflected in current assumptions (2.7% for 2024-25).
- 2.17 Adult Social Care contracts are however likely to be impacted by a greater extent than general inflation as a result of the sector having a high number of relatively low paid staff at or near National Living Wage levels. Additional amounts to account for the impact of National Living Wage rising from £10.43 to a minimum of £11 as recently announced by the Government have also been factored in.

- 2.18 The Council budgeted for a 118% energy price increase in 2023-24 which increased the budget by c£8.6m from £7.5m to £16.1m. Gas and electric prices remain high, but have reduced from their previous highs and based on the most recent forward contract estimates from our supplier YPO, the budget impact in 2024-25 would be a reduction of £1.8m from the 2023-24 budget levels as outlined below.

Budget £ms (change to £000s)	2022-23	2023-24	Change	2024-25
Electric	6.1	13.0	-1.1	11.8
Fuel Oil	0.1	0.3	-0.0	0.3
Gas	1.2	2.9	-0.6	2.3
Total	7.5	16.1	(1.8)	14.4

- 2.19 The above energy budget changes result from price changes, however, the Council is also taking steps to reduce energy consumption and generate its own capacity. The financial impact of this will be reflected in future budget proposals.
- 2.19 Inflationary increases would also be applied to sales fees and charges income budgets. As most services provided by the Council are staffing based, the inflationary increases are assumed to be linked to the inflationary impact of pay awards.
- 2.20 The MTFs is clearly very sensitive to inflationary pressures, and the current price instability consequently makes forecasting very uncertain. It should also be noted that these inflationary pressures will apply to all Councils.

	2024/25	2025/26	2026/27
Pay Award (4% in 2024-25 then 2% onwards)	10,169	15,697	21,325
Uplift for 2023-24 pay award being higher than budgeted	6,000	6,120	6,242
Contract Price Indexation (CPI)	8,294	14,863	23,252
Energy Cost inflation	(1,785)	(1,785)	(1,785)
Waste Contract Indexation	1,000	2,000	3,000
Sales Fees and Charges Income	(3,579)	(5,720)	(7,879)
Pay & Inflation	20,099	31,175	44,155

Funding Changes

- 2.21 The New Homes Bonus scheme was due to be phased out by now, however as it remains a key funding source for some councils, it continues to get phased out slowly. The New Homes Bonus money is however in the Local Government funding envelope, and we anticipate that it will drop out at some point soon and the funding would be redistributed via an alternative mechanism (e.g., Revenue Support Grant) where the Council would expect to benefit by more than it loses.
- 2.22 Regarding Public Health grant, we expect inflationary increases in 2023-24, however the increased grant will help pay for inflationary pressures in Public Health. The Department of Health has however been working on a new Public Health relative needs formula, and although it's not current policy, if adopted as planned, the formula would potentially result in a big increase for Bradford. It should however be noted that where funding formula do result in significant changes, Government departments do often seek to mitigate the extent of the reductions to Councils that are adversely affected by

the formula changes by providing transitional arrangements. Assumptions have consequently been left as inflationary increases, with offsetting additional costs for now.

- 2.23 Regarding Social Care funding, as part of the 2023-24 Local Government Settlement the Government announced new funding streams for Adult Social Care Market Sustainability, Adult Social Care Discharge funds, and additional Social Care Grant, with notification of further increases in 2024-25. On the 31st of July 2023, the Government also announced £3.5m of extra amounts for the ASC Market Sustainability fund in 2023-24, and c£2m for 2024-25. This extra money is however planned to help fund increased costs above inflation in the Adult Social Care market.
- 2.24 The Council also receives S31 compensation from the Government when they decide to freeze the business rates multiplier which is applied against the rateable value of business properties. This has been capped or frozen by the Government on numerous occasions since 2018, and Local Authorities have been provided with compensation for all the occasions on which the multiplier has been under-indexed. The actual cost of freezing the multiplier depends on the actual rate of CPI in September 2023. Our assumption is that the multiplier will be capped again. If rather freezing the multiplier again, the Government allowed it to increase, then Business Rates bills would increase, and the Council would collect and keep more Business Rates instead.
- 2.25 Current Government policy is that the Business Rates reset will occur in 2025-26, and at this point S31 compensation grants would end, but the equivalent funding would be returned to the Council through some other mechanism.
- 2.26 The Council also received a Lower Tier Services Grant and a Services Grant from Government in 2022-23, and we anticipate that this will continue until the Fair Funding Formula review is implemented in 2025-26 (though it should be noted that implementation has already been deferred on a number of occasions)

	2024/25	2025/26	2026/27
Reduction in New Homes Bonus	0	590	590
PH Grant Uplift	(906)	(3,113)	(4,082)
Offset by additional PH Grant costs	906	3,113	4,082
ASC Market Sustainability and Improvement Fund4	(2,709)	5,379	5,379
Additional Market Sustainability - announced on 31/07/2023	(1,962)		
ASC Discharge Fund	(2,186)	3,279	3,279
Social Care Grant	(6,635)	39,805	39,805
IBCF		23,388	23,388
Social Care Grants (New Adult RNF distribution?)		(75,821)	(80,308)
Services Grant Allocation - Provisional Settlement		5,632	5,632
Assumed S31 for Multiplier Cap compensation	(10,568)	25,480	25,480
Funding Changes	(24,060)	27,732	23,245

- 2.27 The Government's decision about whether to implement Fair Funding and Business Rates reset in 2025-26 or not is a key variable in the MTFs assumptions. It remains current Government policy that it will do, and hence it is included as an assumption, however the Government have repeatedly delayed the implementation, and given the current political landscape and an upcoming general election, there is a high likelihood that the implementation will be delayed further.

- 2.28 Independent analysis by Pixel has identified that had the government implemented funding reforms, the Council would by now be c£32m per year better off.
- 2.29 The implementation would result in a number of existing specific grants being replaced with funding formula grant. The potential interactions are very complicated, and are best estimates, but the below table attempts to show the overall impact on funding should the Fair Funding formula be implemented in 2025-26 or not.
- 2.30 Compared to the £32m identified by Pixel as the estimated impact of the Government not implementing the FFR and Business Rates reset, the main differences to the £18.7m outlined below are the assumed Government scaling back of the full implementation to fund time limited damping payments to other Councils.
- 2.31 Damping payments are when the areas that lose from the reset and formula changes are provided with payments to taper the impact over a number of years. The impact of this would be that the Council would receive more over a number of years as the damping payments dropped out.

Funding changes – shown on an incremental basis	2025/26 Implementation	2025/26 if Implementation delayed	Difference
ASC Market Sustainability and Improvement Fund4	5,379	(2,709)	(8,088)
ASC Discharge Fund	3,279	(2,186)	(5,465)
IBCF	23,388	0	(23,388)
Social Care Grants (New Adult RNF distribution??)	(75,821)	0	75,821
Social Care Grant Additions (£24.311 to £43m, less DTA c£6m required for overspend mitigation)	39,805	(12,202)	(52,007)
Services Grant Allocation - Provisional Settlement	5,632	0	(5,632)
S31 including Multiplier Cap Compensation, and Cap compensation on Top up	25,480	(11,383)	(36,863)
Funding Changes			(55,662)

Resources – Shown on a total's basis	2025/26 Implementation	2025/26 if Implementation delayed	Difference
Top Up Business Rate Grant	(71,386)	(77,235)	(5,849)
RSG	(83,433)	(43,018)	40,415
Returned BRRS Surplus	(14,583)	0	14,583
Returned Cap Compensation Funding	(34,453)	0	34,453
Scaling back to fund damping payments	9,314	0	(9,314)
Total Resources			74,287

Total Estimated impact in 2025-26 of BR reset and
FFR

18,665

Previously approved savings

- 2.32 As part of the 2023-24 budget, the Minimum Revenue Provision (MRP) policy was amended resulting in c£5m of savings in 2023-24. There is however a plan to backdate the MRP policy change, and a number of new schemes are nearing completion. These will increase the MRP budget requirement in future years. Additionally, as interest rates have increased and the Council is borrowing more, the cost of financing debt will

increase in 2024-25. The full extent of this is being worked on and further updates will be provided.

- 2.33 The Council also had some planned savings related to WYCA funding and Pensions pre-payment in 2023-24, that will not be delivered, and these need to be added back. Further, reinvestment of Clean Air Zone funds will reduce as Clean Air Zone charges help drive reduced emissions, resulting in reduced charges revenues. The extent of the Clean Air Zone drop out is being assessed and updates will be provided.

	2024/25	2025/26	2026/27
MRP (Minimum Revenue Position increase)	4,000	4,000	4,000
Maximise funding from WYCA	500	500	500
Clean Air Zone - reinvestment/ substitution	0	0	3,000
Pension Pre Payment – undeliverable saving due to cashflow	500	500	500
Flexible use of Capital receipts (direction ends)	0	0	2,000
Reduce Pension contribution rate	(597)	(1,194)	(1,194)
Capital Financing and central budget adjustments	4,403	3,806	8,806

- 2.34 The table below outlines the second-year effect of savings that have been included within prior budgets.

	2024/25	2025/26	2026/27
Estates (Argus Chambers and MMT)	(561)	(561)	(561)
Car Parking – implement consistent parking regime	(90)	(90)	(90)
PTH Improvement Plan	(120)	(120)	(120)
Waste Services Savings	(388)	(388)	(388)
Previously approved savings.	(1,159)	(1,159)	(1,159)

- 2.35 There are also other undelivered savings from prior years. These are currently assumed to be either delivered or mitigated in another way by 2024-25 and have consequently not been included in the MTFS. Should they not be delivered as planned, this would add further pressures.

Council Resources

- 2.36 Regarding 2023-24 Business Rates and Council Tax collection, we are not currently forecasting either surpluses or deficits, however this may change as the year progresses.
- 2.37 Given the current economic climate and the assumption that the Government will freeze the Business Rates multiplier again, the Council is not currently assuming any significant growth in Business Rates as part of this MTFS.
- 2.38 Regarding the Council Tax base for 2024-25, this has been assumed to be 750 higher at 144,620 Band D equivalents, with further growth to 145,420 in 2025/26.

- 2.39 A 2.00% increase in Council Tax and a 2.99% Adult Social Care precept has also been assumed (4.99% combined). This would result in c£246.2m of Council Tax in 2024-25, a c£12.9m increase on 2023-24. In order for this to happen the Government would have to increase the Council Tax referendum limit or allow for additional Adult Social Care precept in the November 2023 Autumn Statement, and the Council decide to apply those increases. Indicatively each 1% increase/ decrease would result in c£2.2m of additional/reduced income.
- 2.40 Work on a revised estimate of the Council Tax and Business Rates base has commenced, and a report setting the respective bases will be provided for January 2024 Executive in advance of setting the Council budget in February 2024.
- 2.41 Further, it appears likely, pending national legislation, that Councils will be given additional powers to charge more for empty homes and second homes. The potential impact of this will be outlined in future updates.
- 2.42 The MTFs also assumes that the Government adheres to its current policy of resetting the Business Rates base. If it did this, it would likely result in the Council receiving significantly more funding than is current. The Council would also no longer get the S31 grants from Government but would instead get some other form of funding such as additional Revenue Support Grant. If the Government did reset the Business Rates system, it would however mean that some Councils that had gained from being able to keep business rates growth, would then lose that growth, as it would be redistributed nationally instead. The Government would likely seek to temper this by providing damping payments to provide time for those Councils to adapt – the funding for this would reduce the amounts available for redistribution.

Bradford Childrens and Families Trust.

- 3.0 The table below outlines the financial gap derived from the Trusts Qtr. 2 Finance Report for 2023-24, and the Trusts 3-year Business plan from 2024-25 to 2026-27, both of which have been submitted in September 2023.

£ms	2023-24	2024-25	2025-26	2026-27
2023-24 Contract price	170.3	170.3	170.3	170.3
DfE Grant	10.8			
Contract Price + DfE Grant	181.1			
Forecast gap before Inflation	45.2	30.0	21.7	17.1
Total required excluding inflation	226.3	200.3	192.0	187.3

Pay and Inflation		12.1	19.0	25.9
Total including Inflation		212.4	211.0	213.3
Gap to £170.3m contract price	45.2	42.1	40.7	43.0
MTFS future years cumulative gap		42.1	82.8	125.8

3.1 The Trust Financial Plan is underpinned by the following 5 headline ambitions which will provide financial sustainability in the medium term:

- 1 Budget stability by March 2027** - The ambition is to seek budget stability by March 2027 and provide 'good' services within a budget envelope equivalent to the current contract price of £170.3m indexed for inflation.
- 2 Children in care numbers reduced to 96 per 10k by 31st March 2027** – This would see reductions from the from 114 per 10k now.
- 3 Reducing the cost of Placements** – reducing placements from 1,552 in 2023-24 to 1,344 in 2026-1 would save c£16.4m as outlined below.

TABLE 1: Reduction in number of placements and financial impact

Year	2022-23	2023-24	2024-25	2025-26	2026-27	Total
CIC Per 10,000 at 31st of March - Bradford Target	113	114	108	102	96	
Bradford CIC at 31st of March 2027 Realistic Ambitious	1586	1552	1506	1436	1344	
Net Reduction in CIC In Year		-34	-46	-70	-92	-242
Potential Cumulative Cost Saving In Year - Phased	0	0	£-3.6m	£-10.0m	£-16.4m	

- 4 Reduction in Agency Social Worker roles to 20% by 31st March 2026**
- 5 Annual Efficiency and budget management programme delivering cash-able and non-cashable savings.**

3.2 These ambitions, and the planned actions to deliver them are derived from the Trusts business plan and are outlined in turn below.

Bradford Children & Families Trust ambition 1: Budget stability by March 2027

- 3.3 In the face of significant challenges, the ambition of the Bradford and Children Families' Trust is to seek budget stability by March 2027 with the aim of being able to live within their means by March 2028 which is beyond the timeline of this MTFS. Their ambition is to be able to provide 'good' services within a budget envelope equivalent to the current contract price of £170.3m indexed for inflation.
- 3.4 Immediate action has been taken to help mitigate this year's projected overspend, but in reality, budget pressures overall are still increasing. Work continues to identify how further reductions in spending can be made now and in future years. More detail about the actions being taken and anticipated savings are set out in this plan.
- 3.5 Trust leaders believe that if services were in a stable state the budget allocated for 2023/24 would be sufficient to provide adequate services. The Trust has worked with Newton to provide a benchmark of historical, current, and future spend based on their 'expected spend' model developed with the LGA. This calculates Bradford's position in relation to 5 key indicators: deprivation, average household disposable income, levels of employment, levels of crime and the size of the local population aged 0-25. Newton's analysis confirms this initial

impression, indicating that for an area of the size and with the characteristics of the Bradford District, a budget of between £151m and £177m is reasonable for a service operating in a steady state context. The model does not take account of the specific trajectory, trends or 'momentum' of spend that a local authority might be experiencing.

- 3.6 It is important to note that lower end of the expected spend range would be for a better than average performing system and the higher end of the range would be for a worse than average performing system. On any measure Bradford's Children's Social Care is currently performing poorly and is therefore likely to require the highest level of funding. The budget allocated by the Council for 2023/24 is £170.3m supplemented by a DfE Improvement Grant of £10.8m.
- 3.7 Our relentless focus will be on building professional capacity and driving up quality. This is essential to ensure that families and children get timely help and the best possible support. This will deliver budget savings over time.
- 3.8 The Trust will work hand in glove with the Council to responsibly manage Bradford Metropolitan District Council funding for Trust services. The Trust will maximise income from other grants and contracts and will seek to diversify sources of income going forward, including appropriate initiatives from the Independent Care Review or from charities.

A staged approach to managing budget change.

- 3.9 We will follow a staged, iterative approach to developing a strong and sustainable budget, set out here in relation to each of the key areas, with finance as a golden thread throughout:

Stage one – stabilisation

- Understand spend.
- Establish controls.
- Build organisational responsibility to develop grip.
- Programme of cost savings and mitigations

Stage two - reconstruction

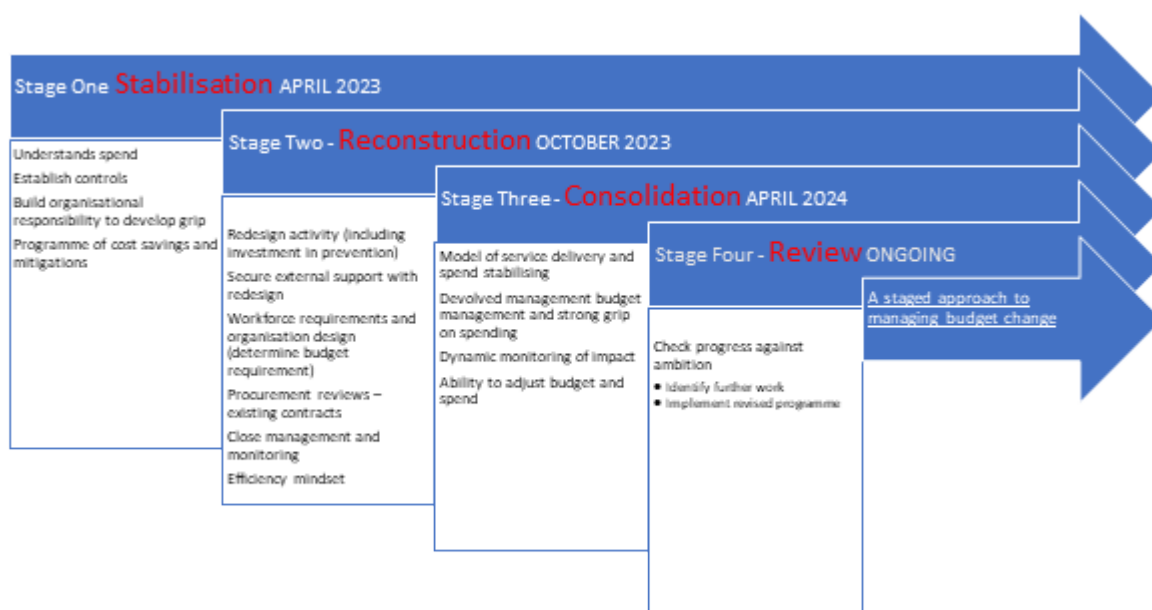
- Redesign activity - including investment in Family Help and other preventative services.
- Secure external support with redesign
- Determine workforce design and budget requirement.
- Procurement reviews – existing contracts
- Close management and monitoring
- Build efficiency mindset.

Stage three - consolidation

- Model of service delivery and spend stabilising.
- Devolved budget management and strong grip on spending
- Dynamic monitoring of impact
- Ability to adjust budget and spend.

Stage four – review

- Check progress against ambition.
- Identify further work
- Implement revised programme



A Medium-Term Financial Plan

- 3.10 The Trust is determined to rebalance spending and reduce costs. In some instances, it will be necessary to invest resources to bring about longer-term changes to reduce costs. Careful attention to value for money can also generate annual efficiency savings. But this cannot be done in a single year, and it is vital to be realistic about what can be achieved and by when.
- 3.11 The Trust will draw upon the expertise of members of the board with commercial and business acumen and, where necessary, commission external support to ensure they have a rigorous businesslike approach to planning and management of budgets. Close oversight will be maintained through the Trust Board's Audit and Risk Committee and Board.
- 3.12 **It will be necessary for the Trust to take a longer view through creating a medium-term financial plan, underpinned by rigorous business cases.**
- 3.13 It is clear from experiences elsewhere, that ways of working and professional practice will need to change very significantly to improve quality and achieve spending levels which represent value for money. Radical re-profiling of spend and judicious investments are needed to generate later savings. Business cases for significant developments in early and family help, local care and workforce will be needed.
- 3.14 In proposing a medium-term budget, the Trust aims to meet Council's affordability objectives as well as making best use of available funds to achieve the best outcomes for children and young people. In some cases, achieving savings will take more than one year and likewise investment may need to be phased.
- 3.15 The Trust will work with the Council and others to build a budget profile on a rolling three-year basis, to enable purposeful early investment in measures which will bring about savings over the three-year period. The aim is to manage within allocated budgets over that period and achieve financial balance overall.
- 3.16 The coming years will be financially challenging, given the ongoing pressure on wider public sector budgets and national increases in levels of need for children's services. It is of paramount importance that the Trust work with commissioning partners to understand existing

and emerging pressures and reach agreement on the level of funding available and how that funding should be prioritised to achieve the best possible outcomes for the children and young people we all support.

- 3.17 It is assumed that we will agree inflation annually with Council consistent with the Contract Price Mechanism and the Council's MTFs Assumptions. The Council's current inflation assumptions have largely been mirrored into the Trusts forecasts, with placement inflation informed by cities assumptions. These rates will be actively reviewed over time.
- 3.18 Overall, the forecast increase in contract sum required for inflationary pressures per the Trust Business plan is outlined below.

	2024-25	2025-26	2026-27
Inflation – Pay	2.7	4.1	5.6
Inflation - Non-pay	9.4	14.9	20.3
Total	12.1	19.0	25.9

- 3.19 The Trust have begun to model the changes which will be needed to achieve budget stability, starting with children in care, staffing and efficiencies. The Trust are developing a scenario planning approach in order to enable our progress to be judged against explicit assumptions and thereby enable adjustments to be made to expectations as the reality of delivery unfolds.
- 3.20 The Trust is in its infancy, so this work carries a high level of uncertainty at the start. The Trust is simultaneously dealing with many intense day to day challenges, nevertheless this work is being prioritised.
- 3.21 Certainty on Medium-Term Financial Planning will increase as the years progress and their models and financial grip develop.

Our Medium-Term Financial Strategy

- 3.22 The more detailed plans for our Medium-Term Financial Strategy are outlined below under the themes of:
- The strategy for children and families
 - The strategy for people and culture
 - The work to become an efficient and effective organisation.

Financial Strategy for Children and Families

DELIVERED THROUGH OUR CHILDREN AND FAMILIES PLAN

- 3.20 Linked to plans to deliver the best outcomes with our children and families, we need to reduce the need for children to come into care because we meet their needs better at home.

Bradford Children & Families Trust ambition 2: Children in care numbers reduced to 96 per 10k by 31st March 2027

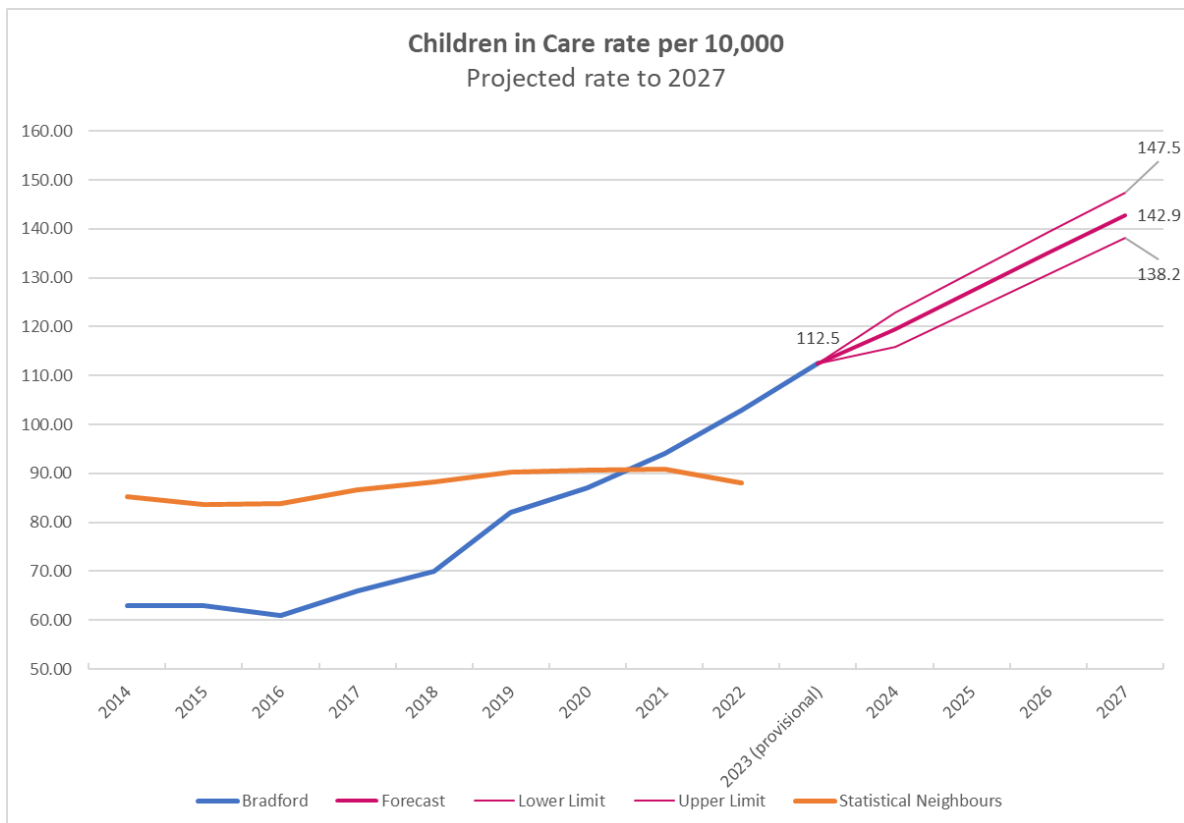
- 3.23 Strengthened early and family help, plus intensive edge of care work will support more children to remain at home. Reconfigured edge of care and family group conferencing will offer intense support. The Trust will build on support for those at high risk of having a first or

subsequent baby removed, and will reduce the need for teenagers to come into care due to risks outside the home by developing alternative models. To reduce the need for children to come into care the Trust will:

- Develop Early Help to include Family Help with intensive support at child in need level and alternative models of support, including for example work to address domestic abuse through the ‘Relationships Matter’ programme.
- Grow a Family First culture, including family group decision making, family group conferencing and family network support.
- Further develop of family hubs and more integrated partnership support offers.
- Further develop of child exploitation support work to enable more young people to be safe from external risks at home.
- Develop a wider offer of support for parents at risk of having a baby removed, building on the successful Pause programme.
- Develop an improved short breaks offer for children with disabilities to reduce the need for them to come into care.
- Develop and implement the edge of care hub with options for short breaks to sustain and support families in staying together where safe to do so.

Chart 5 shows the projected rate of children in care based on the last 8 years pattern, using established local methodology. There is a stark contrast with the average statistical neighbour trajectory.

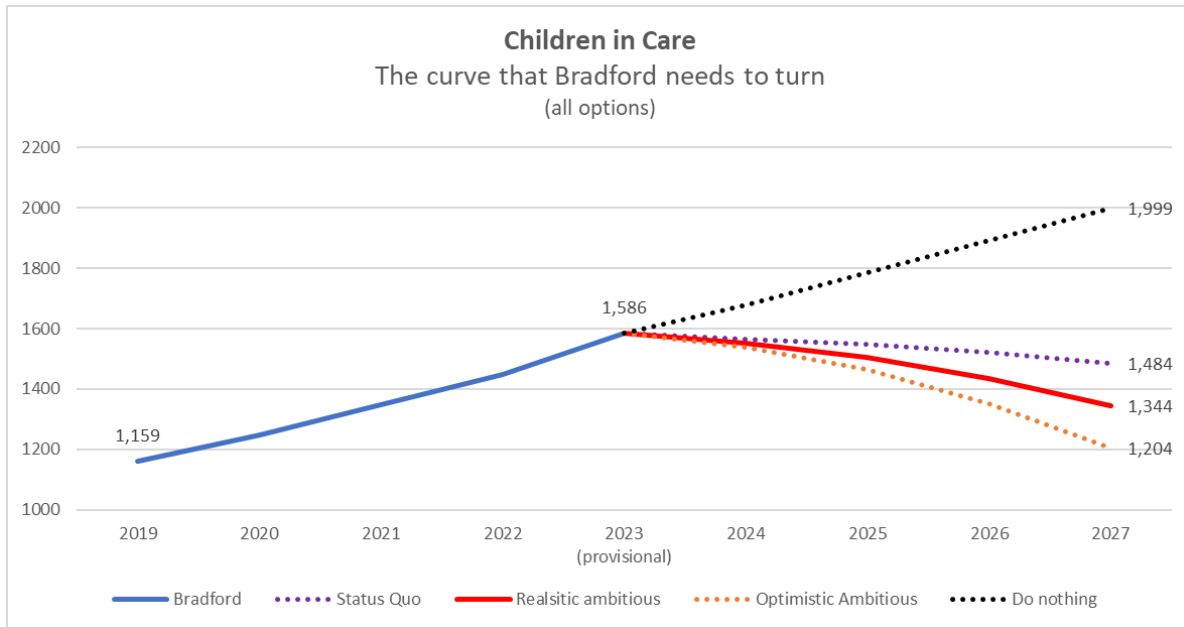
Chart 5 – Children in Care Rates – Historic and Projected Trend



3.24 The Children and Families Plan will drive a step-change in the rate and number of children in care and ‘turn the curve’ on this trajectory. A number of scenarios have been modelled to inform the ambition to achieve a rate of children looked after in care closer to statistical neighbours. These are as follows: -

- *Optimistic Ambitious* – achieve expected SN average of 86 PTT by March 2027
- *Realistic Ambitious* – achieve 96 PTT by March 2027.
- *Status Quo* – achieve 106 PTT by March 2027
- *Do Nothing* – resulting in the mid point 142.9 PTT by March 2027 (as shown above)

Chart 6 – Children in Care – The Curve That Bradford Needs to Turn



- 3.25 It is however vital to note that the numbers of children whose needs can only be met in care should not necessarily equate to the average statistical neighbour figures. There is a clear correlation between deprivation and the need for child welfare intervention. So, because levels of population need in Bradford are high, it is likely that the appropriate rate of children in care will be greater than the statistical average.
- 3.26 There is also a legacy of children who came into care late and others whose needs have not been met early enough, who will need extra support in care and as care leavers.
- 3.27 For these reasons our 'Realistic Ambitious' target is above the statistical neighbour average.
- 3.28 The 'realistic ambitious' assumption is that by March 2027 we achieve a rate of CLA of 96 per 10,000 children by reducing the need for children to come into care through development of early and family help, plus high-quality social work practice and partnership work. We will minimise the need for children to remain in care through nurturing purposeful care and permanence planning. The Trust will continue to review the position through the annual business plan refresh.

Chart 7 The curved line shows the likely rate of reduction based on actual rate to date and future projections. We anticipate that reduction will be slower to begin with, as changes will take some time to impact, but will then accelerate.

Chart 7 – Statistical Neighbour Projection Rates and the curve that Bradford needs to turn.

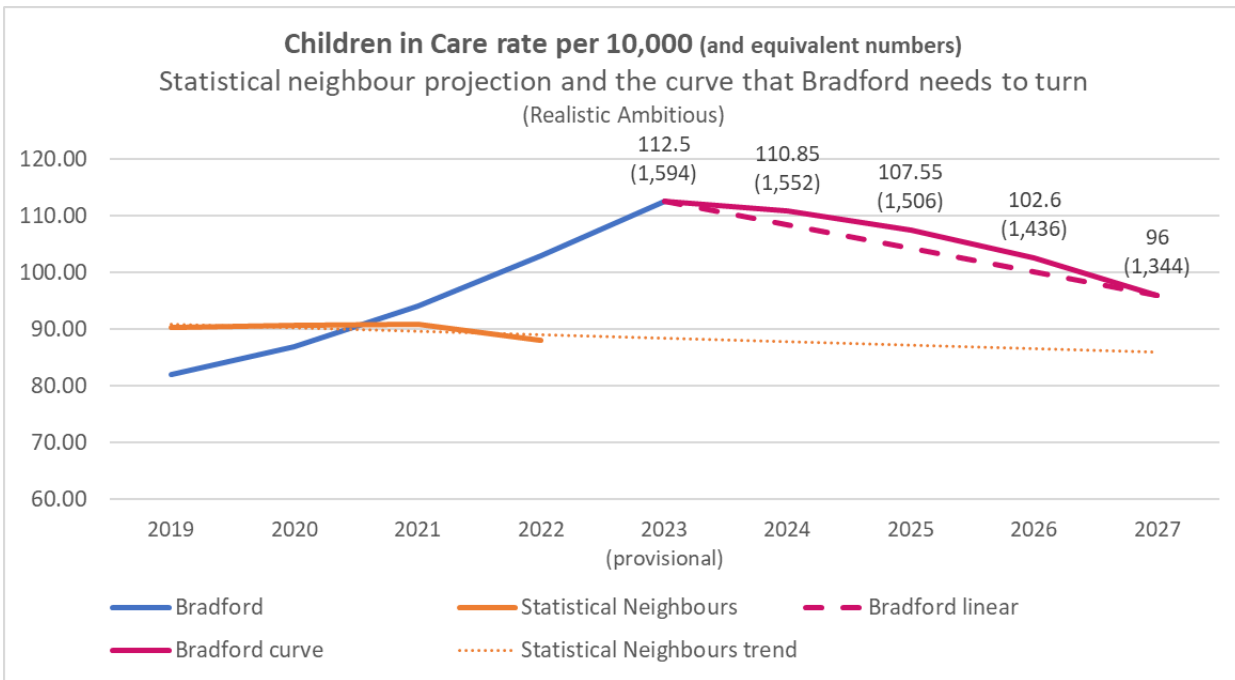
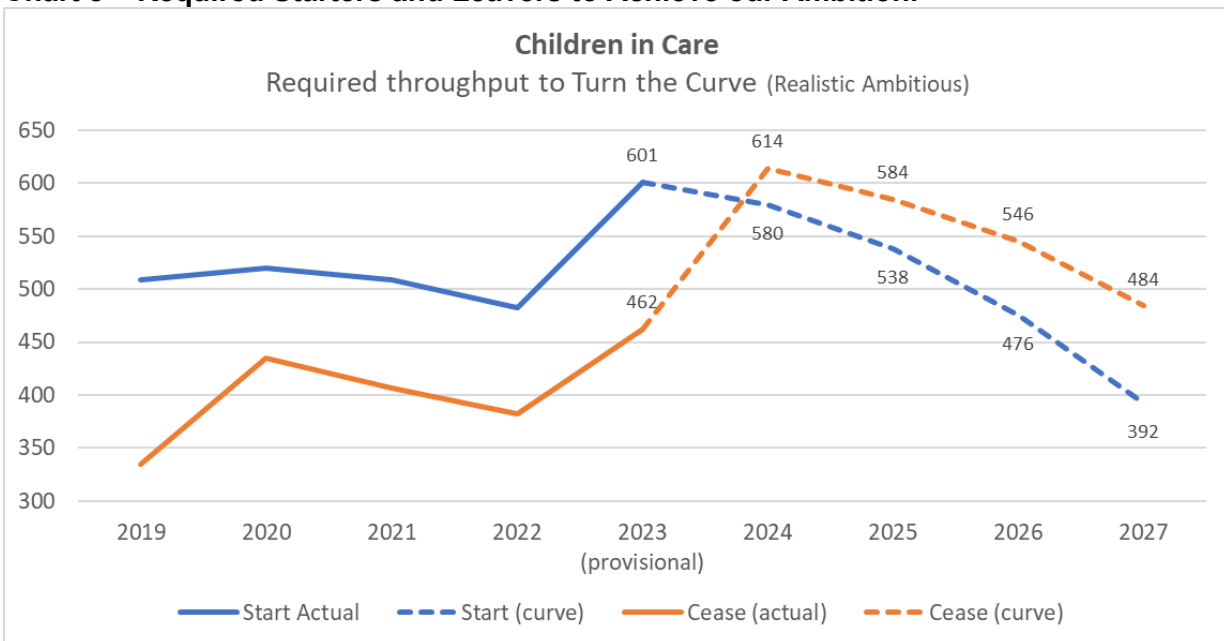


Chart 8 shows the required throughput of those coming into care and those leaving care, the ambitions for the next 4 years, and the consequent reduction in the number of children in care.

Chart 8 – Required Starters and Leavers to Achieve our Ambition.



- 3.29 Reducing the overall number of children in care relies upon both slowing the rate of children coming into care and increasing the rate at which they leave. But every decision about a child must be in their best interests, making it hard to predict numbers entering and leaving care.
- 3.30 For the 'realistic ambitious' ambition the Trust aim to match the rate of starters in care consistent with our statistical neighbours of 28 per 10,000 (based on data from 2019 to 2022) which results in a target of 392 starters by March 2027.
- 3.31 To achieve the rate of 96 per 10,000 by March 2027, care leavers must accelerate in this year, from starting position of 462 in March 2023 to 614 by March 2024 and then moving to

484 by March 2027.

- 3.32 Close attention to professional decision making and careful planning for children will ensure that we minimise the number of children in care, whilst always remaining a needs led service.

Bradford Children & Families Trust Ambition 3: Reducing the cost of Placements – full impact by 2027.

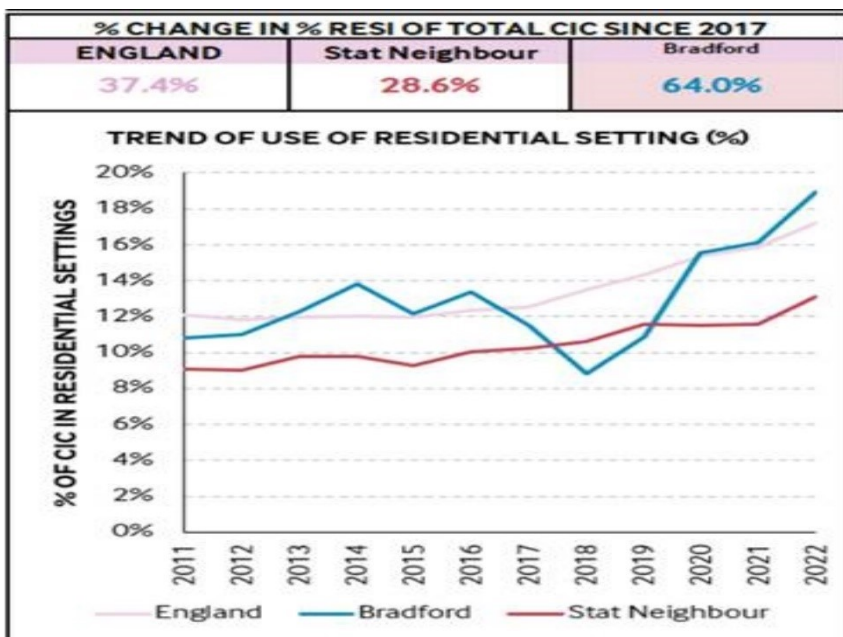
- 3.31 The table below sets out the target reduction in number of placements and financial impact based on current average cost assumptions for placement types, linked to the reduction in children in care and improved sufficiency of local placements to achieve the realistic ambition by March 2027.

TABLE 1: Reduction in number of placements and financial impact

Year	2022-23	2023-24	2024-25	2025-26	2026-27	Total
CIC Per 10,000 at 31st of March - Bradford Target	113	114	108	102	96	
Bradford CIC at 31st of March 2027 Realistic Ambitious	1586	1552	1506	1436	1344	
Net Reduction In CIC In Year		-34	-46	-70	-92	-242
Potential Cumulative Cost Saving In Year - Phased	0	0	£-3.6m	£-10.0m	£-16.4m	

- 3.32 The Newton analysis indicates that over the period 2011 to 2022 the mix of home types that Bradford uses to accommodate children in care was broadly in line with national averages. However, the rate of children in residential climbed steeply from 2018 compared to statistical neighbours. This highlights the potential to change the balance of placements for some current and for future children who need care.

Chart 9 – Newton Analysis (% Change in Residential Placements as % of Total Children in Care)



- 3.33 When it is essential for children to come into care, we will focus on keeping more children within family networks, close to home and close to their communities where that is in their best

interests. The Trust will increase kinship and fostering placements and the range of 'in-house' residential provision. This will reduce the need for children to be placed in independent fostering and residential placements, especially outside of Bradford district. The Sufficiency Strategy agreed by the council in 2022 is being updated. The current ambitions in the Sufficiency Strategy action plan are as follows:

- Improve support for kinship carers and increase the number of children cared for in family arrangements.
- Increase the number of new foster carers improve support to them, including further development of our 'Mocking Bird' arrangements.
- Develop specialist foster care with additional support and funding to promote fostering for children with a greater level of need.
- Complete the first phase of residential re-development to increase the number of places and staying close options for care leavers.
- Implement the second phase of our residential plan to increase placement choice and local capacity.
- Enhance specialist support for residential care homes to enable them to meet the needs of the children who need their care.
- Maximise the supported accommodation offer under the new registration requirements.
- Develop and implement a specialist placement offer with health partners to address in part the pressure caused by young people in acute mental distress who do not have a diagnosed mental illness.

3.34 For all children in care, the Trust will work with them to achieve the right plan for permanence to reduce the drift that some children have experienced, as identified during the 2022 Ofsted Inspection. The Trust will maximise those able to return to family with the right support in place and offer high quality support to those who become the subject of a Special Guardianship Order or those who are in kinship care arrangements. The Trust will strengthen permanence planning and tracking to deliver the best outcomes for our children and young people in care.

3.35 The impact of the Sufficiency Strategy implementation to date is as follows:

- 15 new foster care homes to be approved by December 2023 with an estimated increase of 19 placements.
- 10 additional residential placements to be available inhouse by March 2024, plus an increased use of the five vacant places inhouse due to staff recruitment, training and support.
- 111 care orders are currently intended to be discharged in this year, subject to the availability of court time. Some of these applications may result in an alternative order such as a Supervision or Adoption Order.
- Work to expand the use of short break support in specialist homes for children with disabilities is being developed and will enable more children to receive quality short break provision that helps to sustain them at home with family.

3.36 These new placements will help reduce the need for external residential and foster care for up to 24 children in the final quarter of this year, with a further increase in capacity for 2024/25. The budget for 2024/25 assumes as an efficiency, the cost benefit from the sufficiency strategy of £3.7m, with full year benefit from 2025/26 from the increases in foster care homes and residential placements as set out above.

3.37 Since go-live the Trust has established a Sufficiency Board to oversee appropriate provision for the future. The Board involves key stakeholders from Council Education and Capital Projects Team and Health.

3.38 The Trust will bring forward plans for investment in smaller residential units to improve local

sufficiency however these are not yet developed enough for specific inclusion in this Business Plan.

- 3.39 A Process for reviewing the 54 highest cost placements for children in care has been completed. Individual assessments of need have been carried out, and the opportunity for some children to safely and appropriately move from high-cost placements identified. However, each move needs to be carefully planned and implemented to ensure that it takes place at a pace and in a manner appropriate to the needs and circumstances of the individual child. This work is underway and is being overseen by the Independent Reviewing Service. The mitigation target for the year set out at Q1 2023/4 year was £2.5 million and £1.6m has been included in the Q2 forecast.
- 3.40 Further work is now progressing to review all children in non-permanent placements. Further planned moves of some children are likely in order to meet their long-term needs and some of those will lead to cost reductions.

A. **Financial Strategy for People and Culture**

DELIVERED THROUGH OUR PEOPLE AND CULTURE PLAN

Bradford Children & Families Trust Ambition 4: Reduction in Agency Social Worker Roles to 20% by 31st March 2026

- 3.41 The Trust are committed to building a stable and experienced workforce who deliver high quality practice that makes a difference for children and families, who have the right training and development opportunities to build their careers in Bradford and who benefit from being part of a healthy working environment with a strong values-based culture and identity.
- 3.42 In parallel to a business-driven tactical approach to reduce agency numbers on a like for like basis the Trusts Business Plan sets out the ambitions for changes to professional practice. A strategic workforce plan will set out what needs to happen now and clearly articulate where we need to be in three to four years, and a roadmap to get us there.
- 3.43 The Trust need to do two things at once: reduce the costs created by temporary labour and pivot the organisation design to focus on early help and family help which will require a review of the practice model. The Trust will review the capabilities required, especially in relation to what only a qualified social worker needs to do, exploring the benefits of alternative qualified roles within a revised practice model and a career progression structure.
- 3.44 The Trust are focused on the following key areas of work:
- Recruitment
 - Accelerate attraction to qualified social worker roles - for Level 2 and 3 roles achieving approx. 6 appointments per month (excluding attrition rate) through external hirers and internal promotion via the ASYE, MA, ISW and other early career initiatives.
 - Build the spine of leadership to support staff in a high support, high challenge environment where they grow and thrive. Prioritise the permanent recruitment to replace the 56 temporary Service Managers and Team Leaders
 - Grow our own.
 - Extension of the successful ASYE academy to grow new social workers and through a range of other programmes.
 - Retaining the newly qualified social worker post ASYE through well supported teams, supervision, management support and career development.
 - Improve Retention
 - Improve the links between career pathways and succession planning which

- support retention and contribute to cost avoidance.
 - Commit to maintaining a strong focus on manageable caseloads.
 - Embed a culture where colleagues feel valued and safe.
 - Improve understanding of why colleagues are thinking of leaving and act upon the information to inform improvements.
 - Alternatively qualified, Support roles and Corporate Hub
 - Developing support services and models of early and family help through alternatively qualified staff programmes
 - Use our academy methodology for other work roles such as business support and development of alternative specialist roles.
 - Review of practice to create opportunities and explore future organisation capability requirements, organisation design principles for example, spans and layers, job design, internal career movement, multi-skilling, hand-off and duplication.
- 3.45 No new Agency teams have been purchased since the start of the Trust and severe restrictions placed upon the use of agency staff. A programme of supporting agency staff to become permanent workers on local terms and conditions has been implemented. Decisions have already been made about ending the use of eight managed teams. This process will accelerate during the remainder of the year.
- 3.46 Through these routes the Trust aim to reduce the use of agency staff related to all social work roles over three years to 20% or less by 31st March 2026 with the use of no managed teams, saving £8.2m compared to current forecast. Additional savings are anticipated as we build alternative models of support.

TABLE 2: Reduction in Agency Staff

Role	Contract Model					Actuals	Forecast	Forecast	Forecast	Forecast
	31.03.23	30.06.23	30.09.23	31.12.23	31.03.24	31.03.23	31.03.24	31.03.25	31.03.26	31.03.27
Service Managers/Other Manager roles	13	9	6	3	1	18	17	5	2	2
Team Managers	27	20	17	13	10	39	38	26	2	2
Child Protection Co-ordinator/IRO	3	0	0	0	0	6	2	0	0	0
Practice Supervisor	14	11	8	5	1	21	19	10	5	5
L2/L3 Social Worker	201	146	139	143	146	254	235	175	100	100
Other Roles (Court Consultant etc)	5	3	2	1	1	6	5	0	0	0
Subtotal Agency Social Work Roles	263	188	172	165	159	344	316	216	109	109
Assistant Director	1	1	0	0	0	2	0	0	0	0
Head of Service	1	1	1	0	0	0	2	0	0	0
Support Workers/CRW/PA	25	18	15	12	10	31	28	10	5	5
Residential Practitioner	5	5	0	0	0	6	3	0	0	0
BSO/Minutetaker	10	5	0	0	0	12	6	5	0	0
Subtotal Other Agency Children Social Care Roles	42	30	16	12	10	51	39	15	5	5
Subtotal Children Social Care Agency Staff	305	218	188	177	169	395	355	231	114	114

B. Financial Strategy for Efficiency and Effectiveness
 DELIVERED THROUGH OUR EFFECTIVE ORGANISATION PLAN

Bradford Children & Families Trust Ambition 5: Annual efficiency and budget management programme delivering cash-able and non-cashable savings.

- 3.47 Since go-live the Trust has ensured the stabilisation and continuation of support services to support front-line service delivery whilst establishing new processes for the company.
- 3.48 Critical to this has been understanding baselines in activity and performance drivers and the impact on expenditure. This has indicated a number of key management control processes

and approaches that need to be revised to ensure that management grip is in place with regard to day-day expenditure and future commitment decisions. Work to understand and stabilise the inherited financial position has been key focus of first five months of the Trust, and this will continue.

- 3.49 The next phase is to develop and implement improvements particularly in financial processes to improve budget management and financial discipline and create opportunities for efficiencies.

- **Revision of Financial Procedures and Controls**

- 3.50 A revision of the Trust's core financial and administrative procedures will be completed in the second half of 2023/24.
- 3.51 Recommendations to improve budget ownership, financial rigour and better local decision making and compliance across non-staffing expenditure will be implemented informed by the experience of the first few months of the Trust's operation. This will encompass: -
- scheme of delegation revision and a refresh of the approvals process for new placements and placement movements
 - purchasing-card administration and the appropriate use of p-cards
 - a common approach to child specific expenditure e.g., s17 expenditures
 - develop training programme to improve financial competency and budget management, particularly forecasting and tracking.
 - revised financial management approach embracing the principles of the CIPFA Financial Management Code
- 3.52 The Trust Audit and Risk Committee agreed a revised set of Contract Standing Orders in September. This will streamline compliant procurement processes to free-up time and facilitate more efficient processing of payments.
- 3.53 In 2024/25 consideration will be given to redesigning the procure to pay cycle utilising both SAP and ContrOCC, maximising the benefits offered by both systems whilst minimising number of manual interventions in the process. This will result in a series of options to improve functionality and a programme of implementation. For example, the SAP system presently does not allow coding against contract, it provides coding against supplier name, the absence of an interface between SAP and ContrOCC results in manual rekeying of information. Given the complexity of contractual environment of the Trust, this inhibits forecasting and reporting against third party contracts.

Contractual Expenditure Review

- 3.54 As part of the on-going establishment of the Trust's operations a full review of all third-party spend will be undertaken over the next four months. This review will document the contractual position under which services are commissioned, developing the future commissioning work programme, and identifying any potential opportunities for cashable and non-cashable savings.
- 3.55 An analysis of inherited spend in 2022/23 has been completed since go-live. The table below shows the historic spend map (FY 22/23) for the budgets transferred to the Trust. This shows a very small number of suppliers (22) account for over half of the historic spend of the Trust.

These providers will be included within the first phase of the review.

TABLE 3: Spend Analysis by Supplier 2022/23

Spend Band	Number of Suppliers	Value	Number of transactions
£1m+	22	£77m (52%)	32.4k (19%)
£0.5m - £1m	50	£19.9m (14%)	29.2k (16%)
£0.25m - £0.5m	91	£14.2m (9%)	27.6k (15%)
£0.1m - £0.25m	148	£9.8m (7%)	6.2k (4%)
<£0.1m	2,587	£27.5m (19%)	84.4k (46%)
TOTAL	2,898	£148.4m	179.8k

- 3.56 Following this analysis, the first 'deep dive' into the contract of greatest value, agency related expenditure provided through the agency contract held by the Council has been undertaken. This has indicated there are opportunities for significant efficiencies through Trust management of the contract involving re-procurement via the latest framework.
- 3.57 The methodology that has been developed in this first quarter will be applied to all other third party spend – with a focus on where best value can be achieved and reduce expenditure to improve the budget position.
- 3.58 As work progresses anticipated benefits for future years will be updated. The cashable efficiencies will be closely monitored, and the impact of improved budget stability evidenced through expenditure reducing and contract spend reducing will be reflected in savings assumptions.
- 3.59 The support of the recently strengthened Council Commissioning and Contract Management Team through the Joint Working Protocol which is being finalised will be key to establishing the pipeline of contracts, contract re-procurement and contract management rigour.

Operational Review of Placement Costs – Linkages to costs

- 3.60 Following on from the review of the 54 highest cost of externally provisioned placements conducted over summer, which has resulted in a reduction in the cost of placements since the start of the year, a baseline of current placements has been established for all children in care as at end of August. This work has informed the establishment of a Placement Review Panel.
- 3.61 With a focus on the right plans for permanence, the Placement Review Panel will continue this review work, supported by Leeds Sector Improvement team. The Placement Review Panel will meet monthly to review placements to ensure placement is appropriate for child, and to challenge and support placement decisions, and in this review, consider value for money of the placements. It will also track the end dates for placements and the actual progress against this, adding a rigour to the process of care planning.
- 3.62 A review of all placements presently commissioned by the Trust considering the care and accommodation elements of the commercial model will be undertaken in second half of 2023/24 to determine an accurate 'cost of care' calculation for individual cases and the wider Trust. This will enable the Trust to appropriately challenge the market place to ensure

sustainable delivery of value for money. An estimate of £1m benefit in 2024/25 has been included in financial modelling at this preliminary stage.

- **Arrangements for the shared funding of placements**

- 3.63 For children with complex needs or severe and enduring emotional, social and behavioural needs a joint funding protocol between health, education and social care was agreed in July 2023, to determine social care, health and education funding for appropriate children based on clear assessments. A revised Complex Needs Panel will agree shared payments across the three funding sources which will reduce the current Trusts costs for some placements. The practical implementation of the new arrangements is still being progressed.
- 3.64 In addition, negotiations are being undertaken with health partners in respect of continuing care contributions to support those children with complex needs who need short breaks. The system for application is being improved but there is more to do for decisions to be progressed in a timely way.
- 3.65 The 2023/4 contract price from the council to the trust assumed £6m could be achieved from additional financial income from health contributions, and although the current forecast does not assume all this income is achieved, a step up securing more income from health compared to the 2023/24 forecast is included in the budget assumption. The high-cost placement review of 54 children has indicated a number of placements that should attract income from health and education. Through the joint protocol, this is being explored.

- **Operational Review of other areas of cost pressures**

- 3.66 The reviews of placements and budgets to date has highlighted a number of opportunities for savings which will be explored further. These range from additional costs of care for care leavers waiting for housing post 18 and delayed transition to adult services, to overspends in support for children with disabilities or mental health whose needs might be met through more creative joint arrangements.
- 3.67 There are a number of specific areas of expenditure where cost reductions and efficiencies have been included in preparing the budget requirement and total £2.9m.
- 3.68 A rigorous approach is being taken to identify all opportunities for savings.

- **Future Strategic Partnership opportunities**

- 3.69 Working in partnership with the Council and other key partners there are opportunities to join up services and make best use of every Bradford pound. Early discussions have taken place to explore:
- Increased joint working on minimising domestic abuse, exploitation of young people and criminal behaviour.
 - Maximising the collective response to the mental health needs of children and young people and building on the success of dedicated mental health support for young people on the edge of care and extending it to those in care.
 - Developing joined up strategies for parents who have vulnerable mental health or are involved in substance misuse.
 - Further development of the locality based early and family help to meet the needs of

families close to home, including potential funding arrangements with the voluntary and community sector to reach families and meet needs that are local and specific.

- **Other sources of Income**

- 3.70 Over the life of the contract, opportunities will be sought to maximise income from external sources. As an example of this, in the current year, more grant from government will be received in relation to Unaccompanied Asylum-Seeking Children than was assumed in the contract price. The Q2 forecast assumes that further £1.1m will be secured from the analysis to date. This will be kept under review.
- 3.71 Opportunities will be sought for bids to national funding streams for developmental work which will in turn support improved practice. This includes the potential of joint bids with voluntary sector partners.

- **Revenue Investment**

- 3.72 To maximise the speed of progress and reduce the budget pressure earlier an emphasis on earlier and more effective family help, growth of internal capacity for placements and investment in workforce will be essential. Investment business cases are not yet worked up in detail but a summary of key areas of work is below.
- 3.73 Development of a strengthened and expanded family help offer, to include expansion of family group conferencing and edge of care work, plus the development of a new model of family help in line with learning from the current Family First pathfinders to reduce the need for children to have a social worker and ultimately for children to come into care.
- 3.74 A clear financial and extended support offer to foster carers, kinship carers and families seeking Special Guardianship Orders to maximise the potential for stable placements for those children who need care, plus a potential growth in staffing for an expanded residential and staying close offer.
- 3.75 Investment in internal and external capacity and expertise to enable us to recruit to the scale of permanent social work roles that are needed.

- **Capital Investment**

- 3.76 The Trust leases property and capital assets from the Council, as the Council retains ownership of these assets. Asset maintenance and development is funded and managed by the Council. The Council's Capital Investment Plan 2023-24 to 2026-27 agreed in February 2023 included a Reserve Scheme for Children's Social Care. The allocation was as follows.

Table 4: Council Capital Investment Plan 2023-24 to 2026-27 (extract)

		2023/24	2024/25	2025/25	2026	Total
Ref		Budget	Budget	Budget	Onwards	
		£'000	£'000	£'000	£'000	£'000
C50395f	Children's Homes	3,000	1,400	800	0	5,200

- 3.77 Working closely together, since 1st April commitments have been agreed since 1st April through the Council's Project Approvals Group (PAG) in respect of refurbishment of four

residential homes (Hollybank, Meadowlea, Skyview and Newholme) and the replacement of the Willows home with Briargarth, a dedicated edge of care facility. These projects have been termed 'Phase 1 and Phase 2' of the Residential Homes Strategy and represent £2.4m of the 2023/24 allocation.

- 3.78 Options in respect of the remaining provisional allocation (£2.8m) are being developed through the Sufficiency Board and will be brought forward for PAG consideration.
- 3.79 The Trust's ambition in respect of its capital infrastructure extends beyond residential homes. The Trust needs to be in the heart of the communities it serves to be accessible and responsive and to deliver on its ambitions. The areas for future development are summarised below.
- Phase Three for residential homes for the next two years linked to the Residential Strategy are being further developed after indicative support from the Council in June 2022. This will involve appropriate staying close accommodation and continued refurbishment and maintenance of existing homes.
 - Securing an alternative property for the care leaver hub based on current discussions with them about the opportunity to secure more appropriate, purposeful space to support our young people is currently being explore.
 - Relocation of the east and south teams to place these teams in the heart of the communities they serve, plus further improvement works to other substantive trust office bases.
 - Purchase or expansion of a new family hub to continue to build relationship in key communities at the right time with vulnerable children and families.
- 3.80 The Trust will work with Council teams to bring forward business cases which will clearly demonstrate the delivery of the Business Plan and the ambitions.

RISKS ASSOCIATED WITH THE FORECAST

- 4.1 A series of potential changes in the inflationary outlook, the Spending Review, Local Government Settlement, Business Rate reform and the results of the Fair Funding review inevitably means there are many uncertainties and sources of risk attached to the forecast.

Risks associated with the forecast:

- The ongoing impact of inflation
- The ongoing impact of Childrens Social Care and funding for the Bradford Childrens and Families Trust
- The impact of national economic performance on demand and public sector finance
- The impact of Job Evaluation and Grading Review
- The buoyancy of the local economy
- Fair Funding Review
- Business Rates Baseline Reset
- Business Rates Review process appeals against the rating list and future increases in the Business Rate multiplier.
- Integration of health and social care, the financial health of the NHS, and the ability and willingness of the NHS to fund social care.
- Treasury management – the extent to which cash balances will drive the need to borrow to finance capital investment, and the impact of changes in interest rates.

- Change management risk, and the deliverability of existing budget decisions
- Liabilities that may arise from conversion of schools to academies.
- Contractual risk
- What devolution, regional and other aspects of public sector reform will mean for Bradford District.
- Potential increase in West Yorkshire Transport levy
- The potential costs of transition and restructuring
- Spending Review 2023

ANNEX A: Current Cost base, Savings approved to date and reserve levels.

To put the size of the challenge facing the Council into context an understanding of the current cost base and savings delivered to date is required. Section c) below also outlines the Council's current reserve levels.

a) Cost Base

Whilst the Council continues to have overall accountability for over c£1.25bn of spend, it cannot spend directly £271m which is controlled by schools. This leaves, in 2022-23, a gross expenditure budget of £981m (£453.2m net expenditure) to fund non-school activity.

Budget split between Schools and Council		
2023/24	Gross Exp £m	Net Exp £m
Council Services incl Trust Contract	980.9	453.2
Schools	270.9	0
	1,251.8	453.2

If the £103m spent on benefit payments, the £35m required to meet the cost of the long term PFI contracts, the £23m levy paid to the West Yorkshire Combined Authority (WYCA), the £52m that must be spent on Public Health activity and the £36m capital financing budget (including PFI) are excluded from the gross expenditure budget, this leaves a much smaller gross cost base. Further, the 2023-24 budget is also being sustained by c£48m of reserves that are non-recurring. This leaves a much smaller amount (c£684m) from which to drive out further budget savings.

Of the net budget of £453.2m, 30% is allocated to Adult Social Care department, and Children's Services (including the Trust contract) accounts for a further 44%. In addition to this both areas are forecast to overspend significantly in 2023-24. This emphasises that if the Council is going to balance its books in the long term and make sure the services it provides are sustainable, controlling demand and spend on Adult's and Children's Social Care is key.

	Gross Budget £ms	Net Budget £ms	% of Net
Adult Social Care	232.6	134.9	30%
Children's Services incl Trust Contract	572.5	200.0	44%
Department of Place	147.3	69.3	15%
Corporate Resources	211.4	57.9	13%
Chief Executive	61.6	6.0	1%
Non-Service Budgets	6.9	6.1	1%
General Fund	68.1	-21.2	-5%
Total Council	1251.8	453.2	100%

b) Savings approved to date

Since 2010, reductions in Government funding, and inflationary and demographic pressures have required the Council to approve savings/cuts over the period of £350m.

During the period of austerity councils have absorbed a large share of Government funding reductions in relation to overall public sector funding reductions. Throughout this period the Council has protected basic services at a time of growing cost pressures. The Council will continue to focus on reducing costs and improving efficiency and productivity but finding new savings will mean that frontline services will be impacted.

c) Reserves

At 30th of September 2023, reserves stand at £123.3m (Council £72.7m and Schools £50.6m).

	Closing Balance 2021-22 £m	Closing Balance 2022-23 £m	Closing Balance 2023-24 £m
Council reserves	228.2	120.5	72.7
Schools Delegated budget	46.6	50.6	50.6
Total	274.8	171.1	123.3

Overall, reserve levels reduced significantly in recent years, with c£110m of non-Schools Council Reserves being drawn down in 2022-23. This included both planned activities, and c£52m of unplanned costs associated with unbudgeted cost of extraordinary inflation, and Children's Social Care pressures.

As part of the 2023-24 budget approved in February 2023, a further £48m of reserves were drawn down to balance the 2023-24 budget taking reserves down to c£73m in 2023-24, which will be an historic low.

The remaining reserves will be inclusive of Grant reserves for specific purposes (£16.4m); £34m of earmarked reserves, and the £22m General Fund reserve that is the minimum amount of un-ringfenced reserves that it is recommended to hold to fund unforeseen events. Any use of the General Fund reserve would however require it to be replenished for next financial year in line with recommended practice and this would increase any financial gap in 2024-25 by an equivalent amount.

Efforts are being made to bolster reserve levels by applying accounting policy changes to the 2021-22 accounts, and the repatriation of reserves held at a West Yorkshire level which has been agreed. These plans could result in c£37m of reserves.

This would take reserve levels up to c£110m, of which a minimum £57m are currently available. Efforts are being made to bolster this further through a review of grant reserves and currently earmarked reserves, and other endeavours.

The total value of revenue balances held by maintained schools at the end of 2022/23 was £50.6m. The Council cannot use School balances in support of the Councils budget.

APPENDIX 2

Medium Term Financial Plan (MTFP) – Dedicated Schools Grant (August 2023)

- 1.0 This is the first time that the Dedicated Schools Grant (DSG) has been included in the Council's Medium Term Financial Plan. This report is intended as an introduction, and to highlight the most significant new feature of the DSG forecast, which is the risk of the rapid growth of a deficit account, if current rates of growth in spending in the High Needs Block continue and if strategic response / mitigation action is not taken or is not successful.
- 1.1 Under the rules associated with the Dedicated Schools Grant, any deficit on the account is the responsibility of the Local Authority, meaning that any deficits would have to be paid for from Council resources. There is however a temporary statutory override (detailed below), and there are currently 34 Councils across the country that have significant DSG deficits that are receiving 'Safety Valve' funding from the Department for Education. This includes Surrey Council that is receiving c£100m of additional funding.

Important background for the MTFP – the Statutory Override (concerning the treatment of DSG deficit accounts)

- 2.0 A 'statutory override' is currently in place within the Regulations. This override concerns the treatment of deficit balances, that are held within the Dedicated Schools Grant (DSG), and cumulative deficit DSG accounts. Through the statutory override, cumulative deficit DSG accounts are ring-fenced and are 'set aside' from local authority general fund reserves, meaning that DSG deficits are currently carried forward to be managed only by using DSG funds in future years and that authorities do not need to make provision for these from their general reserves. This override is

currently in place until the end of the 2025/26 financial year. The impact of this override not being in place would be (will be in the future) that DSG deficits would be added to local authority general fund reserve balances. This will have implications for the wider financial positions of local authorities and for how DSG deficits will need to be managed, using authority general fund reserves alongside / in addition to / rather than DSG funding. It is critical therefore, that the DSG is included in the Council's medium term financial planning.

- 2.1 For background reference, the distribution of the 2023/24 planned DSG Schools Budget that was agreed by Executive and by Council in February 2023 is summarised in this table:

Description	Early Years Block £m	Schools Block £m	High Needs Block £m	Central Schools Services Block £m	Total DSG £m
Estimated DSG available 2023/24	£43.371	£509.390	£116.884	£3.559	£673.203
Estimated DSG B'fwd from 2022/23	£4.211	£5.343	£25.830	£0.281	£35.665
Total Estimated DSG (Schools Budget) 2023/24	£47.582	£514.732	£142.714	£3.840	£708.868
Delegated to Schools / Providers	£42.103	£507.842	£108.163	£0.000	£658.108
Non-Delegated Items	£1.268	£1.547	£8.721	£3.559	£15.095
Allocation of One Off	£0.957	£1.787	£4.200	£0.054	£6.998
Total Funding Allocated	£44.328	£511.177	£121.084	£3.612	£680.202
Difference (C'Fwd)	£3.254	£3.556	£21.630	£0.227	£28.667

- 2.2 The value of DSG reserve balance that has been brought forward from 2022/23 has now been confirmed at £36.521m, which is £0.856m greater than was forecasted in February. Whilst still early in the financial year, and subject possibly to significant movement for spending across the autumn and spring terms, especially in the High Needs and Early Years Blocks, we currently forecast that the DSG reserve balance that will be held at the end of the 2023/24 financial year will be £32.482m, which is £3.815m greater than was forecasted in February. Based on this forecast, we estimate that we will deploy £4.039m of DSG reserves within the 2023/24 financial year.

- 2.3 Regarding DSG Medium Term Financial Planning:

A key principle that is applied is that we expect that all spending pressures within the Schools Block, Early Block and Central Schools Services Block of the DSG will be met within the respective blocks, meaning that expenditure will be adjusted year on year to ensure that these blocks do not overspend (other than for the deliberate release of available reserves). This principle reduces the risk of overspending in these 3 blocks being the cause of a deficit DSG account. This, however, does mean that the pressures within these 3 blocks will be 'passed on' to schools, academies and other providers via adjustments to their delegated formula funding. This also means that the contributions that the DSG makes to Council-based services, especially in the Central Schools Services Block and the Early Years Block, may need to be reduced. This may have Council budget implications.

Following the application of this principle, it is overspending in the High Needs Block of the DSG that creates the largest risk to the Council of a deficit DSG account. Local authorities nationally have been struggling to balance their DSG accounts because of the significant growth in the numbers of children and young people with high needs and the subsequent growth in High Needs Block spending. The DfE currently is engaged in different forms of support and intervention, especially in individual local authorities with the largest DSG deficits. The DfE is currently conducting a national review of SEND and Alternative Provision, which includes a review of financial systems, which has strands that are expected to be designed to help manage costs in the future. However, the DfE's current guidance states quite clearly that all local authorities are expected now to work to secure financially sustainable high needs provision. A key strand of the DfE's guidance is concerned with investment to encourage the inclusion of children and young people with SEND in mainstream settings.

- 2.4 Up to the end of the 2022/23 financial year, we have absorbed growth in high needs provision spending within the annual High Needs Block increases that have been allocated by the DfE. In 2023/24, we are currently forecasting to overspend by c. £1.6m, which is a relatively small amount of reserve deployment on a total High Needs Block budget of £117m.
- 2.5 However, our current early medium-term financial forecast clearly indicates that, if our current growth rate in spending continues, we will significantly overspend our annual High Needs Block income going forward, to the extent that, the risk of us holding a cumulative DSG deficit account at the end of the 2025/26 financial year is high.
- 2.6 Whilst this is an early forecast that is based on a series of estimates, is subject to significant movement, and is presented prior to review and discussion about strategic response and mitigating action, we forecast that our high needs spending may exceed our High Needs Block income by c. £15m in 2024/25 and by c. £22m in 2025/26. Overspends of these values would mean a cumulative deficit in our High Needs Block of c. £12m at the end of the 2025/26 financial year. Whilst this is an early forecast, subject to movement, it clearly indicates a very challenging financial position and one which we need to develop a strategic response to manage and to mitigate against.
- 2.7 This pressure is being driven by significant and rapid growth in the numbers of children and young people with EHCPs requiring support and specialist placements. We have seen, and forecast further, significant revenue spending growth in the follow four main areas:
- 1) Spending that follows the creation of more specialist places in the Bradford District (in special schools, special school academies, resourced provisions, and alternative provision) in response to demand.
 - 2) Spending from an increase in the number of children and young people placed in out of authority, independent and non-maintained settings, and from an increase in the cost of these placements.
 - 3) Spending from an increase in the number of children and young people in mainstream schools and academies with funded Education Health and Care Plans (EHCPs).
 - 4) Spending from an increase in the number of young people in post 16 Further Education settings with EHCPs, which is also driven by wider demographic

changes (the school population bulge that initially began in the primary phase has now hit post 16).

- 2.8 Whilst we will work with and consult the Schools Forum on these issues, it is the Authority's responsibility to balance the DSG. Not being able to do so will result in some form of intervention by the DfE. This may begin where we publish a 2024/25 planned budget that significantly reduces our DSG reserve balances.

Appendix 3 – Medium Term Financial Strategy of the Housing Revenue Account

Background

- 1.0 The Housing Revenue Account (HRA) is a statutory requirement for Councils with more than 200 units, and includes all expenditure and income incurred in managing and maintaining the Council's homes. In accordance with Government legislation, it operates as a ringfenced account and cannot be set to make a deficit.
- 1.1 The total resources available to the HRA is forecast at around £13.1m over the next 5 years, with all of this being derived from rent and service charge income from tenants.
- 1.2 The Council is required to develop a 30-year business plan for the HRA, which is regularly stress tested. Rents are controlled through regulation and enforced by the Regulator of Social Housing. The Regulator has economic and consumer standards which place the same requirements on all social landlords, who also have to comply with legislation for repair, health and safety, landlord and tenant requirements and new legislation from April 2024.
- 1.3 All landlord services are funded through the HRA, any variations in the rental income stream or expenditure in addition to budget assumptions will directly impact upon the level of resources that are available for the delivery of services and/or reserves key priorities over the next five years are reducing costs and increasing income by reducing void re let times.
- 1.4 Resources are focussed on health and safety, good services for tenants and servicing debt. All management and maintenance functions are outsourced; the general needs housing contract will have a new provider for 24/25 to 29/30. The separate specialist supported housing contract for Fletcher Court will be re-tendered during 24/25.

2024-2029 Break even.

- 2.0 Over the 5 years of the plan, there is a requirement to deliver balanced budgets. Due to

legacy costs where the contractor had gone bankrupt during the construction of Fletcher Court, below inflation rent restrictions and worse performance on reletting homes than planned, for 2023/24 there is a forecast a deficit of £0.3m which will be wholly covered by HRA reserves.

- 2.1 A recovery plan has been put in place to reduce costs which will help reduce the deficit position. This is still an improvement on the equivalent position in 22/23.
- 2.2 The Governments Rent Standard and Rent Policy Statement are published from November each year, which can have a major impact on the plan.

	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000's	£'000's	£'000's	£'000's	£'000's
Income	2,785	2,819	2,854	2,888	2,923
Expenditure	-2,205	-2,239	-2,274	-2,308	-2,343
Interest payable	-580	-580	-580	-580	-580
Net HRA Surplus/Deficit	0	0	0	0	0

Key Income Assumptions 2024-2029

- 3.0 Rent Increase caps normally use the CPI Inflation rate at September each year and other factors including Government housing policy. The current business plan is based on the Office of Budget Responsibility (OBR)'s long term inflation target of 2%, which projects an increased rent of 3% per annum (CPI+1%).
- 3.1 The current plan assumes 4 Right to Buy sales per year over the MTFP. Whilst this reflects the expectation that the recent increase in sales will diminish at some point, Right to Buy discounts remain a considerable-incentive for many people and as such sales may remain at a higher level. This would put further pressure on the rental income budget. Conversely-additional sales slightly increase capital receipts which can be partly utilised for-funding Council Housing growth. The receipt does not allow like for like replacement.

Pay Award and Price Inflation

- 4.1 Price inflation is generally assumed at CPI levels in the plan, except where the budget is related to recharged services, where 2% is assumed. As the service is outsourced, the contractors staff pay awards are included in the general fee.

Repairs

- 5.1 The repairs budget is assumed to be inflated by CPI and adjusted to reflect the forecast changes in stock numbers, both losses through Right to Buy sales and an adjustment for housing growth.

Capital Provision

- 6.1 Resolving legacy repairs from several contractors becoming bankrupt during the general and specialist housing build remains a priority for the service. Current costs of such repair are around £80k which is in excess of existing budgetary provision.

However, reflecting the need to identify actions to bring spend down, the financial plan assumes that this will be achieved.

- 6.2 The HRA is required to make an annual depreciation charge which is mirrored in a capital expenditure line in the HRA. In addition, expenditure is incurred on routine maintenance and servicing.

Provision for Bad Debt.

- 7.0 The calculation for the provision for bad debt for 2024/25 is £65k and it is assumed that this level of provision will remain static in the financial plan, but this will be kept under continual review as universal credit is rolled out further.

Recharges to the HRA.

- 8.0 Recharges to the HRA relate to services provided from other parts of the Council on behalf of the HRA. These include, for example, back-office services. It is generally assumed that these are inflated by the 2%.

The Medium-Term Financial Strategy 2024/25- 2029/30 Contribution to General Reserve.

- 9.0 The level of HRA general reserve is £0.5m. To provide a sustainable base going forward, and in line with the general fund strategy, it is planned to target a level of sustainable reserves that will withstand economic shocks to the HRA. The plan reflects an assumption that contributions to general reserve are made from 2023/24.
- 9.1 The strategy to mitigate this cumulative deficit on the Housing Revenue Account is in line with the approach being taken for the rest of the Council. Options for balancing will include savings that can be generated from business-as-usual proposals and those that require more specific service reviews options to deliver savings.
- 9.2 All areas of HRA spend and income will be considered when finalising the detail of the 2024/25 budget and a refresh of the position 2024-2029.

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Report of the Strategic Director of the Department of Place to the meeting of the Executive to be held on 7 November 2023

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Subject:

Keighley Locality Plan – Progress update 2022/23

Summary statement:

As part of the Council-wide programme of ‘Strengthening Locality Working’, Neighbourhood and Community Services worked with other Council services and partner agencies to develop five Locality Plans, one for each constituency that make up the Bradford District. This report gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Keighley Locality Plan during 2022/23.

EQUALITY & DIVERSITY:

The Locality Plans are being developed in consultation with a wide variety of partners with the aim of ensuring that the voices of all communities in the Locality are heard. This has included specific targeting, to ensure the views of minority groups, and those whose voices are seldom heard, are engaged in the process.

David Shepherd, Strategic Director of Place

Portfolio:

Leader of the Council

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Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

As part of the Council-wide programme of 'Strengthening Locality Working', Neighbourhood and Community Services worked with other Council services and partner agencies to develop five Locality Plans, one for each constituency that make up the Bradford District. This report gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Keighley Locality Plan during 2022/23.

2. BACKGROUND

2.1 The Locality Plan sets out an ambitious set of priorities for Bradford Council, working with its partner agencies, communities and residents to address over 3 years. This is building on the important work that Bradford Council and its partners have done over recent years. Some of these achievements and investments are as follows:

- Keighley's receipt of a Towns Fund investment offer of £33.6m – this is the highest offer in West Yorkshire and the fifth highest Town Deal investment offer nationally. The funding and projects identified will create jobs and training opportunities and promote economic growth as well as having a positive impact on health outcomes. They include the following projects:
 - Capital assistance to business growth - supporting businesses to grow and adapt and diversify in a changing climate.
 - Community Grant Scheme – financial support to a range of organisations and businesses that are rooted in the local communities including grass roots and community organisations to improve premises or support to expand or diversify / strengthen the offer to the local community.
 - Keighley Creative Community Hub - A community arts hub creating a cultural destination in Keighley town centre and will provide a year round programme of skills training and leisure learning
 - Keighley Art and Film Festival - supporting the development of the Keighley Art and Film Festival and to employ a small core team year-round to generate the resources to ensure a high-impact series of events
 - Women Employment Project - establishing a textile academy which will deliver a bespoke skills training package for local Black, Asian and Minority Ethnic (BAME) women to improve pathways into skilled work.
- The Careers and Technical Education partnership is working in a number of primary and secondary schools as well as with Keighley College to engage and inspire, children and young people and create sector specific pathways into work and Higher Education.
- Through the Towns Fund, Keighley College is developing a Manufacturing, Engineering and Future Technology Hub building on the success of the Centre of Excellence for Advanced Manufacturing and Engineering. This is an exciting development reflecting the need for a capital estate that meets the need of local manufactures and students alike and will make a significant contribution to our clean growth ambitions and the ongoing transformation of the town.

- Running alongside this is a further Towns Fund project to develop a Skills Hub within the NHS Community Health and Wellbeing Centre led by Keighley College to improve access to learning for adults who face significant barriers to participate in learning.
- Supported a wide range of employment and skills interventions including community employment coaches co-located in the Job Centre, Keighley College, Town Hall, Project 6, who regularly run drop-in days and guidance clinics in four other community settings to support engagement from disadvantaged groups and communities.
- In Silsden the construction of a new 3 Form of Entry (3FE) primary school with all ancillary facilities in replacement of the 2 Victorian schools previously used – opened January 2022
- The refurbishment of Low Fold Nursery and the creation of a new Multi Use Games Area
- A 1 Form of Entry (1FE) expansion of All Saints CE Primary School, Ilkley
- A new build expansion and part refurbishment of Ilkley Grammar School
- The construction of Valley View Resources Centre in Oakworth, a 50-bed short term respite centre operated by Adult Services
- Refurbishment of Keighley Library - including repairs, redecorations, upgraded of lighting and the addition of 2 new meeting 'pods' enabling the use of the Library for small meetings, advice sessions etc.
- The LEAP (Creative People and Places project) has invested in the Create, Connect, Make project based at Keighley Library, which has seen a wide range of groups engage in creative sessions and engaged new audiences.
- £300k investment through the Playable Spaces Programme in Riverside Gardens, Ilkley, Central Park, Haworth and Cliffe Castle and Devonshire Park, Keighley.
- £85k investment in refurbishing and providing new equipment in Devonshire, Victoria and Lund Parks
- £1.1m refurbishment of Ilkley Lido
- £3.2m refurbishment of Oakworth Crematorium
- £30k future boost sports grants to help 16 to 25 year olds access sporting and leisure opportunities
- £44k delivery of a series of free activity-packed fun days in parks across the district over the 2021 summer, school holidays.
- Delivery over 40 projects/activities by the Culture & Events Team on three main programmes - Summer Unlocked, Winter Unlocked and Spring Back
- Grants to Ilkley Pride and Keighley Photography Hub provided incredible provision for artists and communities celebrating Pride Festival and exploring sustainable photography processes. This complimented continued work with Keighley Creative and Ilkley Literature Festival as part of the Regular Funded Organisation portfolio.

2.2 The vision for the Strengthening Locality Working approach is to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities. People are at the heart of service design and delivery, and experience coordinated support within their localities and only need to tell their story once. A stronger focus on prevention and early help promotes better outcomes for local people and helps reduce the need for

statutory interventions wherever possible.

- 2.3 To achieve this vision the project advocates a stronger role for Bradford Council and its partners as a leader and place shaper, aligning delivery and resources, renewing the emphasis on the role of Area Committees, and supporting local councillors in their capacity as democratic champions.
- 2.4 The project has seen the strengthening of resource and capability within Neighbourhood & Community Services, in both the Area Office teams and the Stronger Communities team, and a broadening of the role and influence of Area Co-ordinators as convenors of place.
- 2.5 This work is underpinned by developing arrangements for a Council-wide locality approach to prevention and early help that promotes collaboration between Council colleagues, and with wider partner agencies, to better support individuals, families and communities across the District. By prevention we mean, preventing or delaying problems from arising in the first place so that everyone across the Bradford District – whatever locality they come from – can live a long, healthy, and full life. In turn, Early Help is about tackling problems head-on when they emerge, intervening early before problems escalate. At the heart of both Prevention and Early Help is a constant focus on **what's strong, not what's wrong**. We work closely with communities to make the most of their assets, resources and opportunities, empowering citizens and local leaders to work alongside public agencies and partners to address local needs in a collaborative and creative way.
- 2.6 This re-dressing of the balance which emphasises an asset-based approach to tackling inequalities and neighbourhood issues, alongside the more dominant deficit-based model, requires a shift in both thinking and practice which challenges existing ways of working and therefore takes time, commitment and support at all levels of the organisation, to implement successfully.

This does not, however, mean that one approach is better than the other. Working together, assets-based approaches add value to the deficit model by:

- Identifying the range of protective and well-being promoting factors that act together to support well-being and the policy options required to build and sustain these factors.
- Promoting citizens as co-producers of well-being rather than simply as consumers of services, thus reducing the demand on scarce resources.
- Strengthening the capacity of individuals and communities to realise their potential for contributing to the development of their neighbourhoods.
- Contributing to more equitable and sustainable social and economic development and hence the goals of other sectors.

In reality, both models are important, however, Neighbourhood & Community Services are concentrating their work on redressing the balance between the more dominant deficit model and the less practiced (despite its apparent popularity) assets model.

2.7 As this has been the first year of implementing the Locality Plans much of the work has been focused around bringing the relevant people together to explore how best to address the priorities in the Plan. Work has been done to further develop inter agency support and ownership of the themes and priorities, and the action needed to address them.

Neighbourhood & Community Services have led on, or contributed to, this work in the Keighley locality in the following ways:

- continuing to build buy-in and active participation in the Keighley Area Leadership Team - a single, cross-constituency partnership focused on the development of prevention and early help
- the delivery of a bi-monthly Asset Based Community Development (ABCD) Learning Circle for people working at a grassroots level in neighbourhoods from across the Council and partner agencies. This enables practitioners to reflect on their practice with others, build relationships and learn from each other
- setting up of a 'Decent Homes' theme partnership bringing together the Council's Private Sector Housing and Housing Access services, Registered Social Landlords and the Wellbeing Hub to help co-ordinate and improve joint working to address housing-related issues in the locality
- working with colleagues in the Council's Employment & Skills team to help facilitate their move to a more locality-based way of working
- co-location of the Stronger Communities participation & engagement officer, the Living Well community development worker and the Active Travel social prescribing officer with the Area Office team at Cliffe Castle
- work with the two Community Health Partnerships that cover the locality and the Reducing Inequalities Alliance team to allocate funding to help address some of the most serious health issues that contribute to health inequality in the locality
- work with the Council's Economy & Development services team and the Keighley Area Committee to allocate funding to address the adverse consequences of the Cost of Living crisis
- work with the Council's Economy & Development services team to provide local knowledge and perspectives that contributed to the development of the Keighley Development Framework
- facilitating the active involvement of local residents and partner agencies, in the development of the Active Travel Network plan for Lawkholme (working with the Council's Infrastructure & Local Plan team)
- setting up and facilitating a monthly Keighley Community Network partnership of colleagues working in the Voluntary, Community & Faith sectors to help build relationships, share information and learning, highlight gaps in provision and plan ways to work together to address them.

2.8 A key initiative developed by Neighbourhood & Community Services over the past year has been a strengths-based approach to working with individuals looking for prevention and early help support in communities, called 'Neighbourhood Connect'. This takes referrals from people themselves, Neighbourhood Wardens, Councillors, Adult Social Care's Independence Advice Hub and many other sources. Ward officers or assistant ward officers then have a strengths-based conversation with

the person to determine how they could best connect them with services, activities and groups in their community to give them the most appropriate support which will contribute to their well-being and ability to live a fulfilled life.

2.9 Neighbourhood & Community Services are aware that key performance indicators and other appropriate measures of success need to be developed for the priorities in the Locality Plans. Work has begun on developing these so that they better reflect achievable outcomes, and this will be continued over the current year. The following principles set the overall context for this work and will continue to guide the setting of locality priorities:

- Increase organisational resilience through a common understanding and approach to locality working
- Evidence outcomes delivered against the Council and District plan priorities
- Promote community capacity and improve outcomes to be delivered for communities
- Reduce inequalities and improve access to support for individuals and communities
- Allow individuals and communities to access multi-disciplinary early help that ultimately prevents/reduces/delays the need for intervention by statutory services

2.10 This work will be informed by, and be undertaken alongside, the development of a Neighbourhood & Community Services Prevention & Early Help strategy which will set out the ways in which the service currently leads on, and contributes to, prevention and early help for individuals and communities, and the future direction for the development of the service.

2.11 This report presents a progress update of the 18 locality-wide priorities in the Keighley Locality Plan during 2022-23 (Appendix A). The priorities set out in the Locality Plan align with the six 'priority outcome areas' that make up the Council Plan 2021-25.

2.12 Appendix B contains six Case Studies, one for each of the six priority outcome areas, which highlight an example of the nature of the work being done to address these priorities in the Keighley Locality.

2.13 The Locality Plan also includes six Ward Plans which set out the priorities and outcomes for each of the wards covering the Keighley Locality. Progress against these are reported to Keighley Area Committee on a twice-yearly basis and so are not included in this report (see Para 12: Background Documents).

3. OTHER CONSIDERATIONS

No other considerations.

4. FINANCIAL & RESOURCE APPRAISAL

This work falls within the current budget and resources of the Neighbourhood Service and other existing Council and partner agency resources that are available for joint working to address the Locality Plan priorities.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

A key purpose of Strengthening Locality working is to reduce the demand on services.

6. LEGAL APPRAISAL

There are no legal implications directly arising from this progress report. Legal input provided on the current projects have included advice on grants, procurement and subsidy control and further legal input will be provided as required.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

One of the key themes in the Locality Plan aims to increase sustainability across the Area.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

Locality approaches should reduce travel.

7.3 COMMUNITY SAFETY IMPLICATIONS

Community Safety issues will be addressed within the Locality Plan.

7.4 HUMAN RIGHTS ACT

No known issues.

7.5 TRADE UNION

No known issues.

7.6 WARD IMPLICATIONS

There will be positive implications for all Wards in the Keighley Area if the Strengthening Locality Working programme achieves its objectives.

7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

This report details progress being made to address the 18 priorities in the Keighley Locality Plan.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The views of young people have been considered in the development of the Locality Plan through a District wide survey and through consultation in Youth Work settings. It is hoped that through taking action in line with the priorities set out in the Locality Plan that the outcomes for Bradford's Looked After Children will be improved.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No known implications

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

- 9.1 Decisions related to Locality Plans are the responsibility of the relevant Area Committee. Therefore, this report is presented to the Executive for information, discussion and comment.

10. RECOMMENDATIONS

- 10.1 The Executive is invited to comment on the Keighley Locality Plan – Progress Update 2022/23, as set out in Appendix A of this report.
- 10.2 The Executive requests that the Keighley Area Co-ordinator, accompanied by the Chair of Keighley Area Committee, presents a progress report to the Executive in 12 months time, setting out the progress and achievements made for each of the priorities detailed in the Keighley Locality Plan during 2023/24.

11. APPENDICES

Appendix A: Keighley Locality Plan – Progress Update 2022/23

Appendix B: Case Studies

12. BACKGROUND DOCUMENTS

“Keighley Locality Plan 2022-25” (Document ‘E’), Keighley Area Committee, 23 June 2022

“Keighley Locality Plan 2022-25 – Progress Update” (Document ‘L’), Keighley Area Committee, 2 February 2023

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Keighley Locality Plan 2022-25

Progress update – 2022/23

Keighley Locality Priorities

Keighley Locality Wide Priorities 2022-25

Bradford District Priority Outcomes 2021-25

Better Skills, More Good Jobs and a Growing Economy

1. Reduce levels of unemployment and of employees at risk as a result of the pandemic
2. Improve employment opportunities for young people, including more apprenticeships
3. Improve access to upskilling and retraining opportunities

Decent Homes

1. Improve and maintain the quality of private-rented and social housing, and empower tenants to address issues
2. Improve housing accessibility to enable more independent living for older people and people with disabilities
3. Ensure that new house building includes affordable homes that are accessible to young people

Good Start, Great Schools

1. Improve levels of development for children at Early Years Foundation Stage
2. Enhance partnership working and communication between all schools and colleges and with wider agencies
3. Increase opportunities for hearing and acting on the voice of children and young people, particularly in respect of decisions that affect their lives

Better Health, Better Lives

1. Increase access to timely and inclusive support for healthy lifestyles choices
2. Improve access to mental and physical health support
3. Improve access to services for people with physical and learning disabilities

Safe, Strong and Active Communities

1. Increase opportunities for resident and community engagement, participation and volunteering
2. Celebrate community strengths across the Keighley Locality and promote a sense of local pride
3. Reduce levels of Anti-Social Behaviour and drug-related crime

A Sustainable District

1. Improve waste management behaviour, including increasing recycling rates and reducing fly-tipping
2. Promote and support local action towards a cleaner and greener environment, including litter picking and community growing initiatives
3. Work with local communities to promote more sustainable and environmentally friendly lifestyles

Better Skills, More Good Jobs and a Growing Economy



Locality Priorities

1. Reduce levels of unemployment and of employees at risk as a result of the pandemic
2. Improve employment opportunities for young people, including more apprenticeships
3. Improve access to upskilling and retraining opportunities

Better Skills, More Good Jobs and a Growing Economy

Actions, Outcomes and Indicators



Actions

1. Understand the opportunities and processes that exist for ensuring that all District-wide growth initiatives address the specific needs of the Keighley Locality and work to strengthen these as necessary.
2. Work to better match the opportunities available to the skills of young people, including work with schools and Keighley College. Work with 'The Vibe' (DWP/Youth Service partnership) at Parkwood to promote opportunities for young people.
3. Work with partners, including Keighley College, Keighley BID, Keighley Made, and Social Enterprises to explore how access could be improved.

Outcomes

1. Stronger involvement in District-wide growth initiatives by representatives able to voice the concerns and issues faced by the Keighley Locality.
2. More employment and apprenticeship opportunities available to young people
3. Improved access to upskilling and retraining opportunities

Progress

1. Helped to shape the Development Framework for Keighley; ensuring consultants understood the locality and facilitating a broad representation of opinions during the initial consultation. Wider public engagement due for Autumn 2023.
2. Keighley Vibe running as an ongoing success across locality. Working to develop stronger voice and influence amongst young people in partnership with all youth offer organisations. Working alongside Keighley Creative to develop a better understanding of opportunities for young people from local manufacturing firms.
3. Working with invest in Bradford initiative which houses several funding and support schemes for startups and business in locality. Finalising arrangements for advice drop-in session. Keighley Bid ready to go to ballot in Autumn 2023.



Locality Priorities

1. Improve and maintain the quality of private-rented and social housing, and empower tenants to address issues
2. Improve housing accessibility to enable more independent living for older people and people with disabilities
3. Ensure that new house building includes affordable homes that are accessible to young people

Decent Homes

Actions, Outcomes and Indicators



Actions	Outcomes	Progress
<p>1. Set up a Locality-wide partnership of Registered Social Landlords, representatives of the private-rented sector and tenants groups to work together to address issues.</p> <p>2. Work through the partnership to identify specific accessibility issues and ways these can be improved. Include work with voluntary organisations.</p> <p>3. Work with the Council's Local Plan team and Local Councils' that have Neighbourhood Plans on what action can be taken. Work with Shelter and other organisations campaigning for more affordable housing for young people.</p>	<p>1. More people living in decent homes and more tenants/residents actively engaging in housing issues/initiatives.</p> <p>2. More people, particularly older people and people with disabilities, living in housing with improved accessibility.</p> <p>3. More young people having access to affordable housing</p>	<p>Housing reps meeting – Meeting held with housing options and CBMDC private sector housing; Partnership meeting held with reps from social housing providers, Keighley Well-being hub, CMBDC private sector team, KACO, other relevant agencies. to explore working together, developing offer for Keighley, reviewing priorities; second meeting planned with additional stakeholders identified such as Aging Well Bradford.</p> <p>Design Code - attended meetings and sessions on Design Code and built relationships with officers involved in 'Design Code' consultations to be involved in shaping future housing development and planning stipulations; we shared information on focus groups particularly for those with disabilities and younger people.</p> <p>Neighbourhood Planning –supporting Keighley Town Council's Neighbourhood Planning process; promoting engagement sessions happening across the constituency.</p> <p>Sustainable housing and Energy Efficiency– links made to Council Officer involved in sustainable housing schemes;</p> <p>Theme leads link up – meeting with other locality theme leads to share good practice, contact information and where relevant working together.</p>

Decent Homes

Actions, Outcomes and Indicators



Actions	Outcomes	Progress
<p>1. Set up a Locality-wide partnership of Registered Social Landlords, representatives of the private-rented sector and tenants' groups to work together to address issues.</p> <p>2. Work through the partnership to identify specific accessibility issues and ways these can be improved. Include work with voluntary organisations.</p> <p>3. Work with the Council's Local Plan team and Local Councils' that have Neighbourhood Plans on what action can be taken. Work with Shelter and other organisations campaigning for more affordable housing for young people.</p>	<p>1. More people living in decent homes and more tenants/residents actively engaging in housing issues/initiatives.</p> <p>2. More people, particularly older people and people with disabilities, living in housing with improved accessibility.</p> <p>3. More young people having access to affordable housing</p>	<p>Room In The Roof - Funded by CBMDC and partnered with Eclipse Energy, delivered 'room in the roof' insulation measures to 119 homes which were predominantly in Keighley - https://www.bradford.gov.uk/browse-all-news/press-releases/residents-invited-to-come-forward-for-free-insulation-scheme/</p> <p>As part of Phase 3, a further 588 properties are due to receive room in the roof insulation and a further 50 properties with under floor heating measures, District wide, with some of these being in Keighley locality.</p> <p>Promoted funding opportunities – Promoted and supported potential applicants of the combined grant scheme of UK Shared Prosperity Fund (UKSPF), Householder support fund (HSF) and West Yorkshire Mayor's Cost of living Fund (WYCA C of LF) to deliver support to households and individuals to reduce the cost of living. Applications need to meet one or more of the following outputs: Number of households receiving support Number of households supported to take up energy efficiency measures.</p> <p>Young people's Housing - We have made contact with Centrepoint to develop links with their organisation locally and explore support for young people via Keighley's VIBE group.</p> <p>Homelessness – links made with Homelessness and at risk prevention team (HAARP), part of Project 6 offer locally; support and promotion of their work;</p>



Locality Priorities

1. Improve levels of development for children at Early Years Foundation Stage
2. Enhance partnership working and communication between all schools and colleges and with wider agencies
3. Increase opportunities for hearing and acting on the voice of children and young people, particularly in respect of decisions that affect their lives

Good Start, Great Schools

Actions, Outcomes and Indicators



Actions

1. **Start for Life** – this is a 3 yr, government led programme, aimed at providing seamless support for families where they can access the information they need at the time that they need it.
2. The primary focus for enhancing partnership working will be through **Keighley Schools Together** and working together on the **Act Locally** programme focused on Keighley Central ward.
3. This priority will be acted on through the work of the **Youth Offer Groups**, the **Youth Summit**, work on the development of the **Family Hub** at the Rainbow Centre and work towards becoming a **Child Friendly District**.

Outcomes

1. More children have improved levels of development at the Early Years stage
2. Improved communication and partnership working between all schools and colleges and other partner agencies is having a positive impact on the lives of children, young people and their families.
3. The voice of children and young people is being heard and acted upon by those involved in making decisions that affect their lives which is having a positive impact on them, their families and the communities they live in.

Progress

1. The Family Hub works to develop children in Early Years through the School 2 School programme with Access and Take Up workers improving the take up of the 2 yr childcare offer.
2. Early Help Co-ordinators support a wide range of partners to take on the role of Lead Practitioner to work with the whole family at an early help stage. They are linked to every school and childcare setting in the Locality.
3. The Keighley and Ilkley Youth Offer groups are meeting on a three-monthly basis. A youth voice strategy has been agreed and is now being put into practice. There is a collective ownership of the way forward and a commitment that young people need to be at the centre of shaping activity and services for them.



Locality Priorities

1. Increase access to timely and inclusive support for healthy lifestyles choices
2. Improve access to mental and physical health support
3. Improve access to services for people with physical and learning disabilities

Better Health, Better Lives

Actions, Outcomes and Indicators Keighley Locality

Actions

1. Understand what projects/services are established in respect to the priority areas of diabetes, autism, MSK, cancer screening, coronary heart disease, maternal health and better births to reduce health inequalities
2. Understand what projects/services are established to improve access to mental and physical health support
3. Understand what projects/services are established to improve access to services for people with physical and learning disabilities

Outcomes

1. Increase access to timely and inclusion support for lifestyle choices, including information ensuring successful work is built on rather than duplicated
2. Ensure a system wide approach is undertaken to address health inequalities and to support service users to address their health and physical needs
3. Agree, implement and monitor an action plan for the locality, ensuring service user engagement and co-production
4. Establish a data dashboard for evaluation of projects/services

Progress

Two Health Partnerships operate across Keighley Constituency: Wharfedale & Silsden and Keighley Area Community Partnerships and link to Act As One Programme, Core20PLUS5, Primary Care Networks. Integrating a public health approach into primary care.

Wharfedale and Silsden CP covers the areas of Silsden, Addingham, and Ilkley and includes Menston and Burley-In-Wharfedale (in the Shipley Locality).

Keighley Area CP – Kly West, Central and East and Worth Valley Wards. Priorities: Increase access to timely and inclusive support for healthy lifestyle choices; improve access to mental and physical health support; improve access to services for people with physical and learning disabilities.

The Partnerships together support a diverse range of local organisations to deliver on the Health and Well-being agenda. Each Partnership has 2 anchor organisations who enhance local promotion and connectivity. WACA and Modality link with the partnerships promoting clinical care initiatives and programmes e.g. vaccination clinics and support decision making at a local level promoting the health equality agenda and access to local health service and provision.

Better Health, Better Lives

Actions, Outcomes and Indicators Keighley Locality

Actions

1. Understand what projects/services are established in respect to the priority areas of diabetes, autism, MSK, cancer screening, coronary heart disease, maternal health and better births to reduce health inequalities
2. Understand what projects/services are established to improve access to mental and physical health support
3. Understand what projects/services are established to improve access to services for people with physical and learning disabilities

Outcomes

1. Increase access to timely and inclusion support for lifestyle choices, including information ensuring successful work is built on rather than duplicated
2. Ensure a system wide approach is undertaken to address health inequalities and to support service users to address their health and physical needs
3. Agree, implement and monitor an action plan for the locality, ensuring service user engagement and co-production
4. Establish a data dashboard for evaluation of projects/services

Progress

Each partnership receives funding from Core20+5 to support service provision around health - Maternity, (SMI) Severe Mental Illness, Chronic Respiratory Disease, Early Cancer Diagnosis, Hypertension, Smoking Cessation acknowledging local data, grass roots knowledge and health needs. ABCD Health Funding connected to the partnerships lends support to more local level projects such as health promotion / videos, Eating Well, Family Links and Counselling.



Locality Priorities

1. Increase opportunities for resident and community engagement, participation and volunteering
2. Celebrate community strengths across the Keighley Locality and promote a sense of local pride
3. Reduce levels of Anti-Social Behaviour and drug-related crime

Safe, Strong and Active Communities

Actions, Outcomes and Indicators



Actions	Outcomes	Progress
<p>1. Promote the 'People Can' and 'Citizen Coin' initiatives and the work done by Keighley & District Volunteer Centre and similar schemes in our towns and villages. Conduct an annual 'Perception Survey'. Hold an annual 'Youth Summit'.</p> <p>2. Establish ward-based work which is asset/strengths based and which celebrates 'what's strong' in our neighbourhoods, rather than focussing on 'what's wrong'. Promote the District-wide 'Community Stars Awards'.</p> <p>3. Establish the work of 'Keighley Together' and share learning and good practice from this across the Locality. Build confidence in the community in reporting ASB and crime and work with schools to increase young people's aspiration and ambition.</p>	<p>1. Users of voluntary services and local communities benefit from an increase in people engaging and volunteering. More people experience the benefits of volunteering and participating in community activities.</p> <p>2. Local communities benefit from more community-led action and initiatives which connect the assets within the community and lead to an increase in community pride and more sustainable positive improvements in those communities.</p> <p>3. Residents are aware of the action that is being taken to address ASB and drug-related crime and feel more confident to report their concerns. More people are engaged in positive action in their community.</p>	<p>Citizen Coin – Working with Stronger Communities team to plan events for rewarding agencies in October. Encouraging and supporting our community and voluntary partners to attend to enable them to award coins to their volunteers and increase awareness of volunteering opportunities and benefits of volunteering, both personal and community.</p> <p>Community asset mapping and ABCD work – Area Office colleagues and partners trained in ABCD approaches; community asset mapping and engagement in Braithwaite and other neighbourhoods ongoing; various community led events in wards such as clean-ups, Eid celebrations, Pride events in Ilkley and Keighley, warm spaces and gardening initiatives; ABCD Learning circles have taken place with partners to share good practice; A series of community engagement sessions throughout Braithwaite have identified community connectors and work continues to develop community led initiatives – community gardening has been identified by residents as something they have a passion for; Working with the youth service, we are providing opportunities for a youth and community led project for young people in Oakworth, it is important in this project that youth voice is heard and leads the way to develop ideas and empower.</p> <p>Community Stars – obtained baseline data on referral sources, nominees, referrers with a view to improving local interest in the awards and celebrating more of Keighley's stars. We have worked hard to promote the District Wide Community Stars awards in Keighley locality by sharing with relevant contacts, promoting on social media and considering nominations.</p>

Actions	Outcomes	Progress
<p>1. Promote the ‘People Can’ and ‘Citizen Coin’ initiatives and the work done by Keighley & District Volunteer Centre and similar schemes in our towns and villages. Conduct an annual ‘Perception Survey’. Hold an annual ‘Youth Summit’.</p> <p>2. Establish ward-based work which is asset/strengths based and which celebrates ‘what’s strong’ in our neighbourhoods, rather than focussing on ‘what’s wrong’. Promote the District-wide ‘Community Stars Awards’.</p> <p>3. Establish the work of ‘Keighley Together’ and share learning and good practice from this across the Locality. Build confidence in the community in reporting ASB and crime and work with schools to increase young people’s aspiration and ambition.</p>	<p>1. Users of voluntary services and local communities benefit from an increase in people engaging and volunteering. More people experience the benefits of volunteering and participating in community activities.</p> <p>2. Local communities benefit from more community-led action and initiatives which connect the assets within the community and lead to an increase in community pride and more sustainable positive improvements in those communities.</p> <p>3. Residents are aware of the action that is being taken to address ASB and drug-related crime and feel more confident to report their concerns. More people are engaged in positive action in their community.</p>	<p>Warm spaces – We have provided opportunities for community led action with residents supporting each other through the cost-of-living crisis. This has included supporting residents to work in partnership, giving information, advice and sign posting to support and funding for Warm Spaces across the locality. Many of our warm spaces became welcoming spaces for summer and continue to provide friendly places for residents to meet.</p> <p>Operation Steerside – Officers from WYP Operation Steerside team continue to work in Keighley locality to take action on anti-social vehicle use and related crimes. There have been 35 fixed penalty notices issued in Keighley for PSPO breaches. Where there is a more serious offence committed at the same time, this will be dealt with instead of breach of PSPO. There have been several Steerside days of action and operations which have led to vehicle seizures, sect59 notices issued and prosecutions.</p> <p>People Can – promoting the ethos of People Can, including community led activity, through People Can branding and social media promotion during community engagement, litter picking and other community activities.</p> <p>Keighley Together – Work happening at neighbourhood level in target areas to build aspirations through community led and co-designed work in line with the aims of Keighley Together;</p> <p>Green Flag status for Keighley Parks – Haworth Central Park and Cliffe Castle park have maintained their green flag status with very active ‘Friends of’ groups supporting staff to enrich both of these parks and achieve these accolades.</p>



Locality Priorities

1. Improve waste management behaviour, including increasing recycling rates and reducing fly-tipping
2. Promote and support local action towards a cleaner and greener environment, including litter picking and community growing initiatives
3. Work with local communities to promote more sustainable and environmentally friendly lifestyles

A Sustainable District

Actions, Outcomes and Indicators



Actions

All of these priorities will be addressed by taking action at a ward level; trying different 'test and learn' approaches in different wards to identify the approaches that have the most impact and to better understand how to tailor our work with communities to help create the biggest impact.

Sustainable development should be a cross-cutting priority and principle underpinning all of the action taken in regard to the previous five themes.

Outcomes

1. Cleaner and better looking local environment
2. More households recycling more items
3. More individuals and groups involved in growing food

Indicators

- A number of local fly tipping hotspots have been identified and Ward officers are working with Environmental Enforcement. To date 23 FPN's have been issued.
- Ward officers working with local communities to identify and develop food growing initiatives.
- Community litter picks are regularly being held across the Locality. Wardens and assistant ward officers working with local groups. (Lund Park, Cliffe Castle, Strong Close and many others)
- Recycling work completed in the following areas: Showfield, Broster Ave, Merlin Top. Wardens are supporting local initiatives.
- Evidence that sustainable development principles have been considered when developing projects and initiatives across all themes of the Locality Plan.
- Area Office hosted an Eco Day at Cliffe Castle to showcase the work of over 25 local groups tackling climate change and

Let's keep the conversation going

Contact your Area Co-ordinator's Office for more information about this plan, and how to get involved in your community.

Area Co-ordinator: Jonathan Hayes

Phone: 01535 618008

Email: keighleyareacoordinatorsoffice@bradford.gov.uk

Address:

Keighley Area Co-ordinator's Office
The Lodge, Cliffe Castle,
Spring Gardens Lane
Keighley
BD20 6LH



Everybody in the Keighley locality can make a difference!
Here are a few ideas....



Connect

- Meet your ward councillors (via email, phone, in person at their surgeries)
- Get to know your Area Co-ordinator's Office team and their Ward Officers and Assistant Ward Officers



Have your say

- Share your ideas through resident and community consultation
- Attend Area Committee, learn about key plans and ask questions
- Vote in local elections



Get involved

- Volunteer in your area (lots of opportunities can be found [here](#))
- Be neighbourly
- Choose sustainable, active travel options
- Community action e.g. Dementia friendly communities, litter picks

Find lots more ideas at www.peoplecanbradforddistrict.org.uk

Appendix B: Case Studies

Better Skills, More Good Jobs and a Growing Economy

Keighley 'Vibe' Employment & Skills Hub

The Youth Service Advanced Practitioner has been working closely in partnership with DWP, Bradford and Keighley Colleges, local business, and other specialised partners to deliver employment and training opportunities in an accessible way to enable successful outcomes for young people.

From January – September 2023 we have had over 272 young adults (16-24) visiting the centre. All sessions have access to information, advice and guidance which is delivered to/ with and by 16–24-year-olds focusing on Advice, Advocacy, Action. A total of 1510 interviews have been attended by young adults a total of 56 drop ins have been delivered and a total of 76 young adults have started new jobs.

A couple of case studies explaining some of the support that has been on offer are highlighted below:

Holly

Holly has been claiming Universal Credit since January 2022. She was referred to the Youth Hub 5 months ago. She attended with very low confidence after being made redundant in December 2021. Work took place with her to help to build her confidence up. This involved her attending the jobs' club and supporting her with good quality applications and job interview preparation.

She was referred to the wellbeing café (Bradford College) where she got involved in shopping with the tutor, cooking and then serving food to the work coaches and youth workers. This built her confidence up and she felt ready for work.

We spoke about the different swaps on offer and a referral was made for an ambulance health care worker. She enjoyed the training and had a job interview which went well. She has now been offered a job.

She attended in September and told us the good news and thanked us for all the support she had received from the Keighley Vibe - youth hub.

Finlay

Finlay has been claiming UC since September 2022. Finlay needed additional support with her job searching and was referred to the Youth Hub to gain additional support with applications, including civil service competencies, interview techniques, and support with providing feedback on applications. Finlay has been successful in obtaining a role with Home Office as an AO which she has accepted and submitted her pre-employment checks. She has also provided some feedback regarding the support she has received:

“The youth hub has been great with helping me find a job. Not only do they provide a 1-to-1 service to help you find a job suited for you, but they help you through CV writing and applications that you may not be confident completing alone. I have mainly focused on applying for civil service jobs and have recently been offered a job at the home office. The youth hub was a big help getting me to where I am now”.

Decent Homes

Fell Lane tenant engagement

Various partner agencies came together to organise a tenant engagement day, visiting residents in the Fell Lane area of Keighley West.

Organised by Yorkshire Housing, who have many tenants here, the morning brought together Neighbourhood Police Team PCSO, CBMDC Area Office WO and AWO, CBMDC Neighbourhood Warden, Ward Cllrs, Centre Point charity staff, Manningham Housing association officers and Yorkshire Housing officers.

The day included litter picking and speaking to tenants about how they feel about their area.

Many residents said that they enjoy where they live, get on well with their neighbours and feel safe. It also gave an opportunity for the staff working for the different agencies attending to meet and discuss ways to work more effectively together.



Residents invited to come forward for free insulation scheme



Sue McHale in her daughter's newly insulated attic bedroom

People are being invited to come forward to apply for free insulation which will make their homes warmer, more energy-efficient and reduce carbon emissions.

Phase 3 of the Local Area Delivery (LAD) Green Homes Grant is the result of a successful bid by Bradford Council for a £5.3m share of Department for Energy Security and Net Zero's Sustainable

Warmth Fund last year.

The grant means that work can be carried out completely free of charge to residents. It involves fully insulating attic space, plastering and redecorating the area, installing trickle vents in the windows for air flow and, if needed, providing mechanical insulation to bathrooms, such as an extractor fan.

The measures will improve the properties' EPC ratings by up to two bands - reducing a household's annual energy bills and, in a lifetime, saving 75.26 tonnes of carbon per property.

The McHale family in Keighley had the work done last year under Phase 2 of the scheme. It has enabled them to turn their thermostat down by two degrees, saving money on energy bills and making the home feel warmer. Their daughter is also enjoying her much warmer attic bedroom.

Sue McHale said: "Making energy improvements to our home was something we'd been considering anyway and we'd actually never considered getting our attic room insulated but now it makes perfect sense. With energy bills rising we are reassured we have taken some simple steps to help keep costs as low as possible".

Good Start, Great Schools

The wheels on the bus....



Parents and children attending the Good Shepherd Centre and students from Our Lady of Victories Catholic Primary School (OLV) in Keighley West benefited from an interactive and exciting reading journey on board the Literacy Trust's "big yellow bus" (the Bradford Stories Bus).

A partnership between the Literacy Trust, the Good Shepherd Centre and OLV, brought about by Assistant Ward Officer at Keighley Area Co-ordinators Office, enabled parents, children and students to "hop on" the bus and enjoy some storytelling, drawing and writing as part of their experience. Over 70 children, students and parents were involved during the visit from the bus, which gets into the heart of communities.

This was the first visit of the bus with future events and connectivity planned. The Literacy Trust will link into the Keighley Schools Together partnership, there will be further work developed with the Good Shepherd Centre,

support for the Ukrainian community and events will be widened across the Keighley area.

Youth Service – working in partnership

The Youth Service – Keighley is supported by a wide range of partners in each community. This enables us to understand the needs of the community and help build capacity to deliver bespoke projects. Using a strengths-based approach to build stronger relationships within communities and increase participation, action, and ownership on local neighbourhood issues.

The Youth Services facilitates three 'Youth Offer' groups covering Keighley, Ilkley and Craven. Youth Offer Groups meet regularly over the last year. This has meant working closely with other organisations running youth provisions across the Keighley Area. This year, we have strived to develop a co-ordinated approach to the delivery of the 'HAF' Holiday Activities Funding to ensure that we have delivered a programme in each of the wards.

We have continued embedding our 'Keighley Youth Voice Strategy' and a youth conference was delivery with the attendance of young people from across the 6 wards. We have a strong youth ambassadors' group who meet regularly to consider and challenge workers to see if the different elements will all link to ensure that needs of young people across the constituency are considered.

Within each ward Youth Workers work alongside Ward Officers and the ward partnership meetings to map strengths, issues and support community and young people to develop responses. This approach has been effective in addressing anti-social behaviour in several areas where youth workers, ward officers and police officers have worked together to identify hot spots and develop strategies to address these behaviours.

Mapping and understanding the root causes of local issues provides an opportunity to plan and develop appropriate responses that local communities and partners are supported to

lead on. This enables funding to be secured and additional resources to be invested. For example, the Oakworth youth project.

Better Health, Better Lives

Supporting Health and Well-Being across Communities



Wharfedale and Silsden

The Wharfedale and Silsden Health Partnership covers the areas of Menston, Burley-In Wharfedale (part of Shipley Constituency), Ilkley, Ben Rhydding, Addingham and Silsden.

The partnership is made up from member's representative of the Voluntary and Statutory Sectors. The Partnership is Chaired by Liz Horn Ward Officer and meetings take place on a monthly basis.

The partnership meets to discuss Health and Well-Being Proposals, share information, local and medical knowledge. The Partnership in 2022 agreed 4 priorities to take forward Mental Health, Weight Management, Deprivation and Poverty and Alcohol Services.

Moving forward in 2023 the partnership will focus on engagement and coproduction. Two recent projects supported via the partnership are:

Wharfe Valley Pathways supporting people with mental or physical health issues, offering an open door policy, on Thursdays at Christ Church Ilkley.

The Wharfe Valley Family Links Programme, supporting families in Burley In Wharfedale – Nurturing Groups in the community.

The partnership operates a hybrid meeting organised from Silsden Town Hall and will continue to meet in 2023.

Mainly Men Project, Silsden



The Mainly Men Project takes place in the Foyer Café, Silsden Methodist Church and meets on the second Tuesday of the month between 11am- 1pm. The aim of the group is to bring people together to socialise, enjoy time with others outside of the home environment and provides opportunities to make and meet with friends old and new.

The Mainly Men Project was formed to meet the needs in the community and supports those who may be experiencing loneliness or isolation. The building is easily accessible and around 20+ people attend on a regular basis and the atmosphere is easy going and

welcoming. On offer is homemade soup freshly prepared by Chef Terry served around 12 noon followed by a few sweet treats provided by Joy at Crag & Coffee on Farnhill Moor!

The get 'Togethers' on the second Tuesday of every month are informal and anyone is welcome, not just men. Also, on offer is a takeaway for anyone who would find that helpful. There is no charge, but donations are welcome, and the group is on-going.

Safe, Strong and Active Communities

Ilkley PRIDE 2023

The second Ilkley PRIDE event took place at The Kings Hall and Winter Gardens on Saturday 1st July 2023. The event was family-friendly with a fun, educational feel in the afternoon, with lots of activities for children and young people, including face painting, a free phot booth, karaoke, crafting activities. There were information stalls, workshops, merchandise, raffle and tombola. Proceedings were kicked off by Rock Choir singing outside the venue as attendees arrived.



The evening was filled with more entertainment, the main stage saw drag queens and local bands wowing the crowd, while in the winter garden there were performances from an acoustic band, with a more relaxed atmosphere. The Ilkley PRIDE committee is heavily supported by the Keighley Area Office with area co-ordinator and ward officer both spending time at the event and assistant ward officer spending the full day supporting the event.



A Sustainable District

Eco-Day at Cliffe Castle



Cliffe Castle Museum and Park was host to a Family Fun Eco-Day on Saturday 1st July. The event, organised by Heritage Parks Officers and Keighley Ward Officers, was a celebration of nature and all things green with a huge variety of things on offer for the nearly 600 visitors.

This included the chance to see rare breed sheep, nature arts and crafts, film screenings, an eco-market and even a solar powered DJ Set! Mind the Gap Theatre Company also performed 'Birdie', a story about friends working together to make a difference in the climate crisis, at points throughout the day.

Amongst all the highlights, the organisers were most proud of the fact that visitors had the chance to interact with over 25 local and national eco-focused organisations in a fun and meaningful way.

Despite a bit of wind and rain, the day was heralded as a great success, and plans are already underway for an even bigger and better event next year.

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Report of the Strategic Director of Children's Services to the meeting of the Executive Committee to be held on 7 November 2023

T

Subject:

Proposal to lower the age range at Hoyle Court Primary School from 4 to 11 years to 2 to 11 years.

Summary statement:

The proposal is to establish early years provision at Hoyle Court Primary School, Fyfe Grove, Baildon, Shipley, West Yorkshire, BD17 6DN. The school currently admits children aged between 4 to 11 years. The proposal is to lower the age range of the school to 2-11 years.

The proposal will create provision for up to 28 full time equivalent places allowing 2, 3 and 4-year old eligible children to access their early education entitlement.

EQUALITY & DIVERSITY:

The proposal to establish early years' provision at Hoyle Court Primary School will have no detrimental impact on the equality or diversity and the school will continue to cater for the needs of all children and serve the local community.

An Equality Impact Assessment has been carried out and can be seen in Appendix G.

Marium Haque
Strategic Director- Children's Services

Portfolio:

Education & Learning

Report Contact: Emma Hamer
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Overview & Scrutiny Area:

Children's Services

1. SUMMARY

This report asks the Executive to approve:

The proposal to lower the age range at Hoyle Court Primary School from 4 to 11 years to 2 to 11 years.

The proposal to establish early years' provision at Hoyle Court Primary School for eligible children aged 2, 3 and 4 years old.

2. BACKGROUND

Bespoke childcare sufficiency assessments are carried out when early years' entitlement places are planned within the Bradford District. These reports assess both the need and appropriateness of the development of further places within the parliamentary ward in which it will lie. Further analysis is carried out in relation to the suitability and accessibility of the provision, with matters such as walking or pram pushing distance being contributing factors. Consideration is also given to the proximity of the provision to local primary schools, as this provides support to families with school age siblings.

The Making significant changes ('prescribed alterations') to maintained schools' Statutory guidance for proposers and decision-makers sets out the requirement that:

A proposal to change the age range of the school by one or more years requires a Statutory Proposal which requires the LA to follow the statutory procedure known as a Prescribed Alteration. Notice is given in accordance with section 19(1) of the Education and Inspections Act 2006.

Local Authorities must consult where they propose to change the age range of a school.

The Childcare Act 2006 Section 6, places a duty on Local Authorities to secure sufficient childcare for working parents. Also, Section 7 (as substituted by section 1 of the Education Act 2011), which places a duty on Local Authorities to secure early years' provision free of charge. Regulations made under Section 7 set out the type and amount of free provision and identify the children who will benefit from the free provision.

Bradford Council officers have worked with both Hoyle Court Pre School and Hoyle Court Primary School to ensure that local families can continue to have access to pre-school provision.

Hoyle Court Pre School Committee have been operating a successful pre-school on the school site for thirty years.

Hoyle Court Pre School is run by a charity and is completely independent of Hoyle Court Primary School. Both are situated on the same site located in the Baildon ward. Hoyle Court Pre School wish to cease operating due to organisational challenges of operating a voluntary management committee.

Hoyle Court Pre-Schools' Trustees and Hoyle Court Primary School's senior management and school governors have come to a consensus that it would be beneficial to the children and their families, for Hoyle Court Primary School to establish early years provision. To do this Hoyle Court Primary School must consult to lower their age range from 4-11 to 2-11

years.

Proposal to establish early years' provision at Hoyle Court Primary School

Bradford Local Authority is proposing to lower the age range of Hoyle Court Primary School to 2-11 years to enable the school to provide early year entitlement places for 2, 3 and 4 years old.

This new nursery provision will be led and managed by Hoyle Court Primary School.

Hoyle Court Primary School has received a 'Good' graded Ofsted Inspection Report in July 2022. The management of the school are confident that, it has sufficient capacity and resources to develop early years provision.

The nursery will be operated from the existing building that is currently leased by Hoyle Court Pre School from Hoyle Court Primary School.

The children will be pupils of the school and the school will employ suitably qualified staff and deliver the Early Years Foundation Stage (EYFS).

Rationale for proposal:

The primary reason to propose this change is that Hoyle Court Pre School, currently operating from Hoyle Court Primary School, is proposing to close, thus reducing the supply of childcare in the local area. The closure of the pre school is not due to lack of demand, as in recent years the take up of early education and childcare in the local area has been near capacity. In the summer term 2023, the take up for early education entitlement places for children aged 2, 3 and 4 in the Baildon Ward was high, with 75% take up for 2-year-olds, and 94.1% for 3 and 4 year olds.

Additionally, the expansion of early education and childcare for working parents of two year olds, commencing in April 2024, is likely to increase the demand on places from working families within the Baildon ward.

Therefore, it is necessary for Hoyle Court Primary School to lower its age range to meet the current and future demand for early education and childcare in the local area.

3. OTHER CONSIDERATIONS

Consultation

In line with the Department for Education Making Significant Changes ('Prescribed Alterations') to Maintained Schools, a four-week Statutory Consultation was carried out from 4th September 2023 to 16:00 1st October 2023.

Details of the consultation were published on Bradford Council's website, Bradford Schools Online and Hoyle Court Primary School's website. Parents/Carers of current pupils were also informed of the consultation through communication from the school. Furthermore, the consultation was distributed by email to key stakeholders seen in Appendix E. Options were provided to either receive a paper copy of consultation questionnaire or complete this online. Responses could also be submitted in writing by post or by email if required.

Overall, 80.3% of respondents agreed with the consultation.

Below a summary of the results of the consultation can be seen.

Type of response	Number
Online consultation	64
Email response	2
Paper response	0

Total No. of Respondents	Agree	Disagree	Neither agree or disagree
66	53	13	0

Of the 66 responses received:

- 100% of parents agreed with the proposal.
- 93% of staff members at Hoyle Court Primary School agreed with proposal.

A full list of all responses can be found in Appendix F along with the Council's response to concerns raised by some respondents'.

4. FINANCIAL & RESOURCE APPRAISAL

Bradford Council is required to provide place funding for all early years' providers delivering funded hours to eligible children. This is set out in the Bradford District Early Years Single Funding Formula.

Hoyle Court Primary School will use the existing classroom space currently used by Hoyle Court Pre School.

Hoyle Court Primary School have demonstrated the early years provision will be financially viable using early education funding income and parental fees.

Hoyle Court Primary School will access early years' entitlement funding for eligible children through the Bradford Council early years termly census claim.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Statutory Responsibilities - The Childcare Act 2006 Section 6, places a duty on Local Authorities to secure sufficient childcare for working parents. Also, Section 7 (as substituted by section 1 of the Education Act 2011), which places a duty on Local Authorities to secure early years' provision free of charge. It has been identified that there is a need for additional early years provision within this area.

Hoyle Court Primary School Governing Board will be responsible for admissions to the early years provision.

6. LEGAL APPRAISAL

For proposed changes that are expected to be in place for more than two years Local Authorities must follow a statutory process when they propose a change to the lower age

range of 1 year or more for community schools including the adding of nursery provision. A statutory notice is required to be published in accordance with section 19(1) of the Education and Inspections Act 2006 with a four week Representation Period during which period any person or organisation could submit comments on or objections to the proposals to the Council to be taken into account by the decision maker.

Under section 6 of the Childcare Act 2006, the Local Authority has a statutory duty to provide sufficient early years provision free of charge in its area.

There is no longer a statutory pre-publication period for proposed significant changes to schools. However, statutory DfE guidance states that there is a strong expectation on schools and Local Authorities that they consult interested parties in developing their proposals prior to publication as part of their duty to act rationally and to taken into account all relevant considerations. All responses received to such consultations must be considered in deciding whether to publish the necessary statutory proposals on the basis proposed.

The Strategic Director of Children's Services approved the publication of statutory proposals to alter the lower age range of Hoyle Court Primary School from 4 to 11 to 2 to 11 year olds. Statutory proposals were published on 4 September 2023 with a four-week Representation Period. These will be considered by the Executive in its capacity as decision-maker when it determines the proposals at the end of the Representation Period. Executive can decide to reject, approve, approve with modifications, or approve subject to certain conditions e.g. granting of planning permission.

The following factors need to be considered in deciding whether or not to approve Statutory Proposals. The Executive should: -

- be satisfied that: appropriate consultation has been carried out.
- all comments and objections received must be considered by the Executive.
- consider the quality and diversity of schools in the relevant areas.
- consider the demand for new school places.
- in assessing demand consider proposal admission arrangements.
- have regard to the Public Sector Equality Duty.
- consider impact on community cohesion.
- be satisfied that travel and accessibility has been properly taken in to account.
- be satisfied that any land, premises or capital required to implement the proposal will be available.
- consider if the schools will be able to fulfil the legal requirement that suitable outdoor space can be provided in order to enable physical education is provided to pupils in accordance with the school curriculum; and that pupils play outside. The provision may be fulfilled by access to suitable facilities off-site.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

The proposals would not impact on greenhouse gas emissions.

7.3 COMMUNITY SAFETY IMPLICATIONS

There are no community safety implications from this report.

7.4 HUMAN RIGHTS ACT

There are no direct Human Rights implications arising from this report

7.5 TRADE UNION

Trade Unions have been informed of the proposals via the consultation.

7.6 WARD IMPLICATIONS

Ward Councillors have been consulted about the proposal.

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

Not applicable.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

All children who meet the governments eligibility criteria are able to take up a free early years' entitlement place should their parents/carers wish to do so. This proposal provides further choice for parents/carers allowing them to choose the type of early years' provision that best supports their child and their family's needs. Looked after children are given the highest priority when allocating places. Therefore, there are no implications arising from the proposed lowering of the age range for looked after children.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

General Data Protection Regulation principles relating to individuals' data and rights under the Data Protection Act 2018 will be respected. Privacy implications arising from this proposal have been addressed by anonymising consultees' personal information together with the removal of any information which may enable them to be identified from their responses and the summary of their responses.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

Considering the results of the consultation, the Executive can decide to:

- a) Approve the proposal to lower age range at Hoyle Court Primary School to 2-11 year old children

or

b) Reject the proposal and retain the age range of the school as 4 -11 years.

10. RECOMMENDATIONS

That the Executive approve the proposal to lower the age range at Hoyle Court Primary School to 2 to 11 year old children from 03 January 2024.

11. APPENDICES

Appendix A: Early Education and Childcare Sufficiency Assessment

Appendix B: Consultation Document

Appendix C: Letter to Parents/Carers

Appendix D: Consultation Questionnaire

Appendix E: List of Consultees

Appendix F: Responses to consultation

Appendix G: Equality Impact Assessment

Appendix A: Early Education and Childcare Sufficiency Assessment

PLANNING & SUFFICIENCY REPORT

1. Purpose of the report

Hoyle Court Pre School is run by a charity and is completely independent of Hoyle Court Primary School. The Hoyle Court Pre-Schools' Trustees and Hoyle Court Primary School senior leadership and school governors have come to a consensus that it would be massively beneficial to the Children for Hoyle Court Pre School to become a part of Hoyle Court Primary School. For this to happen it is required that Hoyle Court Primary School must lower its age range to be able to take on nursery-aged children.

The report provides information on the current supply and demand of early education and childcare within one mile of the school. Hoyle Court Primary School is located in the Baildon Ward.

2. Geographical Area & Existing Provision

There are 25 providers, within 1 mile of Hoyle Court offering early education funded places for 2's, 3- and 4-year-olds, with a combined capacity of 453 places. Not included in this figure is the number of early education and childcare places that Hoyle Court Pre School can offer which can be seen below:

- 2- Year Olds: 6
- 3- and 4- Year Olds: 52
- Total: 58

Please note the number of places is an approximate number as the occupancy levels of fee-paying children and children accessing 30 hrs funded entitlement places cannot be accurately assessed.

Service Type	Number of providers	Approximate number of early education places for 2-year-olds	Approximate Number early education places for 3- and 4-year-olds
Childminder	16	22	24
Day Nursery	3	66	154
Independent	0	0	0
Nursery Schools	0	0	0
Pre Schools	3	40	65
Primary School with Nursery Classes	3	0	82
Total	25	128	325

3. Child Population

There are 674 children under the age of 5 years living in the Baildon ward (1st July 2023)
The birth rate for the Baildon ward shows a decrease in the number of children with 38 less children age 0 in July 2023.

Age in years	Count July 2022	Count July 2023	Difference
0	139	101	-38

4. Early Education Take Up Rates

There are 304 children living within the Baildon Ward eligible for a funded place under the age of five. (Summer 2023)

Baildon Ward	Eligible Population Summer 2023	Bradford Population taking up entitlement Summer Term 2023	Take Up Rate Summer Term 2023	Take Up Rate from Spring Term 2023	Difference between Summer and Spring Term 2023
2 Years	24	18	75.0%	88.0%	-13.0%
3 Years	127	132	103.9%	103.8%	0.2%
4 Years	177	154	87.0%	93.6%	-6.6%

The take up rates for each eligible age are shown in the table above.

In the summer term, the take up for early education entitlement place for under 5s in the Baildon Ward is 94.1%. In the spring term this was 98.7%. A decrease of -4.7%.

5. Recent / Pending Updates

There are significant changes in the early education entitlements commencing from April 2024, when working parents of eligible two-year-old children will be entitlement to 15 hours per week over 38 weeks (570 hours per year). Then from September 2024 eligible working parents of 9 months to three-year-old children will be entitlement to 15 hours per week (570 hours per year). Followed by a further increase in September 2025 when eligible working parents of 9 months to reception or statutory school age will be entitlement to 30 hours per week (1140 hour per year).

Bradford Council are currently making an assessment to identify if there will be sufficient places to meet demand.

6. Financial Information (if applicable)

The school must ensure that the business model is financially viable.

Schools delivering early years funded provision access funding via the termly census using Bradford Early Years Portal.

The funding rates in Bradford from September 2023 are
- Two-Year-Old £7.40

- Three- and Four-Year-Old £4.73

School can charge parents who wish to purchase more hours.

7. Other Relevant Information (if applicable)

The Early Years Foundation Stage Framework sets out the space and staffing structure required for early years provision. www.gov.uk/government/publications/early-years-foundation-stage-framework--2

8. Key Issues (if applicable)

NA

9. Recommendations/Advice/Action(s) Required

The take up of early years entitlement places is very high in the Baildon ward. As a result, if Hoyle Court Pre School was to close it would create a deficit of places in the ward as it is unlikely that providers within one mile of Hoyle Court Pre School have the capacity to provide the 58 places in the local area that the pre school offers.

This is especially pertinent with the upcoming changes to entitlement outlined in Section 5 which will likely result in increased need for early education and childcare places in Baildon despite the slight decline in the birth rate.

Date of report: 08/08/2023

Name: George Parker

Job Title: Planning and Sufficiency Officer

Email: George.Parker@bradford.gov.uk

Tel: [07977590596](tel:07977590596)

Appendix B: Consultation Document

Proposal for lowering the age range at Hoyle Court Primary School to include children aged 2, 3 and 4 years.

Statutory Consultation document

4th September 2023 – 1st October 2023

Your views are important to us.

We would like to gain your views and comments on the Council's proposals and provide you with the opportunity to ask questions and discuss the proposals.

Statutory Consultation

Background information

Bradford Council officers have been working with both Hoyle Court Pre School and Hoyle Court Primary School to ensure that local families can continue to have access to pre-school provision.

Hoyle Court Pre School Committee have been operating a successful pre-school on the school site for thirty years.

Hoyle Court Pre School is run by a charity and is completely independent of Hoyle Court Primary School. Both are situated on the same site located in the Baildon ward. Hoyle Court Pre School wish to cease operating due to organisational challenges of operating a voluntary management committee.

Hoyle Court Pre-Schools' Trustees and Hoyle Court Primary School's management and governors have come to a consensus that it would be beneficial to the children for Hoyle Court Primary School to establish early years provision.

To do this Hoyle Court Primary School must consult to lower their age range from 4-11 to 2-11 years.

What are we proposing and where?

Bradford Local Authority is proposing to lower the age range of Hoyle Court Primary School to enable the school to provide early year entitlement places for 2, 3 and 4 years old.

This new nursery provision will be led and managed by the school and the governing board.

Hoyle Court Primary School has received a 'Good' graded Ofsted Inspection Report in July 2022.

The management of the school are confident that, it has sufficient capacity and resources to develop early years provision.

The nursery will be operated from the existing building that is currently leased by Hoyle Court Pre School from the primary school.

The children will be pupils of the school and the school will employ suitably qualified staff and deliver the Early Years Foundation Stage (EYFS).

Rationale:

The primary reason to propose this change is that Hoyle Court Pre School, currently operating from Hoyle Court Primary School, is proposing to close, thus reducing the supply of childcare in the local area. The closure of the pre school is not due to lack of demand, as in recent years the take up of early education and childcare in the local area has been near capacity. In the summer term 2023, the take up for early education entitlement places for children aged 2, 3 and 4 in the Baildon Ward was high, with 75% take up for 2 year olds, and 94.1% for 3 and 4 year olds.

Additionally, the expansion of early education and childcare for working parents of two year olds, commencing in April 2024, is likely to increase the demand on places from working families within the Baildon ward.

Therefore, it is necessary for Hoyle Court Primary School to lower its age range to meet the current and future demand for early education and childcare in the local area.

Why are we undertaking a Statutory Consultation?

Before the Local Authority can make changes to a school there is a statutory process that the Local Authority must follow. Whenever the Local Authority proposes to make a change to the age range of a school, all interested parties who are likely to be affected by the Council's proposals must be consulted on the development of the proposals.

When are we proposing the change?

An **indicative** timeline for completing the Statutory Consultation and statutory processes is set out below:

Activity	Timescales
Statutory notices published in the local newspapers (Statutory Consultation period begins)	4 th September 2023
4 week Consultation period. Information on the proposal will be available on-line or by attending a public consultation meeting.	4 th September 2023 – 16:00 1 st October 2023
Public consultation meeting via online Teams meeting. Please email SufficiencyConsultation@bradford.gov.uk to book a place at the meeting and a link will be sent to you.	21 st September 2023 18:15 – 19:15

Report to Council Executive to consider the outcome of consultation and statutory notices and determine proposals.	7 th November 2023
Proposed implementation date	3 rd January 2024, Spring term

Who are we consulting with?

- Parents/Carers
- Pre School Committee Members and Staff
- Primary School Staff and Governors
- Elected Members
- Local MPs
- Trade Unions
- Local Early Years & Childcare Providers
- Local Parish & Mosque Councils
- Any other interested parties

Why are we consulting with you?

It is important that the proposals are the subject of broad consultation with all interested parties to ensure that your views are considered and that you are fully informed and involved before a final recommendation to the Council’s Executive Committee is made.

Prior to making any decisions in relation to the proposals for maintained schools the responses to the consultation will be fully analysed. The shared views will help shape the final report which will be presented to Council Executive for consideration on the 7th November 2023.

All documents relating to the consultation can be found online at the [Bradford Council Consultation and Engagement Page](#).

How to respond to the consultation

1. **Complete the Statutory Consultation questionnaire online, no later than 16:00 1st October 2023**

Click the link below or scan the QR code with your mobile device.

- <https://online1.snapsurveys.com/HoyleCourtConsultation>



2. **If you do not have access to the internet or you would prefer a paper copy of any of the documents, please contact telephone 07977590596 George Parker, Planning and Sufficiency Officer or e-mail – SufficiencyConsultation@bradford.gov.uk**
3. **Attend our online public consultation meeting via Microsoft Teams – 18:15 21st September 2023.**

If you wish to attend the meeting, please contact SufficiencyConsultation@bradford.gov.uk and we will send you a link.

4. Alternatively, please send any written responses to the e-mail below:

SufficiencyConsultation@bradford.gov.uk or by post to George Parker, Planning and Sufficiency Officer, Intelligence and Sufficiency Service, 7th Floor Margaret McMillan Tower, Bradford BD1 1NN.

Thank you for taking the time to read this consultation document. Your views are important. Please make your views known to us by completing the consultation questionnaire or let us have your comments.

Appendix C: Letter to Parents/Carers

Department of Children's Services

Intelligence and Sufficiency
Education and Learning
7th Floor
Margaret McMillan Tower
Bradford
BD1 1NN

Tel: 07977590596

SufficiencyConsultation@bradford.gov.uk

Date: 04/09/2023

Dear Parents/Carers,

Statutory Consultation - Proposal for lowering the age range at Hoyle Court Primary School to include children aged 2, 3 and 4 years.

I am writing to you to make you aware that Bradford Council are consulting on lowering the age range of children who can attend Hoyle Court Primary School from 4-11 years to 2-11 years.

The management of the school are confident that it has sufficient capacity and resources to develop early years provision.

The reason to propose this change is that the Hoyle Court Pre School is proposing to close, reducing the supply of childcare in the local area.

The proposed nursery will be operated from the existing building that is currently leased by Hoyle Court Pre School.

This consultation is to gain your views and comments about this proposal.

This consultation will run for 4 weeks from Mon 4th September 2023 to 16:00 Sun 1st Oct.

All documents relating to the consultation can be found online at the [Bradford Council Consultation and Engagement Page](#).

How to respond to the consultation

5. Complete the Statutory Consultation questionnaire online, no later than 1st October 2023

Click the link below or scan the QR code with your mobile device.

- <https://online1.snapsurveys.com/HoyleCourtConsultation>



6. If you do not have access to the internet or you would prefer a paper copy of any of the documents, please contact telephone 07977590596 George Parker, Planning and Sufficiency Officer or e-mail – SufficiencyConsultation@bradford.gov.uk
7. Attend our online public consultation meeting via Microsoft Teams – 18:15 21st September 2023.

If you wish to attend the meeting, please contact SufficiencyConsultation@bradford.gov.uk and we will send you a link.

8. Alternatively, please send any written responses to the e-mail below:

SufficiencyConsultation@bradford.gov.uk or by post to George Parker, Planning and Sufficiency Officer, Intelligence and Sufficiency Service, 7th Floor Margaret McMillan Tower, Bradford BD1 1NN.

Your views are important. Please make your views known to us by completing the consultation questionnaire or let us have your comments.

Yours sincerely,

George Parker

Planning and Sufficiency Officer
Intelligence & Sufficiency Service

Appendix D: Consultation Questionnaire



Bradford Council officers have been working with both Hoyle Court Pre-school and Hoyle Court Primary School to ensure that local families can continue to have access to pre-school provision.

Hoyle Court Pre-school Committee have been operating a successful Pre-school on the school site for thirty years.

Hoyle Court Pre-school is run by a charity and is completely independent of Hoyle Court Primary School. Both are situated on the same site located in the Baildon ward.

Hoyle Court Pre-School wish to cease operating due to organisational challenges of operating a voluntary management committee. The Pre-Schools' Trustees and Hoyle Court Primary School's management and governors have come to a consensus that it would be beneficial to the children, for Hoyle Court Primary School to establish early years provision.

To do this Hoyle Court Primary School must consult to lower their age range from 4-11 to 2-11 years.

Bradford Local Authority is proposing to lower the age range of Hoyle Court Primary School to enable the school to provide early year entitlement places for 2, 3 and 4 years old

1. Please indicate which applies to you:

- Parent of a child under the age of 4 years
- School Governor
- Staff member at Hoyle Court Primary School
- Councillor or MP
- Childcare Provider
- Local Resident
- Staff member at a local school
- Other

2. If you have chosen other please describe below.

3. Do you agree with the proposition to lower the age range of Hoyle Court Primary School to enable them to provide funded early years entitlement places for eligible children aged 2, 3 and 4 years old?

- Agree
 Disagree
 Unsure

4. Please explain your answer to assist the council on shaping the proposal.

5. Please explain your answer to assist the council on shaping the proposal.

6. Do you have anything further you wish to add in regards to the proposal?

7. Your name [this is optional unless you wish us to answer any questions you have asked]

8. Your email address [this is optional unless you wish us to answer any questions you have asked]

Thank you for taking the time to answer the survey. **Please press Submit below.**

Appendix E: List of Consultees

Director/ADs Children's Services
All Councillors
All Neighbourhood Forums
All Primary & Nursery Schools
Education and Learning (Formerly Bradford Achievement Service)
Bradford Youth Service
Catholic Diocese
CE Diocese
Children's Services Managers
Council for Mosques
Head / Chair of Governors
Media
MPs
Muslim Association
Parents/Carers
Parish Council
Early Years providers
Private/Independent schools
School Staff
Unions
Wider public audience: Bradford Schools Online (BSO), Bradford Council Website, School Website

Appendix F: Responses to consultation

The responses to the consultation are reported directly as received in the tables below, along with a Council's response to each respondent that disagreed with the proposal.

Responses agreeing with the proposal

Capacity in which survey is answered	Agree or disagree with proposal	Additional Comments
Parent of a child under the age of 4 years	Agree	
Local Resident	Agree	
Parent of a child under the age of 4 years	Agree	
Local Resident	Agree	
Parent of a child under the age of 4 years	Agree	
Parent of a child under the age of 4 years	Agree	I believe the school could offer a fantastic early years setting and it would feel more coherent that the pre school and school are all part of one setting, managed by the same team.
Parent of a child under the age of 4 years	Agree	I think this is a fantastic opportunity for both the preschool and the school. I have a child in the preschool now, and an older child in the school. It will be fantastic for the preschool children to have access to the school facilities, and will make the transposition to reception much smoother and less daunting for the children. Hoyle Court School is an excellent school, and I will always be in support of anything the school can do to further better themselves, and offer our children more

		fantastic experiences and learning
Parent of a child under the age of 4 years	Agree	
Local Resident	Agree	
Childcare Provider	Agree	The proposal would bring the school provision online with others in the area
Local Resident	Agree	
Local Resident	Agree	Great idea, I have used pre school for 3 of my children who now attend Hoyle Court School
Staff member at Hoyle Court Primary School	Agree	
Parent of a child under the age of 4 years	Agree	I would like to say that i hope the preschool team will be looked afrer with this move. They have a great team and have worked with many families attending Hoylecourt primary school.
Other	Agree	
Other	Agree	
Councillor or MP	Agree	
Local Resident	Agree	
Local Resident	Agree	My only concern is that new residents bringing 4-year old - 5-year old children to Baildon is that the 4-5-year olds who have spent the previous 2-3 years at the school will be way too far in advance of the newcomers. This could seriously hinder their early progress. The school should make provision for a catch-up stream for children who, after all, are commencing school at a conventional age.

Local Resident	Agree	I have grandchildren, not in this area, and I know the desperation that is felt when there is shortage of nursery provision in an area. I therefore applaud all efforts to provide high quality early years places.
Parent of a child under the age of 4 years	Agree	I think most people already think preschool is part of the school anyway, so makes sense for it to be
School Governor	Agree	We believe moving the management of pre-school "in house" reflects what most people external to the school think is the position anyway. We also believe the children will benefit enormously by having a seamless transition through from 2 years to 11.
Parent of a child under the age of 4 years	Agree	The school leadership for my older child seems absolutely fantastic, so I can only imagine it would benefit the pre school children to also have the support and management by the school.
Other	Agree	This will make it so much easier for pre school children to be part of Hoyle Court School from day one, and make the transition to school much easier. It would be wonderful if pre school could benefit from before and after school club.
Staff member at a local school	Agree	
Local Resident	Agree	
Parent of a child under the age of 4 years	Agree	
Parent of a child under the age of 4 years	Agree	
Other	Agree	I think this is a very positive step forward for Hoyle Court and will attract more children to the school
Staff member at Hoyle Court Primary School	Agree	

Staff member at Hoyle Court Primary School	Agree	
Local Resident	Agree	
Parent of a child under the age of 4 years	Agree	
Other	Agree	
Parent of a child under the age of 4 years	Agree	Parking and traffic calming around school need to be improved to reduce speeds
Staff member at Hoyle Court Primary School	Agree	
Staff member at Hoyle Court Primary School	Agree	
Staff member at Hoyle Court Primary School	Agree	This school has seen a fantastic progression over recent times. Claire and the team at Hoyle Court are excited by the prospect of this proposal. As a team we think this could be transformational to the children's education. It enables a great transitional opportunity for the children coming into the school. Claire, the senior leaders and the staff team are meticulous in their preparation and will undoubtedly offer an enriching curriculum for the young people. The team are determined and passionate to make a difference. For me, this is undoubtedly going to be positive in raising the standards even further for the community of Hoyle Court.
Staff member at Hoyle Court Primary School	Agree	
Staff member at Hoyle Court Primary School	Agree	Greatly benefit children's education and experience
Staff member at Hoyle Court Primary School	Agree	This change to the age range will enable us to make an offer of nursery education to our school community and build relationships with families from an early age.
Staff member at Hoyle Court Primary School	Agree	
Staff member at Hoyle Court	Agree	

Primary School		
Local Resident	Agree	
Local Resident	Agree	N/A
Staff member at Hoyle Court Primary School	Agree	
Staff member at Hoyle Court Primary School	Agree	With there being a need for a setting for 2 & 3 year olds in the locality due to the closure of Hoyle Court Pre-School, I feel that the extension of Hoyle Court Primary School's age range would be really positive. The school would be able to share educational expertise and implement fresh ideas which I feel would have a huge impact on the children who would be attending the setting
Parent of a child under the age of 4 years	Agree	
Parent of a child under the age of 4 years	Agree	
Other	Agree	

Responses disagreeing with the proposal

Capacity in which survey is answered	Agree or Disagree with proposal	Response Explanation
Local Resident	Disagree	I don't agree with children being in pre school at 2 years old
Local Resident	Disagree	We should be encouraging proper maternal care and mothering at home to support the child during important first years.
Councils response to the above: Early education and childcare places for children two, three and four year old is not compulsory, it is an entitlement for those that wish to access it. Funded early education and childcare places support parents to pay for the childcare they require whilst working.		
Childcare Provider	Disagree	I think the setting isn't really appropriate for 2 year olds a mix of 2 to 4 years is a vast difference and totally different learning capabilities.
Councils response to the above: The age range and mix of ages that the school will provide will be the same as the		

<p>current pre-school provision. Staffing will be in place to meet the needs of all children attending.</p> <p>Hoyle Court Pre School Trustees and the Hoyle Court Primary School Governing Board will make arrangements for the transition of staff employment into the school early year provisions.</p>		
Childcare Provider	Disagree	I totally disagree. I work at Hoyle Court Pre-school, I have worked there for 20 years and we haven't had a choice in these proposals. We have always been a feeder to the school and it has always worked well, so why change what is working already.
Childcare Provider	Disagree	Local authorities are trying to destroy private nurseries, it is just greed on your part and you should look into how this affects nurseries and staff that work there. They could eventually lose their jobs if you go ahead with this.
Local Resident	Disagree	Not necessary, more than enough provision
Staff member at Hoyle Court Primary School	Disagree	Don't need it as enough providers across the city
Local Resident	Disagree	There are places at other school nurseries in the area not being filled.
<p>Councils response to the above: This proposal is being progressed as the Hoyle Court Pre School Committee wish to cease operating the pre school. This development will not increase the number of places in the area.</p>		
Childcare Provider	Disagree	Children of that age are too young to attend school in my opinion
<p>Councils response to the above: The school will provide the same provision as the current pre school provision in line with Early Years Foundation Stage.</p>		
Local Resident	Disagree	Too much traffic, parked cars across private drives which we all suffer. Your proposal will only exacerbate the existing traffic problem
Local Resident	Disagree	We already suffer heavy traffic at school times with inappropriate parking on roads not designed for this level of traffic

Local Resident	Disagree	Hoyle Court School already has too many pupils. The site and surrounding roads don't have the capacity to take more pupils as inconsiderate parking, noise and inconvenience already affects the neighbourhood.
<p>Councils response to the above: This development will not increase the amount of traffic in local area. The number of early years provision places will not increase as Hoyle Court Pre School is closing.</p>		
Childcare Provider	Disagree	

Appendix G: Equality Impact Assessment

Equality Impact Assessment Form

Department	Children' s Services Education and Learning	Version no	V0.1
Assessed by	George Parker	Date created	15/08/2023
Approved by	Teresa Barrowclough	Date approved	
Updated by		Date updated	
Final approval	Emma Hamer	Date signed off	

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation.
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

- To establish nursery provision at Hoyle Court Primary School.

1.2 Describe the proposal under assessment and what change it would result in if implemented.

Bradford Local Authority is proposing to lower the age range of Hoyle Court Primary School to enable the school to provide early education entitlement places for 2, 3 and 4 years old.

Currently, there is an existing voluntary sector pre school provision operating from rented premises on the school site.

Section 2: What the impact of the proposal is likely to be?

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

The primary reason to propose this change is that the preschool currently sharing a site with Hoyle Court Primary School is proposing to close, reducing the supply of early education and childcare in the local area.

This proposal will ensure the continuation of sufficient early education and childcare provision in the local area. Hence ensuring equality of opportunity as all children in the local area have access to childcare.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

Yes – This proposal will ensure the continuation of sufficient early education and childcare provision in the local area. Hence ensuring equality of opportunity as all children in the local area have access to childcare.

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

No - The equality impact assessment indicates that these proposals are likely to have no impact and that there is no disproportionate impact on any group who share protected characteristics.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Impact (H, M, L, N)
Age	N
Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N
Additional Consideration:	
Low income/low wage	N

2.5 How could the disproportionate negative impacts be mitigated or eliminated?

(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Not applicable.

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

Prior to this has been considerable analysis undertaken. We have assessed the need for early years provision in the area and current demand.

In the summer term 2023, the take up for early education entitlement places for children aged 2, 3 and 4 in the Baildon Ward was 75% for 2 year olds, and 94.1%.for 3 and 4 year olds.

There are significant changes in the early education entitlements commencing from April 2024, when working parents of eligible two-year-old children will be entitled to 15 hours per week (570 hours per year). And then from September 2024 eligible working parents of 9 months to three-year-old children will be entitled to 15 hours per week (570 hours per year). Followed by a further increase in September 2025 when eligible working parents of 9 months to three-year-old will be entitled to 30 hours per week (1140 hour per year).

We will consult with all interested parties, once plans are in place as below:

- Parents/Carers
- School Staff and Governors
- Pre School Staff and Committee Members
- Elected Members
- Local MPs
- Trade Unions
- Local Early Years & Childcare Providers
- Local Parish & Mosque Councils
- Any other interested parties

Section 4: What evidence you have used?

4.1 What evidence do you hold to back up this assessment?

The proposals have all been informed by the extensive evidence and analysis from a range of sources:

- Internal take up reports of early education funded places for 2,3 & 4 year old children.
- Internal early education and childcare sufficiency report covering the Baildon Ward.
- Current numbers of children on roll at existing pre school.
- The Government 2023 [Budget Announcement](#)

4.2 Do you need further evidence?

Before the Local Authority can establish provision in maintained schools, there is a statutory process that we must follow. Whenever the Local Authority proposes to increase places or make changes to provision, all interested parties who are likely to be affected by the Local Authorities proposals.

Section 5: Consultation Feedback

5.1 Results from any previous consultations prior to the proposal development.

No previous consultations have been undertaken.

5.2 The departmental feedback you provided on the previous consultation (as at 5.1).

No previous consultations have been undertaken.

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

As a result of the statutory consultation processes any changes required to the proposals will result in an updated EIA being produced if necessary.

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

Feedback from all interested parties will be used to refine the proposals.

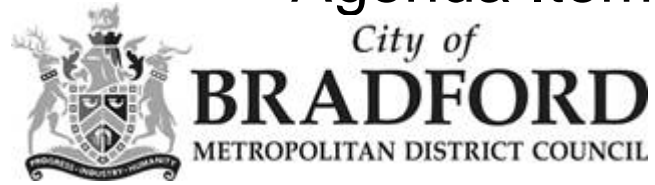
We are committed to on-going dialogue with all interested parties on the delivery of the proposals.

12. BACKGROUND DOCUMENTS

Making significant changes ('prescribed alterations') to maintained schools
Statutory guidance for proposers and decision-makers
www.gov.uk/government/publications/school-organisation-maintained-schools

Early Years and Childcare - Statutory guidance for local authorities
www.gov.uk/government/publications/early-education-and-childcare--2

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Report of the Director of Place to the meeting of Executive Committee to be held on 7th November 2023

U

Subject: Local Visitor Economy Partnership (LVEP) Update Progress Report

Summary statement:

The following report considers the need for a new organisation to represent tourism in Yorkshire. The recent De Bois Review set the stage for Destination Management Organisations on a tiered format and a West Yorkshire consortium approach has now been established as a Local Visitor Economy Partnership (LVEP) to manage and promote the tourism offer going forward.

This supports our work to enhance Bradford's national and international profile and compliments the wider strategy on place promotion including the UK City of Culture 2025, the recently established Strategic Place Marketing & Investment Partnership and improvements to the Visit Bradford on-line presence.

The Mayor and Council Leaders will play a key role in championing the governance of a suitable support structure for tourism at a West Yorkshire level, reflecting on the Combined Authority and Local Authorities wider remit and ambitions around most effectively utilising the brand of Yorkshire and the delivery of business support, skills and culture activities.

EQUALITY & DIVERSITY:

The recommendation from the De Bois Review is to ensure that there is a diverse governance board established for the West Yorkshire LVEP with both the public and private sector.

The promotion and the programming of 2025 and the events programme of the district, will give the opportunity to attract new and diverse audiences and support our communities as a place to live and work.

David Shepherd
Strategic Director of Place

Portfolio: Cllr Sarah Ferriby

Report Contact: Patricia Tillotson
Phone: (01274) 431274
E-mail: patricia.tillotson@bradford.gov.uk

Overview & Scrutiny Area: Place

1. SUMMARY

- 1.1 Following the publication of the De Bois review it was proposed that West Yorkshire Destination Management Organisations consortium should consider taking forward a Local Visitor Economy Partnership (LVEP).
- 1.2 The De Bois review was commissioned by DCMS and examined how Destination Management Organisations in England were structured and these were put into 3 categories.
- 1.3 Tier 1 are established Destination Development Partnerships (DDP'S) which are already established Destination Management Organisations.
- 1.4 Tier 2 is for existing Destination Management Organisations to move across to become accredited LVEP's.
- 1.5 Tier 3 are Destination Management Organisations that do not meet accreditation criteria and will be considered as part of a tier 3 and government will minimise its engagement with them.
- 1.6 The government response set out the criteria for the pilot and included 40 accredited LVEP's that should evidence visitor economy growth potential, including opportunities for improvement in tourism products, such as attractions and transport links, wider product development increasing visitor numbers and spend.
- 1.7. Visit England is responsible for creating, maintaining and supporting this new tiered structure and will introduce a Tourism Data Hub to allow for better decision-making.
- 1.8 There are currently five local authorities in the West Yorkshire Combined Authority area and five Local Authority funded DMOs with Visit Bradford, Visit Calderdale, Visit Leeds, Experience Wakefield and Kirklees Council.

2. BACKGROUND

- 2.1 There has been joint informal West Yorkshire partnership working over the last 2 years.
- 2.2 The 5 West Yorkshire Destination Management Organisations (DMO's) as individual DMO's had not previously met the criteria to apply to become an LVEP. However, they have worked collectively over the last two years and delivered West Yorkshire campaigns as a joint initiative with each sharing the cost of the campaigns.
- 2.3 The campaigns have been successful as Visitors do not see boundaries and seek the attractions and experiences within the destinations and as a collective there is a very rich offer across West Yorkshire.

- 2.4 A formal governance board for the LVEP is being established with the West Yorkshire Combined Authority Mayor Tracey Brabin, who will be the chair of the board. Representatives from the five Destination Management Organisations will sit on the governance board and Bradford Council will be represented on this board.
- 2.5 A West Yorkshire Destination Management Plan has now been commissioned and takes into consideration the key Unique Selling Points for the 5 destinations.

This Destination Management Plan (DMP) provides a galvanising framework for the whole of West Yorkshire to move forward together, building on our collective and individual strengths. This plan focuses on the priorities and collaborative activities that, at a West Yorkshire level, will build a better and more productive visitor economy sector.

The vision is to develop a strong and proactive LVEP that brings together the West Yorkshire visitor economy into a compelling and successful partnership.

A Place Marketing and Investment Partnership Board has been established. The DCMS de Bois Review of destination marketing agencies identified the need to strengthen and join up its collective work in place, investment, and destination marketing.

There has been a full consultation process across Bradford District and this has included key partners from the Place Marketing and Investment Partnership Board. Workshops have been also held across West Yorkshire and Bradford hospitality and Tourism business partners have attended.

The DMP and the work of the West Yorkshire LVEP has two primary aims

- To use the visitor economy to continue to develop and enhance the appeal and image of places in West Yorkshire to a range of audiences.
- To generate more and longer overnight stays to benefit the economy and support jobs.

- 2.7 There will be a Service Level Agreement between the West Yorkshire Local Authorities. This agreement formalises a way of working in the short and medium term. The SLA would make it clear that the LVEP would allow retention of their city or town and their city or town branding of Bradford, Calderdale, Leeds & Wakefield Local Authorities. There will not be any financial implications for Bradford entering into an SLA.
- 2.8 Visit Bradford has fully engaged with RJS Associates in the development of a West Yorkshire Destination Management Plan. This plan highlights West Yorkshire's Unique Selling Points, strengthen international connections and business tourism.
- 2.9 As an official Local Visitor Economy Partnership (LVEP), we will work with Visit Britain and Visit England on national (and international) promotional activities and development.

- 2.10 The LVEP status and the opportunity to develop stronger partnerships and co-ordination across the area will lead to better co-ordination of events, cross-selling products or stronger economies of scale for certain activities including consumer marketing, research, product development, ambassador programmes.
- 2.11 Bradford UK City of Culture 2025, and the build years, represents a huge opportunity to raise our profile. There is also the exciting opportunity to learn from the experience and develop legacy events.
- 2.12 Major new developments coming on stream include Bradford Live, Tileyard North, and will increase capacity and appeal at a West Yorkshire destination level.
- 2.13 Developing a private sector/attractions consortium across the area, will bring together the most outstanding products, experiences and potential cross cutting themes/itineraries in e.g film /location tourism, food and culture.
- 2.14 The Destination Management Plan and the investment that goes with it, has two primary aims:
- To use the visitor economy to continue to develop the appeal and image of places in West Yorkshire and enhance the appeal to a range of audiences.
 - To generate more and longer overnight stays to benefit the economy and support jobs.

OTHER CONSIDERATIONS

- 3 There is currently an ongoing 2-year pilot with the DCMS allocating Newcastle and Gateshead Initiative to lead the pilot and they will be the accountable body with support from Visit Northumberland and Visit County Durham.
- 3.1 The region will act as a potential blueprint for the rest of England, and we will help shape the future landscape of destination management organisations, delivering local economic growth through the visitor economy across all seven local authorities.
- 3.2 This pilot is an outcome of the independent review of Destination Management Organisations (DMOs) by Nick de Bois. It includes the local authorities in the North of Tyne Combined Authority (Northumberland, North Tyneside and Newcastle) and those in the North East Combined Authority area (Sunderland, Gateshead, South Tyneside and Durham).
- 3.3 The success or failure of this pilot will not impact the future LVEP Destination Management Organisations.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There are no current implications in relation to finance at this stage. However, there may be some financial commitment and media communication required in the future.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 A governance board has established and will be chaired by the West Yorkshire Mayor Tracy Brabin. Bradford will be represented by Visit Bradford who will sit on this governance board.

6. LEGAL APPRAISAL

- 6.1 There are no known significant risks at this stage of the process.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

- 7.1.1 Visit Bradford promotes cycle routes and public transport to visitors when travelling around the district.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

- 7.2.1 Visit Bradford promotes the clean Air Zone to visitors.

7.3 COMMUNITY SAFETY IMPLICATIONS

- 7.3.1 There are no known issues.

7.4 HUMAN RIGHTS ACT

- 7.4.1 There are no known issues.

7.5 TRADE UNION

- 7.5.1 There are no Trade Union issues in relation to this proposal.

7.6 WARD IMPLICATIONS

- 7.6.1 There are no known issues.

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

- 7.7.1 Include details of contribution to priorities within the Area Committee's Locality Plan.

For further guidance contact the relevant Area Co-ordinator.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

- 7.8.1 There are many family attractions across Bradford district that have a strong family appeal, especially for children of all ages. These include many Parks that have play areas, children's Libraries, swimming pools and attractions such as Ilkley Toy museum, Industrial Museum, Cliffe Castle, Cartwright Hall, Bradford Ice Arena, Police Museum, Keighley Worth Valley Railway and East Riddlesden Hall. There are also numerous indoor play areas across the district.

The LVEP will bring new opportunities and further enhance future enrichment and activity for children, young people and families.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

- 7.9.1 There are no known issues.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 There are no known issues.

9. OPTIONS

- 9.1 Not to support the West Yorkshire Destination Management Plan and continue with a Visit Bradford Destination Management Organisation.

To support the West Yorkshire Destination Management Plan and realignment to LVEP status contributing to WYCA inclusive growth engaging businesses with skills initiatives.

10. RECOMMENDATIONS

- 10.1 That the West Yorkshire Destination Management Plan as detailed in appendix 1 of this report is approved, which will ensure that Visit Bradford has LVEP status with West Yorkshire Destination Management organisations.
- 10.2 That the Council Officers represented on the West Yorkshire LVEP Consortium meetings report updates and future actions to the Bradford Place Marketing and Investment Partnership Board.

11. APPENDICES

- 11.1 The West Yorkshire Destination Management Plan

12. BACKGROUND DOCUMENTS

12.1 There are no Background Documents

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**West Yorkshire
Destination Management Plan
2023 - 2028**

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1. Introduction

The visitor economy in West Yorkshire is at an exciting point. Prior to the Covid pandemic, it generated over £2.2 billion of direct expenditure to our economy. While the last few years have seen enormous change and uncertainty that have impacted (and continue to impact) on our visitor economy – Covid, Brexit, the cost of living crisis and inflation - we are emerging strongly from it. We have all the ingredients to not only recover, but to grow substantially.

There are many positive changes taking place across West Yorkshire. We have achieved the status of a Local Visitor Economy Partnership (LVEP) from VisitEngland – a recognition of our importance as a visitor destination. The partnership across West Yorkshire Local Authorities and the Combined Authority sparks new opportunities and allows for a strategic, regional approach.

As a region, we are building to Bradford UK City of Culture 2025 and beyond with a series of events right across West Yorkshire in 2023 (Kirklees Year of Music and Leeds 2023) and 2024 (Calderdale Year of Culture and Our Year – Wakefield District 2024). These events are showcasing, and will continue to showcase, our exceptional cultural offer.

We are Yorkshire's cultural and vibrant heart. But more than that - West Yorkshire is an area of unique landscapes that resonates with our proud past and our heritage, it's a major conference and business destination, and a renowned film location. We have three National Museums, a UNESCO World Heritage Site (Saltaire) and a UNESCO City of Film (Bradford).

This Destination Management Plan (DMP) provides a galvanising framework for the whole of West Yorkshire to move forward together, building on our collective and individual strengths. This plan focuses on the priorities and collaborative activities that, at a West Yorkshire level, will build a better and more productive visitor economy sector. It is intended to complement (but not duplicate) the more detailed plans that exist for our individual areas – Bradford, Calderdale, Kirklees, Leeds and Wakefield.

2. Current Situation

IMPACTS



Approximately 53 million visitors (2019)



3.1m staying visitors and 9.7m bednights



Visitors spend £2.3bn across West Yorkshire



Over half a million international visitors

BENEFITS

Our visitor economy:



Enhances our image and profile not just as a place to visit but also as a place to move to, invest in, or study.



Supports a wide range of facilities that enhance the quality of life for our residents.



Develop a sense of place and community pride amongst our residents.



Supports a range of businesses (from micro to multi-national); jobs with different skills and creates entry level employment

2.1 The Impacts and Benefits of the Visitor Economy

The value of our visitor economy is considerable. The following table summarises the estimated economic impact of the visitor economy to West Yorkshire in 2019 (the last full year of available data).

The Economic Impact of the Visitor Economy to West Yorkshire - 2019				
	Visits ('000)	Nights ('000)	Spend ¹ (£m)	% total spend
Domestic overnight	2548	5981	391	17.1%
International overnight	506	3,718	228	10.0%
All Overnight Visitors	3,054	9,699	619	27.1%
Tourism Day Visitors	50,100		1,665	72.9%
All Visitors	53,154		2,284	

Source: GBTS, IPS and GBDVS.¹

other areas.

2.2 Our Markets

Our visitors come in many guises and for many reasons: someone coming for work, business or a meeting; an international academic coming for a conference; a sports fan going to the football, cricket or rugby; a family visiting one of our many museum or gallery; someone visiting for a gig, show or play; a couple visiting the sights for a day or a week; a shopper to our unique retail experiences; friends on a night out.

They come from all areas – from within West Yorkshire itself; from the rest of Yorkshire and Greater Manchester; from Scotland and the rest of England; and from overseas.

Our visitor economy, in 2019, generated £2.3bn of direct expenditure. The majority of this was generated by day visits (from home) – 73% of expenditure (and 94% of trips).

This expenditure spreads far and wide – from our city centres to our local high streets and towns, and from direct spend on hospitality, retail, and entertainment, through the supply chain and - via the people employed in the sector - into numerous

¹ At a district level, local impact is available for Bradford, Calderdale, and Wakefield (through the Cambridge Model) and Leeds (through STEAM) but not Kirklees. Data from IPS and GBDVS is not available at a district level.

Some key points about our visitors:

- Visiting friends and relatives (VFR) accounted for the highest proportion of our overnight trips (47%) and spend (35%) in 2019. The market accounted for 42% of international spend.
- Business visits are an important market for us – they accounted for about a fifth of overnight trips (19%) and spend (22%) in 2019.
- West Yorkshire’s holiday market, while significant, is not as well developed as other destinations in the UK. They accounted for a third (31%) of domestic trips and a quarter (25%) of international trips compared to an England average (of 47% and 41% respectively).
- However, we underperform in overseas markets - in 2019² domestic visitors accounted for 83% of overnight visitors with international visitors accounting for 17% (compared to 27% at an England level).

2.3 Our Offer

The following table summarises our destination offer in a series of broad experiences or themes.

Experiences	Our Product
Discovery and enrichment	<p>This is arguably our strongest theme with a breathtaking portfolio of museums, heritage and cultural attractions. These include:</p> <ul style="list-style-type: none"> ● Arts and cultural attractions like the Bronte Parsonage Museum, Leeds Art Gallery, Henry Moore Institute, Yorkshire Sculpture Park and The Hepworth Wakefield. ● Heritage / industrial heritage like Saltaire, and the Piece Hall ● National museums - including the Royal Armouries, National Coal Mining Museum and the National Science and Media Museum. ● Historic houses and sites – e.g. Harewood House, Kirkstall Abbey (both Leeds), Cliffe Castle (Bradford), Nostell Priory and Pontefract Castle (Wakefield) and Shibden Hall (Calderdale) and Oakwell Hall (Kirklees).
Places Immersion and sense of place	<p>We have some great and distinctive places that are a draw for visitors. They include Haworth, Ilkley, Saltaire (a World Heritage Site), Hebden Bridge, Holmfirth and Otley.</p>

² Source: Great Britain Tourism Survey (GBTS) and International Passenger Survey (IPS). Based on a three year average of data (i.e. 2017 -19)

Experiences	Our Product
<p>Family Time and fun with the family</p>	<p>Many of our ‘discovery’ attractions (above) have a strong family appeal but other family related experiences include the Keighley and Worth Valley Railway, Eureka!, Lotherton Hall (Lotherton Wildlife World), and Xscape.</p>
<p>Performance & Entertainment Visiting for theatre, concert, show, or a sporting event</p>	<p>Live entertainment is a key motivator for many visitors – the hook is the particular performance they are interested in. Facilities include: theatres (like the Alhambra Theatre, and Leeds Playhouse, Theatre Royal Wakefield); music / concert / comedy venues (e.g. Bradford Live (due to open in 2024) Huddersfield Town Hall, First Direct Arena, Northern Ballet, O2 Academy); and sports (football, cricket, racing, rugby league).</p>
<p>Events</p>	<p>We have a wealth of regular events with strong cultural, media and music themes including Bradford Literature Festival, Bradford Science Festival, the Halifax Piece Hall summer music and events series, Huddersfield Contemporary Music Festival, , Light Night Leeds, Leeds Fest, and Leeds International Festival of Ideas. Food (like Huddersfield Food and Drink Festival, Pontefract Liquorice Festival, and Wakefield Rhubarb Festival) and sports events are also important, World Triathlon and Test Cricket (Leeds), Horse racing (Wakefield), Tennis (Ilkley) supplement regular Rugby League and football matches across the region and we have a record of success in cycling.</p> <p>Bradford City of Culture 2025 and the build years (Kirklees Year of Music 2023, Leeds 2023, Calderdale Year of Culture 2024 and Our Year – Wakefield District 2024) are major high profile one-off events.</p>
<p>Shopping</p>	<p>While Leeds is the key shopping destination we have a range of other opportunities - local high streets, independent special interest ‘destination’ shops (like Salt’s Mill, the Mill Outlet Batley, and Redbrick Mill).</p>

Experiences	Our Product
Social Fun Fun trip with a group of friends for an evening or night out	Like shopping, there are food and drink opportunities throughout the area. Potential differentiators are curry in Bradford, and Leeds city centre with its concentration of bars, clubs and independent restaurants.
Niche & special interest	There are some niche / special interest offers in West Yorkshire with the capability of generating visits (or contributing to the decision to visit). Increasing screen tourism is one of them – particularly in Calderdale and Kirklees with a strong TV presence with ITV Studios and Ch4 in Leeds.
Active Outdoor and fitness related activities	We have distinctive rural areas - the Pennine areas of Calderdale and Kirklees and notable sites like Ilkley Moor, Top Withens in Haworth, and Marsden Moors. There are opportunities for walking, cycling, climbing (indoor and outdoor).
Conference Tourism	There are a range of conference and meeting venues across our area and the conference market is an important one, particularly in Leeds which hosts a number of larger multi-venue conferences.

2.4 Current Delivery Arrangements

The visitor economy in West Yorkshire is complex and has **many stakeholders**. These include our Business Improvement Districts, trade organisations like the Leeds Hotel and Venues Association, strategic groups like the Calderdale Tourism Board, area and town based groups like the Bronte Country Partnership, and local Civic Societies. Reflecting our product offer, there are also a huge range of individual operators, including our hotels, attractions, tours, conference venues, bars and restaurants, nightclubs, breweries and distilleries, music venues, event organisers, universities, our high streets and retailers. Some of these are wholly visitor focused, others have interests that overlap the visitor economy.

As an official Local Visitor Economy Partnership (LVEP), we work with Visit Britain and Visit England on national (and international) promotional activities and development.

Each of our **Local Authorities** takes a lead on the visitor economy in their respective areas – effectively acting as the Destination Management Organisation (DMO) leading on leisure and conference tourism. The size of dedicated teams and their resources varies. Other functions within our Local Authorities also

play a role in the visitor economy teams: filming support, running museums, galleries, parks, venues; developing, managing and bidding for events; providing business and skills support; and city centre, place and World Heritage Site management.

The **West Yorkshire Combined Authority** does not currently have a specific visitor economy function but does interact with the sector through different agendas, e.g. as the passenger transport executive for the region, its growing culture, heritage and sports workstream, and devolved business support and skills and employment functions. They are also proactive in promoting West Yorkshire to certain audiences – particularly potential inward investors – and fund (along with the Local Authorities) the area’s Business Growth Service which provides support to SMEs.

3. Strengths, Challenges and Opportunities

3.1 Our Strengths

As a destination, we have considerable strengths:

- We are a key part of the **Yorkshire brand** which has strong associations, images and a sense of place, particularly Pennine West Yorkshire (enhanced by our TV, film and literary connections).
- We have very **strong products** with national museums, a World Heritage Site, iconic cultural and historic sites of international stature. These enhance the area’s distinctive architecture, reinforcing our sense of place.
- Our range of **well-established events** – many with distinctive audiences that are drawn from all areas of the globe. We have momentum and profile in our cultural events and facilities, and have particular strengths in music (Kirklees), literature (Bradford) and food (Kirklees and Wakefield) with the local culture reflected strongly in a number of events such as the Lamplighter Festival.
- A reputation for hosting **large scale sporting events** e.g. the Rugby League World Cup across multiple venues and previous cycling events including the Tour de France Grand Depart.
- A track record in location work **for TV and film**. We are featured regularly on high profile programmes (Gentleman Jack, Happy Valley, Last of the Summer Wine which is still popular internationally) showcasing West Yorkshire on screens across the world.
- A reputation as a **LGBTQIA+** destination (particularly Calderdale and Leeds).
- Our **conference** tourism offer (Leeds).
- Our **diverse population** adding to a rich cultural heritage and our huge resident population (we are the fourth largest conurbation in the UK with 2.3million residents) – day visits and visiting friends and relatives are our two largest visitor groups.
- Our excellent road and rail **transport** communications (with direct links to London from Halifax, Bradford, Leeds and Wakefield), with good access to international airports.

- **Commitment** across the area to developing our visitor economy.

3.2 Our Challenges

However, we do face a number of challenges:

- A **lack of critical mass** in any one place (except Leeds City Centre). Our ‘must do’ experiences are dispersed across the area (which impacts on the way people visit, or do not visit, the area) with transport around the area a potential barrier.
- In relative terms, our **holiday and international** markets are under-developed.
- Inconsistent (and sometimes limited) levels of **private sector engagement** and investment. Our regional working, whilst strong, is in its infancy compared to competing destinations (e.g. Manchester, Liverpool, Newcastle). The legacy of previous regional approaches and our tendency to have worked separately in the past has led to some duplication of approach and activity with a destination / product focus to marketing – as opposed to a consumer focus.
- Our **funding** for developing the visitor economy is currently limited (and well below our competitors). Allied to this, private sector investment in destination programmes is limited – partly a result of the make-up of private sector operators (with few large commercial attractions and an accommodation supply dominated by branded chains).
- **Place perception** – some areas have low awareness among consumers, and perceptions are sometimes negative (i.e. northern and industrial). West Yorkshire is a relatively meaningless concept to consumers (who tend to think of either Yorkshire or individual places/products like Holmfirth, Bradford etc.).
- **Limited hotel** capacity/variation outside of Leeds (exacerbated by a number of hotels currently unavailable due to Government contracts).
- A lack of a purpose built **convention** centre of any capacity in Leeds limits the events the city can attract and its profile.
- **Competitor** destinations – we have strong competitors– e.g. Liverpool, Manchester, Newcastle and York for city breaks, culture and business events, the Yorkshire Dales and Moors and Peak District for rural / outdoor experiences.

3.3 Our Opportunities

Looking forward, we have a number of exciting opportunities:

- Becoming an accredited **LVEP** for west Yorkshire formalises and strengthens the existing collaborative relationship of partners. LVEP status affords us the opportunity to develop strategic West Yorkshire approaches and build stronger partnerships, leading to better co-ordination (e.g. an events clash-

diary, cross-selling products) and stronger economies of scale for certain activities (e.g. consumer marketing, research, product development, ambassador programmes).

- Bradford UK **City of Culture** 2025, and the build years (Kirklees Year of Music 2023, Leeds 2023, Calderdale Year of Culture 2024 and Our Year – Wakefield District 2024) represents a huge opportunity to raise our profile- regionally, nationally and internationally. There is also the exciting opportunity to learn from the experience and develop legacy events.
- Exploration for the development of a legacy '**signature**' event such as the Manchester International Festival or Liverpool Biennial, potentially across the whole of West Yorkshire (or more peripatetic moving from area to area), which could develop to eventually achieve national/international status.
- Major **new developments** coming on stream – e.g. Bradford Live, Tileyard North, Wakefield Exchange, potential development of Huddersfield art gallery and museum, and new hotels in Leeds, Wakefield and Huddersfield which will increase capacity and appeal at a destination level.
- Developing a private sector/attractions **consortium** right across the area, bringing together the most outstanding products/experiences, to generate investment and a compelling offer that generates overnight visits.

4. Our Strategy

4.1 Our Vision

Our vision is:

To develop a strong and proactive LVEP that brings together the West Yorkshire visitor economy into a compelling and powerful partnership – that adds real value, delivering exciting new projects, economies of scale, and which engages in creative ways with visitors to support the tourism sector across the region.

4.2 Aims and Priorities

This Destination Management Plan, and the work of the West Yorkshire LVEP, has two primary **aims**:

- To use the visitor economy to continue to develop and enhance the **appeal and image of places** in West Yorkshire to a range of audiences.
- Generate more (and longer) **overnight** stays to benefit the economy and support jobs.

A third (underlying) aim is to:

- Enhance the quality of life and social value for residents of West Yorkshire through the visitor economy.

This will be achieved through the delivery of three priorities (in no particular order):

- Priority 1: Increase awareness and appeal of West Yorkshire as a destination;
- Priority 2: Develop our product and places;
- Priority 3: Manage our visitor economy effectively.

4.3 Strategic Drivers

Underpinning these aims and priorities, there are a number of strategic drivers. These include:

Regional and Local Partnerships – partnership will be key to the delivery of this DMP. We will strengthen partnerships at the national level with VisitEngland and VisitBritain through the West Yorkshire LVEP. The LVEP will form the basis of a stronger regional working relationship between our Local Authorities and the Combined Authority which will provide the basis for delivery of many of the actions in this DMP (see sections 5&7). At a local level, we have individual partnership arrangements, and we will look to strengthen these to meet our local priorities.

Resources – at present, the resources to deliver an ambitious growth plan are not well enough developed or co-ordinated across our area. Collectively we need to develop new (and sustainable) resources to enable us to compete with other destinations and grow our visitor economy. We will need to invest time in this process (see section 6).

Sustainability – sustainability will be central to everything we do - a fundamental part of the way we approach developing our visitor economy. Elements of this will include prioritising value over volume (through encouraging a greater length of stay and spend), encouraging efficient use of energy and resources among businesses and visitors, encouraging use of public transport, spreading visitor benefits through the region’s economy and communities, whilst recognising and mitigating against negative impacts on our communities and natural environment.

Accessibility, Inclusivity and Diversity - we will work towards a shared vision of making West Yorkshire a truly accessible and welcoming destination for all. We will, where possible, make our marketing and communications, place and partnership working accessible to all and work with our partners to raise awareness of the social and legal obligations to provide services and facilities that are as accessible. Encouraging the development and promotion of accessible information, business and product development, customer service and physical facilities throughout the region.

Target Market Groups.

We have many markets and different types of visitors. The core ones that we will proactively focus on (through either regional or local activity) will be:

Market Group	Description
Our Events	We have some excellent events that are West Yorkshire ‘owned’ – e.g.– Bradford Literature Festival, the Halifax Piece Hall summer series, Huddersfield Contemporary Music Festival, Light Night Leeds and the Wakefield Rhubarb Festival - that generate business and profile for our destinations. Each event has a different market, but we need to build on these and develop their profile to help build awareness and develop reasons to visit in the off-season. We have an opportunity to work together to attract more ‘bid for’ events, both Sports and cultural.

Market Group	Description
Conferences	While primarily a Leeds market, conferences positively impact on the whole of West Yorkshire in many ways – spend, profile, and potential investment. We will focus on multi-day conferences that attract national (and international) delegates and corporates.
City breaks	City breaks are a key market. While Leeds is likely to be the focus of visitor demand (given its accommodation base and wider product), this market has the potential to impact across the area and we need to focus on showcasing the best of the region. This is likely to be a ‘couples or groups of friends’ market, primarily travelling by public transport -corresponding to the Project Lion Free & Easy Mini Breakers segment ³ .
Rural holidays	Short breaks to West Yorkshire are not just city based. There is an opportunity to generate more rurally based visits, potentially involving longer stays. Motivations for these visits will be around not only our heritage and cultural attractions, but also our places and outdoor offer. This market will be more likely to be travelling by car, and slightly older than the City Breaks market corresponding to the Project Lion Country-loving Traditionalists.
Visiting friends and relatives	Our VFR market is an important, but secondary, audience – typically with a lower spend. The focus is less on promoting reasons to visit but more showcasing the breadth of the West Yorkshire offer when they are here. Core Project Lion segments include Aspirational Family Fun and Fuss-Free Value Seekers.

³ Project Lion is a VisitEngland segmentation approach – see <https://www.visitbritain.org/visitor-segmentation> for more details.

Market Group	Description
Our residents and day visitors	Residents and day visitors are an important market, particularly for our attractions and places. They are less of a focus at a West Yorkshire level but will be an important part of the market mix at the local level.

4.4 A Phased Approach

This DMP will be delivered and developed in two broad phases:

- **Phase 1: Foundations** (2023-2025). The plan will focus on building the foundations – developing our LVEP partnerships and delivery structures across West Yorkshire, implementing new programmes of activity and beginning to develop more sustainable funding and resources.
- **Phase 2: Development and Delivery** (2026-2028 and beyond). We will consolidate our partnerships, deliver sustainable funding streams, enhance our delivery and activities, and look to maximise our opportunities for growth.

5. Priorities for Action

The following sections outline our objectives. For each objective we outline the rationale for why this is important and the longer-term aspirations and needs. We also outline some of the action areas that will be taken forward during the DMP period.

5.1 Priority 1: Increase Awareness and Appeal

Rationale and Approach

There is mixed awareness of West Yorkshire as a destination and our visitor economy offer. For those in the know, views are strongly positive, for others, perceptions are simply neutral or just limited, and for some negative.

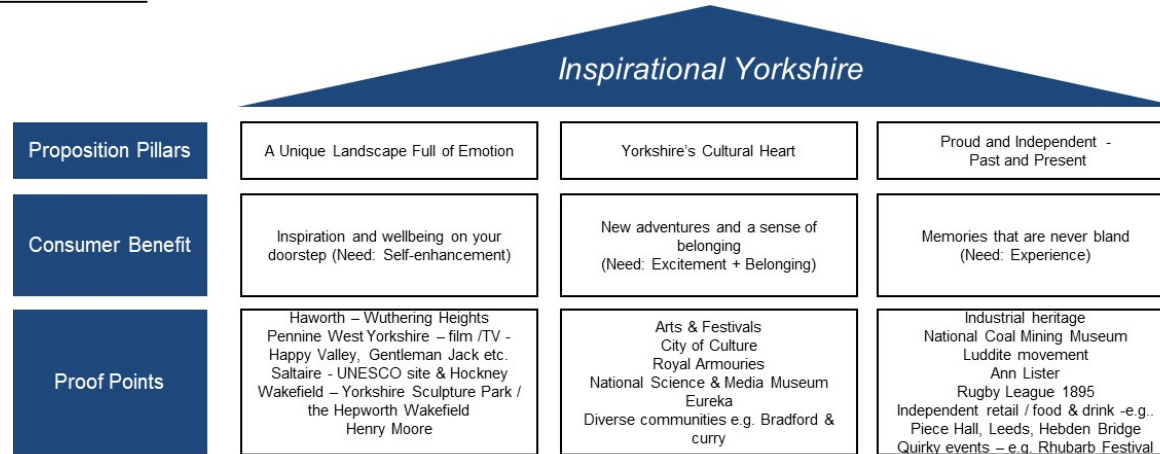
An exciting opportunity, resulting from working together across a West Yorkshire geography is that we can develop powerful consumer focused promotions that showcase the best of our collective offer. To generate added value over current activity, which takes place at a local level and is delivered by individual operators, regional activity needs to focus on markets that lie beyond our immediate catchment area; that we cannot reach individually; or markets that we can develop further by working together. Activities will not revolve around traditional destination campaigns that focus on the collective West Yorkshire offer. Instead they should be a suite of targeted promotions that speak to particular audiences, promoting clear experiences and events (see Priority 2).

The chart below illustrates a potential overarching proposition for West Yorkshire and associated themes. The working title for our proposition is 'Inspirational Yorkshire', which we feel captures the spirit of the destination and capitalises on the Yorkshire brand. West Yorkshire has inspired people for centuries – artists, inventors, writers, musicians, industrialists, creators and sports people - and today it continues to inspire its residents and visitors in new and exciting ways. The proposition also communicates a clear consumer benefit – that our landscapes, people and culture will leave you feeling inspired in your daily life. This is supported by three key pillars that each address a core consumer need:

- A Unique Landscape Full of Emotion – many parts of the West Yorkshire landscape are globally unique. The combination of rolling moorland, industrial heritage, characterful villages and towns and modern cityscapes always leaves our visitors feeling something leading to inspiration and wellbeing.
- Yorkshire's Cultural Heart – West Yorkshire excels in all aspects of culture and does it with true Yorkshire warmth and a welcome. It is never elitist or snobby – our cultural attractions are for everyone to explore and experience.
- Proud and Independent – Past and Present – in West Yorkshire we inspire, we have an independent outlook that is evident in our heritage, culture, people, local businesses and way of life.

Under each proposition pillar, we have given some example 'proof points' of experiences that might be used in support. These are not intended to be exhaustive but an example of how West Yorkshire's products could be communicated through the framework.

Potential Proposition for West Yorkshire



It should be noted that this framework has not been market tested and this is a critical next step before any marketing activity is developed. We need to research our primary target audiences and identify the key messages and concepts that will motivate them.

Once developed, the proposition framework could form the basis of marketing campaigns centred around partnerships of our key players and extend the reach of the West Yorkshire offer beyond the work of the individual destination campaigns. These would be supported by appropriate on and offline assets such as content, digital advertising, a fully optimised and accessible website, social media channel support, and PR activity).

Underpinning this proposition, there is a tremendous diversity of experiences that appeal to both broad and niche audiences. Key theme areas that support our core proposition include film, literary, visual art and sculpture, heritage and industrial heritage, city culture, and festivals, cultural events and performance. At a more local level, there is a clear opportunity for us to work individually (and together) on developing these themes and featuring them strongly in our own promotional activity. This can be taken forward by an individual area, a collective of areas, or a consortium of operators (like, e.g., the Yorkshire Sculpture International).

Allied to a West Yorkshire promotional campaign, there is a need to develop more bookable products – for both group travel and individual consumers – through specific itineraries that tie into our promotional themes (above) with potential distribution through TXGB and other channels. There are huge economies of scale and opportunities for working together within group markets – for both, building products for group tour operators (day trip and staying

visitors) and creating inspirational content for group organisers from a diverse range of backgrounds to create exciting opportunities for their members and partners.

The internal resident audience of West Yorkshire presents a significant opportunity to further grow the value of tourism, through a more formal approach to the cross-marketing of experiences and events between our individual destinations. This approach offers important benefits:

- It extends the reach of local experiences and events and ensures greater inclusivity for West Yorkshire’s resident population.
- It amplifies the existing work done by our individual destinations.
- It taps into the sizeable ‘Visiting Friends and Relations’ (VFR) market, increasing the range of products and experiences for VFR visitors.

Moving forward, we propose that a formal cross-marketing network is created that identifies which channels each destination can use to promote neighbouring areas to its local resident population. A process should then be put in place for distributing content and monitoring usage.

Conference tourism is an important market group for us – business tourism generates over a fifth of spend in the area and, in 2022, conference tourism in Leeds was estimated⁴ to have generated 32,600 conferences and meetings, approximately 2.5 million delegates and £412.6m of direct expenditure.

Conference Leeds is the only dedicated business tourism body in the region. Their marketing effort and activity is largely focused in and around Leeds although their online database does feature venues from across West Yorkshire. While primarily impacting economically on Leeds at the moment (although large events like UKREiiF impact much more widely), there are West Yorkshire conference tourism benefits (e.g. profile and investment) and opportunities, including the opening of Bradford Live (and the opportunities for attracting larger destination conferences to Bradford), expanding the Leeds Ambassador programme to potentially include West Yorkshire ambassadors, and possibly developing a portfolio of regional character, bespoke venues focused on smaller events (team meetings, corporate away days etc.).

West Yorkshire Action Areas

Action area	Description	Phase
Proposition Scoping	Research and market testing of potential leisure concept to identify interest, markets and refine messaging	Foundation

⁴ Leeds Conference Impact 2022 - (RJS Associates – 2023)

Action area	Description	Phase
Partnership and campaign development	Identify and develop 2-3 core campaigns, implement and monitor impact. Likely to include the core cultural offering	Foundation / Development
Cross marketing	Create a local channel network, distribution process and monitor impact	Foundation+
PR	Collaboration to support campaigns. Specialist PR resources to support existing teams (e.g. WYCA)	Foundation+
Itinerary development	Development of itineraries and bookable products	Development
Group marketing	Audit the current group offer by individual destinations and identify opportunities to extend reach	Foundation/ Development
Conference - development marketing	Scoping expansion of the Ambassador programme and explore a Venues of Character portfolio.	Development

5.2 Priority 2: Develop our Product and Places

Places are core to the visitor experience – they drive interest, satisfaction and spend. Across our area we have some great places with strong appeal, a sense of place, ambience and an infrastructure that generates spend. However, some of our places (including major city centres) have less appeal and are blighted by issues that impact on many of the UK’s towns and cities – anti-social behaviour, poor perceptions and safety concerns, slightly run-down high streets with declining footfall and a functional retail offer, and a bland bar and restaurant offer. This is a ‘chicken and egg’ situation – while the visitor economy can play an important part in this regeneration of our places it cannot work in isolation – people will not visit an unwelcoming place.

Across the area there are some excellent initiatives that are making a significant difference: the work of our BIDs and City and Town Centre Management teams in creating footfall, animation and ambience, and safe, clean places for visitors and residents alike; the spirit of our entrepreneurs developing exciting food and drink outlets; and major investment schemes and developments that will have a transformational impact. These include: the Piece Hall in Halifax; Bradford Live; Tileyard North and Wakefield Exchange in Wakefield; Leeds City Square; and the Light in Kingsgate and Our Cultural Heart development in Huddersfield. This process of improvement and investment will need to continue as visitors become ever more demanding and have increasing options.

The needs of visitors should be embedded in local regeneration plans, and place making initiatives (including attractive gateways, transport, signing, interpretation, urban realm, regeneration, animation).

The welcome our places and visitor experiences afford visitors needs to be not only physically accessible and inclusive to a diverse range of visitors, recognising and addressing different needs and interests where appropriate. While a lot of good work has taken place, we cannot be complacent and need to ensure this continues. Achieving this welcome will be delivered through a range of action streams – collaborating with planning departments, , master planning and urban realm development, programming and events (see below), our marketing and itineraries (see Priority 1) and working with businesses (see Priority 3).

West Yorkshire is a large but polycentric conurbation; our product is dispersed, and public transport (particularly for a visitor) can be a barrier. Addressing this is a long term undertaking but one we should not collectively shy away from. In the short term, we need to work with our existing provision and ensure that it is more legible to visitors. Tying into our core principles of sustainable, accessible and inclusive visitor economy development, we need to focus on promoting easy public transport connectivity to our core experiences and integrating them into itineraries (see Priority 1). There may also be an opportunity to develop a Visitor Pass for West Yorkshire that combines public transport, attractions, and possibly food, drink and retail options. These work well in destinations like London, New York, and Barcelona but the feasibility would need examining for our area.

We have a good, varied accommodation stock in Leeds city centre, with additional capacity coming on stream across the area (proposals for Leeds, Wakefield and Huddersfield) in the near future. However, we would benefit from expanding the provision of accommodation across the rest of the area. In our rural areas and smaller towns, accommodation development may take place organically with the emergence of self-catering, glamping and small serviced establishments in line with market demand. However, in our larger towns and cities a more strategic intervention maybe required to identify and support the development of larger serviced accommodation properties. This is an opportunity for the area that requires an assessment of our current provision and demand, gaps, opportunities for growth and potential interventions.

While we have a variety of conference venues across the area, with a particular concentration in Leeds city centre, our larger capacity ones tend to be multi-functional e.g. the First Direct Arena Leeds Town Hall, or the Royal Armouries. They are not always available for conferences. Our dedicated (and purpose built) conferencing spaces tend to be smaller – typically in hotels and our universities (which offer dedicated conference space like Cloth Hall Court).

An additional venue with dedicated availability and capacity (with associated exhibition space) would strengthen our offer and provide an opportunity for Leeds and West Yorkshire to bid for larger conferences. New hotel developments might increase the number of venues but will not diversify the offer. A purpose-built centre (either dedicated or a good multi-purpose venue – see above) represents an opportunity and would enhance our offer but its potential viability needs to be assessed. While primarily a Leeds project, this would have wider West Yorkshire benefits – in terms of profile, potential investment, related activities, employment and legacy.

Events are fundamental to our visitor economy. Participants and organisers in sports events fill our hotel bedrooms and restaurant tables. Attendees to gigs, festivals and concerts, our performing arts and cultural events also contribute massively to business levels across our area – generating footfall and spend. Events bring people into the region who might not have visited West Yorkshire or our destinations. They showcase the area, support our brand(s) and profile, and typically enhance the quality of life for our residents by providing opportunities to be involved.

Our events take many forms and have many different organisers – we have had high-profile multi-destination events like the Tour de Yorkshire, district or city wide events like Leeds 2023 or Pontefract’s Liquorice Festival, special interest events like WOVEN in Kirklees, and local events that animate a town centre. They are all important and work in different ways and it is integral to our visitor economy that they continue.

In general, our events are organised and delivered at a district or local level by a range of players – our Local Authorities, BIDs, sporting venues and cultural institutions. At a West Yorkshire level, there are opportunities for collective work but these, it needs to be recognised, are subject to resources. Area wide opportunities include bidding, or trying to attract, major events to West Yorkshire – e.g. the Tour of Britain or National/International Music Awards. We will continue to investigate these as opportunities arise.

We lack a signature international scale cultural event (like Liverpool’s Biennial or Manchester’s International Festival). While there is a potential opportunity to develop something like this as a legacy from 2025 and the build years, there would be significant challenges in terms of viability and potential resourcing, and it would require careful consideration.

At a West Yorkshire level, a more realistic opportunity will be to take our collective events programme, identify common themes or audiences (e.g. music, visual arts, heritage, particular sports etc.), amalgamate those and present them to the market place as a series of ‘highlights’ packages and /or showcase those events that will strengthen our consumer facing campaigns (See Priority 1).

West Yorkshire Action Areas

Action area	Description	Phase
Regeneration	Maximise pipeline of major projects by cross promoting	Foundation
Public transport	Embed public transport options into visitor marketing and itineraries	Foundation
Visitor Pass	Investigate the feasibility	Development
Accommodation	West Yorkshire accommodation investment study	Foundation
Conference centre	Feasibility study for purpose built (or multi-purpose) conference centre	Development
Events	Collate and present the regional events programme based on themes/content rather than geography	Foundation
	Commission a separate events strategy	Foundation
	Consider ways to attract/develop flagship event(s)	Development

5.3 Priority 3: Manage our Visitor Economy Effectively

Rationale and Approach

Our visitor economy is complex. It involves many players from the private, public and third sectors. Co-ordinating our activities and developing partnerships is a key priority for the delivery of this DMP. There are numerous partnerships that link to the visitor economy and these typically exist at a district or local level. Our engagement will continue on this basis, but we recognise we need to be more proactive as we emerge from the Covid years and as we pick up from the vacuum left by Welcome to Yorkshire. While stakeholder engagement will be primarily a responsibility of the LVEP partners at their respective levels, there will be a need for area wide coordination at the West Yorkshire level – particularly to develop our consumer focused campaign (Priority 1), (potentially saleable) itineraries (Priority 1) and possible Visitor Pass (Priority 2) but also the possibility of area wide stakeholder events – for example an annual conference and / or awards ceremony (providing a pathway for our businesses to be recognised nationally). We already have private sector engagement on the LVEP Governance Board and will consider how best to both widen and deepen that engagement across West Yorkshire.

Engagement and developing relationships with stakeholders will help us develop campaigns (see above) but also create the opportunities and the means to deliver a range of other priorities (see below).

Across West Yorkshire, LVEP partners provide an extensive business support offer. WYCA’s Growth Hub, which is regionally managed and locally delivered, acts as an entry point into the business support eco-system for businesses and entrepreneurs across the region. This focuses on supporting businesses to become more resilient, grow, improve productivity, and become more sustainable. The Combined Authority also delivers the Adult Education Budget for West Yorkshire, to engage adults and provide them with the skills needed for entering and sustaining work, an apprenticeship or other learning. Existing regional and local business and skills support touch on the visitor economy in varying ways. There is an opportunity, through our stakeholder engagement, to ensure that we make the connection between our existing support and stakeholders. However, we need to ensure the needs of our businesses are truly reflected and we will investigate options with stakeholders where appropriate – examples include recruitment (arguably a more pressing issue than skills) and the development of tailored training courses that address particular needs to be delivered at a West Yorkshire or local area.

Sustainability, in terms of a wider move towards a net zero economy, but also considering a fair and just transition for our communities and residents, accessibility and inclusivity are core principles of this DMP. These will be partly addressed through our place and product welcome (see Priority 2 above) but also through working with our stakeholders and businesses to raise awareness of the issues and barriers, provide solutions and facilitate their own implementation through e.g. showcasing good practice and adoption of certification schemes like Green Tourism or Green Key. Developing our stakeholder relations will be key to this element.

Improving our intelligence and knowledge is also key to improving our destination management and to support our independent stakeholders with their plans. Currently the regional data picture is inconsistent. For example, we have conference performance data from the UK Conference and Meeting Survey, occupancy and Airbnb data for Leeds, some data on our visitors for Leeds and Bradford, and economic impact modelling data for the whole area⁵. Early intelligence priorities at a West Yorkshire level will be about understanding how visitors and non-visitors perceive us, identifying target audiences, and developing a campaign concept that will reach consumers (see Priority 1). We also need to understand the dynamics and performance of our accommodation – not only from the perspective of potentially developing new accommodation but also to help monitor performance. At a local level, understanding our audiences, their characteristics, behaviour and motivations will be important.

Developing and evolving our LVEP will be a key priority – it will be an enabler of action delivery (see section 6 below).

West Yorkshire Action Areas

Action area	Description	Phases
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⁵ NB with the exception of Kirklees. This is also based on slightly different approaches (STEAM and Cambridge models).

Action area	Description	Phases
Private sector engagement	Develop private sector engagement at most appropriate geography, and develop West Yorkshire coordination and relationships	Foundation / Development
Business Support	Research and identify business needs and explore options for intervention where required	Foundation/ Development
Sustainability, accessibility and inclusivity	Showcase and rollout of national schemes and good practise through existing networks	Foundation / Development
Intelligence	Establish regional group to develop consistent approaches to data (e.g. standardising economic impact models) Invest in accommodation related data and perceptions/target market research	Foundation
LVEP	Development and evolution of delivery structures	Foundation

6. Implementation

6.1 Our LVEP Partnership and Responsibilities

The West Yorkshire LVEP Governance Board will oversee the activities of the LVEP and the delivery of this DMP. Chaired by West Yorkshire's Mayor Tracy Brabin, the Board will bring together members from the public, private and third sector with vested interest in the region's visitor economy. Our LVEP is a partnership of equals, but that partnership will need co-ordination which will need to be identified.

We will also have a number of working groups to co-ordinate specific activities and agendas (see organogram below). These working groups will report to the board through the co-ordinator and the combined chairs. Our partnership is relatively new, experience will dictate the eventual structure. Each group will be chaired by the most appropriate partner, with representation from all local authorities within the region. We will investigate attracting private sector attendance, supplemented by specialist advice from key public sector agencies e.g. the Growth Hub. Initial responsibilities are expected to be as follows.

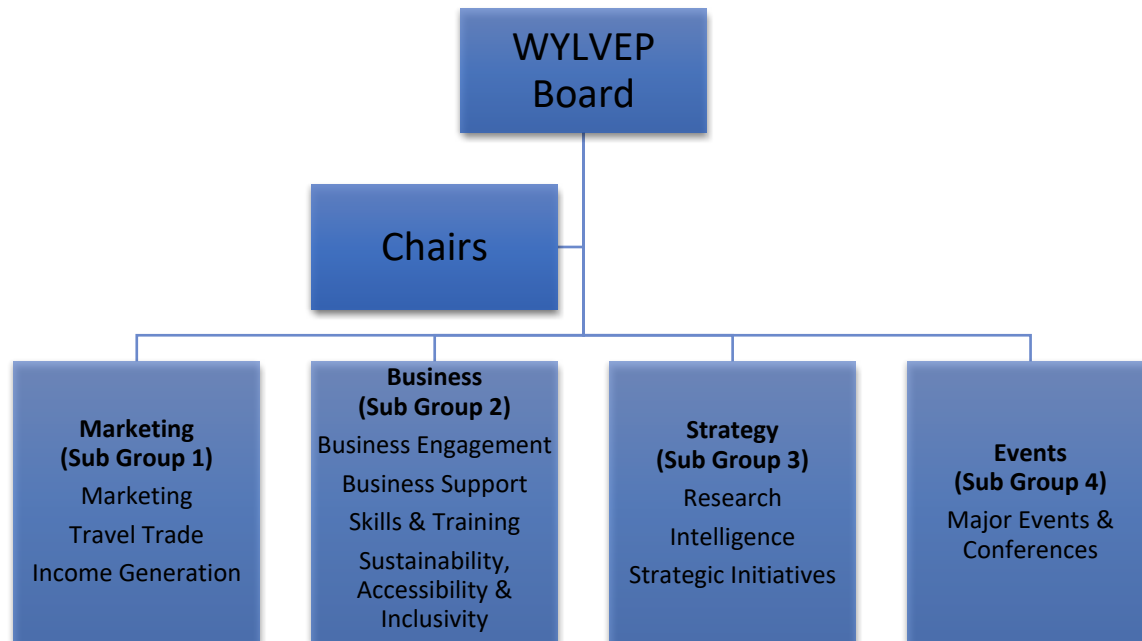
The Chairs will concentrate on developing the agenda for, and ensuring strong two-way communication with, the LVEP Governance Board.

Marketing: Sub Group 1's remit is largely promotional and outward facing, it will lead on all marketing aspects (excluding conferences/business tourism) and also consider income generation opportunities to support marketing activity.

Business: Sub Group 2 will lead on business engagement including an eventual awards programme. It will work with partners to advocate, develop and signpost appropriate business support, skills and training initiatives for visitor economy businesses. The Group will also consider the critical agendas around sustainability, accessibility and inclusivity.

Strategy: Sub Group 3 will lead on a coordinated approach to research and data across West Yorkshire, ensuring consistent and comparable evidence to support the LVEP's work. The Group will also take an overview of strategic initiatives e.g. the accommodation development programme, heritage and cultural projects.

Events: Sub Group 4 will concentrate on two key priorities: Major events (i.e. those that take place and/or generate impacts at a WY level) and business tourism/conferences. It will also maintain a major events clash diary and work with key partners e.g. the Cultural Leads, Sports bodies, on developing the event programme for the region.



6.2 Investment and Funding

Our existing resources are limited, particularly in comparison to some of our main competitors. This impacts on our ability to deliver activity for the LVEP. We cannot realistically grow the visitor economy without additional investment. A budget proposal for the foundation period West Yorkshire LVEP is being taken through the Combined Authority's Assurance Process. In the medium term, the LVEP and LVEP partners will need to develop more sustainable financial resources to avoid losing momentum and /or a potential cycle of short term activity to meet available funding criteria.

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Report of the Strategic Director of Place to the Executive Committee meeting to be held on 7 November 2023

V

Subject:

Delegation scheme for Transportation and Highways Decisions 2023

Summary Statement:

This report seeks Executive's approval to replacing the Council's current Scheme of Delegation for regulation the decision-making process on Transportation and Highways matters which was previously approved on 7 November 2017.

EQUALITY & DIVERSITY

There are no equality and diversity implications arising from the contents of this report. Any decisions taken by officers under the delegated powers conferred by this scheme will take due account of the requirements of equality and diversity issues and obligations of the Council.

David Shepherd
Strategic Director of Place

Portfolio:

Planning, Regeneration & Transport

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Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 This report seeks Executive's approval to replacing the Council's current Scheme of Delegation for Highways and Transportation matter ("the Scheme") for regulating decision-making process considered and approved by Executive on 7 November 2017.
- 1.2 The report contains a proposed replacement Scheme for consideration and approval by Executive which addresses recent officer structure changes and the introduction of new legislation since the previous revision was adopted and amended by delegated decision on 21 June 2018.

2. BACKGROUND

- 2.1 Since its creation on 1 April 1974 the Council has adopted a general scheme of delegation to cover the responsibilities of Committees, Sub-committees and Officers. Regarding the powers given to Officers, the general delegations have given flexibility enabling decisions to be made as efficiently and speedily as possible. Recent trends have shown that the Courts and the Local Government Ombudsman are requiring greater reassurance that decisions taken within the organisation, particularly decisions by Officers, have a specific and clear underpinning by stated terms of reference.
- 2.2 The current Scheme for Highways and Transportation matters as enclosed in Appendix A was approved on 1 December 2017 and was amended by delegated decision on 21 June 2018 following a restructure of the Planning, Transportation and Highways Service. As reported to Executive previously the necessity to undertake regular periodic reviews of the Scheme is essential considering both changes to legislation affecting highway authorities but also to ensure that the Scheme reflects the posts which exist within the officer structure of Planning, Transportation and Highways.
- 2.3 The latest revision of the Scheme as proposed in Appendix B has identified several areas of highway operations where further delegation of powers would be beneficial to effective decision making on highways matters including:
 - a) Use of Community Protection Notices (CPNs) under Section 43 of the Anti-Social Behaviour, Crime and Policing Act 2014 to enable effective enforcement of highway related matters.
 - b) Powers related to the protection of the highway in advance of major infrastructure improvements by statutory undertakers.
- 2.4 New delegations are proposed to roles which have been added to the Planning, Transportation and Highways officer structure since 2018 including:
 - a) Delegation of powers to the Principal Engineer (Highway Structures) and Group Engineer (Highway Structures) to facilitate movement of abnormal loads and protection of bridges where works are carried out by others.

b) Delegation of powers to the new post of Traffic and Enforcement Co-ordinator including the use of DVLA devolved powers.

2.5 The amendments to the Scheme also include minor text corrections and clarifications as to the limitations of delegated powers.

3. OTHER CONSIDERATIONS

3.1 The existence of a specific Scheme of Delegation for Highways and Transportation means that Officer decisions taken in respect of highways matter should be taken by reference to the Scheme alone. Reliance should not generally be made on paragraph 14 Part 2 Articles of the Constitution if the Scheme specifically covers the matter at hand.

3.2 The opportunity of reviewing and amending the current Scheme should be taken to specify clearly what legal powers are being used in taking decisions. However, it was stressed in the report establishing a Scheme of Delegation in November 1988 that vigilance must be maintained on the part of the Council to identify any additional powers give to the local Highway Authority by new legislation. This is to ensure that any adopted Scheme remains relevant and is used to its full effect where new powers and legislative arrangements change.

3.3 The proposed scheme contains a range of delegations which are both Executive and non-Executive functions. The non-Executive functions have been delegated by Council to the Regulatory and Appeals Committee. Therefore, separate approval will also be sought from the Regulatory and Appeals Committee on those non-Executive delegations prior to the new scheme becoming operational. The delegations being sought from Executive for the revised scheme are indicated by '(ED)' adjacent to the delegation entry.

3.4 New entries and minor text alterations are indicated by italic text in the proposed scheme. Deletions of previous delegations are shown using crossed out text for minor alterations and where specific whole delegations are being deleted the delegation is prefaced by '(DELETED)'.

Specific requirements in relation to Officer decisions

3.5 In recognition of the need to ensure that Ward Members are appraised of delegated decisions being taken affecting their ward some provisions require prior notification to be given by the Officer taking the decision. Such requirement is indicated by an asterix (*). Where a Member can object to such a decision being taken by delegation they may require that the decision is referred to the appropriate Area Committee for determination. Where such objections are permitted this is indicated by a double asterix (**) against the specific provision.

3.6 Some delegated decisions also require prior notification to the Chair of the appropriate Area Committee to be provided by the Officer. Again, where the Chair does not support the matter being considered via delegated decisions the matter can be referred to the Area Committee for determination.

- 3.7 In both circumstances set out in paragraphs 3.5 and 3.6 above where the Officer has been advised that the matter is to be referred to the appropriate Area Committee the delegated powers will no longer apply.
- 3.8 In accordance with the requirements of regulation 7 of the Openness of Local Government Bodies Regulations 2014 several delegations are subject to the requirement to formally record their determination. Such decisions are suffixed (W) in the Scheme. In accordance with regulation 8 records of background papers together with the formal decision record will be published on the Council's website.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 An effective and up to date Scheme of Delegation will assist the Council in achieving effective and efficient decision making in relation to responding to service requests relating to highways and transportation matters.
- 4.2 The incorporation of wider delegated powers for taking positive action on highway enforcement matters will also reduce the financial burden of such activity on the revenue budgets of the Council through allowing timely and expeditious action to be taken.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 A fully detailed and updated Scheme of Delegation will help establish the transparency of decision making.

6. LEGAL APPRAISAL

- 6.1 The Local Government Act 1972 sets out tiered levels of decision making in local government. The Local Government Act 2000 gives various models that potentially depart from the traditional system, but essentially one requirement of transparency as to where and how decisions are taken is given even more emphasis. Decisions can be made with respect to a local authority by:-

- a) The Council Meeting of all its Members,
- b) The Executive,
- c) A committee established by the Council or the Executive,
- d) A sub-committee, or
- e) An officer.

Officers can be empowered to make decisions by:

- a) The Council itself,
- b) The Executive,
- c) The Committee, or
- d) The sub-committee.

- 6.2 Some specific highway powers and duties are matters for the Council; these have been sub-delegated to regulatory and appeals committee. The detailed list is contained in the Local Authorities (Functions and Responsibilities) (England) regulations 2000. Any other highway powers are for the executive. Approval of the

officer scheme of delegation, which contains a mix of regulatory and non-regulatory powers therefore requires approval by both the Executive and Regulatory and Appeals Committee.

- 6.3 This scheme of delegation may require further amendment arising from any findings of a wider review of the Council's constitution.

7. OTHER IMPLICATIONS

Sustainability Implications

- 7.1 There are no sustainability implications arising from this report.

Tackling the Climate Emergency Implications

- 7.2 There are no climate emergency implications arising from this report.

Community Safety Implications

- 7.3 Effective and timely decisions in relation to highway enforcement matters can have a positive impact on the safety of the highway network for all users. The proposals contained within this report provide an efficient and effective structure within which timely decisions can be made.

Human Rights Act

- 7.4 The Human Rights Act 1998 provides a legal basis for concepts fundamental to the rights of people. The proposed Scheme specifically requires Officers to take account of Human Rights issues when making decisions.

Trade Union

- 7.5 There are no trade union implications associated with this report.

Implications for Children and Young People

- 7.6 Whilst there are no direct implications for children and young people in the approval of the revised scheme of delegation sought it should be noted that some of the delegations under the scheme relate to matters which could affect children and young people's use of the highway. Where such decisions are taken under the scheme due consideration will be given to these implications.

Issues Arising from Privacy Impact Assessment

- 7.7 There are no issues arising in relation to the privacy impact assessment pertaining to the contents of this report.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 None

9. OPTIONS

- 9.1 Executive may decide to adopt the proposed Scheme of Delegation as outlined in this report, or
- 9.2 Alternatively, Executive may decide not to approve the adoption of the replacement Scheme as outlined in this report in favour of an alternative proposal.

10. RECOMMENDATIONS

- 10.1 That Executive approves the adoption of the replacement Scheme of Delegation for Highways and Transportation matters as set out in Appendix B of this report in substitution for the current Scheme of Delegation for Highways and Transportation matters as set out in Appendix A of this report in so far as the powers listed in the revised Scheme of Delegation are Executive functions.
- 10.2 That a report be presented to Regulatory and Appeals Committee recommending that the Committee approves the adoption of the replacement Scheme of Delegation for Highways and Transportation matters as set out in Appendix B of this report in substitution for the current Scheme of Delegation for Highways and Transportation matters as set out in Appendix A of this report in so far as the powers listed in the revised Scheme of Delegation are non- Executive functions.
- 10.3 That the revised Scheme of Delegation as set out in Appendix B will become operative if, and when, approved by both Executive and Regulatory and Appeals Committee and the provisions of the previous Scheme of Delegation as set out in Appendix A will then be revoked.
- 10.4 That if approved by Regulatory and Appeals Committee the revised Scheme of Delegation shall remain in force until such time as it may be substituted, modified, varied, or repealed by decisions of the Executive or Regulatory and Appeals Committee or such person or body inheriting the powers of the Executive or Regulatory and Appeals Committee.
- 10.5 That Executive delegate to the Strategic Director – Place (or such other officer with equivalent duties for the time being) in consultation with the Portfolio Holder the authority to make amendments to the revised Scheme to reflect future changes in job titles, roles and responsibilities or to introduce further delegations in respect of changes in legislation where the powers in the legislation are Executive functions.
- 10.6 That Executive delegates to the Director of Legal and Governance in consultation with the Strategic Director – Place the authority to make changes to the proposed scheme of delegation to reflect future amendments to the Council’s constitution or where delegated functions may be found to require written records to be made of the decision taken.

11. APPENDICES

- 11.1 Appendix A – Scheme of Delegation for Highways and Transportation Matters operational from 21 June 2018.

11.2 Appendix B – Proposed replacement Scheme of Delegation 2023.

12. BACKGROUND DOCUMENTS

Local Government Act 1972

Local Government Act 2000

The Openness of Local Government Bodies Regulations 2014.

The Council's Constitution

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This Scheme of Delegation (“the Scheme”) is made under the powers contained in Section 101 of the Local Government Act 1972, Town Police Clauses Act 1847, the Highways Act 1980, the Road Traffic Act 1984, the Town and Country Planning Act 1990, Local Government Miscellaneous Provisions Act 1976, the Anti-Social Behaviour Crime and Policing Act 2014, the New Roads and Street Works Act 1991, the Wildlife and Countryside Act 1981, the Clean Neighbourhoods and Environment Act 2005, the Anti-social Behaviour Act 2003, Traffic Management Act 2004, Article 14.20 of the Council’s Constitution and all other enabling powers. It was approved by the Executive Committee of the Council on 7 November 2017 and took effect on 1 December 2017 and amended by delegated decision on 21 June 2018.

CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL

DEPARTMENT OF PLACE

Scheme of Delegation of Highway Decisions December 2017 (revised June 2018)

General Matters and Definitions

- 1) When making decisions in the exercise of the following delegated powers the relevant officers shall act in their own name.
- 2) Any decision taken in pursuance of this scheme must comply with:-
 - a) Any statutory requirements with regard to the matters to be taken into considerations in making the decision;
 - b) The Council’s Constitution;
 - c) The general principles of the Human Rights Act 1998;
 - d) Any other relevant protocols adopted by the Council from time to time.
- 3) Where reference is made in this scheme to a statute or statutory instrument that reference shall include any statute or statutory instrument revoking and re-enacting the original statute or statutory instrument with or without modification.

Referral of matters to the Authority or Relevant Committee

- 4) In exercising these powers, officers shall have regard to any relevant policies or plans adopted by the Council, and shall have general regard to the desirability of

referring any matter to the Area Committee or the Executive for decision. Officers shall at all times be entitled to decline to exercise any of the powers delegated by this scheme and to refer the matter to a higher level of decision making or alternatively to the appropriate Member body where they consider it expedient to do so. In deciding whether a matter should be referred to Committee or the Executive for decision, Officers shall have regard to the impact, sensitivity and possible controversial nature of the matter.

- 5) Officers shall accede to any request in writing or by electronic format made by a member of Council, or pursuant to a resolution of the Executive or of a committee or sub-committee thereof, that an item be referred to the next level of decision making as set out in this Scheme of Delegation or to the appropriate Area Committee or the Executive.
- 6) This scheme is additional to and without prejudice to the powers of the Strategic Director: Place or other relevant officers to make decisions under the general powers delegated to officers in the Council's Constitution.
- 7) Delegations marked (ED) are Executive Decisions, all other delegations are non-Executive. Records of officer decisions using these delegations should be recorded on the appropriate record of officer decisions forms.

Sub Delegations

- 1) Officers named in the scheme may authorise officers under their management to exercise powers on their behalf. Any decisions taken under this authority shall remain the responsibility of the Officer to whom the power has been specifically delegated and shall be taken in the name of that Officer.
- 2) Where an Officer specifically referred to in this Scheme is absent for any period, he/she may nominate in writing another Officer to act in that capacity during the appropriate period of absence.

The following powers to act on behalf of the Council as local highway authority are delegated.

PART A

Delegation of Powers to All Highways Officers (incl. Countryside and Rights of Way Officers)

The following powers to take action in relation to highway matters shall be exercised under this part by all staff.

A1 Removal of Unauthorised Signs and Markings

The power to remove unauthorised marks, pictures, signs etc. upon the surface of a highway, any tree, structure, item of street furniture or works on a Highway under Section 132 of the Highways Act 1980.

* Prior Notification to be given to Ward Members

** Prior Notification to be given to Ward Members and referral to the relevant Area Committee in the event of any objections to the decision making process

† Prior consultation with the Chair of the appropriate Area Committee

PART B

Delegation to Senior Engineer

The following powers to take action in relation to highway matters shall be exercised under this part provided that no written representations, including any petition, objecting to the proposal have been received:

B1 Highway Safety

Power to authorise the erection of barriers in any street for the purpose of securing public safety, public order or preventing congestion of traffic in the cases of emergency under Section 287 of the Highways Act 1980.(ED)

Power to authorise the service of a notice relating to dangerous land adjoining a street under Section 165 of the Highways Act 1980.(ED)

Power to authorise the service of a notice relating to prevention of soil etc. being washed onto the street under Section 151 of the Highways Act 1980.(ED)

Power to authorise the service of a notice for prevention of water falling on or flowing onto a Highway under Section 163 of the Highways Act 1980.(ED)

B2 Retaining Walls

Power to authorise the service of a notice requiring the execution of works to obviate the danger caused to people using a street by a retaining wall under Section 167 of the Highways Act 1980.(ED)

B3 Alterations to Adjoining Structures and Land

Power to authorise the service of notices requiring removal or widening of gates across the highway under Section 145 of the Highways Act 1980.(ED)

Power to authorise the service of a notice requiring alterations of a door etc. which opens onto a Highway under Section 153 of the Highways Act 1980.(ED)

Power to authorise the service of a notice requiring removal of barbed wire on land adjoining a Highway under Section 164 of the Highways Act 1980.(ED)

B4 Temporary Prohibition or Restriction on Roads

Power to authorise the making of orders for the temporary restriction or prohibition of the use of a road by vehicles or classes of vehicles or pedestrians under Section 14 of the Road Traffic Regulation Act 1984.(ED)

* Prior Notification to be given to Ward Members

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† Prior consultation with the Chair of the appropriate Area Committee

PART C

Delegation to Highway Enforcement Officer and Traffic Officer

All powers conferred under delegation B1 above together with the following:

C1 Treatment of Vegetation

Power to authorise the issue of a notice requiring the cutting or removal of a hedge, tree or shrub overhanging the highway under Section 154 of the Highways Act 1980.(ED)

Power to serve notice requiring the removal of any tree or shrub planted within 15 feet from the centre of a made-up carriageway within 21 days of the notice under Section 141 of the Highways Act 1980. (ED)

Power to authorise the granting of a license permitting the owner or occupier of premises adjoining the Highway to plant and maintain trees, shrubs, plants or grass in such part of the Highway as is specified under Section 142 of the Highways Act 1980.(ED)

C2 Removal of Nuisance Obstructions

Power to authorise removal of things so deposited on a Highway as to cause a nuisance under Section 149 of the Highways Act 1980.

Power to authorise the removal of a continuing obstruction and recover costs in so doing from the offender under Section 137 of the Highways Act 1980.(ED)

Power to authorise the removal or repositioning of builder's skips deposited on the highway and recover the costs in so doing under Section 140 of the Highways Act 1980.(ED)

Power to authorise the issue of Fixed Penalty Notices to person or persons guilty of committing an offence under Part 2, Sections 3 and 4 of the Clean Neighbourhoods and Environment Act 2005.

C3 Vehicle Crossings over Footways and Verges

Power to authorise the service of notices relating to vehicular crossings over footways and verges under Section 184 of the Highways Act 1980.(ED)

C4 Enforcement

Power to determine that no further action be taken in a complaint about a matter which could have been subject to enforcement action where (ED):-

* Prior Notification to be given to Ward Members

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† Prior consultation with the Chair of the appropriate Area Committee

- (a) It is considered that the matter complained of has not occurred; or
- (b) That the matter complained of is not a breach of highways legislation, or does not otherwise fall within the statutory powers relating to enforcement action.

Power to instruct the City Solicitor to commence legal proceedings against a party or parties contravening highway legislation under Section 135 of the Highways Act 1980.(ED)

C5 Fixed Penalty Notices

Power to serve a notice under Section 6 of the Clean Neighbourhoods and Environment Act 2005.

Power to require name and address details of a person or persons under Section 43B of the Anti-Social Behaviour Act 2003 for the purpose of serving a Fixed Penalty Notice.

C6 Graffiti

Power to act as authorised officer of the Council as defined under Part 43(1) of the Anti-social Behaviour Act 2003.

C7 Skips and Scaffolding

Power to require removal of a builders' skip under Section 140 of the Highways Act 1980.(ED)

Power to issue a license authorising the erection of scaffolding or any other structure which obstructs the highway over the highway under Section 169 of the Highways Act 1980

Power to issue a license authorising the placement of a builders' skip on the Highway under Section 139 of the Highways Act 1980.

Power to permit the temporary deposit of building materials, rubbish or other things in a Highway or the making of a temporary excavation on it under Section 171 of the Highways Act 1980.

C8 Events on the Highway

Power to authorise the City Solicitor to make an order for the temporary prohibition or restriction of the Highway by vehicles of any class or pedestrians under Section 16A of the Road Traffic Regulation Act 1984.(ED)

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PART D

Delegation to Senior NRSWA Co-ordinator, NRSWA Co-ordinator and Network Resilience Support Officer

All powers conferred under delegation C2, C5, C6, C7 and C8 above together with the following:

D1 Qualification of street works Operatives

Power to require all street works operatives and supervisors to demonstrate appropriate qualification to undertake works on the Highway under Section 68 of the New Roads and Street Works Act 1991.(ED)

D2 Statutory Undertakers' Reinstatements

Power to serve notice requiring remedial works to an undertakers' reinstatement to address failures under Section 72 of the New Roads and Street Works Act 1991. (ED)

D3 Fixed Penalty Noticing

Power to authorise the issue of Fixed Penalty Notices to undertakers serving notices and working on or within the highway for failure to comply with the requirements of the Traffic Management Permit Scheme (England) Regulations 2007. Part 5 (Sanctions) and/or the City of Bradford Metropolitan District Council Permit Scheme 2015 (Yorkshire Common Permit Scheme) Statutory Instrument. (ED)

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† Prior consultation with the Chair of the appropriate Area Committee

PART E

Delegation to Principal Engineer

All powers conferred in Parts A and B above together with the following additional powers which shall be exercised under this part provided that no written representations including any petition objecting to the proposal have been received:

E1 Highways Safety

Power to authorise the service of a notice requiring removal of projections from buildings under Section 152 of the Highways Act 1980.(ED)

Power to serve a notice requiring the prevention of danger, obstruction or inconvenience emanating from a forecourt abutting a street under Section 166 of the Highways Act 1980.(ED)

E2 Traffic Calming and Road Humps

Power to construct Road Humps in a Highway under Section 90A of the Highways Act 1980. †(ED)

Power to construct Traffic Calming works in a Highway under Section 90G of the Highways Act 1980. †(ED)

E3 Traffic Regulation Orders

Power to authorise the making of orders providing inter alia for the routing of traffic through specified streets, closing of adjoining streets and removal of obstructions under Section 21 of the Town Police Clauses Act 1847.(ED)

Power to authorise the City Solicitor to make experimental orders under Section 9 of the Road Traffic Regulation Act 1984. ** †(ED)

After receiving general authorisation from the appropriate Area Committee or Planning Panel, the Regulatory and Appeals Committee, Executive or Council the power to authorise the City Solicitor to make appropriate traffic regulation orders under Section 1 of the Road Traffic Regulation Act 1984.(ED)

E4 Pedestrian Crossings

Power to authorise the establishment, alteration or removal of crossings for pedestrians under Section 23 of the Road Traffic Regulation Act 1984. * †(ED)

E5 Traffic Signs

Power to cause or permit the placing of traffic signs on or near a road (including

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† Prior consultation with the Chair of the appropriate Area Committee

signs conveying information of a temporary nature) under Section 65 of the Road Traffic Regulations Act 1984.(ED)

E6 Removal of Unauthorised Structures

Power to authorise the issue of a notice requiring a person having control or possession of an unauthorised structure erected or set up on a highway to remove it under Section 143 of the Highways Act 1980.(ED)

E7 Powers of Entry

Power to authorise in writing a person to enter land for the purpose of maintaining, altering or removing a structure or works on land under Section 291 of the Highways Act 1980.(ED)

E8 Private Streets

Power to adopt a private street under Section 228 of the Highways Act 1980.(ED)

E9 Damage to the Highway

Power to authorise the making of a complaint to Magistrates Court with respect to damage of a Highway consequent on exclusion of sun and wind under Section 136 of the Highways Act 1980.(ED)

E10 Granting of Licenses and Consents

Power to authorise the granting of licenses to construct a bridge over the Highway under Section 176 of the Highways Act 1980.(ED)

Power to give consent to the making of openings into cellars etc. under streets or the provision of pavement lights and ventilators under Section 186 of the Highways Act 1980.(ED)

Power to authorise the issue of a notice requiring a person who has constructed a cellar under the Highway without proper authorisation to remove, alter or deal with them in such a manner as specified under Section 179 of the Highways Act 1980.

E11 Alterations to Adjoining Structures and Land

Power to authorise erection, and service of notices requiring repair and maintenance of stiles, gates etc. on footpaths or bridleways under Section 146, 147 and 147ZA of the Highways Act 1980.

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† Prior consultation with the Chair of the appropriate Area Committee

PART F

Delegation to Principal Engineer (Highway Development Control)

All powers conferred by Part E above together with the following powers:

F1 Alteration of Highway Status

Power to make an application to the Secretary of State for an order extinguishing the right to use vehicles on Highways under Section 249 of the Town and Country Planning Act 1990 where the Council has adopted a proposal for improving the amenity of the area under Section 249 of the Act 1990. (ED)

Power to make an application to the Secretary of State for an order stopping up or diversion of any highway under Section 247 of the Town and Country Planning Act 1990.(ED)

Power to authorise the making of an application on behalf of the Council for the stopping up or diversion of a Highway under Section 116 of the Highways Act 1980.(ED)

Power to sign certificates approving works carried out by agreement under Section 38 of the Highways Act 1980.(ED)

F2 Power to prepare Legal Agreements

Power to authorise the making or alteration of an agreement relating to the contribution to the cost of works on the Highway under Section 278 of the Highways Act 1980(ED)

Power to authorise the making of an agreement whereby a new street becomes a Highway maintainable at public expense under Section 38 of the Highways Act 1980.(ED)

Power to authorise the making of an order under Section 124 of the Highways Act 1980 to stop up the private means of access to a publicly maintained highway. **
†(ED)

F3 Sight Lines

Power to serve notice requiring removal of obstructions from sight lines under Section 79 of the Highways Act 1980.(ED)

* Prior Notification to be given to Ward Members

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† Prior consultation with the Chair of the appropriate Area Committee

PART G

Delegation to Principal Engineer (Network Resilience & Management)

All powers conferred in Parts C, D and E and in delegation F3 plus the following powers:

G1 Skips and Scaffolding

Power to authorise the disposal of a builders skip under Section 140 of the Highways Act 1980.(ED)

G2 Illegal Apparatus

Power to serve notice requiring removal of unauthorised apparatus in a street and taking of measures to reinstate the street under Section 51 of the New Roads and Street Works Act 1991.(ED)

G3 Traffic Manager

Power to act in the role of Traffic Manager for the Authority as specified in the Network Management Duty of the Traffic Management Act 2004 under Section 17(2). (ED)

G4 Openings into Cellars

In consultation with the Principal Engineer Highway Structures the power to authorise the making of an opening of a street as an entrance to a cellar or vault thereunder giving direction as the construction of the door or covering to such opening to be provided under Section 180 of the Highways Act 1980.

* Prior Notification to be given to Ward Members

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† Prior consultation with the Chair of the appropriate Area Committee

PART H

Delegation to Principal Engineer (Street Lighting)

All powers conferred in Part E plus the following powers:

- H1 Power to erect flagpoles etc. on Highways under Section 144 of the Highways Act 1980.(ED)

* Prior Notification to be given to Ward Members

** Prior Notification to be given to Ward Members and referral to the relevant Area Committee in the event of any objections to the decision making process

† Prior consultation with the Chair of the appropriate Area Committee

PART J

Delegation to Countryside & Rights of Way Service Manager

All powers conferred in delegation B3, C2 (solely in relation to provisions relating to Section 149 of the Highways Act 1980), E6 and E11 plus the following powers:

J1 Creation of Public Footpaths and Bridleways

Power to authorise the City Solicitor to make a Creation Agreement for a footpath under Section 25 of the Highways Act 1980.

Power to authorise the City Solicitor to exercise powers of compulsory creation of a footpath under Section 26 of the Highways Act 1980.†

J2 Stopping Up or Diversion

Power to authorise the City Solicitor to make an order for the stopping up or diversion of a public footpath or bridleway under Section 257 of the Town and Country Planning Act 1990. * †(ED)

Power to authorise the services of stopping up and diversion orders for public paths under Section 257 of the Town and Country Planning Act 1990.

Power to authorise the stopping up or temporary diversion of a public footpath or bridleway to enable minerals to be works together with the restoration of the footpath line under Section 261 of the Town and Country Planning Act 1990.

Power to authorise the City Solicitor to make a Combined Order under Section 53(a) of the Countryside and Wildlife Act 1981 for the extinguishment or diversion of a public footpath or bridleway or restricted byway under Section 118 and 119 of the Highways Act 1980 and Section 257 of the Town and Country Planning Act 1990.

J3 Maintenance of Footpaths and Bridleways

Power to authorise the making of an order for the temporary disturbance of the surface of a footpath or bridleway under Section 135 of the Highways Act 1980. (ED)

J4 Extinguishment of Footpaths and Bridleways

Power to authorise the City Solicitor to make an order for the extinguishment or diversion of a public footpath or bridleway under Sections 118, 118(a), 118(b) , 119, 119(a) and 119(b) of the Highways Act 1980.

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J5 Duty to Maintain

Power to authorise the service of a notice to require repair of stile, gate etc. under Section 146 of the Highways Act 1980.

Power to authorise the City Solicitor to enter into an agreement to provide routes by permission of the landowner under Section 39(1) of the Wildlife and Countryside Act 1981.

J6 Definitive Map

Power to make a Modification Order based on a confirmed and operative legal event under Section 53(3)(a) of the Wildlife and Countryside Act 1981.

Power to make a Modification Order based on evidence discovered by the Authority under Section 53(3)(a), 53(3)(b) and 53(3)(c) of the Wildlife and Countryside Act 1981.

Power to make determination of applications to modify the Definitive Map under Section 53(5) of the Wildlife and Countryside Act 1981.

J7 Management Agreements

Power to instruct the City Solicitor to prepare and enter into a Management Agreement for land for the purposes of conserving or enhancing the natural beauty or amenity under Section 39(1) of the Wildlife and Countryside Act 1981.

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† Prior consultation with the Chair of the appropriate Area Committee

PART K

Delegation to the Highways Services Manager

All powers under Parts A, B, C, D, E, F, G, and H but without the restrictions imposed to those parts, together with the following powers:

K1 Alterations to Adjoining Structures and Land

Power to grant a license in respect of construction or alteration of a building over any part of the Highway maintainable at public expense under Section 177 of the Highways Act 1980.(ED)

K2 Land Matters

Power to enter land for the purpose of surveying under Section 289 of the Highways Act 1980.(ED)

Power to require information as the ownership of land under Section 297 of the Highways Act 1980. ** (ED)

Power to authorise in writing a person to enter land for the purposes of maintaining, altering, replacing or removing traffic signs under Section 71 of the Road Traffic Regulation Act 1984.(ED)

K3 Legal Agreements

Power to sign certificates for works to be carried out and carried out by agreement under Section 278 of the Highways Act 1980.(ED)

Power to vary the levels of commuted sums payable in connection with works under Section 278 (3) of the Highways Act 1980.(ED)

K4 Playgrounds on Roads

Power to authorise the City Solicitor to make an order to prohibit or restrict the use of the Highway by vehicles or vehicles of any specified class during specified periods for the purpose of creating a playground for children under Section 29 of the Road Traffic Act 1984. ** †(ED)

K5 Public Space Protection Orders

Power to authorise the City Solicitor to make a public space protection order for any relevant highway for the purpose of reducing anti-social behaviour under Section 59 of Anti-Social Behaviour Crime and Policing Act 2014. ** †(ED)

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† Prior consultation with the Chair of the appropriate Area Committee

Power to authorise the City Solicitor to vary or discharge a public space protection order for any relevant highway for the purpose of reducing crime or anti-social behaviour under Section 59 of Anti-Social Behaviour Crime and Policing Act 2014. (ED)** †

K6 Shared Use Footways

Power to authorise the City Solicitor to make an order for the conversion of footways to shared use under Section 66(4) and 65(1) of the Highways Act 1980.. ** †(ED)

K7 Agreements with Neighbouring Authorities

Power to authorise the City Solicitor to prepare an agreement or agreements with a neighbouring authority for authority in relation to construction, reconstruction, alteration, improvement or maintenance of a highway for which any party to the agreement are the Highway Authority under Section 8 of the Highways Act 1980.(ED)

Power to authorise the City Solicitor to prepare an agreement or agreements with a neighbouring authority for the authority to take responsibility for the adjoining authority's road under Section 85 of the Highways Act 1980. (ED)

Power to authorise the City Solicitor to prepare an agreement or agreements with the West Yorkshire Combined Authority in relation to the funding of capital construction projects associated with the West Yorkshire+ Transport Fund.

* Prior Notification to be given to Ward Members

** Prior Notification to be given to Ward Members and referral to the relevant Area Committee in the event of any objections to the decision making process

† Prior consultation with the Chair of the appropriate Area Committee

PART L

Delegation to Assistant Director: Planning, Transportation & Highways

All powers under Part K above but without the restrictions imposed to those parts, together with the following powers:

L1 Property Blight

Power to authorise the Director of Corporate Services to purchase properties subject to valid blight notice under suitable terms and conditions under Section 149 and Schedule 13 of the Town and Country Planning Act 1990. * †(ED)

L2 Agreements with the Secretary of State

Power to enter into an agreement under Section 4 of the Highways Act 1980 with the Secretary of State for Transport in relation to works to the trunk road network carried out as a result of works on the local authority roads. (ED)

Power to enter into an agreement under Section 6 of the Highways Act 1980 with the Department for Transport in relation to works carried out to local authority roads as a result of works carried out on the trunk road network. (ED)

L3 New Roads and Street Works Act

Authority to exercise all powers and duties of the Council conferred under Part 3 of the New Roads and Street Works Act 1991 (as amended) (ED)

Power to authorise Officers of the Council's Department of Place to issue Fixed Penalty Notices for offences committed under Section 95A and Schedules 4A and 4B of the New Roads and Street Works Act 1991 (as amended by Section 41 and Schedules 2 and 3 of the Traffic Management Act 2004).(ED)

* Prior Notification to be given to Ward Members

** Prior Notification to be given to Ward Members and referral to the relevant Area Committee in the event of any objections to the decision making process

† Prior consultation with the Chair of the appropriate Area Committee

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Scheme of Delegation of Highway and Transportation Matters

XXXXXXXXXX 2023

This Scheme of Delegation (“the Scheme”) is made under the powers contained in Section 101 of the Local Government Act 1972, Town Police Clauses Act 1847, the Highways Act 1980, the Road Traffic **Regulation Act 1984**, the Town and Country Planning Act 1990, Local Government Miscellaneous Provisions Act 1976, the Anti-Social Behaviour Crime and Policing Act 2014, the New Roads and Street Works Act 1991, the Wildlife and Countryside Act 1981, the Clean Neighbourhoods and Environment Act 2005, the Anti-social Behaviour Act 2003, Traffic Management Act 2004, **the Housing and Planning Act 2016, Refuse Disposal (Amenity) Act 1978, Road Vehicles (Registration and Licensing) Regulations 2022, Vehicle Excise and Registration Act 1993, Traffic Management Permit Scheme (England) Regulations 1994**, Article 14.20 of the Council’s Constitution and all other enabling powers. It was approved by the Executive Committee of the Council on **XX XXXXXX 2023** and Regulatory and Appeals Committee on **xx XXXXXXXX 2023** and supersedes and revokes all previous schemes of delegation.

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General Matters and Definitions

- 1) When making decisions in the exercise of the following delegated powers the relevant officers shall act in their own name.
- 2) Any decision taken in pursuance of this scheme must comply with:-
 - a) Any statutory requirements with regard to the matters to be taken into considerations in making the decision;
 - b) The Council's Constitution;
 - c) The general principles of the Human Rights Act 1998;
 - d) Any other relevant protocols adopted by the Council from time to time.
- 3) Where reference is made in this scheme to a statute or statutory instrument that reference shall include any statute or statutory instrument revoking and re-enacting the original statute or statutory instrument with or without modification.
- 4) *Any delegated authority which grants the power to serve a notice or carry out other action shall, where appropriate, include the power, where authorised by statute, to authorise the carrying out of works in default of compliance with the notice and/or to recover the costs of so doing and where necessary instruct the Director of Legal and Governance to initiate legal proceedings.*

Referral of matters to the Executive or relevant committee

- 5) In exercising these powers, officers shall have regard to any relevant policies or plans adopted by the Council and shall have general regard to the desirability of referring any matter to the Area Committee or the Executive for decision. Officers shall always be entitled to decline to exercise any of the powers delegated by this scheme and to refer the matter to a higher level of decision making or alternatively to the appropriate Member body where they consider it expedient to do so. In deciding whether a matter should be referred to Committee or the Executive for decision, Officers shall have regard to the impact, sensitivity and possible controversial nature of the matter.
- 6) Officers shall accede to any request in writing or by electronic format made by a member of Council, or pursuant to a resolution of the Executive or of a committee or sub-committee thereof, that an item be referred to the next level of decision making as set out in this Scheme of Delegation or to the appropriate Area Committee or the Executive.
- 7) This scheme is additional to and without prejudice to the powers of the Strategic Director: Place or other relevant officers to make decisions under the general powers delegated to officers in the Council's Constitution.

Requirements in relation to decisions taken under the scheme of delegation

- 8) *Delegations marked (ED) are Executive Decisions all other delegations relate to non-Executive functions which are delegated by the Council to the Regulatory and Appeals Committee.*

- 9) *Delegations marked with (W) require a written record to be made of the decision taken by the officer authorised by this scheme. Such records shall be made on the appropriate record of officer decision forms in accordance with the requirements of regulation 7 of the Openness of Local Government Bodies Regulations 2014 (“the 2014 Regulations”) and shall be published in accordance regulation 8 of the 2014 Regulations. Responsibility for compliance with these requirements rests with the officer making the decision.*

Sub Delegations

- 10) Officers named in the scheme may authorise officers under their management to exercise powers on their behalf. Any decisions taken under this authority shall remain the responsibility of the Officer to whom the power has been specifically delegated and shall be taken in the name of that Officer.
- 11) Where an Officer specifically referred to in this Scheme is absent for any period, he/she may nominate in writing another Officer to act in that capacity during the appropriate period of absence.

Symbols used in this scheme

- 12) The following symbols used in this Scheme are assigned the following meanings:

Symbol	Meaning
*	Prior notification of a decision relating to this matter must be given to Ward Members by the officer taking the decision.
**	Prior notification of a decision relating to this matter must be given to Ward Members by the officer and referred to the relevant Area Committee in the event of any objections to the decision making process.
†	Prior consultation with the Chair of the appropriate Area Committee.

The following powers to act on behalf of the Council as local highway authority are delegated.

PART A

Delegation of Powers to All Highways Officers (incl. Countryside and Rights of Way Officers)

The following powers to take action in relation to highway matters shall be exercised under this part by all staff, *and are included without limitation in all delegation Parts listed within the Scheme.*

A1 Removal of Unauthorised Signs and Markings

The power to remove unauthorised marks, pictures, signs etc. upon the surface of a highway, any tree, structure, item of street furniture or works on a Highway under Section 132 of the Highways Act 1980. (ED)

PART B

Delegation to Senior Engineer

The following powers to take action in relation to highway matters shall be exercised under this part provided that no written representations, including any petition, objecting to the proposal have been received:

B1 Highway Safety

Power to authorise the erection of barriers in any street for the purpose of securing public safety, public order or preventing congestion of traffic in the cases of emergency under Section 287 of the Highways Act 1980. (ED) *(W)*

Power to ~~authorise the prepare and serve of~~ a notice relating to dangerous land adjoining a street *which is unfenced or inadequately fenced and a source of danger to persons using the street* under Section 165 of the Highways Act 1980 *requiring such works as may be specified to be carried out to obviate the danger within a prescribed period.* (ED)

Power to ~~authorise the prepare and serve of~~ a notice relating to prevention of soil etc. being washed onto the street under Section 151 of the Highways Act 1980. (ED)

Power to ~~authorise the prepare and serve of~~ a notice for prevention of water falling on or flowing onto a Highway under Section 163 of the Highways Act 1980. (ED)

Power ~~authorise the prepare and serve of~~ a notice requiring the execution of works to obviate the danger caused to people using a street by a retaining wall under Section 167 of the Highways Act 1980.(ED)

B2 Alterations to Adjoining Structures and Land

Power to ~~authorise the prepare and serve of~~ a notice requiring removal or widening of gates across the highway under Section 145 of the Highways Act 1980. (ED)

Power to ~~authorise the prepare and serve of~~ a notice requiring alterations of a door etc. which opens onto a Highway under Section 153 of the Highways Act 1980. (ED)

Power ~~authorise the prepare and serve of~~ a notice requiring removal of barbed wire on land adjoining a Highway under Section 164 of the Highways Act 1980. (ED)

B3 Temporary prohibition or restriction on roads

Power to authorise the making of orders for the temporary restriction or prohibition of the use of a road by vehicles or classes of vehicles or pedestrians under Section 14 of the Road Traffic Regulation Act 1984. (ED) *(W)*

PART C

Delegation to **Senior** Highway Enforcement Officer and Traffic Officer

All powers conferred under delegation B1 together with the following:

C1 Treatment of Vegetation

Power to ~~authorise the prepare and serve of~~ a notice requiring the cutting or removal of a hedge, tree or shrub overhanging the highway under Section 154 of the Highways Act 1980. (ED) (W)

Power to ~~authorise the prepare and serve of~~ a notice requiring the removal of any tree or shrub planted within 15 feet from the centre of a made-up carriageway within 21 days of the notice under Section 141 of the Highways Act 1980. * (ED) (W)

C2 Private Maintenance of verges

Power to authorise the granting of a license permitting the owner or occupier of premises adjoining the Highway to plant and maintain trees, shrubs, plants or grass in such part of the Highway as is specified under Section 142 of the Highways Act 1980. (W)

C3 Removal of Nuisance Obstructions

Power to authorise removal of things so deposited on a Highway as to cause a nuisance ~~and instruct the Director of Legal and Governance to commence legal action for recovery of costs of so doing~~ under Section 149 of the Highways Act 1980.

Power to authorise the removal of a continuing obstruction and recover costs in so doing from the offender under Section 137 of the Highways Act 1980. (ED) (W)

~~(DELETED) Power to authorise the removal or repositioning of builder's skips deposited on the highway in contravention of the appropriate licence, or unlicensed, and recover the costs in so doing under Section 140 of the Highways Act 1980.(ED)~~

Power to issue a Fixed Penalty Notices to person or persons guilty of committing an offence ~~under the Nuisance Parking offences described in~~ Part 2, Sections 3 and 4 of the Clean Neighbourhoods and Environment Act 2005.

C4 Vehicle Crossings over Footways and Verges

Power to ~~authorise the prepare and serve of~~ a notice relating to *illegal* vehicular crossings over footways and verges under Section 184 of the Highways Act 1980 ~~as to impose conditions on the use of the footway or verge as a crossing or to carry out works to create a legal crossing as may be specified in the notice.~~ (ED) (W)

C5 Considerations in relation to enforcement actions

Power to determine that no further action be taken in a complaint about a matter which could have been subject to enforcement action where:- (ED) (W)

- a. It is considered that the matter of complaint has not occurred; or
- b. That the matter of complaint is not a breach of highways legislation, or does not otherwise fall within the statutory powers relating to enforcement action.

Power to instruct the *Director of Legal and Governance* to commence legal proceedings against a party or parties contravening highway legislation under Section 135 of the Highways Act 1980. (W)

C6 Powers to serve enforcement notices

Power to *prepare and serve* ~~of~~ a notice under Section 6 of the Clean Neighbourhoods and Environment Act 2005 *for offences committed under section 3 (exposing vehicles for sale on a road) and section 4 (repairing vehicles on a road) of the Act.* (ED)

Power to require name and address details of a person or persons under Section 43B of the Anti-Social Behaviour Act 2003 for the purpose of serving a Fixed Penalty Notice. (ED)

Power to serve a community protection notice under Section 43 of the Anti-Social Behaviour, Crime and Policing Act 2014 on persons or owners of premises. (ED) (W) *

Power to prepare and serve a community protection notice under Section 45 of the Anti-Social Behaviour, Crime and Policing Act 2014 including the power to enter premises to the extent reasonably necessary for the purpose of posting the notice. (ED) (W) *

~~(DELETED) Power to act as authorised officer of the Council as defined under Part 43(1) of the Anti-Social Behaviour Act 2003.~~

Power to serve a penalty notice for graffiti and flyposting in accordance with Section 43 of the Anti-Social Behaviour Act 2003. (ED)

C7 Skips and scaffolding

Power to issue a license authorising the placement of a builders' skip on the Highway under Section 139 of the Highways Act 1980.

Power to require the removal or repositioning of builder's skips deposited on the highway *in contravention of the appropriate licence, or unlicensed, and instruct the Director of Legal and Governance to commence legal proceeding to* recover the costs in so doing under Section 140 of the Highways Act 1980. (ED)

Power to issue a license authorising the erection of scaffolding or any other structure which obstructs the highway over the highway under Section 169 of the Highways Act 1980.

C8 Deposit of materials on the highway

Power to permit the temporary deposit of building materials, rubbish or other things in a Highway or the making of a temporary excavation on it under Section 171 of the Highways Act 1980. (W)

C9 Events on the Highway

Power to authorise the *Director of Legal and Governance* to make an order for the temporary prohibition or restriction of the Highway by vehicles of any class or pedestrians under Section 16A of the Road Traffic Regulation Act 1984. (ED)

C10 *Execution of Works by others*

Power to issue a license authorising the execution of works and use of objects by persons other than the Council under Section 115E of the Highways Act 1980. (W)

Power to impose conditions on licenses issued under Section 115F of the Highways Act 1980 in accordance with Section 115F.

C11 *Mud on the Highway*

Power to prepare and serve a notice requiring removal of mud deposited on the highway contrary to Section 148 of the Highways Act 1980. (ED)

Power to instruct Cleansing Services to remove mud on the highway and authorise recovery of costs from offender under Section 149 of the Highways Act 1980. (W)

Power to instruct the Director of Legal and Governance to commence legal proceedings against a party or parties contravening highway legislation under Section 161 of the Highways Act 1980. (ED) (W)

PART D

Delegation to NRSWA Senior Co-ordinator, NRSWA **Network** Co-ordinator and Network Resilience Support Officer

All powers conferred under delegation C3, C7 (in relation to those powers delegated under sections 139 and 169 of the Highways Act 1980 only), C9 above together with *F10 in addition to the following:*

D1 Qualification of street works operatives

Power to require all street works operatives and supervisors ~~to~~ demonstrate appropriate qualification to undertake works on the Highway under Section 68 of the New Roads and Street Works Act 1991 *through production of a valid Street Works card when requested.* (ED)

D2 Statutory undertakers' reinstatements

Power to *prepare and serve* a notice requiring remedial works to an undertakers' *permanent* reinstatement works under Section 72 of the New Roads and Street Works Act 1991. (ED)

D3 Fixed Penalty noticing

Power to issue a Fixed Penalty Notice to *statutory* undertakers working on or within the highway for failure to comply with the requirements of the Traffic Management Permit Scheme (England) Regulations 2007. Part 5 (Sanctions) and/or the City of Bradford Metropolitan District Council Permit Scheme 2015 (Yorkshire Common Permit Scheme) Statutory Instrument. (ED)

D4 Temporary prohibition or restrictions on roads

Power to authorise the Director of Legal and Governance to make a temporary traffic regulation order under Section 14 of the Road Traffic Regulation Act 1984. (ED)

PART E

Delegation to the Traffic and Enforcement Co-ordinator

All powers conferred in Parts A, B, and C together with those powers conferred under delegations F1, F6 and H1 together with the following additional powers.

E1 Abandoned vehicles and other things

Power to authorise the removal of an abandoned motor vehicle on land forming part of a highway road (within the meaning of the Road Traffic Regulation Act 1984) to a Council approved storage facility in accordance with the provisions of Section 3 of the Refuse Disposal (Amenity) Act 1978. (ED) (W)

Power to prepare and serve a notice advising of the Council's intention to remove for destruction any motor vehicle at the end of the prescribed period in pursuance of Section 3 of the Refuse Disposal (Amenity) Act 1978. (ED) (W)

Power to authorise and arrange for the disposal of any vehicle in the Council's custody in accordance with Section 4 of the Refuse Disposal (Amenity) Act 1978. (ED)¹ (W)

Power to authorise the Director of Legal and Governance to commence actions required for the recovery of expenses connected with the removal of abandoned vehicles in accordance with Section 5 of the Refuse Disposal (Amenity) Act 1978.

Power to authorise the removal of any thing other than a motor vehicle abandoned without lawful authority on land in the open air or on any land forming part of a highway road (within the meaning of the Road Traffic Regulation Act 1984) and to authorise the Director of Legal and Governance to recover such costs as appropriate for its removal and disposal in accordance with Section 6 of the Refuse Disposal (Amenity) Act 1978. (ED) (W)

E2 DVLA Devolved powers

Power to act as the Council's DVLA Devolved Powers Partner to facilitate the identification of unlicensed vehicles and undertake enforcement action against offences under the Vehicle Excise Duty (Immobilisation, Removal and Disposal of Vehicles) Regulations 1997 (as amended), Section 29 of the Vehicle Excise & Registration Act 1994 (as amended) and Regulation 27 of the Road Vehicles (Registration and Licensing) Regulations 2022 (as amended). (ED)

E3 Damage to the highway etc.

Power to instruct the Director of Legal and Governance to commence legal proceedings against a party or parties who without lawful authority or excuse have made interfered with the surface of a highway so as to compromise its operation under Section 131 of the Highways Act 1980. (ED) (W)

¹ The requirement of an Written Decision in relation to this matter does not apply when the destruction of the vehicle is associated with the expiration of the notice period previously notified to an individual in accordance with section 3 of the Refuse Disposal (Amenity) Act 1978.

Power to authorise the repair of an adopted highway damaged by or in consequence of any excavation or other work on land adjoining the street, and instruct the Director of Legal and Governance to recover the expenses reasonably incurred for such actions under Section 133 of the Highways Act 1980. (ED) (W)

E4 Building operations

Power to instruct the Director of Legal and Governance to commence legal proceedings against the owner of the land or building committing an act which could give rise to the possibility of serious bodily injury, or death in contravention of Section 168 of the Highways Act 1980. (ED) (W)

PART F

Delegation to Principal Engineer

All powers conferred in Parts A and B above together with the following additional powers which shall be exercised under this part provided that no written representations including any petition objecting to the proposal have been received:

F1 Highways safety

Power to ~~authorise the~~ *prepare and serve of* a notice requiring removal of projections from buildings under Section 152 of the Highways Act 1980. (ED)

Power to *prepare and serve* a notice requiring the prevention of danger, obstruction or inconvenience emanating from a forecourt abutting a street under Section 166 of the Highways Act 1980. (ED)

F2 Traffic calming and road humps

Power to construct Road Humps in a Highway under Section 90A of the Highways Act 1980. † (ED)

Power to construct Traffic Calming works in a Highway under Section 90G of the Highways Act 1980. † (ED)

F3 Traffic regulation orders

Power to authorise the making of orders providing *inter alia* for the routing of traffic through specified streets, closing of adjoining streets and removal of obstructions under Section 21 of the Town Police Clauses Act 1847. † (ED)

Power to authorise the *Director of Legal and Governance* to make experimental orders under Section 9 of the Road Traffic Regulation Act 1984. ** † (ED)

After receiving general authorisation from the appropriate Area Committee or Planning Panel, the Regulatory and Appeals Committee, Executive or Council the power to authorise the *Director of Legal and Governance* to make appropriate traffic regulation orders under Section 1 of the Road Traffic Regulation Act 1984. (ED)

F4 Pedestrian crossings

Power to authorise the establishment, alteration or removal of crossings for pedestrians under Section 23 of the Road Traffic Regulation Act 1984. * † (ED)

F5 Traffic signs

Power to cause or permit the placing of traffic signs on or near a road (including signs conveying information of a temporary nature) under Section 65 of the Road Traffic Regulations Act 1984. (ED)

F6 Removal of unauthorised structures

Power to ~~authorise the~~ *prepare and serve of* a notice requiring a person having control or possession of an unauthorised structure erected or set up on a highway to remove it under Section 143 of the Highways Act 1980. (ED)

F7 Powers of entry

Power to authorise in writing a person to enter land for the purpose of maintaining, altering or removing a structure or works on land under Section 291 of the Highways Act 1980. (ED)

~~**F8 Private streets**~~

~~(DELETED) Power to adopt a private street under Section 228 of the Highways Act 1980.(ED)~~

F8 Damage to the highway

Power to authorise the making of a complaint to Magistrates Court with respect to damage of a Highway consequent on exclusion of sun and wind under Section 136 of the Highways Act 1980. (ED)

F9 Licenses and consents

Power to authorise the granting of licenses to construct a bridge over the Highway under Section 176 of the Highways Act 1980. (ED)

~~(DELETED) Power to give authorise the making of an opening of a street as an entrance to a cellar or vault thereunder giving direction as to the construction of the door or covering to such opening or the provision of pavement lights and ventilators under Section 180 of the Highways Act 1980.(ED)~~

Power to authorise the issue of a notice requiring a person who has constructed a cellar under the Highway without proper authorisation to remove, alter or deal with them in such a manner as specified under Section 179 of the Highways Act 1980. (ED)

F10 Statutory undertakers' apparatus

Power to prepare and issue a notice under Section 85 of the New Roads and Street Works Act 1991 to statutory undertakers to advise of the Council's intention to undertake major works affecting statutory undertakers' apparatus.

F11 Alterations to adjoining structures and land

Power to authorise erection, and service of notices requiring repair and maintenance of stiles, gates etc. on footpaths or bridleways under Section 146, 147 and 147ZA of the Highways Act 1980.

PART G

Delegation to Principal Engineer (Highway Development Control)

All powers conferred by Part *F*, *C2* and *C4* above together with the following powers:

G1 Alteration of highway status

Power to make an application to the Secretary of State for an order extinguishing the right to use vehicles on Highways under Section 249 of the Town and Country Planning Act 1990 where the Council has adopted a proposal for improving the amenity of the area under Section 249 of the Act 1990. (ED)

Power to make an application to the Secretary of State for an order stopping up or diversion of any highway under Section 247 of the Town and Country Planning Act 1990.

Power to authorise the making of an application on behalf of the Council for the stopping up or diversion of a Highway under Section 116 of the Highways Act 1980. (ED)

Power to sign certificates approving works carried out by agreement under Section 38 of the Highways Act 1980. (ED)

G2 Power to prepare legal agreements

Power to authorise the making or alteration of an agreement relating to the contribution to the cost of works on the Highway under Section 278 of the Highways Act 1980. (ED)

Power to authorise the making of an agreement whereby a new street becomes a Highway maintainable at public expense under Section 38 of the Highways Act 1980. (ED)

Power to authorise the making of an order under Section 124 of the Highways Act 1980 to stop up the private means of access to a publicly maintained highway. ** † (ED)

G3 Sight lines

Power to *prepare and serve* a notice requiring removal of obstructions from sight lines under Section 79 of the Highways Act 1980. (ED) (*W*)

PART H

Delegation to Principal Engineer (Network Resilience & Management)

All powers conferred in Parts C, D, E and F plus delegation G3 and J3 together with the following powers:

H1 Skips and scaffolding

Power to authorise the disposal of a builders skip under Section 140 of the Highways Act 1980 *following its removal from the highway being authorised under delegation C7.* (ED)

H2 Illegal apparatus

Power to serve notice requiring removal of unauthorised apparatus in a street and taking measures to reinstate the street under Section 51 of the New Roads and Street Works Act 1991. (ED)

H3 Traffic manager

Power to act in the role of Traffic Manager for the Authority as specified in the Network Management Duty of the Traffic Management Act 2004 under Section 17(2). (ED)

~~H4 Openings into cellars~~

~~(DELETED) In consultation with the Principal Engineer Highway Structures the power to authorise the making of an opening of a street as an entrance to a cellar or vault thereunder giving direction as the construction of the door or covering to such opening to be provided under Section 180 of the Highways Act 1980.~~

H4 Fixed penalty notices

Power to withdraw and cancel fixed penalty notices issued for offences under Part 9 of the Highways Act 1980 as set out in Schedule 22A of the Act.

H5 Regulation of the use of highways by public service vehicles

*Power to instruct the Director of Legal and Governance to make an order or orders to control which roads may or may not be used by public service vehicles or define places at which public service vehicles may stop for longer time than is necessary for taking up and setting down of passengers under Section 19 of the Road Traffic Regulation Act 1984. (ED) (W) ***

H6 Restriction on works following substantial road works

Power to issue a notice to restrict the execution of street works during a prescribed period following completion of substantial road works under Section 58 of the New Roads and Street Works Act 1991.

H7 **Statutory undertakers' reinstatements**

Power to authorise the immediate execution of remedial works and recover the costs of such from undertakers who fail to undertake remedial works to their reinstatements in the highway under Section 72 of the New Roads and Street Works Act 1991. (ED) (W)

PART I

Delegation to Principal Engineer (Street Lighting)

All powers conferred in Part F plus the following powers:

I1 Flagpoles

Power to erect flagpoles etc. on Highways under Section 144 of the Highways Act 1980.
(ED)

PART J

Delegation to the Principal Engineer (Highway Structures) and Group Engineer (Highway Structures)

The Group Engineer (Highway Structures) is delegated powers J1 and J2 only. The Principal Engineer (Highway Structures) shall be conferred delegated powers set out in Part F plus the following powers:

J1 Permit for trailer carrying excess weight

Power to issue a permit under Section 21 of the Road Traffic Regulation Act 1984 in respect of any trailer to carry weights specified within the permit over a bridge or road contrary to regulations made in respect of the maximum weight which may be transmitted to the road or any part of it by trailers. (ED) (W)

J2 Powers in relation to street works carried out by others

Power to authorise the Director of Legal and Governance to commence legal proceedings against a party or parties contravening highway legislation under Section 88 of the New Roads and Street Works Act 1994 by failing to take reasonable steps to protect a bridge or structure, secure access to it or provide the bridge authority reasonable facilities to monitor the execution of the works. (ED) (W)

J3 Openings into cellars

Power to authorise the making of an opening of a street as:

- an entrance to a cellar or vault thereunder; or*
- a means of admission of air or light to premises situated under, or abutting a street.*

giving direction as the construction of the door or covering to such opening to be provided under Section 180 of the Highways Act 1980. (W)

PART K

Delegation to Countryside & Rights of Way Service Manager

All powers conferred in delegation *B2, C3* (solely in relation to provisions relating to Section 149 of the Highways Act 1980), *F6 and F11* plus the following powers:

K1 Creation of public footpaths and bridleways

Power to authorise the *Director of Legal and Governance* to make a Creation Agreement for a footpath under Section 25 of the Highways Act 1980.

Power to authorise the *Director of Legal and Governance* to exercise powers of compulsory creation of a footpath under Section 26 of the Highways Act 1980. †

K2 Stopping up or diversion

Power to authorise the *Director of Legal and Governance* to make an order for the stopping up or diversion of a public footpath or bridleway under Section 257 of the Town and Country Planning Act 1990. * †

Power to authorise the services of stopping up and diversion orders for public paths under Section 257 of the Town and Country Planning Act 1990.

Power to authorise the stopping up or temporary diversion of a public footpath or bridleway to enable minerals to be works together with the restoration of the footpath line under Section 261 of the Town and Country Planning Act 1990. (ED)

Power to authorise the *Director of Legal and Governance* to make a Combined Order under Section 53(a) of the Countryside and Wildlife Act 1981 for the extinguishment or diversion of a public footpath or bridleway or restricted byway under Section 118 and 119 of the Highways Act 1980 and Section 257 of the Town and Country Planning Act 1990.

K3 Maintenance of footpaths and bridleways

Power to authorise the making of an order for the temporary disturbance of the surface of a footpath or bridleway under Section 135 of the Highways Act 1980.

K4 Extinguishment of footpaths and bridleways

Power to authorise the *Director of Legal and Governance* to make an order for the extinguishment or diversion of a public footpath or bridleway under Sections 118, 118(a), 118(b) , 119, 119(a) and 119(b) of the Highways Act 1980.

K5 Duty to Maintain

Power to authorise the service of a notice to require repair of stile, gate etc. under Section 146 of the Highways Act 1980. (*W*)

Power to authorise the *Director of Legal and Governance* to enter into an agreement to provide routes by permission of the landowner under Section 39(1) of the Wildlife and Countryside Act 1981. (ED) (W)

K6 Definitive map

Power to make a Modification Order based on a confirmed and operative legal event under Section 53(3)(a) of the Wildlife and Countryside Act 1981.

Power to make a Modification Order based on evidence discovered by the Authority under Section 53(3)(a), 53(3)(b) and 53(3)(c) of the Wildlife and Countryside Act 1981.

Power to make determination of applications to modify the Definitive Map under Section 53(5) of the Wildlife and Countryside Act 1981.

K7 Management agreements

Power to instruct the *Director of Legal and Governance* to prepare and enter into a Management Agreement for land for the purposes of conserving or enhancing the natural beauty or amenity under Section 39(1) of the Wildlife and Countryside Act 1981. (ED)

K8 *Disturbance of surface of certain highways*

Power to instruct the Director of Legal and Governance to commence legal proceedings against a part or parties who without lawful authority or excuse have disturbed the surface of a footpath, bridleway or highway comprising a carriageway other than a made up carriageway under Section 131A of the Highways Act 1980. (ED) (W)

PART L

Delegation to the Highways Services Manager

All powers under Parts A to K but without the restrictions imposed to those parts, together with the following powers:

L1 Alterations to adjoining structures and land

Power to grant a license in respect of construction or alteration of a building over any part of the Highway maintainable at public expense under Section 177 of the Highways Act 1980. (ED) (W)

L2 Land matters

Power to authorise in writing a person **or organisation** to enter land for the purposes of maintaining, altering, replacing or removing traffic signs under Section 71 of the Road Traffic Regulation Act 1984. (ED) (W)

Power to authorise a named officer of the Council in writing to enter land for the purposes of survey and ground investigations under Section 172 of the Housing and Planning Act 2016 where title and rights are intended to be acquired. (ED) (W)

Power to **authorise a named officer of the Council in writing to** enter land for the purpose of surveying under Section 289 of the Highways Act 1980. (ED) (W)

Power to require information as the ownership of land under Section 297 of the Highways Act 1980. ** (ED) (W)

L3 Legal agreements

Power to sign certificates for works to be carried out and carried out by agreement under Section 278 of the Highways Act 1980. (ED) (W)

Power to vary the levels of commuted sums payable in connection with works under Section 278 (3) of the Highways Act 1980. (ED) (W)

L4 Playgrounds on roads

Power to authorise the **Director of Legal and Governance** to make an order to prohibit or restrict the use of the Highway by all vehicles or vehicles of any specified class during specified periods for the purpose of creating a playground for children under Section 29 of the Road Traffic Act 1984. ** † (ED) (W)

L5 Public space protection orders

Power to authorise the **Director of Legal and Governance** to make a public space protection order for any relevant highway for the purpose of reducing anti-social behaviour under Section 59 of Anti-Social Behaviour Crime and Policing Act 2014. ** † (ED) (W)

Power to authorise the *Director of Legal and Governance* to vary or discharge a public space protection order for any relevant highway for the purpose of reducing crime or anti-social behaviour under Section 59 of Anti-Social Behaviour Crime and Policing Act 2014. **
† (ED) (W)

L6 Shared use footways

Power to authorise the *Director of Legal and Governance* to make an order for the conversion of a footway to shared use under Section 66(4) and 65(1) of the Highways Act 1980. ** (ED) (W)

L7 Agreements with neighbouring authorities

Power to authorise the *Director of Legal and Governance* to prepare an agreement or agreements with a neighbouring authority for authority in relation to construction, reconstruction, alteration, improvement or maintenance of a highway for which any party to the agreement are the Highway Authority under Section 8 of the Highways Act 1980. (ED) (W)

Power to authorise the *Director of Legal and Governance* to prepare an agreement or agreements with a neighbouring authority for the authority to take responsibility for the adjoining authority's road under Section 85 of the Highways Act 1980. (ED) (W)

Power to authorise the *Director of Legal and Governance* to prepare an agreement or agreements with the West Yorkshire Combined Authority in relation to the funding of capital construction projects. ~~associated with the West Yorkshire Transport Fund.~~

L8 Private streets

*Power to prepare a notice in relation to the Council's intention to adopt a private street following execution of works by the Council on a private street under Section 228 of the Highways Act 1980. (ED) (W) ***

Power to instruct the Director of Legal and Governance to make application to Magistrates court to overrule objections received from the owner of a private street, or the majority of owners of the street if more than one, under Section 228(1) of the Highways Act 1980. (ED)

PART M

Delegation to Assistant Director: Planning, Transportation & Highways

All powers under Part L above, together with the following powers:

M1 Property blight

Power to authorise the Director of Corporate Services to purchase properties subject to valid blight notice under suitable terms and conditions under Section 149 and Schedule 13 of the Town and Country Planning Act 1990. * † (ED) (W)

M2 Agreements with the Secretary of State

Power to enter into an agreement under Section 4 of the Highways Act 1980 with the Secretary of State for Transport in relation to works to the trunk road network carried out as a result of works on the local authority roads. (ED)

Power to enter into an agreement under Section 6 of the Highways Act 1980 with the Department for Transport in relation to works carried out to local authority roads as a result of works carried out on the trunk road network. (ED)

M3 New Roads and Street Works Act 1991

Authority to exercise all powers and duties of the Council conferred under Part 3 of the New Roads and Street Works Act 1991 (as amended) (ED)

Power to authorise Officers of the Council's Department of Place to issue Fixed Penalty Notices for offences committed under Section 95A and Schedules 4A and 4B of the New Roads and Street Works Act 1991 (as amended by Section 41 and Schedules 2 and 3 of the Traffic Management Act 2004). (ED) (W)

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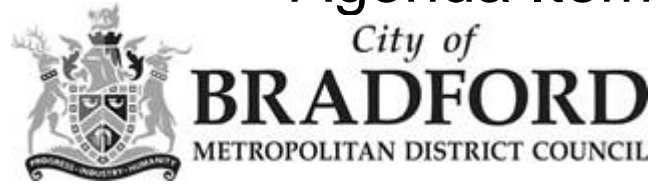
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Report of the Office of the Chief Executive to the meeting of the Council Executive Committee to be held on Tuesday 7th November 2023

W

Subject: Bradford District Safeguarding Children Annual Report 2022/23

Summary statement:

The Bradford District Safeguarding Children Partnership's (BDSCP) annual report for 2022-2023 highlights the collective activities undertaken by the Partnership and its associated agencies to protect children and young people from harm and abuse. It details various initiatives to ensure children's welfare, learning from practice reviews, safeguarding training for professionals, performance quality metrics, and developments in line with the Partnership's new priorities. This report aims to demonstrate the strength and commitment of the partnerships and colleagues in the Bradford District. This report is presented by the three primary statutory partners: the Local Authority, West Yorkshire Police, and the Integrated Care Board.

EQUALITY & DIVERSITY:

The Bradford District Safeguarding Children Partnership's annual report for 2022-2023 underscores a robust dedication to championing equality and celebrating diversity in all its initiatives geared towards safeguarding children. The Partnership embodies the principles of child-centred care, empowerment, and cooperative efforts, which are pivotal in fostering an inclusive and diverse environment. By enhancing multi-agency collaborations and training, the Partnership ensures that every child, regardless of background or individual circumstances, benefits from consistent, top-tier protection and support. Although the report might not explicitly align with one specific Council's equality objective, the Partnership's stance against discrimination and its endeavours to bolster social inclusion resonate profoundly with overarching equality goals.

Jenny Cryer
Assistant Director – Chief Executive
Office

Portfolio:

Children and Families

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Business Manager & Lawrence Bone –
Deputy Manager
Phone: (01274) 434361
E-mail: darren.minton@bradford.gov.uk

Overview & Scrutiny Area:

Children Services

1. SUMMARY

- 1.1 The Bradford District Safeguarding Children Partnership's (BDSCP) annual report for 2022-2023 highlights the collective activities undertaken by the Partnership and its associated agencies to protect children and young people from harm and abuse. It details various initiatives to ensure children's welfare, learning from practice reviews, safeguarding training for professionals, performance quality metrics, and developments in line with the Partnership's new priorities. This report aims to demonstrate the strength and commitment of the partnerships and colleagues in the Bradford District. This report is presented by the three primary statutory partners: the Local Authority, West Yorkshire Police, and the Integrated Care Board.

2. BACKGROUND

- 2.1 The BDSCP is required under the Children Act 2004 to produce an annual report. The Act requires local authorities and their partners to work together to oversee and coordinate children safeguarding activities in their areas.
- 2.2 The BDSCP's annual report is a cornerstone in fulfilling our statutory responsibilities. This comprehensive document showcases the collective efforts of our partner agencies in child safeguarding, ensuring accountability and transparency at every step. Within its pages, you can find detailed insights into the performance of our initiatives, identify areas that require attention, and understand the strategies we've crafted for the future.
- 2.3 The BDSCP's annual report covers the extensive work done by our sub-groups, the lessons and recommendations from practice reviews, the multi-agency training offer, and most importantly, captures the voices and sentiments of the children and young people under our care. This report aims to underscore our transparency, accountability, and stakeholder engagement, ensuring that child safeguarding remains at the forefront of all collaborative efforts across our partner agencies.

3. OTHER CONSIDERATIONS

- 3.1 No

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1.1 The Bradford District Safeguarding Children Partnership receives funding contributions from partner agencies. The primary financial responsibilities rest with the three core statutory partners: the Local Authority, West Yorkshire Police, and the Integrated Care Board. A unanimous consensus ensures the BDSCP's financial needs are adequately met, enabling the Partnership to champion child protection throughout the district.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Nil

6. LEGAL APPRAISAL

- 6.1 The BDSCP Safeguarding Children Partnership has a statutory duty to publish an annual report under the Children Act (2004) as amended by the Children and Social Work Act (2017). This report demonstrates our compliance with this duty

7. OTHER IMPLICATIONS

Nil

7.1 SUSTAINABILITY IMPLICATIONS

Nil

7.2.1 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

Nil

7.3 COMMUNITY SAFETY IMPLICATIONS

- 7.31 The Bradford Community Safety Partnership (CSP) and BDSCP are essential collaborators in protecting the community's most vulnerable individuals. The implications for the BDSCPs 2022/23 annual report show enhanced cooperation and communication between these partnerships, sharing knowledge, resources, and best practices to mitigate identified risks effectively. BDSCP ,& CSP intend to explore overlapping areas of responsibility. Continued opportunities may exist to refine roles or develop joint strategies for more impactful community safeguarding, particularly evident in the efforts of the all age exploitation group.
- 7.32 The Serious Violence Duty will require local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues.
- 7.33 Across West Yorkshire we are adopting a public health approach to reducing violence and seek to identify the common risk factors driving violence and the protective factors preventing violence. This encourages identification of these factors and implementing interventions across all levels: individual, relationship, community and societal, at the same time.
- 7.34 The public health approach to violence reduction has dedicated research and evidence at its core and addresses the inequalities that can lead to involvement in serious violence.

7.4 HUMAN RIGHTS ACT

Nil

7.5 TRADE UNION

Nil

7.6 WARD IMPLICATIONS

Nil.

7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

Nil.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

7.81 Detailed in the annual report.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Nil

8. NOT FOR PUBLICATION DOCUMENTS

Nil

9. OPTIONS

9.1 No other option considered as it is a statutory duty for BDSCP to publish an annual report.

10. RECOMMENDATIONS

10.1 The Committee is requested to note the Annual Report 2022/23

10.2 The Committee to receive another report in 12 months' time.

11. APPENDICES

11.1 Appendix A – BDSCP Annual Report 2022/23

12. BACKGROUND DOCUMENTS

Nil

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BRADFORD DISTRICT SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT 2022 – 2023

VERSION 1 SEPTEMBER 2023

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2 FOREWORD BY THE SAFEGUARDING PARTNERS

As we reflect on 2022/2023, the Bradford District Safeguarding Children Partnership has faced real challenges and celebrated significant achievements. We wish to extend our heartfelt gratitude and acknowledgement to our frontline staff for their unwavering commitment to keeping children and families safe in the Bradford District. Additionally, our appreciation goes out to those colleagues who have diligently supported the functions of the BDSCP and its subgroups during this period. This report is essential reading for all those in the partnership who work with children and young people. The report provides a detailed account of the work undertaken by BDSCP - highlighting both achievements and challenges.

Overview of key achievements:

The formation of the Neglect Subgroup, in response to a key priority, has been instrumental in refreshing the Neglect Strategy, ensuring a coordinated approach to addressing neglect in Bradford. The Learning and Improvement Subgroup has made commendable strides in enhancing our training offer, with a focus on multi-agency (level 3) training. The Safeguarding and Professional Practice Subgroup has diligently reviewed and amended multi-agency policies, ensuring they align with the evolving needs of our professionals. The Case Review Subgroup's oversight of Practice Reviews and Rapid Reviews has been pivotal in capturing learning and driving improvements in our safeguarding.

Challenges and Responses:

The National Panel's review of the tragic deaths of Star Hobson and Arthur Labinjo-Hughes presented a sobering reflection on the complexities of child protection. In Bradford, the Oversight and Delivery Group took ownership and led the multi-agency response, developing and delivering on the action plan to address the issues raised by this review. Their instrumental role ensures that we remain steadfast in our commitment to improving our practice and safeguarding children.

Looking Ahead:

The upcoming challenges cannot be underestimated. The transition to the Bradford Children and Families Trust and the continuous improvement of children's services in the district are paramount. Our renewed priorities will guide our efforts, including addressing child neglect, preventing injuries in young babies, and developing our leadership structure for safeguarding. The establishment of the Neglect Subgroup and the relaunch of the ICON guidance are examples of the initiatives we have in place to address these priorities.

Furthermore, the escalating cost of living crisis presents an additional challenge as the number of children and families living in poverty rises. We anticipate potential increases in safeguarding-related matters and recognise the strain this may place on our resources. This underscores the importance of our collective commitment to safeguarding and the need for adaptability in our approach.

The Strategic Leadership Group would like to thank Michelle Turner, (retired) Director of Quality & Nursing – Clinical Commissioning Group, for her commitment to the strategic leadership group and invaluable support to the partnership.

As we move forward as a partnership, we remain resolute in our mission to improve the safety of children across the Bradford District. The challenges are significant, but our commitment is clear. Together, we will continue to make a difference in our children's lives.

Kersten England



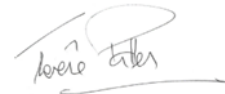
Chief Executive
Bradford Council

Rob McCoubrey



District Commander
West Yorkshire Police

Therese Patten



Chief Executive
Bradford District
Care Trust

3 INDEPENDENT CHAIR FOREWORD



This report covers the period from April 2022 to March 2023. It provides a summary of work undertaken by the Partnership and its subgroups throughout that period and charts progress on our priorities for action for this and the coming year. It has been a challenging time, but one in which partner agencies across the District have demonstrated energy, focus and commitment to addressing some of the barriers to effective work within our multi-agency safeguarding arrangements.

In May 2022 the review into the circumstances surrounding the tragic deaths of Star Hobson and Arthur Labinjo-Hughes was published. The report made wide-ranging recommendations regarding how child protection services should be delivered nationally, but also made recommendations specific to agencies within Bradford District. The shock and distress experienced by all working and living in Bradford at Star's murder cannot be underestimated and a determination to deliver real and sustainable change to the provision of child protection in the District has focused the minds of all members of the Safeguarding Partnership.

This has also been a period of significant change brought about by the decision to transfer responsibility for the delivery of children's social care services to an independent company established by the local authority and preparations for implementing that change. The Bradford Children and Families Trust became operational at the end of the period covered by this report. Throughout this transition period work has been ongoing to support the local authority and the incoming Trust deliver against the Children's Services Improvement Plan.

Such challenges require a concerted effort by all working with children and families to work collectively to bring about the necessary improvements highlighted, requiring honest and robust debate, appropriate challenge but above all a culture focused on creating solutions to complex and at times entrenched barriers to good practice. The BDSCP held two development days in June 2022 during which the Partnership committed to these values and refreshed its structure to enable a clear focus on work to achieve impact within its priority areas. As Independent Chair and Scrutineer, I have witnessed robust and appropriate challenge between agencies at all levels of the Partnership structure, but within a culture where partners have been able to work collectively in a

focused way to address barriers. One notable example has been the joint work with the Children's Improvement Board to implement a new "conversations based" model for referral into the Integrated Front Door – a subject of discussion and debate within the District for a number of years. Whilst there is still work to be done to embed the approach across all agencies in the District, the model has been implemented, welcomed by agencies and is bringing about some improvements in terms of capacity and deployment of resources. I welcome the inclusion within the Bradford model of processes to enable speedy resolution of operational difficulties between agencies and for ongoing evaluation of impact.

The Partnership has been concerned to identify clear priorities for action around the issue of neglect, injuries in young babies and clear and effective governance arrangements, and to ensure its structure supports focused work on a multi-agency basis to drive forward change. To that end, I welcome the continuation of the Operational Delivery Group, and the establishment of a new subgroup focused on embedding best practice in the recognition of neglect and provision of support to struggling families. The challenge for us as a Partnership in the coming year will be to demonstrate how our activities have had a real impact on improving outcomes for children and young people. There is still work to be done to strengthen our performance management, audit and evaluation function. Unfortunately for much of the period covered by this report, the Performance Audit Monitoring and Evaluation subgroup was without a chair. This has now been rectified plus the planned recruitment of a Performance and Information Manager will assist in providing a more appropriate and focused data set to support this work.

In my foreword to the last annual report, I commented on the increased demand and complexity of the work undertaken by agencies and this year has been no different. Demand continues to increase, and challenges remain across the children's services workforce in terms of capacity and stability. However, I have observed a very real commitment by partners to tackle challenges collectively.

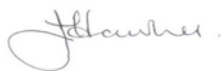
We continue to see a very high number of serious incidents being reported that are subsequently subject to "rapid review" and in some cases independent child safeguarding practice reviews. The robust analysis provided by the Case Review subgroup has ensured that risks and themes are identified and link to activity elsewhere in the Partnership and have informed the Partnership's priorities for action. I welcome the plans to streamline processes for identifying themes across reviews with emphasis on embedding learning.

Once again I welcome the inclusion of children's views in this report. However, this is an area where work is needed to capture views from across a wider range of service areas and in particular the views of our most vulnerable children regarding their experience of our safeguarding processes. I am encouraged that the Partnership is increasing capacity for engagement with children and young people by the addition of a Marketing and Communications Officer which will support wider engagement.

I'd like to say thank you to colleagues within the Safeguarding Business Unit for their continued support and tenacity; to partners from across the District for their honesty and willingness to work collectively to improve the way in which we work together to safeguard our children and young people and above all to those staff and volunteers working at the front line with the most vulnerable children and families.

I do not underestimate the challenges facing our Partnership in the coming year, but I am confident that there is the will and the commitment amongst partners to drive forward the changes and improvements needed.

Janice Hawkes



Independent Chair
and Scrutineer
BDSCP

4 ABOUT BRADFORD



Bradford District is the fifth largest local authority in England in terms of population after Birmingham, Leeds, Sheffield, and Manchester.

Bradford District has a diverse geography, although most of the population lives in densely populated urban areas. The most recent Census of 2021 estimates that there are currently around 546,000, of whom 21.4% are aged under 15, making Bradford the youngest English city outside of some areas in London.

Bradford District is amongst the most deprived Districts in the country, ranked 13th in England (where rank 1 is the most deprived local authority and rank 317 is the least deprived)

Bradford District is ranked the 5th most income-deprived and 6th most employment-deprived local authority.

Data

In the 12 months to 31st March 2023 there were 35,443 contacts to the IFD, averaging at 2953 per month, which led to a total of 9212 referrals into Children's Social Care.

At the end of March 2023 there were 6190 children open to Social Care; 1,383 who were subject to Child in Need plans, 965 subject to Child Protection Plans and 1,586 Children in Care.

5 PRIORITIES OF THE PARTNERSHIP

The BDSCP has recently reviewed and refreshed its priorities for the Partnership for the next two years. These are;

Priority One – Child Neglect. - Developing strategies and tools to enable effective multi-agency responses to concerns of neglect across the Bradford District.

Priority Two – Injuries in Young Babies. - Developing multi-agency practice and process to support families at the earliest possible juncture to reduce the instances of non-accidental injuries in babies.

Priority Three – Developing the Leadership Structure for Safeguarding. – Recognising the need to continually refresh and develop the Partnership management structures to reflect changes in senior leadership. Ensuring that the vision of the Partnership is upheld.

While work continues in other areas of Safeguarding, the Partners have recognised that **Priority One** is a key area of concern for the Partners and is

recognised as underpinning many of the other concerns being identified for children and young people across the Bradford District. This has been reinforced by recommendations and learning from the review processes undertaken locally by BDSCP.

What we are doing or planning.

In support of this priority a new Neglect Subgroup has been set up to drive responses to Neglect in the district. The initial work of this group is outlined below. A refreshed Neglect Strategy for the District has been agreed and signed off by the Strategic Leaders of the Partnership (see below). Neglect is also a key theme for the work of all the other subgroups. Neglect identification and response figures in training offers coordinated by the Learning and Improvement group and the Safeguarding and Professional Practice Group has looked at current and new policies and procedures to ensure that neglect concerns are reflected in relevant documents.

Priority Two recognises that work to prevent the most serious injuries to the youngest children in our District should be a key theme of Partnership work. Bradford has an increased prevalence of either; abusive head injuries or shaking injuries and unexplained / abusive skull fractures in very young children compared to other areas of similar size and demographics. Agencies have identified that more work is needed to understand the reasons for this and responses to this are identified as a key priority for them over the coming years.

What we are doing or planning.

We are ensuring that related policies and procedures are reinforced across the District. A relaunch of the ICON guidance ([ICON Link](#)) is planned for 2023. This was initially rolled out across Bradford during Covid but it is felt that this needs refreshing and a relaunch. The West Yorkshire wide protocol in relation to **Injuries in Non-mobile Babies** was reviewed and revised and in addition, a review of the pre-birth assessment guidance is ongoing. In early 2024 a conference will take place in conjunction with Bradford University looking at a number of themes including injuries in very young babies.

Priority Three recognises that the make-up of management structures in the district has changed since the original formation of the Partnership in 2019. The Clinical Commissioning Group in health has been superseded by the Bradford District and Craven Health Care Partnership. In addition to the Children's Services within the Local Authority the new Bradford Children and Families Trust needs to

be incorporated into the senior Partnership Strategic Leadership structures. Plans are underway for a development meeting to formalise the changes.

What we are doing or planning.

BDSCP is currently arranging a development day to reinforce the workings of the strategic partners, reaffirming the links between them and enhancing their collaborative work to safeguard children across the District.

6 WORK OF THE BDSCP SUBGROUPS

Neglect Subgroup

This is a newly formed group in response to the key priority of the partnership group and only met once during this period.

The group discussed and wrote a refreshed Neglect Strategy for the Partnership which has now been agreed and signed off by the three statutory partners. This outlines how we are going to work together to address neglect in Bradford, what actions we will take and how we will know if we have been successful.

Neglect Strategy

The Neglect Subgroup have responsibility for working through those actions in the months ahead.

The subgroup also looked at starting work to refresh the Neglect Toolkit that assists professionals in assessing instances of neglect that they encounter in their work. While the current toolkit is a useful document the group wants to explore why it's use amongst professionals is not at the level intended.

Child Protection medicals for Neglect was also explored and the Subgroup can explore new ways of how this can be developed, for children subject to Child Protection Plans. The group are looking at how these medicals should be prioritised at an earlier stage to enable early interventions by services to help to prevent the issues escalating further thereby protecting children from increased levels of harm.

The subgroup has also forged links with the chairs of the other subgroups to identify areas of co-work and to ensure that neglect remains a key part of the work of all the subgroups.

Learning and Improvement Subgroup

What we have done

The Partnership Training offer has considerably improved over the last year. This offer concentrates on multi-agency level 3 training. We welcomed a new Training Coordinator who has been active in helping set up the following training and we have been pleased to see, both previous trainers return, and new trainers join us. She has also assisted in the creation of a Safeguarding Strategy for the District both for safeguarding training for children and adults as well as training that covers both.

Core training is back up and running with courses on **Safeguarding and Disability, Child Sexual Abuse, Safeguarding Children Assessment and Analysis Framework** running and **neglect** almost ready.

Multi-agency professional practice sessions have been held on **Fabricated or Induced Illness in Children and Cumulative Harm**. We are planning more on themes from case reviews including injuries in immobile babies which is a key priority area for the Partnership.

A collaborative conference was held with Bradford University around barriers in the identification of **Neglect, Adverse Childhood Experiences and the links of both to Child Sexual Exploitation and Child Criminal Exploitation**.

During Safeguarding Week in June 2022, a series of sessions were run covering all aspects of child safeguarding.

Areas of more progress

A joint training group with the Adult Board (BSAB) has started up and there is planning around some joint professional practice sessions and joint training that covers issues that apply both the safeguarding children and adults.

The subgroup works closely with the other subgroups in particular the Safeguarding and Professional Practice and Case Review groups to ensure that we incorporate learning and new procedures as quickly as possible, either as themes through all training or with particular sessions, e.g., further specific training is being planned around a recent review. The group also continues to work on how best to disseminate the learning across agencies and receive assurance that this has been done.

A new area for the partnership training is around an emphasis on barriers to sustained improvement, why are we still having the same issues being raised, how can we make training more effective and influence changes in practice? A

slide pack reflecting a talk in this year's safeguarding week is now available. Further work in this area is planned.

Safeguarding and Professional Practice Subgroup

This subgroup has responsibility for creating, reviewing and amending multi-agency policies and procedures as well as practice guidance for the professionals working in Bradford.

The group led work looking at a number of policies, protocols and practice guidance that support effective multi-agency working during this year. Among these was work on the **Neglect Toolkit** (that is now the responsibility of the Neglect group), the **Professional Disagreement and Escalation Policy**, and updates on the **Continuum of Need** document that provides guidance to professionals about how concerns they have regarding children and families should be progressed.

The group, like the other subgroups, were tasked with reviewing policies, protocols and practice guidance that support effective multi-agency working in light of the recommendations from the Star Hobson case. Among the documents they looked at, was guidance about **Engagement with fathers and significant others**. It was recognised by the group that other pieces of guidance specifically referenced fathers and in light of the circumstances of the Star case it was agreed that a bespoke piece of guidance should be drafted that covered other family setups such as was evident with Star. This document was agreed to be a West Yorkshire wide document and is currently being reviewed across the other four West Yorkshire districts for inclusion in the West Yorkshire procedures that provide continuity across the county.

Another area that is being progressed and reviewed is the district **Pre-birth Assessment** policy that again is being reviewed in light of Star's case.

Case Review Subgroup

The Case Review subgroup has overall responsibility for overseeing both Practice Reviews commissioned by the Partnership to look at specific cases where there is learning for the Partnership as well as undertaking the Rapid Review process. This is the precursor to these reviews looking at whether a set of circumstances warrant a full review or whether learning can be captured in alternative ways. There were fourteen Rapid Reviews during this period and actions and learning have been collated by the group to take forward across the Partnership. The

number of Rapid Reviews undertaken by BDSCP over the last five years is outlined below.

Year	Rapid Reviews
2019	5
2020	6
2021	12
2022	16
2023 Jan-March	4

The group, along with the Oversight and Delivery Group, have responsibility for monitoring the progression of the actions identified by the Star Hobson National Review and seek assurance for agencies about progress against this plan.

In addition, there have been a number of further Practice Reviews that are taking place to capture learning from incidents that have occurred in the Bradford District. Case Review oversees the commission of these reviews identifying authors with the appropriate knowledge to effectively support the identification of learning outcomes that the District can effectively address to improve practice.

During the year Case Review has undertaken work looking at alternative responses to review work to try to identify innovative methods of sharing learning with frontline practitioners. They have done this in conjunction with colleagues in the Learning and Improvement group looking at alternative ways to get learning messages out to frontline practitioners to influence practice in key areas identified by the reviews. An example is a piece of work under construction looking at methodologies for supervision of safeguarding cases.

A piece of work has been started by the group to collate the themes from Practice Reviews and Rapid Reviews and capture these in a District combined action plan to streamline the processes of reacting and responding to recommendations highlighted by the various review processes. When completed this will enable agencies to focus more easily on what is required of them in taking actions to address the key areas that require action across the district.

All Age Exploitation Subgroup

This subgroup encompasses work for both children and adults in the areas of exploitation. It looks at both the individual issues specific to children or adults but also looks at issues that cross the boundaries between the two or how agencies respond to children at risk of exploitation who are transitioning to adulthood.

During this period the main driver of the group was to work on a District Exploitation Profile that identifies all the key areas of concern relating to exploitation that the District needs to respond to. This has led to work to complete an **Exploitation Strategy and Delivery Plan** that will inform the work of the subgroup over coming months and years.

On 19th May 2022 at the Victoria Hotel, Bradford there was a launch event for the **District Exploitation Hub** which is now operational and responding to exploitation reports across the district.

The group also organised a conference focusing on Adult Exploitation at Bradford University on 24th November 2022. This was extremely well attended and is reported on in the BSAB 2022/23 annual report.

Oversight and Delivery Group Subgroup

This group works to coordinate the work of all the subgroups and assists with focusing key Partnership priorities. The group seeks to identify issues from across the subgroups that need highlighting to the Partnership senior leaders as emerging issues that they need to consider in their strategic planning.

The group also has led on the coordinated response to the recommendations from the Star review ensuring that the recommendations remain a core focus of the different groups of the BDSCP. The Action Plan for the review is the responsibility of the group and they provide challenge to the other subgroups as well as the agencies across the District about responses to the actions identified.

In addition, the group has linked together pieces of work across the partnership looking at multi-agency practices for example the organisation and running of Strategy Meetings.

Additional Work

In addition to the work of the subgroups the Partnership has also undertaken joint work with Bradford Children's Services Improvement Board.

A significant focus during the year has been a commitment by partners to work together to support the implementation of key recommendations from the National Review and to support the successful implementation of changes indicated through the Children's Services Improvement Plan.

To support this process, joint work was undertaken between the Improvement Board and the BDSCP to drive forward the implementation of the David Thorpe “conversations based” model at the Integrated Front Door. The aim of the model is to enable better exchange of information and decision making at the point where referring agencies share concerns with children’s social care, thus ensuring that resources are appropriately focused and that those families whose difficulties do not meet the threshold for assessment by a social worker are provided with the help they need in a timely way.

A group, chaired by Janice Hawkes, the BDSCP Independent Chair, pulled together key partners to maintain oversight of the implementation, to identify potential barriers to effective working under the new model, to find practical solutions and to ensure information regarding the new systems and processes was shared effectively across partners agencies in the District.

Workshops providing key information and a forum for questions and answers were delivered across partner agencies throughout the autumn. A “soft launch” took place in November 2022, while the model was fully implemented in February 2023. Work is continuing in the current year to embed the model and support effective working across all referring agencies.

7 LEARNING FROM LOCAL CHILD SAFEGUARDING PRACTICE REVIEWS

In May 2022 the National Panel published their review looking at the deaths of **Star Hobson and Arthur Labinjo-Hughes**. This review set out recommendations and findings for national government and local safeguarding partners to protect children at risk of serious harm.

It examined the circumstances leading up to the deaths of Arthur Labinjo-Hughes and Star Hobson and considered whether their murders reflect wider national issues in child protection.

In Bradford the partners worked hard to identify how we would respond to the issues raised in the report which made challenging reading for everyone across the District. A multi-agency group was formed to pull together an action plan to address the issues raised and to try to ensure that future practice did everything it could to try to prevent further tragedies like that of Star’s death occurring. The partners agreed a number of actions to take forward to address the points made in the report. A great deal of work has already been completed in relation to the actions identified but the partners recognise that significant work remains to be

completed. This action plan and the response is monitored by the Oversight and Delivery Group who challenge partners about progress against the agreed actions.

In addition, BDSCP published a review “**Concerning Harry**” which looked to identify learning from a case where a child with significant disabilities was found to be seriously ill. The review made a number of recommendations for the partnership. These included training for professionals dealing with disabled children and capturing the voice of disabled children. BDSCP multiagency training has been reviewed in response to this to ensure that the recommendations made are met by the training we deliver.

8 VOICE OF CHILDREN AND YOUNG PEOPLE

All agencies across the district are working to look at ways to ensure they capture the voice and opinions of children and young people about how services impact on them.

An example of this is from **Bradford Youth Justice Service (YJS)** who have provided details of work they have undertaken to capture the Voice of the Child, including awards they have received for their successful initiatives.

Bradford YJS partnership is working with several organisations, both locally and nationally, to improve Voice of the Child and influence change. It is mostly in its infancy, with shared visions and plans in progress. We work collaboratively with children to ensure their views and voices are heard. We use this information to shape and adapt our service to encourage engagement with us and our partner agencies. Our participation strategy includes how we will work with children to ask for their input as well as how we will seek the feedback from parents, staff, and partners.

Our audits have been independently moderated this year, with Voice of the Child as a prominent feature in the recommendations. The audit process is under review and work will continue to look at the best ways of obtaining and measuring the Voice of the Child. Questions regarding the ‘Child’s Voice’ are now part of supervision discussions, however, we still need to develop a method to analyse the impact.

We regularly ask the children we work with for their views and feedback on a 1:1 basis during their intervention, via child friendly questionnaires and group

activities (residential trips and summer camps). We will also continue to work with other participation groups and forums across Bradford, in addition to the work undertaken in Bradford YJS. Currently there is no plan to form a children's participation group. Two participation group opportunities were offered across the service in April 2023, however the uptake for this was extremely low. Information from children was that this is not their preferred means of providing feedback.

Our recruitment process does not currently involve children. This stopped during Covid restrictions and has not been re-established. However, research highlights the need for this to change. Bradford YJS will look to include the voice of children, parents/carers, and victims within future recruitment processes. This may include having a guest interviewer, attending interview panels for a specific period, or as part of an additional interview panel, such as a children's panel. This is standard good practice across many services.

Children have told us they like working with their Case Manager and enjoy doing activities. We recognised that lots of children have family days out around Christmas but a lot of the children we work with do not have the same opportunities. We were able to access funding to provide children working with Bradford YJS the opportunity to choose an activity at Christmas which also included a meal. Some children chose to go bowling, to the cinema or have a beauty treatment and all those who took part gave positive feedback.

Summer camps remain ongoing and have been extended to include a third week at the request of the children. The third week often includes children who have attended one of the first two weeks and have requested to attend for a third week because they have enjoyed it so much.

Summer camps are becoming increasingly popular, and destinations and itineraries are co-created with children based on their requests for activities they have enjoyed doing in the past or have never had an opportunity to do. Children have already started to give ideas for this summer, and we are looking at a range of new opportunities and experiences that have not previously been offered in summer camp. Bradford YJS staff will continue to have a pivotal role in the summer camps as they have provided an excellent opportunity to engage children who have been difficult to reach. For example, having specialist staff attend summer camp has resulted in an uptake of children agreeing to referrals where

consent has not previously been given. We won the John Hawkins award 2022 for innovation and creativity in Youth Justice, the second time Bradford has received this. In 2022 this was received for the Spark initiative, especially important as this is voted for by children, making the award extra special.



We are using children’s feedback to adapt interventions and encourage engagement. For example, the ‘Fast, Furious and Fatal’ intervention was created to address the concerns around children driving or being carried in vehicles driven by others. However, the feedback provided from the children who attended the first session was not positive. They did not find the course engaging and thought it was too classroom based. We used their feedback to work with our Speech and Language Team (SALT) and the Fire Service to develop a more interactive session, suited to all learning needs.

We have completed feedback calls with parents whose children have received an out-of-court disposals and we have received constructive and positive feedback, for example:

“Glad he has got the support without a criminal record. After 2 years he is now going back to school”.

“She has been waiting for a speech and language assessment for a long time and got one within these 4 weeks”.

We are setting up a ‘red box’ and ‘green box’ provision, which will offer all YJS children access to free sanitary (red box) and hygiene (green box) products. This

initiative has been set up based on discussions with children about access to sanitary and hygiene products, alongside research around the increasing number of children not having access to basic provisions. The boxes will include child friendly health information on a range of subjects, provided by the NHS and contact details for the Bradford YJS health staff. They will be available in the reception area and meeting rooms, where children will also be able to access food and drinks during their visit to the office. Children who do not visit the Bradford YJS offices will also be made aware of these provisions and will be able to ask their Case Manager to bring them a red or green box package. Funding for this will be gained through a bespoke reparation project which will involve contacting local organisations and businesses for donations of products.

We have found our working practices have changed since Covid and we are now seeing more children in their homes, local communities or at our allotment. However, we have full access to the facilities within the YJS offices, in both Bradford and Keighley, for those children who need to be seen in the office. A collaborative decision is made between the child and their case manager as to where they would prefer their appointments to take place, with some children stating the office is a safer location for them.

We now have six reparation projects available for children. We used feedback from children and families in Keighley and have set up a bike project in their locality which is due open in June 2023. We also created tailored reparation projects and placements based on the needs, interests, and aspirations of the children we work with. Reparation projects will continue to be looked at and new opportunities sourced. We will continue to co-create bespoke placements for children to suit their needs, interests, and aspirations.



We routinely review the way we communicate with children and their parent/carers. Our Speech and Language Team (SALT) support us to adapt the language used to ensure we are child friendly. Following feedback, Referral Order leaflets have been reviewed and updated. Leaflets for other orders will be reviewed over the coming year.

In June 2023 every child, parent/carers, member of staff and partner have received a feedback postcard, asking them “if you had the power to change youth justice, what would you do?”. We will use these to inform future decisions and plans. We are also aiming to co-create next year’s plans with children but acknowledge this work needs to start this year to ensure we can successfully engage them with the process.

Staff continue to use Bradford YJS Oscars to nominate children to celebrate their successes. We will be reviewing this process to ascertain if there are other ways we can champion children’s achievements and successes.

Bradford YJS staff have been recognised for their achievements at the Bradford Council’s Service Excellence Awards in October 2022 when they were awarded prize for Collaboration & Partnership. This was in recognition of their work on the Behind the Blade Project. We also won the Kathy Biggar Award for the same initiative.



The following are examples from health agencies of their work to gain the child’s perspective.

The Sexual Assault Referral Centre has a method of seeking feedback from young people who referred to them for medical investigations. One of the examples of this was from a fourteen-year-old Bradford resident who stated;

“The process was efficient and worthwhile. They made me feel content and protected. After visiting I feel less hopeless and more ready and prepared for any situation which may proceed to shake me”

In addition, **Bradford Teaching Hospital Foundation Trust** undertook an AUDIT OF SERVICE USER’S EXPERIENCE OF CHILD PROTECTION MEDICALS. The results showed as below.

RESULTS

A total of only 9 surveys were collected. Although some answers were incomplete, the majority of questions were answered. 6 surveys were from accompanying social workers, completed online via Survey Monkey. 3 surveys were from young people (all paper completions). No surveys were received from parents/carers. All the medicals took place in the Children’s Clinic at St Luke’s Hospital.

The comments received were as below;

- *DR X is super professional absolutely patient and empathetic to both professionals and families.*
- *The child was non-verbal and with additional needs Dr was sensitive and empathically patient.*
- *The child and mum were seen individually, and it allowed the young person to be open to the Dr. The Dr did not ask leading questions and listened to the child.*
- *Social Worker had to call multiple numbers to get through to the on-call paediatrician and secretary. SW need a direct number to book medicals.*
- *Times were flexible for the medical.*
- *Dr Y was very welcoming and informative. I had time to discuss the concerns and the organisation of the medical was brilliant.*
- *Dr Y listened and treated the family with respect and empathy.*
- *The mother was happy with Dr Y’s engagement.*
- *The nurses and staff entertained the child and played well with him. He felt comfortable and was able to focus during the medical.*
- *Dr Y took time out to speak with the SW about her professional opinion and advice given.*

9 SAFEGUARDING EVENTS AND TRAINING PROGRAMME

The Safeguarding Partnership Business Unit was joined this year by a Training Coordinator who has worked on revising and developing a comprehensive multi agency safeguarding training offer. This includes in person, online and e-learning courses. The Training Coordinator has developed a new network of trainers, from across the BDSCP agencies and now has identified a number of individuals who can co-deliver multi agency safeguarding training.

During the time period of this report BDSCP ran a number of training events and also provided online training opportunities for frontline staff. In relation to training courses this period saw face to face training restarted after being paused during the Covid-19 pandemic period. Over **six hundred** frontline staff attended Child Safeguarding Training on subjects including **Exploring Families, Voice of the Child and Multi-Agency Working, Understanding Sexual Abuse and Working in the Margins - Safeguarding Disabled Children**. BDSCP also provide access to online training courses and over **two thousand three hundred** courses were signed up for and undertaken via the online portal. Some of the most accessed courses include **Child Criminal Exploitation, Gangs and County Lines, Level 2 Safeguarding Children, Understanding the Impacts of the Trio of Vulnerabilities and Level 1 Safeguarding Everyone**.

On 30th November 2022 BDSCP ran an event in conjunction with Bradford University on the topics of childhood neglect and child criminal exploitation which was attended by over a hundred people. Attendees were provided opportunity to reflect on issues around neglect, identification of situations that would amount to neglect. The conference also discussed what barriers there were to putting best guidance and advice into everyday practice.



Child Safeguarding
CPD Event flyer.pdf

In June 2022 the annual **Safeguarding Week** took place with a wide variety of events and training presentations. BDSCP ran a joint event with BSAB looking at **child neglect and adult self-neglect** that was well attended by professionals across the district. In addition, there were a number of further events run by individual agencies.

10 LOOKING AHEAD

BDSCP recognise that there are a number of challenges that agencies working in Bradford will face in coming months and years. The move to Bradford Children and Families Trust is in its very early stages and the work to improve the provision of children's services in the district is ongoing. One of the major threads is looking at retaining staff and a number of pieces of work have already been started to improve this area.

Looking wider the challenges set us by the National Panel review of the circumstances surrounding the very sad death of Star Hobson continue to be addressed across the Partnership. No one underestimates the challenge that this presents to the Partnership and coordinated work continues to respond to this.

BDSCP has reviewed and renewed its key priorities, as outlined above, and the work of the subgroups will be directed towards these key priorities, as well as other areas identified through the review and audit work that the subgroups identify.

11 HOW TO REPORT A SAFEGUARDING CONCERN

- Talk to us about a child or young person – practitioners.

We have a dedicated Practitioners Advice and Guidance telephone number to share information about any concerns you have about a child or young person within the Bradford District or to make a referral.

- Before making a referral

Prior to making a referral, all practitioners need to:

- Speak with their Safeguarding Lead within their own organisation.
- Ask themselves “Have you done everything you can to help and support the family?”
- Refer to the [Continuum of Need document \(PDF\)](#) on the [Bradford Safeguarding Partnership Website](#)
- Contact the allocated Social Worker directly if Children's Services are already working with the child or young person.
- Contact us.
- During office hours

Monday to Thursday 8.30am to 5pm

Friday 8.30am to 4.30pm

Practitioners need to call us on [01274 433999](tel:01274433999)

- Out of office hours concerns

Practitioners can [share information or make a referral using our online forms](#).

If you are worried about a child and would like to make a referral out of hours or if you need some further information or advice, use our Children's Services portal.

If you are a member of the public

- How to contact us

During office hours – Monday to Thursday 8.30am to 5pm and Friday 8.30am to 4.30pm

- Call us on our freephone number – [0800 953 0966](tel:08009530966)
- Use our online forms through the [Bradford Children and Families Portal](#)

The Children's Portal is our online system that allows members of the public to share any concerns they have about a child by completing a secure form. You do not need to leave your details.

[Go to the Bradford Children and Families Portal](#)

If you are looking for information and advice, please visit our [Bradford Families and Young Persons \(FYI\) Directory](#).

- Emergency Duty Team

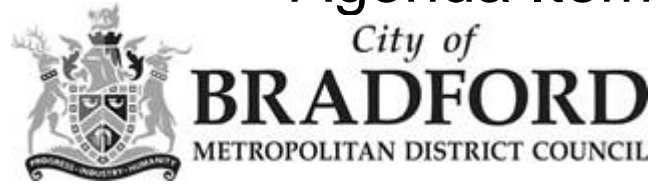
Call our Emergency Duty Team [01274 431010](tel:01274431010).

The Emergency Duty Team (for emergencies outside of office hours) will make an assessment, on the telephone, of any immediate need or risk and take appropriate action to ensure that child or young person is safe until the next working day.

- Police

If you have reason to believe that a child is at immediate risk of harm, contact the police on 101 or 999 for emergencies.

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Report of the Chief Executive Office to the meeting of the Council Executive Committee to be held on Tuesday 7th of November 2023

X

Subject: Bradford Safeguarding Adult Board Annual Report 2022/23

Summary statement:

The Bradford Safeguarding Adult Board's annual report for 2022-2023 outlines the activities carried out by the Board and its partner agencies to protect vulnerable adults from abuse and neglect. The report covers a range of areas, including efforts to improve outcomes for at-risk adults, case reviews, safeguarding training, performance quality assurance, and progress against priorities. By providing a transparent assessment of multi-agency safeguarding activity, the report aims to demonstrate the strength of the safeguarding arrangements in the Bradford District. The report is presented on behalf of the three statutory safeguarding partners, the Local Authority, West Yorkshire Police, and Integrated Care Board (ICB), who are jointly responsible for the safeguarding partnership arrangements.

EQUALITY & DIVERSITY:

The Bradford Safeguarding Adults Board's annual report for 2022-2023 demonstrates a strong commitment to promoting equality and diversity in its services. The Board emphasises person-centred care, empowerment, and collaboration, likely positively impacting equality and diversity. The Board's initiatives to improve multi-agency working and training are expected to ensure that adults at risk receive consistent and high-quality support, regardless of the agency providing the service. Although the report does not explicitly state whether the work presented contributes to one of the Council's equality objectives, the Board's focus on social inclusion and addressing discrimination aligns with broader equality objectives.

Iain MacBeath
Strategic Director

Portfolio:

Healthy People and Places

Report Contact: Darren Minton / Helen Khan
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E-mail: darren.minton@bradford.gov.uk

Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

- 1.1 The Bradford Safeguarding Adult Board's annual report for 2022-2023 outlines the activities carried out by the Board and its partner agencies to protect vulnerable adults from abuse and neglect. The report covers a range of areas, including efforts to improve outcomes for at-risk adults, case reviews, safeguarding training, performance quality assurance, and progress against priorities. By providing a transparent assessment of multi-agency safeguarding activity, the report aims to demonstrate the strength of the safeguarding arrangements in the Bradford District. The report is presented on behalf of the three statutory safeguarding partners, the Local Authority, West Yorkshire Police, and Integrated Care Board, who are jointly responsible for the safeguarding partnership arrangements.

2. BACKGROUND

- 2.1 The Bradford Safeguarding Adults Board (BSAB) is legally required to complete an annual report under the Care Act 2014. The Act requires local authorities and their partners to work together to set up Safeguarding Adults Boards to oversee and coordinate safeguarding activities in their areas.
- 2.2 The annual report is an essential component of the Board's statutory responsibilities. It helps ensure that all partner agencies are accountable for their safeguarding activities and that there is transparency in how those activities are carried out. The report provides an opportunity for the Board to evaluate the effectiveness of its safeguarding arrangements and initiatives, identify any gaps in service provision, and set priorities for future action. By sharing this information with the public and stakeholders, the Board can promote transparency, build trust, and demonstrate its commitment to safeguarding adults at risk of abuse and neglect. Moreover, completing an annual report enables the Board to demonstrate its accountability to the public and its partners by showing how it has used its resources and fulfilled its obligations over the reporting period.
- 2.3 The BSAB annual report 2022/23 provides a comprehensive overview of the Board's strategic vision, outcomes, and priorities. By outlining these key elements, the report helps ensure that all partner agencies are aligned and working towards safeguarding adults at risk of abuse and neglect. Additionally, the report serves as a reminder of the BSAB's responsibilities and the important role that each partner agency plays in achieving its objectives.
- 2.4 In addition to outlining the strategic vision, outcomes, and priorities, the annual report provides information on the internal structures and governance that hold partner agencies accountable. By providing this information, the report helps to promote transparency and ensure that all partner agencies are working collaboratively towards the same goal of safeguarding adults at risk.
- 2.5 The BSAB annual report includes information on the achievement of its sub-groups, which are responsible for delivering specific areas of work. This information provides key insights into the BSAB's activities and initiatives and the emerging challenges and risks that partner agencies face. By identifying these challenges and risks, the BSAB can work to address them proactively and ensure that

safeguarding remains a priority.

- 2.6 Finally, the BSAB annual report 2022/23 includes information and learning on Safeguarding Adults Reviews (SARs) and performance data collected throughout the reporting period. This information provides a comprehensive overview of the Board's activities and initiatives and its performance in achieving its objectives. By sharing this information, the report promotes accountability and transparency, enabling the Board to demonstrate its commitment to safeguarding adults at risk of abuse and neglect.

3. OTHER CONSIDERATIONS

Nil

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Bradford Safeguarding Adults Board is funded by a range of partner agencies, with financing responsibility lying jointly with the three statutory partners: the Local Authority, West Yorkshire Police, and the Integrated Care Board . These partners are equally responsible for funding the Board's activities. The budget for the BSAB is reviewed annually and discussed with the partner agencies to ensure sufficient funding is available to support the Board's work in safeguarding adults at risk.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Nil

6. LEGAL APPRAISAL

- 6.1 The Care Act 2014 requires Safeguarding Adults Boards to publish an annual report. This report demonstrates our compliance with this duty. The report is published on the SaferBradford website.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

Nil

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

Nil

7.3 COMMUNITY SAFETY IMPLICATIONS

- 7.31 The Bradford Community Safety Partnership (CSP) and Safeguarding Adults Board (SAB) are essential collaborators in protecting the community's most vulnerable individuals. The implications for the SAB's 2022/23 annual report show enhanced

cooperation and communication between these entities, sharing knowledge, resources, and best practices to mitigate identified risks effectively. BSAB & CSP intend to explore overlapping areas of responsibility. Continued opportunities may exist to refine roles or develop joint strategies for more impactful community safeguarding.

- 7.32 The Serious Violence Duty will require local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues.
- 7.33 Across West Yorkshire we are adopting a public health approach to reducing violence and seek to identify the common risk factors driving violence and the protective factors preventing violence. This encourages identification of these factors and implementing interventions across all levels: individual, relationship, community and societal, at the same time.
- 7.34 The public health approach to violence reduction has dedicated research and evidence at its core and addresses the inequalities that can lead to involvement in serious violence

7.4 HUMAN RIGHTS ACT

Nil

7.5 TRADE UNION

Nil

7.6 WARD IMPLICATIONS

Nil

7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

N/A

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

N/A

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Nil

8. NOT FOR PUBLICATION DOCUMENTS

Nil

9. OPTIONS

- 9.1 No other option considered as it is a statutory duty for BSAB to publish an annual report.

10. RECOMMENDATIONS

- 10.1 The Committee is requested to note the Annual Report 2022/23
- 10.2 The Committee to receive another report in 12 months' time.

11. APPENDICES

- 11.1 Appendix A – BSAB Annual Report 2022/2023**

12. BACKGROUND DOCUMENTS

Nil



BRADFORD
SAFEGUARDING ADULTS
BOARD
ANNUAL REPORT
2022 - 2023

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2 INDEPENDENT CHAIR FOREWORD



Goodbye from outgoing chair **Jane Geraghty** (BSAB Independent Chair 2018 - 2023)

I am delighted to introduce the Annual Report for 2022 /23 . Although I no longer Chair the SAB , Bradford remains close to my heart in respect of the committed, passionate and resilient Partners I worked with to try and ensure people in Bradford were kept safe . This against a most challenging environment of deprivation and complexity.

I wish my successor every best wish and hope to be able to work collaboratively in the region going forward.

A key achievement for this year was the completion of the self-assessment based on a regional model. The results are encouraging although the process was tedious and took too long.

The work of The Safeguarding Voice Group remains impressive and of increased importance in light of the focus in the CQC inspection on listening to Voices of those with lived experience. The real-time feedback from those who have been in the safeguarding system should be increasingly validating and focused on areas for improvement.

The development of the Comms and Engagement Strategy towards the end of 2022 will provide BSAB information to and hear from a wide range of communities therefore I would like to see this prioritised. This work should be data and intelligence led , seeking out groups where concerns may be disproportionately low or high. Linked to this is a challenge to Partners to ensure good quality data around protective characteristics.

The work of All Age Exploitation Group needs to be profiled and adult exploitation now receives the focus and prominence it deserves. Thanks must go to Richard Padwell and Darren Minton for the passion and commitment they have shown to gripping this work.

Frontline Practitioners are key stakeholders who must find the work of SAB relevant and supportive and I feel privileged to have supported the initial practitioner forum events in April of 2023.

I wish Bradford SAB every best wish going forward and hope the work undertaken will be validated in the CQC inspection



Hello from Terry Hudson, Incoming BSAB Independent Chair

I was honoured to have been appointed as Independent Chair of Bradford Safeguarding Adults Board in May 2023. So far I have been made very welcome and I have been impressed by the energy and commitment of the people working across the partnership.

My first formal meeting was with the Safeguarding Voice Group – an impressive group of individuals who bring the voice of Bradford District and Craven people to the safeguarding agenda. I was delighted to have made this my first engagement and it really set the tone of why involving local people in the work of the Safeguarding Adults Partnership must be central to all we do – both in our planning and in our assurance.

This annual report outlines the progress and key achievements made by BSAB and all of our partners over the past year. I would like to take this opportunity to thank Jane Geraghty for all that she has contributed as outgoing BSAB Independent Chair. The report also brings out attention to the key priorities of BSAB in the future: improving awareness, prevention and engagement. We will be publishing further details of this in BSAB's upcoming 2023-2026 Strategic Plan.

I look forward to working with all people and partners into the future in keeping people safe from abuse and neglect.

3 ABOUT BRADFORD



- 546,400 people live in Bradford - an increase of 23,900 since 2011. Of which, 51% are women and 49% are men.
 - Bradford is the 5th largest local authority in England.
 - Life expectancy at birth is 77.3 years for males & 81.5 for females.
 - Since 2011 there has been an increase of 19.6% in people aged 65 years and over, an increase of 2.4% in people aged 15 to 64 years, and an increase of 1.9% in children aged under 15 years.
 - As of 2021, Bradford is the third most densely populated of Yorkshire and The Humber's 21 local authority areas, with around 11 people living on each football pitch-sized area of land
- Information from the 2011 census celebrates Bradford as one of the most ethnically diverse cities in the UK with a population being made up from the following ethnic groups: White, Asian, Asian British, Black/African/Caribbean/Black British, Mixed Multiple Ethnic groups & Other Ethnic Groups.

Data has been taken from the 2021 census

<https://www.ons.gov.uk/visualisations/censuspopulationchange/E08000032/>

<https://ubd.bradford.gov.uk/about-us/2021-census/>

4 WHAT IS ADULT SAFEGUARDING?

**“Safeguarding means protecting an adult’s right to live in safety, free from abuse and neglect”
(The Care Act, 2014)**

The aims of adult safeguarding are to:

- ✓ **prevent harm** and **reduce the risk of abuse or neglect** to adults with care and support needs
- ✓ safeguard adults in a way that supports them in **making choices** and **having control** about how they want to live
- ✓ promote an approach that concentrates on **improving life** for the adults concerned
- ✓ raise public **awareness** so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect
- ✓ provide **information and support** in accessible ways to help people understand the different types of abuse, how to stay safe and what to do to raise a concern about the safety or well-being of an adult
- ✓ address what has **caused** the abuse or neglect

Abuse and neglect can take various forms including physical abuse, domestic abuse, sexual abuse, psychological or emotional abuse, financial or material abuse, modern slavery,

discriminatory abuse, organisational or institutional abuse, neglect and acts of omission and self-neglect.

Under Section 42 of the Care Act, 2014 the local authority has a responsibility to undertake an Enquiry where there is a concern that an adult with care and support needs is unable to protect themselves when experiencing or at risk of abuse or neglect. If the criteria in Section 42(1) are met, then the local authority must conduct an Enquiry and decide on any action under section 42(2).

Safeguarding duties apply to an adult who:

- Has needs for care and support (whether or not the local authority is meeting any of those needs) **and**;
- Is experiencing, or is at risk of, abuse or neglect; **and**;
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse or neglect.

The Six Statutory Principles of Adult Safeguarding

Empowerment

People are supported and encouraged to make their own decisions and informed consent.

"I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens."

Prevention

It is better to take action before harm occurs.

"I receive clear and simple information about what abuse is. I know how to recognise the signs, and I know what I can do to seek help."

Proportionality

The least intrusive response appropriate to the risk presented.

"I am sure that the professionals will work in my interest and they will only get involved as much as is necessary."

Protection

Support and representation for those in greatest need.

"I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."

Partnership

Services offer local solutions through working closely with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

"I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."

Accountability

Accountability and transparency in delivering safeguarding.

"I understand the role of everyone involved in my life and so do they."

5 MAKING SAFEGUARDING PERSONAL

Making Safeguarding Personal (MSP) is not simply about gaining an individual's consent, although that is important, but also about **hearing people's views and wishes** about what they want as an outcome. The approaches of agencies and services to adult safeguarding should be **person-led and outcome-focused**. The Care Act 2014 emphasises a personalised approach to adult safeguarding that is led by the individual, not by the process. It is vital that the adult feels that they are the focus and they have control over the process.

This means that people are given opportunities at **all stages of the safeguarding process** to say what they would like to change; this might be about not having further contact with a person who poses a risk to them, changing an aspect of their care plan, asking that someone who has hurt them to apologise, or pursuing the matter through the criminal justice system

Bradford Safeguarding Adults Board have co-produced, along with those with lived experience, a **toolkit and resources** that can be used to explain MSP and how practitioners can embed MSP principles into practice. This can be found here on the [SaferBradford Website](#)

Making Safeguarding Personal Data – (Section 42 only)

The collection and recording against MSP data has greatly improved since the previous year. The table below shows from the 2587 Section 42 Safeguarding enquiries, **77% of those people subject to the enquiry were asked about the outcomes they would like**. Sometimes it is not always possible to ask individuals due to their personal situation, however social workers will always endeavour to do so.

Collection Year	Yes they were asked and outcomes were expressed	Yes they were asked but no outcomes were expressed	No	Don't Know	Not Recorded
2023	67%	10%	7%	0%	16%
2022	44%	11%	10%	0%	34%

6 ROLE OF BRADFORD SAFEGUARDING ADULTS BOARD

The Care Act 2014 Statutory Guidance confirms that “the main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area” who meet the safeguarding criteria (chapter 14.133)

The Care Act 2014 introduced Safeguarding Adults Boards and gave them the responsibility to seek assurance that there are effective local safeguarding arrangements.

Bradford Safeguarding Adults Board is made up of senior people from organisations that have a role in helping and preventing adults in the Bradford District being subject to neglect and abuse.

The overarching purpose of a SAB is to safeguard adults who cannot protect themselves from abuse and/or neglect because of their care and support needs. It does this by:

- assuring itself that **local safeguarding arrangements** are in place as defined by the Care Act 2014 and statutory guidance.
- assuring itself that safeguarding practice is **person-centred and outcome-focused**.
- **working collaboratively** to prevent abuse and neglect where possible.
- ensuring agencies and individuals give **timely and proportionate responses** when abuse or neglect have occurred.

- assuring itself that safeguarding practice is **continuously improving** and enhancing the quality of life of adults in its area.



The Board has three core duties. These are:

1. Develop and publish a strategic plan setting out how we will meet our objectives and how our member and partner agencies will contribute.
2. Publish an annual report detailing how effective our work has been.
3. Commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria for these.

For more information about BSAB please visit the [SaferBradford Website](#)

7 SAFEGUARDING ACTIVITY

A key statutory function of the SAB is to seek assurance that the local authority facilitating and recording Section 42 enquires.

Section 42 enquiry must take place if there is reason to believe that abuse or neglect is taking place or is at risk of taking place, and the local authority believes that an enquiry is needed to help it to decide what action to take to support and protect the person in question.

6,264 contacts were raised by people worried someone might be at risk of abuse or neglect. This is a 31.8% rise compared to the previous year

2,587 of these contacts were investigated further and more questions asked. This is a 70.3% rise compared to the previous year

48% of these were about Physical Abuse

21% of these contacts were about neglect or acts of omission

35% of enquiries related to risks in the person's own home and **26%** in residential care homes

Age Band - Section 42 only

18-64	65-74	75-84	85-94	95+
40%	14%	20%	23%	4%

Ethnicity - Section 42 only

White	Mixed/ Multiple	Asian/ Asian British	Black / African / Caribbean / Black	Other Ethnic Group	Not Known
47%	12%	7%	1%	3%	30%

8 DELIVERY AGAINST 2022 – 2023 STRATEGIC PLAN

Bradford Safeguarding Adults Board has three key priorities:

Priority 1 People & Outcomes - Make Safeguarding Personal and support Adults at risk to achieve the outcomes they want - The Adult will feel listened to and be in control.

1.1 We have sought assurance from partners that they are embedding Making Safeguarding Personal (MSP) throughout their organisations through the Organisational Safeguarding Self-Assessment Audit. We have also developed and delivered MSP training for safeguarding practitioners.

1.2 We have sought quality and real time feedback from adults who have been through the safeguarding service to ensure MSP is being implemented and to learn how we can work better. We have done this through a user feedback pilot scheme, developing an online and telephone questionnaire.

1.3 We have continued to support the work of the Safeguarding Voice Group so that the voices of people in our communities are heard and inform our work. This includes

Priority 2: Systems, Processes & Performance - Adults who have been abused or are at risk of abuse will be protected and we will know if our safeguarding arrangements work well.

2.1. We are developing methods to scrutinise and improve systems and processes across the SAB partnership to ensure an effective safeguarding approach is taken. This includes the development of an Intelligence report which allows us to see the types of safeguarding concerns been reported, where from and who is affected. We have also developed an organisation self-assessment tool.

2.2 We have implemented the new regional Safeguarding Adults Policy and Procedures which includes local guidance on roles and responsibilities.

2.3 We are an active member of the Tri Board All Age Exploitation Sub group along with the Community Safety Partnership and Bradford District Safeguarding Children Partnership. This sub group has enabled us to assess and learn about complex safeguarding concerns and how practice can be improved

Priority 3: Organisations, Professionals & Communities – Everyone will be able to recognise what abuse is and know how to respond. People will feel more confident by being better informed, engaged and supported to feel safe

3.1 We have worked to raise awareness of safeguarding across all communities, especially with those who are isolated, diverse and underrepresented. We have developed a new communication and engagement strategy and action plan.

3.2 We have agreed and implemented a multi-agency safeguarding training strategy and undertaken an audit of the current training programme. We have developed, delivered or sourced appropriate online, in person and eLearning safeguarding training to support our workforce.

3.3 We are working with the Bradford District Safeguarding Children's Partnership regarding transitional safeguarding. This will support our work to recognise young people who remain at risk of abuse by creating clear pathways as they transition into Adult Services.

3.4 We have an established Safeguarding Adults Reviews (SARs) Sub-group who operate within a governance framework. This group has lead the SARs work ensuring that lessons are learnt on what went wrong when an Adult dies or has experienced serious abuse or neglect.

Some of the highlights of work undertaken from 2022 -2023

The **Performance, Quality and Assurance Sub group** have worked with regional SAB partners to develop a digital tool for collecting and collating **organisational safeguarding self-assessment**.

Following completion of the audit by core partners of the Safeguarding Adults Board the analysis shows good practice evidence was provided in the following areas:

Senior management commitment to the importance of safeguarding and promoting adults at risk and/or children's welfare.

- There is a person responsible for safeguarding at senior management level
- There is a system in place that demonstrates commitment to safeguarding and which takes learning from reviews, audits, and initiatives forward to enable improvements in practice.
- This includes having a dedicated resource, representation on all BSAB Subgroups and systems for influencing change.
- Dissemination of learning from reviews is undertaken through a variety of mechanisms including training, newsletters, bulletins, supervision, webpages, and consultations.

Effective inter-agency working to safeguard Adults.

- Organisations are regularly represented within multi-agency safeguarding meetings and discussions. There is organisational oversight to ensure the coordination of responsibility and commitment to multi-agency meetings.
- There is appropriate representation at BSAB including relevant subgroups.
- Organisations contribute to statutory review process and including the associated panel meetings, task and finish groups as participants and leaders, and any relevant multi-agency workstreams.
- Staff and volunteers understand when to make a referral for a child or adult in need or at risk and the referral process is reflected in relevant policies.

Staff are aware of the information sharing procedure for their organisation.

- Staff and volunteers understand when and how to share information if they have concerns that a child or adult at risk may be being abused or needs additional services.
- Policies for Safeguarding Adults are in place and explain when and how to share concerns they may have..
- The seven golden rules for information sharing are championed and information sharing is included in safeguarding training

To build on this work a '**Good Practice Summary**' guidance document has been produced to support organisations and is available on the SaferBradford Website.

The **All Age Exploitation Sub Group** has been making the most of **opportunities to share and receive learning** from local, regional and national safeguarding practitioners. This has included an understanding of the work of the Lotus Project in the use of Navigators to **support adults subject to exploitation**, an exploration of financial abuse led by the West Yorkshire Joint Services Team, a focus on online exploitation including **ways to better support** victims and the families of perpetrators amongst numerous other aspects of exploitation.

There has also been regular support and oversight of the development of the recently formed **Bradford Exploitation Hub**. The hub consists of several specialist practitioners from a variety of partner agencies that have enhanced and built upon existing practices across the district who are working together to **reduce and mitigate the risk of children and young adults** being involved in or being subject to exploitation. Nationally, regionally and locally, the **transition into**

adulthood has been raised as a significant gap in safeguarding provision for several years. To support this work locally, an investment in a resource of an **adult social care worker** has been allocated to work with and work alongside the exploitation hub to focus primarily on the identified age range of 18-25-year-olds who fall outside the legislation for adult social care provision.

The **Training Sub Group** have supported the development of the **Joint Multi-Agency Safeguarding Training Strategy** which has now been agreed. Members of the group have worked with colleagues from the Bradford District Safeguarding Childrens Partnership BDSCP to develop a strategy that will ensure that both boards **have a clear and shared vision** as to the priorities for safeguarding training and how this will be achieved.

The **multi-agency safeguarding trainers network has been re-established following Covid**, to support practitioners across the safeguarding sector contributing to the delivery of multi-agency partnership training. Members of the network have all received 'Train the Trainer' training and have already delivered a number of sessions to support the provision of the Multi Agency Safeguarding Training Offer.

Bradford Safeguarding Adults Board has an **established Safeguarding Adult Reviews Sub Group**. During 2022/23 the SAR Sub Group has worked to ensure that the learning and subsequent actions from Safeguarding Adult Reviews have been progressed and that the **learning has been disseminated and is being embedded** into safeguarding practice.

There is a requirement for all three partnerships: Bradford Safeguarding Adults Board, Bradford District Safeguarding Children Partnership (BDSCP) and the Community Safety Partnership (CSP) to **undertake statutory reviews underpinned by the relevant legislation**. During this period three time-limited working groups were established, each focusing on one of the following:

- **Accountability / Governance**
- **Processes,**
- **And Recommendations / Action Plans,**

Through the work of these groups emerging themes were identified and key priorities will be built into each of the areas delivery plan for 2023/2024. Work already undertaken includes **scoping and identifying a suitable Case Management System**, identifying **training needs** of authors who write Individual Management Reviews (IMRs) and the **strengthening** of the SAR Framework.

The newly established **Comms and Engagement Sub Group** has developed a **strategy** which aims to **coordinate** and ensure the **effectiveness of communication and engagement activity** in the Bradford District is effectively communicated to adults at risk of abuse or neglect, adults, families, professionals and residents of the Bradford District. We will also ensure that opportunities for engagement are maximised in order to **listen to people using our services** throughout the community to hear their voice in order to **improve practice and outcomes**.

9 LEARNING FROM SAFEGUARDING ADULT REVIEWS

A key statutory duty of the SAB is to carry out Safeguarding Adult Reviews (SARs) as stipulated under Section 44 of the Care Act when:

'...an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult'.

SABs must also arrange a SAR if an adult in its area has not died, but the SAB knows or suspects that the adult has experienced serious abuse or neglect".

The purpose of a SAR is to identify learning and make recommendations, to **improve future practice** and to achieve better outcomes for adults at risk. It is not to re-investigate or to apportion blame.

In the past year, BSAB has published learning from two SARs

SAR Jack

Background:

Jack passed away at home in 2019, following a short stay in hospital. Jack had become confined to his bed in the year preceding his death due to increasing immobility, which resulted in him developing pressure ulcers, requiring hoist transfers, then his health began deteriorating, requiring several hospitalisations for catheter infections. He was also diabetic, requiring daily medication. Jack was entirely dependent on four visits a day for all his needs including food/water, medication and mobility. At the point of discharge communication between agencies was not as good as it should have been resulting in Jack not receiving the services at home, after discharge from hospital, that he required. He was found deceased, by the District Nursing Service, at his home 4 days later. There was a delay in concluding this review due to other ongoing investigative processes and the impact of Covid 19.

Key Learning Points and actions already undertaken:

- Good evidence of multi-agency working in response to safeguarding concerns and referrals being made promptly.
- Development of a standardized *approach to assessments of the holistic needs of older patients.*
- Strengthening of the health and care restart procedures, including a clear and practical person centred safety plan, including guidance for staff involved in patient transport.
- *Work has previously taken place across Bradford District and Craven to create a consistent Comprehensive Geriatric Approach, which is one tool to support and underpin practice.*
- The Integrated Health and Care workstream has recently undertaken work to review the discharge policy across the District's two acute Trusts
- Since 2020, significant improvements have been made to the procedures for the restart of care packages in the agencies directly involved, including the introduction of a Multi-Agency Integrated Discharge (MAID) team, which is a hospital-based multiagency service that facilitates safe discharge home.
- Since the period under review in this case, there have also been significant changes to hospital discharge processes introduced through the Department for Health and

SAR Mary

Background:

Mary was a 92-year-old lady who had been diagnosed as having dementia in 2013. Mary died in hospital in September 2018 having been taken there having sustained unsurvivable injuries in the form of a cervical spine fracture in a fall at home, to which the only witness was her husband, now also deceased. He had been unable to recall whether Mary fell because he had pushed her away from him as she confronted him in a dementia-related episode of aggression, or whether she had tripped over her loosely fitting or unfastened slippers. In January 2020 a decision was made that the case met the SAR criteria. The progress of the review was delayed due to a number of factors including Covid. Subsequently a further potential cause of the fall postulated at postmortem was that Mary, who had a history of atrial fibrillation and hypertension, suffered a cardiac event that precipitated the fall. The evidence at inquest could not determine whether this was an accidental death or a natural causes death, resulting in the coroner's conclusion as to the death being recorded as open.

Key Learning Points and actions already undertaken:

- Bradford Safeguarding Adults Board should assure itself of the systems and mechanisms that exist across the partnership where information can be shared, and risk management activity can be undertaken, including the introduction of a case management system to share learning and inform future information sharing arrangements (if that is agreed as part of the action plan).
- Awareness raising of joint safeguarding adult multi-agency policy and procedures.
- 'Bradford Insights' is the development of single digital platform which provides data from multiple agencies. This system should improve all agencies information sharing and as the platform grows, other partners can be added.
- Bradford Safeguarding Adults Board to seek assurance that all agencies are delivering Mental Capacity Assessment training, which includes information on the recording and timeliness of assessments.
- Professionals across the partnership need to have a consistent understanding of the Mental Capacity Act and its application - MCA training is included in the multi-agency training programme.
- Bradford Safeguarding Adults Board has developed and implemented a multi-agency Professional Disagreement and Escalation Policy to support practitioners when there is a professional difference of opinion.
- SAB to work in partnership with the Domestic Abuse and Sexual Violence Board to share the learning from this case through a briefing or a story board with all agencies through internal and multi-agency training with a focus on Carer Strain and Domestic Abuse in Older people.

10 COMMUNICATION AND STAKEHOLDER ENGAGEMENT

The **Safeguarding Voice Group** is made up of people who use services, carers and interested members of the public that work with the Bradford Safeguarding Adults Board.

The aims of the Safeguarding Voice Group are to:

- To support communication and engagement activities undertaken by SAB partners. This may mean helping to review and create information and publicity materials like leaflets, guides, website, posters, etc.
- To provide opportunities for members to raise questions about safeguarding topics and seek advice on issues.
- To provide opportunities for members to share what is working well with safeguarding in Bradford and what is not working so well.

The Safeguarding Project and Engagement Officer has supported the work of the Safeguarding Voice Group and undertaken key activities to **raise awareness of safeguarding** across the district, a campaign of attendance at events took place across several locations including:

- Broadway Shopping Centre in Bradford in June 2023 as part of Safeguarding Week activities.
- The Learning Zone, Bradford
- Shipley College Fresher's Fair
- Bradford College Fresher's Fair

Each event allowed meaningful discussion with a wide range of people from our community and an anonymous survey was undertaken at each event asking individuals to answer the question '**what does safeguarding mean to you**'. Collated results were fed back to SAB and although results indicated a good knowledge in some of our residents, there were a number of very honest answers that underpinned the need for more work to **raise awareness of the different types of abuse and neglect**.

At each event, a range of resources were given out to the public including leaflets on mate and hate crime (co-designed with the Safeguarding Voice Group), posters and the newly created 'contact cards'. These cards contain contact details to **report a concern** as well as a QR code to provide a link to the saferbradford website. Links have also been made with several food banks across the district and a range of resources provided for notice boards, staff and volunteers.

11 SAFEGUARDING EVENTS AND TRAINING PROGRAMME

The Bradford Safeguarding Adults Board **Adult Exploitation Awareness Conference** attracted over **100 delegates** and was oversubscribed. The conference had several local and regional speakers who provided professionals with **opportunities to challenge, learn and showcase** the work across the district and included service user voice experiences. This conference was led by BSAB and incorporated the voice of those with lived experiences. The feedback and evaluation have been highly positive and was a great success. As a consequence, the conference identified a number of other opportunities of **awareness raising and preventative activity** through additional training of council officers such as street wardens etc.

The Safeguarding Partnership Business Unit was joined this year by a **Training Coordinator** who has worked, alongside the Training Sub Group members, on **revising and developing a comprehensive multi agency safeguarding training offer**. This includes in person, online and e-learning courses. The Training Coordinator has developed a new network of trainers, from across the SAB partnership and now has 11 individuals who have undertaken the 'Train the Trainer' course so they can co-deliver multi agency safeguarding training.

The following training opportunities have been provided this year:

Financial Exploitation & Abuse Training (WYFEAT) - Delivered by the West Yorkshire Financial Exploitation and Abuse Team this level 1 support practitioners to identify financial abuse and exploitation. **38 front line practitioners** took part in this training. The session outlines how financial abuse comes under The Care Act 2014 and how as professionals we can safeguard service users from financial abuse and exploitation.

Role of the Safeguarding Manager – a total of **44 Managers** undertook This two-day, face-to-face programme explores the experiences and aspirations of adults with care and support needs and discuss practical implications and solutions for managers of services.

The SAR Subgroup and the Training Sub Group have worked together to identify appropriate ways to deliver and embed the **learning from Safeguarding Adults Reviews**. This includes the development of:

Making Safeguarding Personal Training - This interactive training provides an understanding of what Making Safeguarding Personal is and how to apply this when working with adults who are most at risk. This has already being piloted with a number of professionals and will launched as part of the Professional Curiosity Tri-Board event in Spring 2024

Legal Literacy training - This training session looks at relevant parts of the Human Rights Act and the main legal frameworks which underpin initiatives and procedures used to support adults who may be experiencing abuse or neglect. So far **38 front line practitioners** have undertaken this training.

There is now also a **comprehensive eLearning** offer provided on the **virtual college platform**. This includes Safeguarding Adults (from levels 1 to 3), Dementia Awareness, Understanding the Impacts of Hate Crime and Understanding the Importance of the Mental Capacity Act and Liberty Protection Safeguards. A total of **1101 eLearning courses have been completed** from April 2022 to March 2023

12 LOOKING AHEAD

During 2022 -2023 BSAB have undertaken work to develop the **new BSAB strategic plan** for the next three years.

The strategic plan for 2023 -2026 is based around **three key ambitions** that will guide our work and priorities:

1. **Improve** Awareness of Adult Safeguarding Across All Communities and Partner Organisations
2. **Prevention** of Abuse and Neglect
3. **Engagement** and Making Safeguarding Personal

Throughout 2023 -2024 activities will be undertaken to **develop a delivery plan** to meet these priorities which incorporates the voice of practitioners and those with lived experience.

Work is ongoing with members to **prepare BSAB for its part in the Adult Social Care and Integrated Care System CQC inspection**. It is anticipated that SAB functions and governance will form part of the inspection, in line with the requirements laid out in the Care Act 2014. **Key activities** in this area will include ensuring that all partners understand their SAB roles and responsibilities, gathering evidence to demonstrate how BSAB undertakes its functions and supporting SAB peer to peer reviews.

Key activities and projects for 2023 - 2024

- **Develop professional practice sessions** for frontline practitioners and managers in response to adult safeguarding themes
- **Improve data analysis** in order to help inform understanding of the uptake of the training across the system and use of evaluation to improve our packages.
- **Plan** a tri-board (Bradford Safeguarding Adults Board, The Children's Partnership and Community Safety Partnership) **thematic learning event**.
- **Develop the SAR Framework** ensuring that it reflects national developments around 'SARs in Rapid Time' and SAR Quality Markers
- **Develop** a robust **Quality Assurance** process to underpin the development and delivery of multi-agency training.
- **Deliver** a programme of **multi-agency audits** and data deep dives and to promote continuous improvement in partner safeguarding adults practices.
- **Develop** capacity and expertise in **audit methodology** across the partnership to enable the Quality Assurance framework to be delivered effectively
- **Review** the impact of the regional Safeguarding Adults Policy and Procedures that have been implemented, including **reporting systems** and the **capacity to analyse available referral data**
- **Undertake** a series of **Safeguarding Practitioner Forums** to raise the profile of SAB, its functions and priorities, and to capture the experience of those working on the frontline

13 SAFEGUARDING ADULTS ACRONYMS

AaR	Adult at Risk
ADASS	Association of Director of Adults Social Services
BSAB	Bradford Safeguarding Adults Board
BDSCP	Bradford District Safeguarding Children's Partnership
CSP	Community Safeguarding Partnership
CCG	Clinical Commissioning Group
CQC	Care Quality Commission
DA	Domestic Abuse
DBS	Disclosure and Barring Service
DoLS	Deprivation of Liberty Safeguards
ICS	Integrated Care System
LA	Local Authority
MASH	Multi - Agency Safeguarding Hub
MCA	Mental Capacity Act
MSP	Making Safeguarding Personal
SAR	Safeguarding Adult Review

14 HOW TO REPORT A SAFEGUARDING CONCERN

A safeguarding concern is raised where there is reasonable cause to suspect that an adult who has, or may have, needs for care and support is at risk of, or experiencing, abuse or neglect. Care Act 2014 Section 42 (1) (a) and (b)



If you are concerned that you or another adult is being neglected, harmed, or abused in any way, please do not ignore it. Any suspicion of abuse or neglect should be reported to the Safeguarding Adults Team

by telephone on 01274 431077

Online <https://www.saferbradford.co.uk/report-a-concern>

The Safer Bradford website <https://www.saferbradford.co.uk/adults> has lots of information for practitioners and members of the public

If you or someone else is in imminent danger, phone the police on 999, or call them on 101 if it is less urgent.