

Report of the Assistant Director of Finance and Procurement to the meeting of the Executive to be held on 10th July 2018.

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Subject:

Qtr. 1 Finance Position Statement for 2018-19

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2018-19.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current balances and reserves and forecasts school balances for the year.

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the first monitoring report presented to Members on the Council's 2018-19 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2019.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements in the first quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

- Based on May 31st 2018 projection, the Council is forecast to spend £5.8m above the approved budget of £358.1m.
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) is forecast to overspend the £102.9m net expenditure budget by £7.0m. This is mainly due to a forecast £6.8m underachievement of the 2018-19 £8m demand management saving.
- Children's Services are forecast to overspend the £93.2m net expenditure budget by £1.4m. The overspend is largely due to;
 - A £1.3m overspend on the £8.4m external purchased placements budget due to higher numbers of placements than budgeted. The service has reduced this overspend compared to previous years by placing children into external fostering placements instead of costlier external residential placements.
 - The fees and allowances budgets of £18.1m are also anticipated to overspend by £0.4m due to increased Special Guardians Order placements.
 - Social Work services are currently forecasting a £0.4m overspend on the £8.9m frontline Social Work staffing budget.
 - The above overspends are partly offset by other underspends in the Department.
- The Department of Place is forecast to overspend the £63.3m net expenditure budget by £3.4m. The overspend is largely attributable to;
 - A £2.5m overspend on Waste Management comprised of a £1.14m over spend in Waste Disposal, £1.04m over spend in Waste Collection, and continuing Waste Programme costs of £0.33m, previously funded from reserves but which have now been fully spent.
 - A continuing £0.8m overspend on Sports Facilities caused mainly by higher than budgeted employees expenditure.
 - A £0.8m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - £0.3m underachievement on Building Control income.
 - The overspends outlined above are partly offset by underspends in Neighbourhoods and Streetscene and other underspends across the Department.
- The above overspends in Health & Wellbeing, Children's Services and the Department of Place totalling £11.8m are partly offset by
 - £3.0m of corporate contingencies
 - £2.0m of forecast lower redundancy costs.

- £1.0m of other centrally held underspends
- Contained within the overall £5.8m overspend outlined above, £13.4m of the £28.2m¹ budgeted savings programme are forecast not to be delivered as intended. Although significantly lower than the £22.6m in 2017/18, the forecast underachievement is still higher than prior years reflecting the increased difficulty of delivering further savings after lower priority areas have already been cut.
- Since 2010, the Council has delivered £240m of savings that have been required as a result of cuts in government funding, and increases in demand for social care services.
- Having high levels of underachieved savings can have a very detrimental impact on the financial health of the Council as savings not delivered in year compound the difficulty in delivering future years' additional savings unless addressed. There is also an opportunity cost of the time lost that could have been used to deliver alternative savings. The underachievement of savings and their potential impact on the financial health of the Council is the main issue highlighted by this report and prior monitoring reports.
- The Leadership Team will oversee Departmental plans and actions that will seek to address the overspend and underachieved savings. Alongside this, further crosscutting mitigations will be considered.
- At 31st May reserves stand at £167.3m (Council £146.8m and Schools £20.5m). Net movements in reserves have led to a £1.6m increase in reserves from the start of the Section 4 details reserves.
- Unallocated reserves stand at £14.5m. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- Regarding Capital Expenditure, the profiled resource position for 2018-19 for the Capital Investment Plan (CIP) stands at £150.7m with £9m incurred at 31st May.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.5m for Thornton Road / Toller Lane (A6177) Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
 - £0.3m additional funding to complete works to St Georges Hall.
 - £0.5m for the demolition of Jacob's Well, this scheme was approved by Executive in April 2017.
- Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2019-20, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates.

¹ £20.6m are new budgeted savings, and £7.6m relates to underachieved savings from prior years that have carried over into 2018-19

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 31st May 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £5.8m. There are however a number of significant departmental budget variances as outlined.

In the Tables below, we show the planned and budgeted results from two perspectives.

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

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	215.6	222.4	6.7	-112.8	-112.5	0.2	102.9	109.8	7.0
Children's Services	483.2	485.0	1.7	-390.1	-390.4	-0.3	93.2	94.6	1.4
Department of Place	119.6	126.2	6.6	-56.3	-59.4	-3.2	63.3	66.8	3.4
Corporate Services	251.4	251.0	-0.4	-209.0	-208.7	0.3	42.4	42.3	-0.1
Chief Executive	4.0	4.0	0.0	-0.1	-0.1	-	3.9	3.9	0.0
Non Service Budgets	7.2	7.2	-	-1.3	-1.3	-	5.9	5.9	-
Central Budgets & Net Transfers To Reserves	81.8	75.8	-6.0	-35.3	-35.3	-	46.5	40.5	-6.0
Total Council Spend	1,162.9	1,171.6	8.7	-804.8	-807.7	-2.9	358.1	363.9	5.8

Table 1b shows the income and expenditure of the Council by priority outcome which reflect the alignment of resources with the priorities of the Council and the District as set out in the respective Council and District Plans. In essence the activities the Council undertake contribute to the delivery of the outcomes.

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Council Plan Outcomes									
Better Health Better Lives	435.1	445.8	10.7	-268.5	-269.8	-1.3	166.6	176.1	9.5
Better Skills, More Good Jobs And A Growing Economy	93.6	97.4	3.8	-49.6	-52.5	-2.9	44.0	44.9	0.9
Safe, Clean And Active Communities	62.5	64.0	1.5	-23.1	-22.6	0.5	39.4	41.3	2.0
A Great Start And Good Schools For All Our Children	419.3	418.9	-0.4	-393.7	-393.2	0.5	25.6	25.6	0.0
Decent Homes That People Can Afford To Live In	4.2	4.2	-	-0.7	-0.7	-	3.5	3.5	-
A Well Run Council	83.8	83.3	-0.9	-29.8	-29.6	0.6	54.0	53.7	-0.3
Non Service, Fixed and Unallocated	64.4	58.1	-6.3	-39.4	-39.3	0.0	25.0	18.8	-6.3
Total Council Spend	1,162.9	1,171.7	8.7	-804.8	-807.8	-2.9	358.1	363.9	5.8

2.2 Delivery of Budgeted Savings proposals

The combined budget savings of £20.6m in 2018-19² brings the total savings the Council has had to find in the eight years following the 2010 Comprehensive Spending Review (CSR) to £261.7m.

Table 2- Year on Year savings since 2010 CSR

	£m
2011-12	48.7
2012-13	28.5
2013-14	26.1
2014-15	31.8
2015-16	37.7
2016-17	45.6
2017-18	37.5
Less undelivered savings added back	-14.4
Total savings to 17-18	241.1
2018-19	20.6
Total savings	261.7

The 2018-19 budget includes £20.6m of new budget reductions, however £7.6m of prior year underachieved savings have carried forward into 2018-19, meaning that £28.2m of savings will need to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £14.7m (52%) of the £28.2m is forecast to be delivered, leaving £13.4m that is forecast not to be delivered.

Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/18	2018/19 New Savings	Total Savings 2018/19	Forecast Variance 2018/19	Total Savings 2019-20 ³
Health & Wellbeing	1.6	12.4	13.9	6.8	13.1
Children's Services	0.0	0.5	0.5	0.0	4.1
Place	1.3	3.6	5.0	1.6	3.7
Corporate	0.0	3.5	3.5	0.3	2.3
Corporate (CEO)	0.0	0.5	0.5	0.0	0.1
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0	0
Travel Assistance	4.8	0.0	4.8	4.8	0
Total	7.6⁴	20.6	28.2	13.4	23.3

Although the forecast underachievement is lower than last year, it is higher than prior years.

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

The planned savings that are at risk of not being delivered in full are outlined in the table below, and in greater detail in section 3 Service Commentaries.

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

⁴ Underachieved savings from prior years include the value of underachieved savings from 2016/17 and 2015/16 that were not achieved by 31/3/2017.

	Prior year underachiev ed savings balance carried forward.	This years approved Budget Savings	Total Budget Saving to be delivered in year	This years Forecast Under / Over Achievement
Health and Wellbeing				
5A3 - LD Residential and Nursing Demand Management	773	2,480	3,253	2,480
5A2 = MH Residential and Nursing Demand Management		136	136	136
5A6 - Access review	-	2,000	2,000	2,000
5A7- Efficiencies in the contracting regime of all discretionary services		2,112	2,112	2,112
4PH11 – Environmental Health restructure		40	40	40
Health and Wellbeing Total	773	7,541	7,541	6,768
Department of Place				
4E2 - Waste Collection and Disposal Services – Full year effect of introduction of alternate weekly collection and associated round reduction, improved recycling, reduction in residual waste and improved efficiencies	-	807	807	500
4E11 - Sport and Physical Activity – investigate all methods of future operational service delivery	-	150	150	150
4R11 - Planning, Transportation and Highways - introduction of limited lighting hours / switch off of street lighting on non-principal road network	-	60	60	60
Total 2018/19 new budget savings		1,017	1,017	710
3E1 - Waste Minimisation – Support and Encourage Recycling; Provide One General Waste Bin and End the Collection of Side Waste. £500k saving applied to ref 3E1; this has been split between disposal costs and recycling income.	70	-	70	70
3E11 - Restructure Sports & Culture Management Staffing	100	-	100	50
3E13 - Transfer Ownership of Playing Pitches & Facilities to Sports Clubs, Parish Councils & Community Organisations	20	-	20	20
3E22 - Review of Tourism Budget	50	-	50	50
3E4 - Alternative Week Waste Collection	425	-	425	425
3E9 - Sports Facilities - New Online Booking & Membership System	25	-	25	25
3R13 - CCTV Services - seek to generate income through exploring the commercial opportunities for example services to education, other authorities and the private sector.	50	-	50	50
3R14 - Street Lighting - Partial Night Switch Off	50	-	50	50
3R18 Re-Structure Planning Transport & Highways and Transfer Some Functions to the West Yorkshire Combined Authority	125	-	125	125
Unachieved savings from prior years	915	-	915	865
Department of Place Total	915	1,017	1,932	1,575
4H1 - Human Resources – reduce HR transactional support, to reduce volume of service specific training	-	204	204	102
4H2 - Terms and Conditions – removal of non-contractual overtime payments and removal of essential car allowance lump sum payments	-	120	120	30

4R14 - Asset Management – make the best use of the Council's and public sector partners' estate working with the Voluntary and Community Sector
 Also seek to invest in non-operational property to generate surplus income

	-	360	360	120
Corporate Services Total	-	684	684	252
Travel Assistance Total	4,774	-	4,774	4,774
Total Forecast Underachieved Savings	6,462	9,242	14,931	13,417

- The forecast underachieved savings is the assessment at this early stage of the financial year. Work that is being undertaken to deliver these savings plans may reduce the forecast underachievement as the year progresses.

3. SERVICE COMMENTARIES

3.1 Health and Wellbeing

- The Department of Health and Well-Being is forecast to overspend the £102.9m net expenditure budget by £7.0m, all of which falls within Adult Services.

Health & Wellbeing	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Operational Services	161.2	166.9	5.7	-66.1	-65.9	0.2	95.1	101.0	5.9
Integration & Transition	9.9	10.8	0.9	-1.9	-1.9	-0.0	8.0	8.9	0.9
Strategic Director	0.5	0.7	0.1	-1.4	-1.4	-	-0.9	-0.7	0.1
Public Health	44.0	44.0	-0.0	-43.3	-43.3	-	0.6	0.6	-0.0
Total	215.6	222.4	6.7	-112.8	-112.5	0.2	102.9	109.8	7.0

Adult Services

- The 2017-18 outturn for the department highlighted a £21.4m pressure; this comprised of £13.3m of underachieved savings; further demand and cost pressures of £7.3m on the Purchased Care budget and other overspends across the department of £0.8m.
- Due to the financial pressure faced by the department and as a result of the 2018-19 budget process, £10m of savings have been deferred to future years (£2m to 2019-20 and £8m to 2020-21) and a further £1.5m saving was permanently deleted as it was conflicting to the new Home First strategy.
- The department also received additional funding of £8.4m for inflation and demographic growth and a further £1.4m one-off Adult Social Care Grant was received.
- This gave an increase to the budget of £21.3m before savings of £8m were applied.
- The department has increased care fees paid by £2.9m on an interim basis whilst a consultation process is underway with providers.
- The forecast £7m overspend at quarter one is primarily as a result of £6.8m underachievement of the 2018-19 £8m demand management saving. The department has allocated the saving to the following areas.
 - Older People (reduce packages of care) - £1m
 - Mental Health (reduce packages of care) - £0.1m
 - Learning Disabilities (review services, contracts and packages of care for people with learning disabilities to promote choice and independence) - £2.5m
 - Access Review - £2m
 - Efficiencies in Contracting - £3m
 - Direct Payment Reviews - £0.2m
- At quarter one, the forecast is indicating that £1m saving linked to reducing packages of care for older people will be achieved. This is due to the demand management and the Home First Strategy working very well in this area. The direct payment reviews (£0.2m) is also forecast to be achieved
- Learning Disability Services have an underlying £11m pressure in the budget and the further savings also add to this pressure. Action plans have been drawn up and intensive monitoring and scrutiny is taking place through task and finish groups and transformation boards.
- The Access review is unlikely to achieve the full savings target in year due to the time delay in preparing and implementing plans. Further work on gathering baseline data to aid the monitoring will be completed during the summer.

- There is a full review and scrutiny of all contracts however, due to timing of contract end dates and staffing resources to review each spot contract there will be a delay in delivering this savings in full this year.

Mitigating Actions

In terms of the Health and Well Being savings, the service will continue on the delivery of the demand management approach, which within Older People and Physical Disabilities has shown positive results. As such, the focus of will be in Learning Disability and include the following changes to support this work:

- The service will be changing the line management of the Learning Disability(LD) Service from Operations to the Principal Social Worker (PSW). The management will be strengthened in this area with temporary recruitment of a Service Manager reporting to the PSW whose first task will be a review of safe supervision levels between Team Manager and Social Work staff, review of the LD Duty System (front door) and a review of use of Agency staff.
- The Council has appointed Impower as a partner to support the Health and Wellbeing Department Transformation Programme with a specific focus on Learning Disability. Impower will commence their work in July for an initial period of three months.
- The LD transformation programme will be led by the Interim Assistant Director for Integration and Transition and overseen by a multi service task group.
- A diagnostic review of LD Commissioning will be undertaken and a set of recommendations will be made which will include quick wins and longer term activity around processes and procedure change leading to budget savings.
- The service will stop any new commissioning additional support for those people in 24 hour supported accommodation.
- The service will review all high cost packages with transitions to ensure the packages are sustainable while meeting the needs of people.
- The process of referrals to legal services is changing. Except in urgent cases referrals will be made by a special risk panel, which will consider the views of the Social Worker and the Mental Capacity Act team, before making a decision to refer to legal.
- Will continue to review the people in high cost packages outside of Bradford, while also undertaking a detailed review focusing on the pathway of Children who have been placed outside Bradford.
- Review the Capital Programmes within the H&WB department to identify any projects that could be delayed or reprioritised to secure savings/efficiencies.

3.2 Children's Services

Children Services are forecast to overspend the £93.2m net expenditure budget (£483.3m Gross budget) by £1.4m. The £0.5m of budgeted savings are forecast to be delivered as planned.

Children's Services	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.4	0.4	-0.0	-	-	-	0.4	0.4	-0.0
Learning Services	294.4	294.4	-	-297.0	-297.0	-	-2.6	-2.6	-
Children's Specialist Services	63.6	66.3	2.7	-3.6	-4.7	-1.1	60.0	61.6	1.6
Performance, Commissioning	56.1	55.9	-0.2	-41.3	-41.0	0.3	14.8	14.9	0.1
Deputy Director	68.8	68.0	-0.7	-48.2	-47.7	0.5	20.6	20.3	-0.2
Total	483.2	485.0	1.7	-390.1	-390.4	-0.3	93.2	94.6	1.4

Children Social Care Service

Children's Social Care is forecast to overspend the £60.0m net expenditure budget by £1.6m. The main variances include:

- A £1.3m overspend on the £8.4m external purchased placements budget. The service has reduced this overspend compared to previous years with placing children in the cheaper external fostering instead of external residential placement.
- The fees and allowances budgets of £18.1m are also anticipated to overspend by £0.4m in relation to increase numbers of Special Guardians Order placements.
- Social Work services are currently forecasting a £0.4m overspend on the £8.9m frontline Social Work staffing budget.
- Children internal residential provision forecasts to overspend the net budget of £4.7m by £0.2 mainly due to staffing and premises cost.
- The Children with Complex Health and Disability Team (CCHDT) is forecasting an adverse variance on salary budgets of £0.4m.
- The above pressures are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m, support cost for children with disability £0.2m and commissioning budgets on Targeted Early Help services £0.2m.

Performance Commissioning and Development

- Performance Commissioning and Partnerships are forecast to overspend the £14.8m net expenditure budget by £0.1m as a result of a £0.2m overspend on salary budgets in Child Protection services, partially offset by staff vacancies of £0.1m within the Employment and Skills Team.
- The Travel Assistance team is currently forecasting a breakeven position on the £10.6m net budget for 2018-19. The service is currently seeking a partner to will support in the delivery of the remaining £4.8m Travel Assistance savings.

Education and Learning

- Education and Learning is forecast to underspend the £20.6m net expenditure budget by £0.3m.
- The £5.7m net budget in relation to pension payments to former teachers and lecturers is set to underspend by £0.3m due to a reduction in claimants. The Deputy Director's office is forecasting a £0.1m underspend on non-staffing related cost.
- Education Standards and Safeguarding is set to underspend the £1.9m net budget by £0.2m mainly due to vacancies (£0.1m) and income generation from penalty notices due to pupil absences (£0.1m).
- The Inclusion Services budget of £11.6m is forecast to overspend by £0.3m. This is made up of a pressure to generated traded income of £0.8m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 and £0.2m income shortfall for the Education Psychology Service. The income generation requirement is from the recent SEND service transformation and a traded service brochure has been designed. Discussions are taking place with schools on the new traded offer from September 2018.
- The pressure is currently offset by £0.4m staffing underspend on Early Year Services (including Children Centres) and £0.1m underspend on Behaviour Support Services.

Mitigating Actions

In order to mitigate the overspend, Children's Services are:

- Initiating a new project to move placement coordination into Performance Commissioning and Partnerships as part of the commissioning team to enable commissioning expertise to support the procuring of placements and to reduce the cost of placements.
- Continuing with our tight vacancy management in advance of the early help restructure.
- Continuing to work towards reducing cash spend within the department.
- Continuing to use work with other nearby authorities to maximise respite capacity.

3.3 Department of Place

The department is forecast to overspend the £63.3m net expenditure budget (£119.6m gross budget) by £3.4m and deliver £3.4m of the £5m savings as planned.

Department of Place	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Directors Office	0.6	0.6	-0.0	-	-	-	0.6	0.6	-0.0
Fleet & Transport Services	12.9	12.5	-0.4	-13.9	-13.4	0.5	-1.0	-0.9	0.1
Waste Collection & Disposal	29.2	31.4	2.1	-6.2	-5.9	0.4	23.0	25.5	2.5
Economy & Development	8.5	8.5	0.1	-2.3	-2.3	-	6.2	6.2	0.1
Sports & Culture Services	30.4	34.3	4.0	-20.7	-23.8	-3.1	9.7	10.5	0.8
Neighbourhoods & Street Scene	18.4	18.2	-0.3	-6.1	-6.6	-0.5	12.3	11.6	-0.8
Planning, Transportation & Highways	19.5	20.7	1.2	-7.0	-7.5	-0.4	12.4	13.2	0.7
Total	119.6	126.2	6.6	-56.3	-59.4	-3.2	63.3	66.8	3.4

- The £3.4m forecast overspend position is in the main due to continued pressures within Waste Services, Planning, Transportation & Highways and Sports facilities. Budget recovery plans are being developed to mitigate structural pressures.
- Of the £5m planned savings £1.6m is forecast not to be achieved in 2018-19. The £1.6m includes unachieved savings totalling £0.9m which have been carried over from 2017-18 and are being monitored with this year's budget reductions.
- Unachieved savings from 2017-18 include £0.2m Planning, Transportation & Highways, £0.2m Sports & Culture and £0.5m Waste Services.

Waste, Fleet & Transport

- Fleet & Transport are forecast to under achieve their £1.0m net income budget (£12.9m gross budget) by £0.1m. The main pressure within the service is related to income levels for land charges where we have seen a reduction over the last 12 months due to changes in VAT.
- Waste Services are forecast to over spend the £23m net expenditure budget (£29.2m gross budget) by £2.5m, comprised of a £1.14m over spend in Waste Disposal, £1.04m over spend in Waste Collection and continuing Waste Programme costs of £0.33m, previously funded from reserves but which have now been fully spent.
- Of the £1.4m planned savings £0.4m is forecast to be achieved with a pressure in Waste Collection, which is detailed below.
- The £1.14m forecast over spend in Waste Disposal is due to:-
 - £1.2m costs to fund the MRF operation, but which are partially being off-set by a £0.7m under spend in disposal costs to the main waste contractor.

The MRF is currently employing an additional shift to cope with demand until new screening equipment is installed in August/September.

The new Trommel screen should address the capacity issues at the MRF and increase the current tonnage throughput of approximately 20,000 tonnes per year to nearer 30,000. This will in turn increase income yields from sales of recyclable materials and reduce fuel costs in transfer haulage, as no waste will be delivered to secondary outlets, outside of the district.

The forecast £0.7m under spend in waste disposal costs assumes an annual tonnage for residual waste of approx. 136,000 per year. The expectation is that 2018/19 tonnages will actually outturn at a lower level than the final figure for 2017/18, of 134,000 tonnes, therefore the £0.7m should be a conservative estimate. However, data from the first eight weeks of disposal suggests that a less favourable trend is emerging, with tonnages at a higher level than the first eight weeks of 2017/18. The service is closely monitoring the situation in

an endeavour to establish the root cause of these higher than expected tonnages.

- A £0.3m over spend on the £3.4m budget for waste operational costs, i.e. transfer loading sites, household waste recycling centres and transfer haulage; the overspend is largely on employees and transport costs as the service has dealt with the additional demands of increased waste haulage and increased resources to cover for temporary staff secondments to the MRF.
- A £0.4m under achievement in income from sale of recyclable materials; the commodities market remains volatile and consistent prices and contracts cannot be secured.
- The £1.04m forecast over spend in Recycling Domestic Waste Collection and Trade is largely due to a significant under achievement of the 2017/18 & 2018/19 savings.
- The combined £1.97m savings over the two years was predicated on a reduction of 13 collection rounds, plus spares and management reductions; however, due to operational requirements and ever increasing property numbers the number of rounds has reduced by 6, with a further two to be released later this financial year. The financial impact of this variance to plan is an estimated £0.9m; this will inform a wider investigation to ascertain service requirements and to establish whether current resources can be further reduced, whilst still maintaining adequate levels of service.

Neighbourhoods and Customer Services

- Neighbourhoods and Customer Services are forecast to under spend the £12.3m net expenditure budget (£18.4m gross) by £0.8m.
- Planned savings of £0.53m are forecast to be delivered during the year.
- Most of the forecast under spend can be attributed to Parking Services, where it is anticipated that income from ticket sales and parking fines will exceed budget.

Sports and Culture

- Sports & Culture are forecast to overspend the £9.7m net expenditure budget (£30.4m gross budget) by £0.8m
- Of the planned savings of £1.1m it is forecast that £0.8m will be delivered during the year. At present it is forecast that the main areas of pressure will come from the Management & Museums restructures.
- Culture Services are forecast to balance the £5.4m net expenditure budget (£17.1m gross). Service transitional funding has now ended. Planning is underway for the transformation of cultural services taking into account proposed transfer of operations into the community and parallel new forms of delivery, in Libraries initial cost reduction of £0.1m is planned for. Similarly, cost reductions in Events (£0.15m), Tourism (£50k) and Theatres services (£0.1m) are expected to follow suit. Museums and Libraries are services undergoing significant change again in 2018-19 (£1.2m) for which planning is underway.

Economy and Development Services

- Economy & Development Services are forecast to balance the £6.2m net expenditure budget (£8.5m gross budget). This is a cautious estimate as it has been the case in previous years that E&DS closed with a favourable unspent balance of upwards of £1m. There is a reasonable probability E&DS will close 2018-19 under-spending the net £6.2m by at least £0.3m.
- Key programmes for E&DS such as the affordable housing programme and higher value regeneration schemes like the Enterprise Zone take considerable time to come to fruition, therefore funding can carry forward from year to year. Housing Access Services are recipients of 'new burdens' funding of £144k in 2018-19. The funding will enable the Service to make changes in order to provide homelessness services to all of those affected.

Planning, Transportation and Highways

- The service is forecast to overspend the £12.4m net expenditure budget (£19.5m gross budget) by £0.7m. This is mainly due to cost pressures incurred by Street Lighting, Building Control Fees & targeted savings. There are though risks inherent in delivering a balanced budget in Highways of up to £0.5m (not included in the £0.7m total pressure) but it is assumed at this early phase in the financial cycle the service will balance by year end.
- Street Lighting - estimated costs exceed the £2.4m budget by £0.8m, in response the service is preparing for large scale investment into energy efficient lighting equipment which is in addition to the £2.5m already identified. The business case for the investment rests on payback assumptions based on savings in lighting energy use.
- Building Control Fees – an estimated pressure £0.3m is likely to result in 2018-19. Consideration is being given to placing chargeable building control into alternative service delivery means that will help to recoup costs through using a more commercial approach.
- There remains a continuing challenge to deliver savings carried forward from previous years, e.g. adjusted street lighting hours (4R11) and other street lighting savings (R19) which in aggregate equate to £0.2m of unachieved savings. Of the new planned savings for 2018-19 the commercialisation plan for HDU (£0.4m) is at greatest risk as it will assume funding opportunities being gained from regional and national capital grants some of which will require the service to be leaner and more productive to be successful.

Mitigating Actions

The service is has the following mitigation actions to address the overspend:-

- Preparation and implementation of budget recovery plans for Waste Services, Sports Facilities and Street Lighting.
- Further development of income / commercial opportunities and partnership funding.
- Examine potential acceleration of 19/20 budget saving proposals.
- Potential vacancy management of non-critical posts.
- Explore possible re-phasing of capital schemes.

3.4 Corporate Resources

- The department is forecast to underspend the £42.4m net expenditure budget (£251.4m gross budget) by £0.1m, and deliver £2.8m of savings as planned.

Corporate Resources	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Director of Corporate Resources	0.3	0.2	-0.1	-0.0	-0.0	-	0.3	0.2	-0.1
Finance & Procurement	4.2	4.2	0.0	-0.4	-0.4	-	3.8	3.8	0.0
Revenues & Benefits	170.4	170.7	0.3	-166.8	-167.0	-0.2	3.6	3.7	0.1
Information & Customer Services	13.2	13.1	-0.2	-1.0	-1.0	-	12.2	12.0	-0.2
Estates and Property Services	49.4	49.0	-0.4	-36.6	-36.3	0.4	12.8	12.7	-0.1
Human Resources	5.5	5.4	-0.1	-2.0	-1.7	0.3	3.5	3.6	0.2
Legal Services	8.4	8.4	0.1	-2.1	-2.2	-0.1	6.2	6.2	-0.0
Total	251.4	251.0	-0.4	-209.0	-208.7	0.3	42.4	42.3	-0.1

- Strategic Director of Corporate Resources, Financial Services and Commissioning & Procurement are, between them, forecasting an under spend of £0.1m, primarily on salaries as posts remain vacant pending recruitment & service reviews.
- Revenues & Benefits are forecast to achieve a small overspend of £0.05m with reductions in grant and pressures on traded areas, such as payroll services, expected to be primarily offset by comparative short term reductions in spend including salaries due to existing vacancy levels.
- Information Services are forecasting an under spend of £0.2m as a result of further savings being achieved on contract costs. This is in addition to the £0.7m of planned for budgetary reductions in 2018/19.
- Estates and Property Services are forecast to underspend the £12.8m net budget by £0.1m mainly linked to an anticipated reduction in Property programme costs.
- Within Building & Technical Services, Industrial Services Group (ISG) is expected to come in on budget while maintaining the improvement in activity levels it achieved in 17/18. Architectural Services and Building Services are forecast to have a structural pressure of £0.3m resulting from a smaller capital programme reducing the overhead contribution. The Energy unit has a forecast underspend of £0.2m due to one off savings in 2018/19 on CRC payments as the scheme ends.
- Catering & Office Services is seeing pressure on its traded services increase, notably in School Catering where a number of school contracts ending in September are at risk. However, they are still anticipating meeting budget as a result of further improvements in productivity levels and savings from extending the use of on line payments via ParentPay. Other Catering continues to see pressures on trading levels; however, this is being offset by anticipated savings in Building Cleaning.
- Estates Operational, Property Programme and Investments are forecasting an under spend of £0.1m between them. Pressure on income levels both within the normal rental account and via planned investments is currently expected to be offset by savings on the Property programme. It should be noted that as the number of CAT's increases that there is a consequent reduction in rental levels and the level of investment income is dependent on opportunity.
- Human Resources (HR) are forecast to overspend by £0.2m due to a combination of pressures on its traded services, an increasing requirement for support to the Coroners' office and a reduction in the in-year forecast for terms conditions savings. The restructuring of workforce development to achieve the planned for savings of £0.25m has been completed. HR projections assume work on Council priority programmes such as the Learner Management System will be funded in 2018-19 via previously established reserves.

- The City Solicitor is forecasting a balanced position and to achieve budgeted for savings of £0.2m in 2018/19. Pressure on the Coroners' office (including mortuary services) and Democratic services (Increased net cost of registration) is being offset by anticipated one-off savings on the salary budget within Legal Services.

3.5 Chief Executive

- The Chief Executive's Office is forecast to balance the £3.9m net expenditure budget. This includes delivering £0.5m of previously planned for savings in 2018/19 via the restructuring of the service which was completed in October 2017. The forecast assumes that work on projects to the value of £0.44m is being funded by the centrally held Implementation budget.

	Gross expenditure			Income			Net expenditure		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Chief Executive	£m	£m	£m	£m	£m	£m	£m	£m	£m
Chief Executive Core Office	0.7	0.7	-0.0	-0.0	-0.0	-	0.7	0.7	-0.0
Political Offices	0.2	0.2	-0.0	-	-	-	0.2	0.2	-0.0
Public Affairs	1.3	1.3	0.1	-0.1	-0.1	-	1.1	1.2	0.1
Policy Programme	1.0	1.1	0.1	-	-	-	1.0	1.1	0.1
Programme Management	0.9	0.7	-0.1	-	-	-	0.9	0.7	-0.1
Total	4.0	4.0	0.0	-0.1	-0.1	-	3.9	3.9	0.0

3.6 Non Service Budgets

- Non service budgets are forecast to balance. Non-service budgets include payments to Joint Committees, External Audit and bank interest amongst others.

3.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies amongst others.
- There is a forecast £6m underspend which includes £3m of Corporate Contingencies and £2m lower redundancy costs than budgeted, and £1m of other forecast underspends.
- The £4.8m of savings associated with Travel Assistance that are forecast to be undelivered, will continue to be mitigated by £4.8m of Contingencies.

4. BALANCE SHEET

4.1 Cash Reserves

- Net movements in reserves have led to a £1.6m increase in total reserves from £165.7m at 1 April 2018 to £167.3m at 31st May. At 17th May 2017 unallocated reserves stand at £14.5m.

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement	Reserve Balance at 31 st May 2017 £m
Council reserves	133.9	127.8	145.2	+1.6	146.8
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	+1.6	167.3

- The £1.6m net increase in reserves include:

Releases from

- £120k from the VAT refund reserve to support Financial Services
- £99k from Children's Services Programme Support reserve

Transfers to

- £1.9m to the Transition & Risk reserve linked to one off gain on Business Rates, partly offset by investment into children's Services and the Growth Strategy (Appendix G of the 2018-19 Budget Report)

Appendices 1&2 outline Council and schools reserves.

4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) position as at 31st of March 2018. Schools do not report their quarter one financial position for 2018-19 until the end of July 2018.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	854	0	0
Primary	100	6,694	97	6,570	3	124
Secondary	7	(1,538)	7	(1,538)	0	0
Special	4	654	4	654	0	0
Pupil Referral Units (PRU)	7	457	7	457	0	0
Subtotal	125	7,121	122	6,997	3	124
School Contingency		12,721		4,721	0	8,000
Other Activities		708		708	0	0
Total	125	20,550	122	12,426	3	8,124

- The school balances reserve is currently forecasted to reduce by £8.1m in 2018-19. There have been three schools (Farnham Primary, Hollingwood Primary and Laycock Primary) that converted to academy status in 2018-19.
- There are nine schools (six primary and three secondary) currently in deficit with a combined deficit total of £3.3m.
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

5.0 Capital Expenditure

- The profiled resource position for 2018-19 for the Capital Investment Plan stands at £150.7m. This is a reduction from the previous report. To the end of May there has been total spend of £9.0m. A summary by service is shown below with a detailed monitor in Appendix 3.

Scheme Description	Approved by Exec		Re profile Budget	Spend	Budget	Budget	Budget	Total
	2018-19	Changes	2018-19	31 May 18	19-20	20-21	21-22	
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	10.4	-0.6	9.8	0.8	7.7	5.0	0.4	22.9
Children's Services	16.5	0.9	17.4	1.3	29.0	12.9	0.6	59.9
Place - Economy & Development Serv	22.6	-0.3	22.3	2.6	7.3	15.8	3.2	48.6
Place - Planning, Transport & Highways	30.8	10.7	41.5	1.1	38.9	35.8	27.1	143.3
Dept of Place - Other	21.5	-1.6	19.9	2.9	13.6	19.3	7.5	60.3
Corp Serv – Estates & Property Services	3.3	2.5	5.8	0.3	0.9	0.0	0.0	6.7
Reserve Schemes & Contingencies	71.0	-37.0	34.0	0	79.6	52.3	18.5	184.4
TOTAL - All Services	176.1	-25.4	150.7	9.0	177.0	141.1	57.3	526.1

- The latest Capital Investment Plan was set as part of the 2018-19 budget (Full Council, 22 February) and £496.4m of spend was approved in total. The Plan has been updated with the carry forward from 2017-18 and additional funding allocations. Also schemes have been reprofiled between years to better reflect the year of spend.
- Overall there has been an increase in the budget of £29.7m to £526.1m. This relates to:
 - £8.7m of 2017-18 underspend carried forward into future years
 - £8.3m of new schemes, the main ones being New Bolton Woods and School Capital Programme. Both are grant funded schemes.
 - £0.5m removed from 2018-19 CIP as funding no longer required.
 - £13.2m of additional spend on current schemes already included in the Capital Plan. The main schemes included here are School expansion, Disabled Housing Facilities Grant (DFG) and Capital Highway Maintenance. The increase in the DFG spend is due to an increase in the government grant such that we have a 2018/19 budget of £4.6m all of which is capital grant (no corporate resources).
- Although the total budget to 2021-22 has increased, there has been a £25.4m reduction to the 2018-19 Budget. This is made up of:
 - £8.7m of 2017-18 underspend added to 2018-19.
 - £7.2m of new schemes, including Jacob's Well demolition.
 - £10.3m of additional spend on current schemes already included in the Capital Plan.
 - £0.5m removed from 2018-19 CIP as funding no longer required.
 - £51.1 m of 2018-19 Budget re-profiled into future years.
- Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. £51.1m of Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

New Capital Schemes

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).

- **St Georges Hall** – the scheme was approved as part of the 2016-17 Capital Investment Plan. The scope of St Georges Hall's refurbishment has developed over a 24-month period and work on site has highlighted the need to carry out other statutory and specialist works for the facility to open to the public. The scheme currently has a revised budget of £9.3m but an additional £300,000 is required to complete works to the auditorium.
- **Thornton Road and Great Horton Road Lane Junction Improvements** £0.5m for the purchase of properties identified as being key for the A6177 Outer Ring Road Improvement programme in advance of receiving identified external funding.

The scheme involves a package of measures to improve highway efficiency for the benefit of all road users along part of the A6177 Outer Ring Road which forms part of the West Yorkshire Key Route Network (KRN). Providing extra capacity at the Thornton Road / Cemetery Road junction and Great Horton Road / Cross Lane will reduce congestion at this key pinch point on the road network and help to facilitate housing and employment growth along both the A6177 and B6145 corridors and the regeneration of Bradford City Centre.

This project seeks temporary short term funding to secure the purchase of properties that may be successfully acquired by agreement in advance of full scheme funding through the WYTF. The estimated cost of the scheme is £0.5m to be temporarily funded from CS0353 Strategic Land Purchase line in the CIP prior to being reimbursed by the WYTF.

6.0 COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- In 2018-19 the Council will receive its budgeted Council Tax of £187.1m. Any in year variance against the budgeted Council Tax and surplus does not impact in 2018-19 but will be carried forward into 2018-19. No variance is forecast for the budgeted Council Tax.

Business Rates

- In 2018-19 the Council will receive its budgeted £126.7m share of Business Rates. As with Council Tax, any in year variance between budgeted Business Rates and the deficit is carried forward into the 2019-20 financial year. However, no variance is currently forecast for Business Rates

7.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Councils risk register has been provided in Appendix 4

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 LEGAL APPRAISAL

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

11.0 NOT FOR PUBLICATION DOCUMENTS

None

12.0 RECOMMENDATIONS

That the Executive

12.1 Note the contents of this report and the actions taken to manage the forecast overspend.

12.2 Approve the following capital expenditure schemes.

- £0.5m for Thornton Road / Toller Lane Junction Improvements. The scheme seeks temporary short term funding to secure the purchase of properties that can be successfully acquired by agreement in advance of full scheme funding through the West Yorkshire Transport Fund.
- £0.3m additional funding to complete works to St Georges Hall.

13.0 APPENDICES

Appendix 1	Reserves Statement as at 31 st May 2018
Appendix 2	Service Earmarked Reserves as at 31st May 2018
Appendix 3	Capital Investment Plan
Appendix 4	Council Risk Register

12.0 BACKGROUND DOCUMENTS

- Annual Finance and Performance Outturn Report 2017-18 Executive 10th July 2018
- Medium Term Financial Strategy 2019-20 2022-23 Executive Report 10th July 2018
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017

Reserves Statement as at 31st May 2018

Appendix 1

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,227	0	1,227	Funding to support young and disadvantaged people into employment
Managed severance	0	0	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	279	-120	159	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	684	0	684	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	1,670	0	1,670	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	162	0	162	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	0	4,667	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	0	1,152	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,719	0	1,719	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	10,911	1,916	12,827	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	0	1,628	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly	756	0	756	
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
				savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
S31 offset to NDR deficit	735	0	735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	2,430	0	2,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	0	10	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	
Financing Reserve	23,738	0	23,738	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Sub Total	63,760	1,796	65,556	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	0	668	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	0	5,805	
D. Service Earmarked Reserves	37,355	-127	37,228	See Appendix 2
E. Revenue Grant Reserves	12,937	-58	12,879	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	20,550	0	20,550	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	31,353	0	31,353	
Grand total	165,707	1,611	167,318	

Departmental Earmarked Reserves Statement at 30th Jun 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	0	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	0	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	0	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	0	3,387	
Children Services				
BSF Unitary Charge	7,318	0	7,318	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	4,777	0	4,777	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	0	132	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Travel Training Unit	368	0	368	
Early Help Enabler Support	500	0	500	To help support Early Help programme
Early Help Workforce Development	81	0	81	
Recruitment & Retention	42	0	42	
Retail Academy (Skills for Employment)	262	0	262	Skills for work
Training Work Programme (Skills for Work)	798	0	798	Skills for Work
Total Children	14,378	-99	14,279	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	
Customer Service Strategy	62	0	62	Non recurring investment to be used to fund the Customer Service Strategy.

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Taxi Licensing	546	0	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	0	646	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	87	0	87	To help fund the Tour De Yorkshire
Lidget Moor YC	9	0	9	To support Youth Services in Lidget Green Area
Council Housing Reserve	616	0	616	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	125	0	125	
HMO Licencing Scheme	319	0	319	
VCS Transformation Fund	160	0	160	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	0	785	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	74	0	74	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing I
PT&H Local Plan	600	0	600	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To completed the local plan
Adventure & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	0	200	
Department of Place	9,624	0	9,624	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	-28	221	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc. in support of workforce development.
District Elections	235	0	235	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,712	0	6,712	To fund future ICT projects
UC Admin Reserve	545	0	545	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	0	350	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
ISG over achievement trading reserve	257	0	257	To support ISG
Bradford Learning Network (Broadband)	128	0	128	
Energy unit	230	0	230	To help smooth effect of price spikes.
Total Corporate Resources	9,966	-28	9,938	
Total Service Earmarked Reserves	37,355	-127	37,228	

Capital Executive Report

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend 31 May 18	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing									
CS0237	Great Places to Grow Old	0	0	0	0	4,638	4,500	0	9,138
CS0237	Keighley Rd Extra Care	5,870	245	6,115	716	488	0	0	6,603
CS0237	Keighley Rd Residential Care	2,645	3	2,648	123	89	0	0	2,737
CS0373	BACES DFG	443	350	793	-13	443	443	443	2,122
CS0239	Community Capacity Grant	1,452	-1,374	78	15	2,016	0	0	2,094
CS0348	Whiteoaks Respite Centre	0	90	90	0	0	0	0	90
CS0311	Autism Innovation Capital Grant	0	19	19	0	0	0	0	19
CS0312	Integrated IT system	0	90	90	0	0	0	0	90
CS0352	Electric vehicle charging infrastructure	0	1	1	0	0	0	0	1
Total - Health and Wellbeing		10,410	-576	9,834	841	7,674	4,943	443	22,894
Children's Services									
CS0039	Surestart Early Years & Childcare	0	0	0	0	0	0	0	0
CS0249	Schools DRF	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	0	5	5	0	0	0	0	5
CS0278	Targeted Basic Needs	0	34	34	0	0	0	0	34
CS0286	Outdoor Learning Centres	0	27	27	0	0	0	0	27
CS0022	Devolved Formula Capital	0	0	0	974	0	0	0	0
CS0030	Capital Improvement Work	27	42	69	6	0	0	0	69
CS0240	Capital Maintenance Grant	3,331	1,169	4,500	120	0	0	0	4,500
CS0244	Primary Schools Expansion Progr	1,409	291	1,700	141	7,700	600	0	10,000
CS0244	Silsden Sch £7.265m Exec 12/04/16	2,979	-57	2,922	-7	5,588	0	0	8,510
CS0244	SEN School Expansions	2,391	414	2,805	18	0	0	0	2,805
CS0360	Early Yrs 30 hrs childcare	0	6	6	0	0	0	0	6
CS0314	Foster Homes Adaptation	0	1	1	0	0	0	0	1
CS0362	Secondary School Expansion	5,876	-2,776	3,100	50	7,633	6,900	0	17,633
CS0377	LA SEN Free School	500	-500	0	0	7,000	5,350	647	12,997
CS0387	School Cap Inv Prog 18-19	0	2,200	2,200	0	1,100	0	0	3,300
Total - Children's Services		16,513	856	17,369	1,302	29,021	12,850	647	59,887

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	0	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services									
CS0134	Computerisation of Records	10	0	10	0	0	0	0	10
CS0136	Disabled Housing Facilities Grant	2,028	2,572	4,600	405	2,028	5,753	2,028	14,409
CS0137	Development of Equity Loans	1,000	13	1,013	70	1,300	1,200	1,195	4,708
CS0144	Empty Private Sector Homes Strat	662	200	862	-44	0	0	0	862
CS0225	Afford Housing Prog 11-15	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	8,600	-960	7,640	1,972	1,383	0	0	9,023
CS0380	Afford Housing Prog18-21	0	0	0	0	0	0	0	0
CS0250	Goitside	0	1	1	0	0	177	0	178
CS0280	Temp Housing Clergy House	0	232	232	0	0	0	0	232
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mngm Ln	4	10	14	0	0	0	0	14
CS0084	City Park	205	0	205	0	0	0	0	205
CS0085	City Centre Growth Zone	1,699	-1,099	600	-91	1,150	4,400	0	6,150
CS0189	Buck Lane	75	35	110	0	0	0	0	110
CS0228	Canal Road	100	0	100	0	0	0	0	100
CS0241	Re-use of Frmr College Builds Kghly	506	17	523	0	60	0	0	583
CS0266	Superconnected Cities	907	-841	66	0	841	0	0	907
CS0291	Tyrils	4,800	-4,800	0	0	500	4,300	0	4,800
CS0265	LCR Revolving Econ Invest Fund	0	1,151	1,151	0	0	0	0	1,151
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	1,167
CS0378	Cust Serv Strategy	299	-66	233	0	0	0	0	233
CS0345	Develop Land at Crag Rd, Shply	573	-311	262	219	0	0	0	262
CS0382	New Bolton Woods Regen Sch P3		3,507	3,507	76	0	0	0	3,507
Total - Place - Economy & Development Serv		22,635	-339	22,296	2,607	7,262	15,830	3,223	48,611
Place - Planning, Transport & Highways									
CS0131	Kghly Town Cntr Heritage Initi	0	156	156	2	0	0	0	156
CS0178	Ilkley Moor	0	18	18	0	0	0	0	18
CS0179	Landscape Environ Imp	0	21	21	0	0	0	0	21
CS0281	Saltaire - Public Realm imp	0	0	0	0	0	0	0	0
CS0071	Highways S106 Projects	100	35	135	2	386	0	0	521
CS0372	Countryside S106 Projects	0	0	0	0	135	0	0	135
CS0091	Capital Highway Maint	0	4,958	4,958	136	0	0	0	4,958
CS0095	Bridges	0	729	729	84	0	0	0	729
CS0096	Street Lighting	0	144	144	17	0	0	0	144
CS0099	Integrated Transport	0	587	587	18	0	0	0	587
CS0103	WY Casualty Reduction Ptner	0	0	0	0	0	0	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	4	0	0	0	0
CS0168	Connecting the City (Westfield)	0	16	16	0	0	0	0	16
CS0172	Saltaire R/bout Cong& Safety Works	0	281	281	0	0	0	0	281
CS0252	Measures to Support Hubs	0	45	45	0	0	0	0	45
CS0264	Highway to Health	0	0	0	107	0	0	0	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	0	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0367	King George V Playing Fields	1,096	-29	1,067	2	0	0	0	1,067
CS0392	Russell Hall Comm Grn		14	14	0	0	0	0	14
CS0393	Queensbury Play Areas		24	24	0	0	0	0	24
CS0277	Wyke Manor Sports Dev - demolitr	0	252	252	1	0	0	0	252
CS0245	Doe Park	0	37	37	0	0	0	0	37
CS0349	Chellow Dene	8	-2	6	51	0	0	0	6
CS0284	Sport Facilities Invest Prog (SFIP)	0	0	0	0	0	0	0	0
CS0356	Sedburgh SFIP	8,865	706	9,571	491	7,035	49	0	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	600	4,400	4,400	9,400
CS0359	Community Resilience Grant	0	22	22	0	0	0	0	22
CS0388	Recreation Equipment	0	0	0	0	0	0	0	0
CS0107	Markets	35	5	40	0	0	0	0	40
CS0342	Westgate Carpark	0	0	0	0	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	2,219	-1,879	340	0	2,975	11,850	60	15,225
CS0247	Replace Box Office Equip	0	3	3	0	0	0	0	3
Total - Dept of Place - Other		21,495	-1,569	19,926	2,911	13,610	19,299	7,543	60,378
Corp Serv - Estates & Property Services									
CS0094	Property Programme (bworks)	609	0	609	0	0	0	0	609
CS0262	Margaret McMillan Towers	0	0	0	0	0	0	0	0
CS0318	Property Programme 15/16	0	10	10	10	0	0	0	10
CS0333	Argos Chambers / Britannia Hse	0	751	751	0	0	0	0	751
CS0344	Property Programme 16/17	0	0	0	-10	0	0	0	0
CS0366	Property Programme 17/18	750	-71	679	14	0	0	0	679
CS0385	Property Programme 18/19		1,911	1,911	0	0	0	0	1,911
CS0368	Dishwasher	0	31	31	0	0	0	0	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	274
CS0269	Burley In Whrfdle Culvert repair	0	17	17	0	0	0	0	17
CS0050	Carbon Management	1,000	-203	797	-4	820	0	0	1,617
CS0305	Healthy Heating Scheme	77	59	136	22	0	0	0	136
CS2000	DDA	50	50	100	0	50	50	62	262
CS0361	Strategic Acquisitions	576	-576	0	0	0	0	0	0
CS0382	Fmr Odeon		0	0	278	0	0	0	0
CS0383	Jacobs Well demolition		495	495	14	0	0	0	495
Total - Corp Serv – Estates & Property Services		3,336	2,474	5,810	324	870	50	62	6,792

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend 31 May 18	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies									
	General Contingency	2,000	-300	1,700		2,000	2,000	2,000	7,700
	St George's Hall	0	300	300		0	0	0	300
	Highways Strategic acquisitions	0	500	500		0	0	0	500
CS0277	Wyke Manor Ph2 Sports Dev	493	0	493		0	0	0	493
	Essential Maintenance Prov	2,000	-2,000	0		2,000	2,000	2,000	6,000
	Bfd City Ctre Townscape Herit	2,000	0	2,000		750	0	0	2,750
	Strategic Acquisition	10,000	0	10,000		10,000	10,000	10,000	40,000
									0
	Keighley One Public Sector Est	10,000	-10,000	0		10,000	5,000	3,000	18,000
	Depots	3,000	-3,000	0		3,000	0	0	3,000
CS0306	Strategic Acq - Highways	550	0	550		0	0	0	550
	Canal Road Land Assembly	450	0	450		0	0	0	450
	Bereavement Strategy	8,500	-8,500	0		8,500	8,500	0	17,000
	New Schemes	31,995	-14,010	17,985	0	43,312	24,806	1,461	87,564
Total - Reserve Schemes & Contingencies		70,988	-37,010	33,978	0	79,562	52,306	18,461	184,307
TOTAL - All Services									
		176,179	-25,463	150,716	9,082	176,947	141,073	57,393	526,129

Corporate Risk Register May 2018



Corporate Risk Register May 2018
Generated on: 23 May 2018

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Cheshire West ruling March 2014 has significantly increased requests for authorisation of the Deprivation of Liberty Safeguards for people living in care homes and hospital. Failure to comply with the statutory DoLS processes leads to unlawful detention on the part of the state by the Local Authority.	
Potential Effect of risk	Harm to an individual unlawfully deprived of their liberty. Damage to the Council's reputation. Financial consequences arising from maladministration. The Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.	
Internal Controls	The department has completed the following work: <ul style="list-style-type: none"> 60 day internal audit review undertaken which recommended safe staffing levels going forwards Implementation of an improvement plan in response to all actions recommended in the internal audit report. Review of staffing compliment, leading to the establishment of a new MCA team and a business case for stabilising the level of base budget going forwards. Migration of all Best Interest Assessors through Comensura (bringing to and end the use of "independent BIAs"). Review of processes and systems. By end June 2018 all 1,800 cases in the backlog have been screened and cleared. Increase in use of short authorisations to manage the risk of cases where there are quality and safeguarding concerns. Recommissioning of the advocacy service contract to ensure capacity to provide Paid Relevant Person's Representatives. Retraining of all 47 qualified Best Interest Assessors within the Department. Bi-monthly free training offered to all providers across the health and social care sector to raise awareness of mental capacity and thresholds for authorisation of the Safeguards. Reintroduction with the CCG of the MCA Local Area Improvement Network reporting into the Safeguarding Adults Board. The impact of the internal controls has seen a significant improvement in performance: <ul style="list-style-type: none"> The total number of requests for DoLS has increased year on year by 26% to 3711 Applications not granted has increased by 40% to 1290 Applications withdrawn has increased by 176% to 458 	

	<ul style="list-style-type: none"> • Applications granted in year was 841 • The number of application completed was 929 • 27 cases have progressed to the level of a Section 21A appeal and are progressing before the Court of Protection. <p>The work undertaken over the last year has also led to a reduction in the number of active authorisations, which during 16-17 was 1,813 and during 17.18 stood at 1,417. This is a reflection of the good work by the team, the bar for capacity being low, and the MCA training raising awareness about the process.</p> <p>In 6 months the DoLS team reviews have resulted in a reduction in expenditure by £400K, the team have identified a further £2.1M of potential reductions to be achieved from purchased care spend if their work continues and the level of restriction is reduced.</p>
Actions/controls under development	In response to the internal audit recommendations and management review of capacity in the team, a business case has been developed to stabilise the level of base budget going forward to ensure we can continue to meet statutory responsibilities and manage the workload coming through.
Ownership Managed By	Bev Maybury

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users. 	
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the the Care Act 2014 and to embed the provision of MSP. A Safeguarding Adults Board manager has been appointed to monitor further development of the SAB and its Sub-groups. Senior management representation on Safeguarding Adults Board. Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular</p>	

	<p>meetings are scheduled each month throughout the year. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and members of the Adult Protection Unit to ensure that members understand how to address the current backlog of cases and the seriousness of failing to do so. The appointment of two additional Adult Protection Unit staff members to focus upon the backlog of cases received in Duty for a period of two weeks after which the situation will be reviewed.</p>
Actions/controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures are currently being updated A training programme is being developed to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Adult Protection Unit is currently under review. The review is considering the introduction of a single point of contact for all safeguarding concerns received. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
Description	<p>Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.</p>	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register</p>	
Internal Controls	<p>All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). 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 The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility 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. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events</p>	

	<p>are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified</p> <p>Service on call 24 hours per day, 365 days a year and are responsible for co-ordinating the Council's approach in an incident or emergency situation.</p> <p>In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews.</p> <p>Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>
Actions/controls under development	Revised Business Continuity Management Template has been devised to simplify plans and render them more usable when they are most needed. In March 2018 all AD's were asked to nominate service contacts to work with Emergency Management to transfer BCM plans onto the new format. This work is ongoing.
Ownership Managed By	John Major

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	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.	
Potential Effect of risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely.</p> <p>Budget proposals highlight this particular pressure as an ongoing concern for the Council.</p> <p>There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>	
Internal Controls	<p>Savings plans based on a demand management mode have been agreed, these also include renegotiating and remodelling services to help mitigate the pressure.</p> <p>H&WB Transformation and Change Board in place which includes Assistant Directors (AD) within the dept, Service Managers and AD Finance and Transformation. Meetings held on a monthly basis to review progress on saving plans.</p> <p>Monthly Finance and Performance meeting in place with Leadership Group focusing on reviewing budget position and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>At both meetings a savings tracker is presented which summarises progress to date.</p> <p>Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure</p>	
Actions/controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. These discussions are taking place via the ECB and ICB etc</p> <p>Gap analysis undertaken on Care Act implementation and have identified areas which require further work. Business case put forward to support this work which will be integrated within the Departmental Transformation and Change Programme</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.	
Potential Effect of risk	<p>Reduced opportunity for citizens. Inability to attract high value-added employment Performance Indicators, attendance or Ofsted assessments decline Changing legislation, governance or funding structures require adaptation of delivery strategy</p>	
Internal Controls	<p>Annual analysis of attainment and progress measures and schools/academies with very low scores notified and monitored by LA, MAT and RSC. Annual Educational Standards report circulated and approved at O&S Committee in September and February. Annual risk assessment of LA maintained schools in July involving key stakeholders such as governors, Diocese reps, School Finance, Safeguarding, Headteachers and SEND and resources deployed according to needs Improving standards noted at the end of all key stages particularly in the progress measures due to the introduction of firmer lines of accountability Evidence of the narrowing of the gap with the national figures due to the rigorous monitoring and evaluation of key performance indicators and effective sharing of the data with key stakeholders including Teaching Schools and the RSC. Improved LA ranking in KS1, KS2 and KS4 due to the improved pupil outcomes. Boys' achievement in reading and writing continue to be an area for improvement and LA working in partnership with the National Literacy Trust and the Manager of the Bradford Literacy Trust and the Teaching Schools in order to establish targeted projects and initiatives aimed at improving boys' literacy skills.</p>	
Actions/controls under development	<p>April 2018 – Transformation of Prevention and Early Help and SEND approved at Ex Committee on 3rd April and officers to work on the first stage of the implementation process. All services operating under the Deputy Director for Skills restructured due to austerity challenges and limited funding.</p>	
Ownership Managed By	Yasmin Umarji	

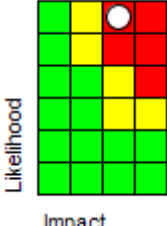
Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation</p>	
Internal Controls	<p>The action plans from the Safeguarding inspection in 2014 have been implemented. Safeguarding arrangements commended by Ofsted May 2014 - action plan devised for achieving improvements as recommended in the report within 6 month timescale. There is increased demand for child protection services; a steady increase in referrals and the numbers of children on plans has resulted in higher numbers supported by specialist services. In April this rose to above 1000 LAC. Caseloads have significantly increased for social workers. The Council has funded a resource plan and increased the number of social workers, staff in the child protection unit and a multi-agency response to Eastern European families. It has proved difficult to recruit additional experienced workers and the quality of agency workers who are available is poor, this has resulted in continued</p>	

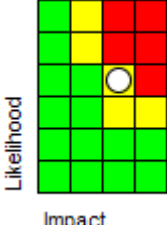
	<p>vacancies and staffing levels are a potential risk. A review of caseload allocation has been put in place to ensure resources are aligned to need. The Safeguarding Board has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. Bradford Safeguarding Children Board has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE hub. There is a robust co-located multi-agency service for dealing with contacts, referrals and assessments, and an additional specialist multi-agency service for dealing with child sexual exploitation concerns; this has been further enhanced by co-location at Sir Henry Mitchell House from April 2015. The work of the Child Sexual Exploitation Hub is strong as evidenced in the Ofsted Inspection March 2014 and the review in 2015. There has been a good response to nationally required improvements to track and reduce risk for young people. Strengthening assessment processes through the single child assessment; the Board has implemented a non-engagement pathway to address working with difficult and evasive service users. BSCB and its partners have a programme of multi-agency case file audit and case challenge. Challenge panels have been put in place to focus on key areas of practice including CSE ,and this has been further strengthened by a robust internal case file audit process. A quality assurance framework has been developed for children's services There has been further case file audit and challenge panels, together with the publication of a QA framework for Children's Social Care which has provided assurance and challenge around safeguarding work with vulnerable children. CSE has been reported to all area committees and the programme of awareness raising and training has continued. A review of caseload allocation has been put in place to ensure resources are aligned to need. The overall risk level remains the same.</p>
Actions/controls under development	
Ownership Managed By	Jenny Cryer

Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Employment and Skills Strategy are not delivered Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation Underspend of current funding</p>	
Internal Controls	<p>New contracts are developed in conjunction with key partners and are discussed with ESB Contracts are procured with specific reference to avoiding duplication of resources and funding Continue to promote streamlined provision and encourage providers to work in partnership to avoid duplication Delivery of the ESF STEP programme continues in Bradford and Leeds. ESF STEP contract runs until March 2020. Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme. Customer numbers across all SfW DWP programmes will be less than 50 before the end of 2018 Reed in Partnership have started delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. SfW continue to deliver Levy and Non-Levy Apprenticeships since the introduction of the new Government Reforms in May 2017. SfW continues to deliver Education and Skills Funding Agency (ESFA) Classroom and Community Learning funding and have received</p>	

	their 2018-2019 Contract Variation with Maximum Contract Value allocated by the ESFA.
Actions/controls under development	SfW 2018 restructure will be implemented in July 2018. The restructure takes into account the rundown of DWP contracts and reducing staff customer caseloads. Resulting in a reduction in customer facing staff and support staff. Senior management is keeping abreast of the Governments' devolution agenda for education and skills funding to a more local level i.e. West Yorkshire Combined Authority and Leeds City Region LEP Organisations can bid for DWP Flexible Support Funding via the DWP Dynamic Purchasing System (DPS), where local jobcentre plus offices can purchase service for specific customer groups or area need. Organisations need to submit their Service Offer/s on the DPS that JCP can purchase.
Ownership Managed By	Jenny Cryer; Jim Hopkinson

Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	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.	
Potential Effect of risk	<p>Damage to Council's reputation due to failure to meet own carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council's credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate and district wide carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Climate "incident"</p> <p>Lack of robust understanding of population and other economic trends</p> <p>Actions identified in corporate energy cost reduction plan not delivered</p> <p>Funding for renewable energy and energy efficiency projects not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>	
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress to 2020 target.</p> <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p>	
Actions/controls under development		
Ownership Managed By	Ben Middleton	

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	Central Government funding is likely to continue to reduce . The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services	
Potential Effect of risk	Services run the risk of failing to deliver statutory minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk was addressed for the current year. Spending pressures were resolved through the budget process together with the use of reserves. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. The Fair Funding Review which is underway will determine the national funding picture.	
Internal Controls	Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2017 Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy Project Appraisal Group established to scrutinise individual capital business cases	
Actions/controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making.	
Ownership Managed By	Andrew Crookham	

Risk Code & Title	CRR_New_FSE 2 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	
Potential Effect of risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty	

	<p>Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>
Internal Controls	<p>Designated SIRO (senior information risk owner) - City Solicitor</p> <p>Assistant Directors Assigned Information Asset Owners.</p> <p>Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities.</p> <p>Updated E-learning "Responsible for Information : levels 1,2 and 3" is sent annually via email to all staff for compulsory completion. "Think! Security Training available for Non ICT Users".</p> <p>Security breach notice and protocol is well established.</p> <p>IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p> <p>GDPR Implementation Plan in place</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p> <p>Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express</p> <p>Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place.</p> <p>Required encryption in place.</p>
Actions/controls under development	<p>GDPR Implementation Plan in place to ensure compliance with the new Data Protection Act is achieved.</p> <p>Implementation Plan will need to be completed through 2018/19</p>
Ownership Managed By	Parveen Akhtar

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining performance.</p> <p>Critical inspection/ external/ scrutiny report.</p> <p>Non-compliance with statute or regulations.</p> <p>Prosecution / financial penalty.</p> <p>Outcomes not delivered</p> <p>Resources not effectively or efficiently allocated and utilised</p> <p>Financial loss.</p> <p>Reputational damage</p> <p>Failure to deliver value for money.</p> <p>Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	Strong Corporate Governance & Audit Committee (CGAC) and scrutiny arrangements. Annual work programme determined by the CGAC in consultation with Directors or	

	<p>Finance and City Solicitor. New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government" Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan. Established whistle blowing policy and procedure available to all staff. Corporate Fraud Unit established External Audit independent overview. Annual review of governance framework including Strategic Directors' compliance statements. Established insurance principles & processes New Corporate indicator set established Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes Increased demand on services/requests for assistance</p>
Actions/controls under development	<p>Well run Council Transformation Board Back to Basics Approach</p>
Ownership Managed By	<p>Parveen Akhtar</p>

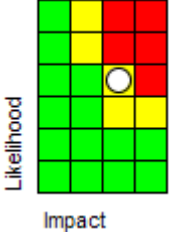
Risk Code & Title	CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision	Current Risk Matrix
Description	<p>Operational failure or disruption, at worst organisational failure, in other parts of the public sector, caused by continuing fiscal constraint, leads to direct or indirect adverse consequences for Council services</p>	
Potential Effect of risk	<p>Additional unfunded demand Breakdown in supply chains making Council services inoperable Resources diverted into failing organisations which makes less available for the Council Emergency/high-cost activity by the Council to keep services running Management attention diverted</p>	
Internal Controls	<p>Liaison with other public bodies through existing governance, partnership and peer-to-peer contacts Engagement in devolution agenda at regional level Engagement with Bradford-based public sector leaders Monitor consequences of any such failures in other places</p>	
Actions/controls under development		
Ownership Managed By	<p>Kersten England</p>	

Risk Code & Title	CRR_New_Health_1 Changing demographics	Current Risk Matrix
Description	<p>Public Health priorities are threatened by rising costs and increasing resource pressures arising from changing demographics - rising birth rate and aging population.</p>	
Potential Effect of risk	<p>New balance to be struck in resource allocation between public protection and affordability Damage to reputation.</p>	

	This risk is likely to have a significant impact over the long term. Over a rolling review period of 3-5 years however the impact is considered to be marginal allowing for effective mitigation. The Authority needs effective systems for monitoring demographic trends.
Internal Controls	Strategic Health Needs Assessment (HNA) completed Autumn 2014. The Bradford Dementia Strategy Group have agreed that HNA is in effect the Strategy. This has been accepted as such by: Health and Social Care Scrutiny, AWCCCG, BDCCG, BCCCG, BDCT. There is a 5 year action plan under auspices of the Dementia Strategy Group
Actions/controls under development	
Ownership Managed By	Bev Maybury

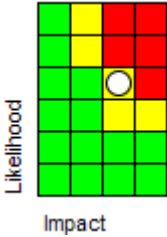
Risk Code & Title	CRR_New_Health_3 Health protection incident	Current Risk Matrix
Description	Public health is threatened by a health protection incident such as a communicable disease outbreak e.g. Pandemic Influenza or other disease or an environmental hazard e.g. severe weather.	
Potential Effect of risk	Widespread disruption of the local economy and social fabric. the number of cases of severe illness and deaths it causes summarises, the overall severity of a pandemic's impact e.g. viral property, population vulnerability, subsequent waves of spread and capacity to respond. This risk is composite in nature so risk factors will vary according to the nature of the incident	
Internal Controls	Development of a Pandemic Influenza Plan during 2014/15 which clarifies CBMDC's role During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public The Outbreak Management Algorithm dovetails with the following documents: - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance The CBMDC led Bradford District Resilience Forum (BDRF) has been operational since November 2014 and aims to provide a co-ordinated approach to integrated emergency management as determined by the risks and needs throughout the district of Bradford, in accordance with the requirements of the Civil Contingencies Act 2004. As well as Influenza and communicable disease outbreak specific planning mechanisms, the CBMDC Emergency Management Plan (Feb 2015) outlines the strategic and operational arrangements to be undertaken in the event of any emergency. The Council's Adverse Weather Plan and Flood Plan outline the procedure for the distribution of weather warnings and define the framework for response to adverse weather incidents.	
Actions/controls under development	Work is continuing to ensure other key health protection areas such as infection prevention and control (including health care associated infection), screening and immunisations and various elements of environmental health continue to be priority areas and links between Environmental Health, Public Health, PHE, NHS England and other key agencies continue to develop in a manner which enhances the delivery of services and functions seeking to address health protection issues.	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
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<p>Description</p>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of 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>Potential Effect of risk</p>	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155)</p>	
<p>Internal Controls</p>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions. Strategic direction for District set out in Housing and Homelessness Strategy which was approved by the Council's Executive and Bradford Housing Partnership in 2014 and subject to review Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans Strategic Housing Market Assessment (SHMA) and the Strategic Housing Land Availability Assessment (SHLAA) developed by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan in order to provide opportunities for the provision of affordable housing. Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as the implementation of the Housing and Planning Act and 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 reported as part of the corporate indicator set relating to net additional homes and improvement delivered by main Housing services 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. Between 2010 and 2015 the team completed the delivery of 176 affordable homes and has now commenced the 2015/18 programme (funded by £4.9m HCA grant) for 194 new homes. To date 55 properties have been completed (47 for rent and 8 for sale) 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 2350 requests for assistance during 2017/18 Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock. Invest in a proactive programme of interventions to bring empty homes back in to use. Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness. Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>	
<p>Actions/controls under development</p>	<p>Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council. Document</p>	

	awaiting final approval. Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the current 2015-2018 Affordable Housing Programme (approach approved by the Executive on 10 March 2015).
Ownership Managed By	Shelagh O Neil

Risk Code & Title	CRR_New_R&I Regeneration and Investment	Current Risk Matrix
Description	Loss of confidence in the local economy and regeneration prospects caused by failure to engage with the private sector, poor planning or ineffective interventions.	
Potential Effect of risk	<p>Inability to raise funds for projects. Reduced job opportunities. Increasing deprivation. District does not emerge from / break out of a subsidy culture to achieve a diversified and resilient economy. Delivery of local plans and economic growth adversely affected. Inability of transport infrastructure to accommodate demand for travel. Investment levels -enquiries and secured investments Business rates growth Premises vacancy/occupancy rates Projects delivered Continued reducing corporate resources - impact on the non statutory function of Economic Development Failure to engage the private sector Poor planning Ineffective interventions</p>	
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at investor events in London progresses engagement with key investors. Monitoring of economic intelligence and performance through monthly economic update bulletins and relevant `on the day` briefings; sharing of information across the Council and Partners. 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 launched. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Relationship management - development and monitoring of benefits from key programmes such as the European Social Integration Fund (ESIF), Homes England, West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p>	
Actions/controls under development	<p>Economic Development Service reshaping and restructure ESIF Programme engagement Implementation of Bradford Economic Strategy Development of Leeds City Region (LCR) pipeline projects Contractual development of local plans Engaged fully in Leeds City Region and West Yorkshire Combined Authority action impacting on the District including Business Rated Pool and CLLD Programmes</p>	
Ownership Managed By	Shelagh O'Neill	

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p>Description</p>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
<p>Potential Effect of risk</p>	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
<p>Internal Controls</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership of the Health and Well Being Board (HWBB), and is accountable to HWBB. It is committed to working with all the Bradford District Partnerships to embed principles of cohesion and inclusion in their work. Neighbourhood Service supported Ward Officer Teams - reporting community tensions as part of standard agenda – including police. Council Wardens record issues that may lead to increased community tensions. Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Community Safety Partnership co-ordinates a Reassurance and Engagement group. The Community Safety Partnership subgroup - Neighbourhood and Community Strategy group -overview of Communities of Interest. Police incidents which may have an impact on tension are shared with relevant partners. The Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. A weekly intelligence @Community Information Report is circulated to partner agencies</p>	
<p>Actions/controls under development</p>	<p>Continued vigilance is needed to ensure that any rise in tension in the District is addressed on an ongoing basis with key partners. The government launched its Integration strategy as a 'Green Paper' on 14 March and Bradford has been identified as one of 5 'Integration Areas'. A local strategy will be developed and signed off in August 2018, which will lead to a two-year programme of work to respond to the government's integration strategy. Social media continues to pose significant challenges with real, and often 'fake news', leading to heightened tensions.</p>	
<p>Ownership Managed By</p>	<p>Ian Day</p>	