



## **Report of the Director of Finance to the meeting of the Executive to be held on 6<sup>th</sup> November 2018.**

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### **Subject:**

### **Qtr. 2 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**

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**Overview & Scrutiny Area:**  
**Corporate**

# QUARTER 2 FINANCIAL POSITION STATEMENT FOR 2018-19

## 1.0 INTRODUCTION

This report is the second 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 significant issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements in the 2nd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

## 2.0 MAIN MESSAGES

### Revenue Budget & Savings Tracker

- Based on September 30th 2018 projection, the Council is forecast to overspend the £358.1m net budget by £6.1m. (£5.8m at Qtr 1).
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) is forecast to overspend the £103m net expenditure budget by £6.9m. This is mainly due to a forecast underachievement of the 2018-19 savings in Adults Social Care. The Medium Term Financial Strategy is assuming that planned Adult Social Care budget savings will have to be reduced as part of the 2019-20 budget setting process.
- The Department of Place is forecast to overspend the £64.1m net expenditure budget by £4.3m. The overspend is largely attributable to;
  - A £3.2m overspend on Waste Management comprised mainly of a £1.7m overspend in Waste Disposal and a £1.3m overspend in Waste and Recycling Collection.
  - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted employee's expenditure.
  - A £1.0m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
  - A £0.3m underachievement on Building Control trading income.
  - A £0.4m overspend in the Highways Delivery Unit linked in part to underachieved savings.
  - The overspends outlined above are partly offset by underspends in other parts of the Department.
- Children's Services are forecast to overspend the £93.3m net expenditure budget by £2.5m. The overspend is largely due to;
  - A £2.7m overspend on the £8.1m external purchased placements budget due to higher numbers of placements for Looked After Children. The overspend includes £0.25m linked to outstanding income where health partners make a contribution to Children's care packages.
  - A £1m overspend on the £8.6m Social Work staffing budget due to difficult to fill vacant posts being covered by Agency staff.
  - A £0.5m overspend on the £4.8m In-House residential home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
  - The above overspends are partly offset by underspends in Education and Learning due to one off Prevention and Early Help savings in advance of next

years planned budget reductions.

- The underspend in Education and Learning does however include a £0.6m pressure in relation to Special Educational Needs and Disability (SEND) traded services (£1m full year effect).
- Elsewhere on the agenda, there is a report detailing the outcome of an OFSTED Inspection of Local Authority Children's Services (ILACS). In response to the judgement, the Council has committed a further £134k to address immediate concerns. It will also be necessary to consider the case for additional investment as part of the upcoming Budget process.
  
- Travel Assistance is a service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place. £4.8m of budget savings are still to be delivered. The underachievement is currently being offset by Corporate Contingencies.
- Departmental plans to mitigate the issues are outlined in Section 3 Services Commentaries.
- 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. A Corporate spending control panel has also been established for the approval of staff recruitment, and consultant spend.
- The above overspends in Health & Wellbeing, Children's Services and the Department of Place totalling £13.7m are partly offset by
  - £3.0m of corporate contingencies
  - £2.0m of forecast lower redundancy costs.
  - £1.2m of capital financing underspend linked to the change in MRP policy
  - £1.0m of other centrally held underspends.
  - £0.3m underspend in Corporate Resources
- Any Council wide overspend at year end will have to be funded from reserves.

## **Reserves**

- At 30<sup>th</sup> September reserves stand at £164.7m (Council £144.2m and Schools £20.5m). Net movements in reserves have led to a £2.5m decrease in reserves since quarter 1. 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.
- School balances are currently £20.5m but are forecast to reduce to £9.2m by March 2019.
- Hanson School was £3m in deficit at the end of 2017-18 and the deficit is forecast to increase to £4.1m by the end of 2018-19. The Council is working with the school, the Department for Education and the Regional Schools commissioner to identify options to resolve the issues.

## **Capital Expenditure**

- Regarding Capital Expenditure, the latest forecast of expenditure for 2018-19 for the Capital Investment Plan (CIP) is £109.2m, compared to a revised budget of £154.4m. Spend incurred at 30<sup>th</sup> September is £35.2m. The Council will endeavour to maximise spending on the programme in 2018-19 but some projects and their

sources of funding may carry over and result in profiling budgeted spend into future years.

- New schemes that are recommended to be added to the Capital Investment Plan include;
  - £0.35m for Highways IT equipment to produce technical engineering drawings. This scheme seeks temporary short term funding from revenue reserves in advance of funding from the West Yorkshire Transport Fund.
  - £0.057m for the relocation of a Soup Kitchen to be funded by a capital receipt generated by the sale of land.
- Schemes to be noted as previously approved by Executive:
  - An additional £4.7m for the redevelopment of the City Centre Markets was approved by Executive in July 2018.
  - Relocation of the Coroner's accommodation, this scheme was approved by Executive in July 2018.

### **Council Tax and Business Rates Collection**

- 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.

## 2. COUNCIL REVENUE FORECAST

### 2018-19 Revenue Forecast as at 30th Sept 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £6.1m. 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	216.4	224.1	7.7	-113.4	-114.2	-0.8	103.0	110.0	6.9
Children's Services	485.9	488.5	2.6	-392.6	-392.7	-0.1	93.3	95.8	2.5
Department of Place	116.9	123.5	6.6	-52.8	-55.2	-2.4	64.1	68.3	4.3
Corporate Resources	254.4	252.5	-1.9	-211.0	-209.4	1.6	43.4	43.1	-0.3
Chief Executive	4.1	4.1	0.0	-0.1	-0.1	0.0	3.9	3.9	0.0
Non Service Budgets	6.6	6.6	0.0	-0.8	-0.9	-0.1	5.8	5.7	-0.1
General Fund	79.2	71.9	-7.3	-34.6	-34.6	0.0	44.6	37.4	-7.2
<b>Total Council Spend</b>	<b>1,163.5</b>	<b>1,171.2</b>	<b>8.2</b>	<b>-805.3</b>	<b>-807.1</b>	<b>-1.8</b>	<b>358.1</b>	<b>364.2</b>	<b>6.1</b>

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
<b>Council Plan Outcomes</b>									
Better Health Better Lives	437.5	450.4	12.9	-270.8	-272.5	-1.7	166.7	177.9	11.2
Better Skills, More Good Jobs And A Growing Economy	94.1	97.1	3.0	-49.6	-51.5	-1.9	44.5	45.6	1.1
Safe, Clean And Active Communities	59.3	62.0	2.8	-19.7	-19.5	0.2	39.6	42.5	2.9
A Great Start And Good Schools For All Our Children	420.4	418.8	-1.5	-394.5	-394.0	0.6	25.8	24.9	-1.0
Decent Homes That People Can Afford To Live In	4.2	4.0	-0.2	-0.7	-0.7	-	3.6	3.4	-0.2
A Well Run Council	86.3	84.6	-1.6	-31.4	-30.3	1.1	54.9	54.4	-0.5
Non Service, Fixed and Unallocated	61.8	54.2	-7.5	-38.7	-38.6	-0.0	23.1	15.6	-7.5
<b>Total Council Spend</b>	<b>1,163.5</b>	<b>1,171.2</b>	<b>8.2</b>	<b>-805.3</b>	<b>-807.1</b>	<b>-1.8</b>	<b>358.1</b>	<b>364.2</b>	<b>6.1</b>

## 2.2 Delivery of Budgeted Savings proposals

The combined budget savings of £20.6m in 2018-19 brings the total savings the Council has had to find in the eight years following the 2010 Comprehensive Spending Review (CSR) to £261.7m.

The 2018-19 budget includes £20.6m of new budget reductions, however £6.8m of prior year underachieved savings have carried forward into 2018-19, meaning that £27.4m of savings will need to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £14.6m (53%) of the £27.4m is forecast to be delivered, leaving £12.8m 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 <sup>1</sup>
Health & Wellbeing	0.8	12.4	13.2	6.1	13.1
Children's Services	0.0	0.5	0.5	0.1	4.1
Place	1.3	3.6	5.0	1.4	3.7
Corporate	0.0	3.5	3.5	0.4	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
<b>Total</b>	<b>6.8<sup>2</sup></b>	<b>20.6</b>	<b>27.4</b>	<b>12.8</b>	<b>23.3</b>

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	12.8 (Forecast)

The planned savings that are at risk of not being delivered in full are outlined in Section 3 Service Commentaries.

<sup>1</sup> Additional budget savings for 2019-20 will be required in line with the Medium Term Financial Strategy

<sup>2</sup> Underachieved savings from prior years include the value of underachieved savings from 2017/18 that were not achieved by 31/3/2018.

### 3. SERVICE COMMENTARIES

#### 3.1 Health and Wellbeing

- The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £6.9m (£7.0m at Qtr 1), all of which falls within Adult Services.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
<b>Health &amp; Wellbeing</b>							
Operational Services	104.7	106.4	-42.5	-42.6	62.2	63.8	1.6
Integration & Transition	10.1	10.7	-1.8	-1.9	8.2	8.7	0.5
Learning Disabilities	59.0	62.3	-24.1	-24.7	34.9	37.6	2.7
Strategic Director	-1.6	0.7	-1.4	-1.5	-3.0	-0.8	2.2
Public Health	44.1	44.0	-43.4	-43.5	0.7	0.6	-0.1
<b>Total</b>	<b>216.4</b>	<b>224.1</b>	<b>-113.4</b>	<b>-114.2</b>	<b>103.0</b>	<b>110.0</b>	<b>6.9</b>

- The overspend largely results from a £5.7m under achievement of the £8m 2018-19 demand management saving, and recurrent pressures from 2017-18. The main financial issues and mitigating actions are outlined below:

#### 1) Learning Disabilities (£2.7m overspend)

- The table below shows that Learning Disability services are being transformed in line with the strategy of reducing residential and nursing care and caring for people in the community.

<b>Average Population</b>	2016-17	2017-18	2018-19
Residential	134	127	129
Residential Block Contract	53	49	48
Nursing	18	16	15
Nursing Block Contract	60	44	43
Residential & Nursing	265	236	235
Day Care	1,007	932	929
Direct Payments	389	430	450
Home Care	471	460	417
Supported Living	226	226	234
Community Care	2,039	2,048	2,030
<b>Total</b>	<b>2,304</b>	<b>2,284</b>	<b>2,265</b>

- The transformation has not gone as far as planned, and the service is forecast to overspend the £34m net expenditure budget by £2.7m; the main areas of concern are:

- LD Residential Fees** is forecast to overspend the £8.0m net expenditure budget by £2.2m due to a combination of unachieved savings (£1.7m) and a recurring pressure from 2017-18. Total spend is however forecast to be £0.1m lower than last year.

## **In Year Mitigation**

- The service is continuing to review client packages of care and are working closely with the NHS to share the cost of high cost placements where there is a likelihood of clients being eligible for Continuing Health Care support.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

## **Future Mitigation**

- A number of housing schemes are in development that once complete will be an alternative to residential care, enabling people to live in their own tenancies with more choice and control.
- The overspend/ delay in the delivery of savings is also being reassessed, and the results will feed in to the 2019-20 budget setting process.

**1.2) LD Nursing Fees** are forecast to overspend the £4.4m net budget by £0.9m; this is a recurrent pressure from 2017-18, primarily associated with a nursing block contract arrangement.

## **Mitigation**

- Work is on-going to change the model of care from nursing to supported living which will result in a reduced cost base for the Council. It is likely that this work will be complete by early 2019 and a balanced budget should be delivered in 2019-20. The forecast overspend in 2018-19 is however unlikely to change significantly before year end, and consequently the overspend will be funded by other parts of the Department/ Council.
- The Learning Disability overspends above are being partly offset by underspends in Learning Disability Home Care.

## **2) Commissioning Savings (£2.1m unachieved)**

- Part of the department's £8m demand management saving is a £2.1m saving regarding efficiencies in contracts (5A7) which remains unachieved. Work is ongoing to identify how this saving will be achieved but it is unlikely that the saving will be delivered in 2018-19.

## **In Year Mitigation**

- Current contract arrangements are being reviewed with Legal Services and providers to ensure service provision aligns with the departments strategy.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

## **Future Year Mitigation**

- The overspend/ delay in the delivery of savings is also being reassessed, and the results will feed in to the 2019-20 budget setting process.

## **3) Older People and PD Purchased Care (£1.8m overspend)**



- The table below shows that Older People and Physical Disability services are being transformed in line with the Home First strategy which seeks to keep people independent and at home, rather than in Residential and Nursing care

<b>Average Population</b>	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – Older People	1,368	1,289	1,234	1,113	1,005
Total Residential and Nursing – Physical Disabilities	83	85	76	115	103
Total Residential and Nursing	1,451	1,374	1,310	1,228	1,108
Total Community Care – Older People	1,521	1,530	1,609	1,816	1,856
Total Community Care – Physical Disabilities	370	335	353	261	268
Total Community Care	1,891	1,865	1,962	2,077	2,124
Total	3,342	3,239	3,272	3,305	3,232

- The pace of change is not however sufficient to balance the budget, and the Older People (OP) and Physical Disabilities (PD) net expenditure budget of £31.1m is forecast to overspend by £1.8m.
- This budget area has had two budget savings totalling £3m attributed to it in 2018-19. A £1m demand management saving, and the £2m Access Saving (5A6).
- Activity data at the half year is showing a forecast reduction of 120 residential and nursing clients resulting in a £2m full year cost reduction. This however has been partly offset by an increase in 2,110 homecare hours per week (from 20,510 hours in 2017-18, to a forecast of 22,620 in 2018-19) due to the department's strategy of keeping people at home.
- Taking into account the increase in home support hours and number of clients, £1m of savings have been delivered, however the £2m Access saving is forecast to be unachieved in 2018-19.

### **In Year Mitigation**

- The department is working to reduce the overall demand for homecare by continuing to embed the community led support strategy, working with the NHS where a client has a health need and will be eligible for Continuing Health Care.
- These mitigations could reduce the £2.0m forecast overspend in the second part of the year.

### **Future Year Mitigation**

- The deliverability of Demand Management savings are being revisited. The findings will feed into the 2019-20 budget setting process.

### **4) Integration and Transitions Staffing overspends (£0.9m)**

- Within Integration & Transitions, the employee budget is forecast to overspend by £0.9m. This is due to a significant number of temporary posts which have been required in order for the department to meet the statutory obligations for Safeguarding Adults.

- A business case for additional funding has been prepared and presented to management; and will feed into the 2019-20 budget process.

### **Remaining Department**

- Other than the specific mitigating actions outlined in the above sections, the forecast overspends are being partly offset by underspends in other parts of the department in 2018-19.
- The Government has recently announced further funding for the Health and Social Care sector in 2018-19, however the value and conditions linked to the funding are not yet known, and consequently this has not been factored into the forecast.
- Based on the current forecast, the £6.9m overspend will have to be funded from other parts of the Council in 2018-19.
- Further options to mitigate the main issues in the longer term are being examined as part of the IMPOWER System Review and 2019-20 budget setting process.
- The current Medium Term Financial Plan (MTFP) assumes the time limited element of the Better Care Fund grant will not continue beyond 2019-20. Furthermore, the MTFP also makes provision to reduce the value of future years Adults savings. Current indications show that the MTFP assumptions may have to be revised further as part of the 2019-20 budget process.

## 3.2 Children's Services

- Children Services are forecast to overspend the £93.3m net expenditure budget (£485.9m Gross budget) by £2.5m (£1.4m at Qtr 1). 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	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	-0.1
Children's Social Care	64.9	69.4	-4.8	-5.4	60.1	63.9	3.9
Education & Learning	67.1	65.5	-46.9	-46.4	20.2	19.1	-1.1
Performance, Commissioning & Partnerships	63.9	63.6	-48.7	-48.5	15.3	15.1	-0.2
Schools	289.5	289.6	-292.2	-292.3	-2.6	-2.7	0.0
<b>Total</b>	<b>485.9</b>	<b>488.5</b>	<b>-392.6</b>	<b>-392.7</b>	<b>93.3</b>	<b>95.8</b>	<b>2.5</b>

- The main Children's Services financial issues are in Children's Social Care, and these include:

### 1) External Purchased Placements (£2.7m overspend)

- The £8.4m external purchased placements budget is forecast to overspend by £2.7m. The overspend has increased by £1.4m since quarter 1 mainly due to increasing number of children being placed in external Foster placements.
- The table below shows how the numbers of Looked After Children, and Children requiring support has increased in recent years, resulting in increased costs.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Qtr2	% Increase from 2012-13
Placed with Parents	90	82	84	86	119	117	126	40%
Placed for Adoption	39	53	63	38	24	25	28	-23%
Friends and Families	201	189	218	206	232	235	284	37%
Foster Parents	386	383	349	365	365	371	354	-8%
Fostering Agencies	39	37	32	32	38	57	87	123%
Residential Care (In House)	60	70	68	63	58	51	42	-30%
Residential Care (Ext)	40	41	46	50	47	42	40	0%
Other	34	32	37	34	48	62	63	85%
<b>Sub Total (Number of Children Looked After)</b>	<b>889</b>	<b>886</b>	<b>897</b>	<b>874</b>	<b>931</b>	<b>960</b>	<b>1,024</b>	<b>15%</b>
Residence Orders	78	81	65	69	59	46	41	-47%
Adoption Orders	213	224	270	271	260	247	239	12%
Special Guardianship Orders	122	157	240	277	304	320	324	166%
<b>Sub Total (Chd in Permanent Arrangements)</b>	<b>413</b>	<b>462</b>	<b>575</b>	<b>617</b>	<b>623</b>	<b>613</b>	<b>604</b>	<b>46%</b>
<b>Total Children Receiving Support</b>	<b>1,302</b>	<b>1,348</b>	<b>1,472</b>	<b>1,491</b>	<b>1,554</b>	<b>1,573</b>	<b>1,628</b>	<b>25%</b>

- The overspend includes £0.25m linked to outstanding income where health partners make a contribution to Children's care packages.

### **In Year Mitigation**

- The service is placing children in less costly external fostering instead of external residential placement where appropriate.
- A new project to move placement coordination into the commissioning team in Performance Commissioning and Partnerships has been initiated. This will enable commissioning expertise to support the procuring of placements, and reduce the cost of placements.
- The service is also continuing to work with other nearby authorities to maximise respite capacity.
- Discussions with health partners to resolve outstanding contributions are on-going.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.

### **2) Social Work Services**

- Social Work services are forecast to overspend the £8.6m budget by £1m as a result of agency staff being used to cover difficult to fill vacant posts.

#### **Mitigation**

- Children's Social Care are actively recruiting to vacant Social Work posts to reduce the spend on agency Social Workers. The service has also introduced a retention payment scheme (commencing January 2019) to reduce staff turnover.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.

### **3) In-House Residential Care**

- In-House Residential Care is forecast to overspend the £4.7m net budget by £0.5m. This is due mainly to the use of overtime/ agency / casual staffing to cover for vacancies and sickness, and some unbudgeted premises costs.

#### **Mitigation**

- Rotas are under review to reduce overtime use, and posts are being recruited to in order to reduce agency costs.

Within Children's Social Care, the above overspends are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m; support costs for children with disabilities (£0.1m), and commissioning budgets on Targeted Early Help services (£0.2m).

### **Remaining Department**

- The overspend in Children's Social Care, is partly offset by underspends in other parts of the Department.
- Performance Commissioning and Development are forecast to underspend the £15.3m net expenditure budget by £0.2m as a result of staff vacancies.
- Education and Learning is also forecast to underspend by £1.1m.
- £0.3m results from lower pension payments to former teachers and lecturers due to a reduction in claimants, and £0.4m results from vacancies across the service.
- The Inclusion Services within Education & Learning is forecast to underspend by £0.4m. However, this is made up of a pressure to traded income of £0.7m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 (the full year effect of the pressure is £1m). Options are being examined on how to address this.
- The pressure is currently offset by a one-off staffing underspend of £1.2m on Early Year Services (including Children Centres) in advance of next years' savings. These budgets are part of the new arrangements for Prevention and Early Help that came into effect from the 1<sup>st</sup> of October 2018 and will be realigned to Children Social Care Services in Qtr 3.

### **In Year Mitigations**

- It is unlikely that the forecast overspend will reduce significantly in year. Consequently, the Department overspend will have to be funded from other parts of the Council in 2018-19.

### 3.3 Department of Place

The Department of Place is forecast to overspend the £64.1m net expenditure budget (£116.8m gross budget) by £4.3m (£3.4m at Qtr 1) and deliver £3.6m of the £5m savings as planned.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Waste, Fleet & Transport Services	38.6	41.5	-16.5	-16.2	22.0	25.3	3.3
Economy & Development Services	8.8	8.5	-2.3	-2.3	6.5	6.2	-0.3
Neighbourhoods & Customer Services	18.7	18.3	-6.1	-6.4	12.5	11.9	-0.6
Planning, Transportation & Highways	19.4	19.9	-7.0	-6.3	12.4	13.6	1.2
Sports & Culture Services	30.7	34.5	-20.8	-23.9	9.8	10.6	0.7
<b>Total</b>	<b>116.8</b>	<b>123.5</b>	<b>-52.8</b>	<b>-55.0</b>	<b>64.1</b>	<b>68.3</b>	<b>4.3</b>

- The main financial issues and mitigating actions are outlined below:

#### Waste Services

- Waste Services are forecast to over spend the £23m net expenditure budget (£29.3m gross budget) by £3.2m as a result of a £1.7m over spend in Waste Disposal; a £1.3m over spend in Waste Collection, and unbudgeted Waste Programme costs of £0.3m.
- Performance data indicates that service provision is being transformed in line the strategy of collecting more recyclable waste and having less waste disposal.

Kerbside Waste & Recycling Collection	2015-16 to end of Qtr 2	2016-17 to end of Qtr 2	2017-18 to end of Qtr 2	2018-19 to end of Qtr 2
Tonnes collected from Recycling bins	8,685	9,816	13,774	17,017
Tonnes collected from Waste bins	67,479	65,449	55,343	52,358
<b>Kerbside Tonnes collected</b>	<b>76,164</b>	<b>72,264</b>	<b>69,216</b>	<b>69,375</b>

Waste Disposal	2015-16 to end of Qtr 2	2016-17 to end of Qtr 2	2017-18 to end of Qtr 2	2018-19 to end of Qtr 2
Waste Collected as Recycling (Tonnes)	36,916	38,516	38,858	46,538
Waste to Landfill or Alternative Treatment	75,558	74,861	69,142	64,594
<b>Total before Trade Waste</b>	<b>112,474</b>	<b>113,377</b>	<b>108,000</b>	<b>111,132</b>
<b>Total Municipal Waste Disposed of (Tonnes)</b>	<b>122,332</b>	<b>123,237</b>	<b>118,282</b>	<b>120,670</b>

- However, the transformation is not sufficient to balance the budget, resulting in overspends in Waste Disposal and Waste & Recycling Collection.

#### Waste Disposal

- Waste Disposal is forecast to over spend the £15.9m budget by £1.7m as a result of;
- A £0.9m overspend on materials recycling facility (MRF) operating costs. Savings in disposal costs resulting from significant reductions in kerbside residual waste, have been negated by contaminated recycling tonnages. Consequently, the level of savings anticipated are insufficient to cover the costs of the MRF as planned. Furthermore, due to an unsuccessful Trommel procurement exercise, a temporary second shift was required at the MRF.
- A £0.5m overspend on disposal operating costs, including Bradford & Keighley Transfer Loading Sites, Transfer Haulage and Household Waste Recycling Centres

costs. Much of this over spend can be attributed to fleet costs (£0.4m) and employee costs (£0.1m) as the service continues to deal with the additional demands of increased waste haulage and increased resources to cover for temporary staff secondments to the MRF.

- A £0.35m shortfall in income from sales of recyclable materials. The market remains volatile and long term contracts and consistent prices cannot be secured. However, the service continuously strives to attain best prices possible and to keep contracts under review.
- The forecast over spend is being partly off-set by other areas of Waste Disposal.

### **In Year Mitigation**

- In the short term the service is tackling high levels of contamination by raising awareness across the district. Awareness and education campaigns have been launched in addition to the enforcement of the bin policy. The current level of contamination is approximately 40%; if reduced to 30% (equivalent to 3,000 tonnes), £0.3m would be saved from reduced disposal costs and increased levels of income. As awareness of contamination continues to be raised, the quality of recycling is expected to improve.
- Following a soft market test, an alternative approach has been implemented by securing an agreement with a third party recycling operator. The MRF is now able to process all of the Districts recycling tonnage by increasing the processing speed by removing certain high value recyclates. The balance of the recyclate is sent to a 3<sup>rd</sup> Party Operator. This approach will reduce costs at the MRF; reduce transport costs and minimise the amount of contaminated recyclate being disposed of as costly residual waste. The potential full year effect of the new operating model could reduce the overspend significantly.
- The potential impact of such action will be assessed at Q3; until such time, forecasts have not been altered to account for possible savings.

### **Future Year Mitigation**

- The above in year mitigation will be evaluated to determine the scope of a possible new procurement early in the next financial year.
- In order to reduce costs, an invest to save capital scheme is also being examined which could see the procurement of a Trommel (screening device) for the Material Recycling Facility (MRF). The Trommel enables the automation of sorting contamination from recycled waste and would lead to a smaller workforce at the MRF, reduced residual waste disposal costs, and increased income.

### **Waste Collection**

- The £1.3m forecast over spend in Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, is largely due to a significant under achievement of the 2017-18 & 2018-19 savings.
- The combined £1.97m of 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 increasing property numbers the number of rounds has reduced by 7. The financial impact of this variance to plan is an estimated £0.9m.
- The service is currently undertaking a full re-route to ensure parity between rounds with all able to finish on the day. Going forward, there will be no scope to further

reduce residual rounds, and there will be a need to add extra rounds in future years depending on the speed of property growth.

### Future Year Mitigation

- As the unachieved savings are undeliverable, the Medium Term Financial Plan assumes that the budgeted saving will be added back as part of the 2019-20 budget setting process.

### Sport Facilities

- Sports Facilities are forecast to overspend by £0.6m. This is due to a £0.6m overspend on employees linked to casual staff and allowances, and £0.3m of other premises and supplies & services overspends.
- Of the planned savings within sports facilities, £0.1m of the £0.3m will be delivered during the year. Replacement in year savings have been identified (Tier 5 Staff Reorganisation & Increased Income from Swimming Lessons) which will provide a part year benefit in 2018-19 of £70k, with further savings of £105k being recognised in 2019-20.
- In the short term the £0.9m overspend outlined above is partly mitigated by additional income from Ilkley Lido and Keighley Leisure Centre (£0.3m).

### Future Year's Sports Facilities Mitigation - £0.9m

- The service's budget recovery plan has identified further savings, totalling £0.9m, that are scheduled to be achieved over the next 2 years.

Sports Facilities	2019-20	2020-21
Budget Recovery Plan	£0.5m	£0.4m

- This will enable the service to show a break even position by the end of 2020-21. The savings will be achieved through a number of measures including reduction in operating costs and an increase in income following the opening of Sedbergh. Further income streams have been identified from new fitness facilities and swimming lessons.

### Street Lighting

- Street Lighting is forecast to overspend the £2.7m net budget by £1.0m.
- Over the past four years there has been an increase in the number of streetlights due to road improvement schemes and housing developments. Despite this, there has been a reduction in overall energy usage linked to measures taken.
- Energy costs have however increased by approximately 16% in 2018-19. The greatest proportion of this increase arises from pass-through charges from the supplier.
- Additionally, 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

### Future Year Mitigation



- In response to increasing energy costs the service is preparing for large scale investment in energy efficient lighting equipment (LEDs) which is in addition to the £2.5m upgrade programme already identified. The viability of the business case for this investment rests on payback assumptions based on savings in energy and maintenance costs.
- The savings from the street lighting plan are not deliverable before year 2, therefore in this intervening period alternative solutions must be found.

### **Building Control Fees**

- Building Control is forecast to underachieve fee income by £0.3m in 2018-19.

### **In Year Mitigation**

- A budget recovery plan proposes extending discretionary chargeable Building Control work that will help to recoup costs.
- It is anticipated the level of Planning Fees will offset the pressure on Building Control in 2018-19.

### **Highways Delivery Unit**

- The Highways Delivery Unit is forecast to overspend the £1.4m budget by £0.4m. Despite significantly increasing income within the service to achieve the targeted income savings of £0.4m, historic structural underfunding of the unit has placed an additional impetus to increase income generation by as much again.
- Whilst the service has a good work programme of capital projects, the restructure of the highways delivery function has been delayed which in turn has impacted on further commercialisation.

### **Mitigation**

- Expenditure on revenue highway repairs has been suspended in the last two quarters until further income generating work has been secured. Higher than anticipated capital project fees will help to mitigate the pressure.

### **Remaining Department**

- The above overspends are partly offset by underspends in Economy and Development Services, and Neighbourhoods and Customer Services.

### 3.4 Corporate Resources

- The department is forecast to underspend the £43.4m net expenditure budget (£254.4m gross budget) by £0.3m, and deliver £3.1m of the £3.5 savings as planned.
- There are no significant issues to report.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
<b>Corporate Resources</b>							
Director of Corporate Resources	0.3	0.2	0.0	0.0	0.3	0.2	0.0
Financial & Procurement	4.5	4.3	-0.4	-0.4	4.0	3.8	-0.2
Estates and Property Services	50.2	48.8	-37.0	-35.4	13.3	13.4	0.2
Human Resources	5.5	5.6	-2.0	-2.0	3.5	3.6	0.1
ICT	14.6	14.4	-2.5	-2.4	12.1	12.1	0.0
Legal & Democratic	8.5	8.6	-2.1	-2.2	6.3	6.3	0.0
Revenues & Benefits	170.7	170.6	-166.9	-166.9	3.8	3.6	-0.2
<b>Total</b>	<b>254.4</b>	<b>252.5</b>	<b>-211.0</b>	<b>-209.4</b>	<b>43.4</b>	<b>43.1</b>	<b>0.3</b>

### 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. The forecast assumes that work on projects to the value of £0.4m is being funded by the centrally held Implementation budget.
- There are no significant issues to report.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
<b>Chief Executive</b>							
Chief Executive Core Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Policy Programmes & Change	1.0	1.0	0.0	0.0	1.0	1.0	0.0
Political Offices	0.2	0.2	0.0	0.0	0.2	0.2	0.0
Programme Management	0.9	0.9	0.0	0.0	0.9	0.9	0.0
Public Affairs & Communications	1.3	1.2	-0.1	-0.1	1.1	1.1	0.0
<b>Total</b>	<b>4.1</b>	<b>4.1</b>	<b>-0.1</b>	<b>-0.1</b>	<b>3.9</b>	<b>3.9</b>	<b>0.0</b>

### 3.6 Non Service Budgets

- Non service budgets are forecast to underspend the £5.8m budget by £0.1m. 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 £7.2m underspend which includes £3m of Corporate Contingencies, £2m lower redundancy costs than budgeted, £1.2m of capital financing underspends and £1m of other forecast underspends.
- The main financial issue is that the £4.7m Travel Assistance saving continues to be undelivered.
- A preferred partner has been selected to assist with the delivery of the remaining

£4.8m Travel Assistance Savings. The partner will initially agree a revised baseline in respect of the budgetary savings before starting the actual savings delivery.

## In year mitigation

- The underachievement will continue to be mitigated by £4.8m of Contingencies in 2018-19.

## 4. BALANCE SHEET

### 4.1 Cash Reserves

- Net movements in reserves have led to a £2.5m decrease in total reserves from £167.3m at 31 May 2018 to £164.7m at 30 September. At 30 September 2018 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 30 <sup>th</sup> Sept 2018 £m
Council reserves	133.9	127.8	145.2	-1.0	144.2
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
<b>Total</b>	<b>167.8</b>	<b>153.0</b>	<b>165.7</b>	<b>-1.0</b>	<b>164.7</b>

- The £2.5m net decrease in reserves include:

#### Releases from

- £132k from the Better Start Programme reserve
- £277k from Theatre Box office reserve
- £100k from Well England reserve
- £101k from Additional Costs of Project reserve
- £180k from Regional Growth reserve
- £1,669k from Better use of Budget reserve
- £54k from Producer City reserve
- £47k from Grant reserves
- £64k from Transitional & Risk reserve

#### Transfers to

- £64k to the Workforce Development New Deal reserve

Appendices 1&2 outline Council and school's reserves.

- In setting the 2018-19 budget, the Council allocated a one off amount of £1m (£0.5m for 2018-19 and £0.5m for 2019-20) to support the Prevention and Early Help new structures. The new service is being implemented from October 2018 with proposed savings starting in April 2019. A request has made to put £0.5m into reserves to support the new service from April 2019.

### 4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2019. The forecast is based on information submitted by school at the end of quarter one, schools do not report their quarter two financial position for 2018-19 until the end of October 2018.

	Balance 1 <sup>st</sup> April 2018		Balance 31 <sup>st</sup> March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	659	0	195
Primary	100	6,694	91	5,881	9	813
Secondary	7	(1,538)	7	(3,421)	0	1,883
Special	4	654	4	534	0	120
Pupil Referral Units (PRU)	7	457	7	497	0	(40)
<b>Subtotal</b>	<b>125</b>	<b>7,121</b>	<b>116</b>	<b>4,150</b>	<b>9</b>	<b>2,971</b>
School Contingency		12,721		4,721	0	8,000
Other Activities		708		339	0	369
<b>Total</b>	<b>125</b>	<b>20,550</b>	<b>116</b>	<b>9,210</b>	<b>9</b>	<b>11,340</b>

- The school balances reserve is currently forecasted to reduce by £11.3m in 2018-19. There have been nine schools (Byron Primary, Cullingworth Primary, Eastwood Primary, Farnham Primary, Hollingwood Primary, Holycroft Primary, Laycock Primary, Nessfield Primary and Woodlands CoE 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 £4.2m. The main concern remains on Hanson Secondary where the deficit balance is forecast to increase from £3m at the end of 2017-18 to £4.1m in 2018-19
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

## 5.0 Capital Expenditure

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

### Overall Capital Programme 2018-19 to 2021-22

- The revised capital budget for 2018-19 to 2021-22 is £535.3m (£526.1m as at July 2018). The revised budget position for 2018-19 for the Capital Investment Plan stands at £154.4m.

#### Revised Capital Programme 2018-19 to 2021-22

Budget	Change	Revised	Budget	Budget	Budget	TOTAL
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	Q1 monitor 2018		Budget 2018-19	2019-20	2020-21	2021-22	£m
	£m	£m	£m	£m	£m	£m	
Health and Wellbeing	9.8	0.0	9.8	7.7	4.9	0.5	22.9
Children's Services	17.4	0.3	17.7	29.0	12.9	0.6	60.2
Place - Economy & Development	22.7	0.0	22.7	10.2	27.7	8.0	68.6
Place - Planning, Transportation & Highways	42.0	2.8	44.8	39.7	35.8	27.0	147.3
Place - Other	19.5	0.4	19.9	10.6	7.5	7.5	45.5
Corporate Resources – Estates & Property	5.8	2.4	8.2	1.3	0.0	0.0	9.5
Reserve Schemes & Contingencies	33.5	-2.2	31.3	79.2	52.3	18.5	181.3
<b>TOTAL - All Services</b>	<b>150.7</b>	<b>3.7</b>	<b>154.4</b>	<b>177.7</b>	<b>141.1</b>	<b>62.1</b>	<b>535.3</b>

- There has been an increase in the budget of £3.7m for 2018-19 and overall £9.2m. This relates to additional grant or reserve funding for:
  - £0.3m Healthy Pupil capital grant
  - £0.8m new Highways schemes
  - £0.35m Highways IT equipment
  - £0.3m Electric vehicle charging infrastructure, plus £0.4m in 2019-20
  - £2m grant funding for Godwin Street

Also there are additional budgets for the following schemes that were reviewed and approved by Executive in July 2018:

- £4.7m for the redevelopment of the City Centre Market
- £0.35m additional for Coroner's accommodation

### Capital Programme 2018-19 Update

- The latest forecast for expenditure for 2018-19 is £109.2m, compared to a revised budget of £154.4m. Spend to the end of September is £35.2m, which is low compared to the forecast.
- We are not proposing to change budget profiles in this monitoring report. However, the capital programme is undergoing continuous review to analyse and challenge the current approved spending profiles and updates will be reported to the Executive in the next capital monitoring report. A summary by service is shown below with a detailed monitor in Appendix 3.

#### Budget, forecast and spend to date as at 30 September for 2018-19

	Revised Budget 2018-19	Annual Spend Forecast	Variance	Spend 30 Sept 2018	Spend to date as a % of forecast
	£m	£m	£m	£m	%
Health and Wellbeing	9.8	9.7	-0.1	3.2	32.9%
Children's Services	17.7	14.9	-2.8	4.8	32.2%
Place - Economy & Development Service	22.7	17.9	-4.8	9.7	54.2%
Place - Planning, Transportation & Highways	44.8	27.1	-17.7	8.1	29.9%
Place – Other	19.9	17.2	-2.7	7.7	44.8%
Corporate Resources – Estates & Property	8.2	5.7	-2.5	1.7	29.8%
Reserve Schemes & Contingencies	31.3	16.7	-14.6	0	0%
<b>TOTAL - All Services</b>	<b>154.4</b>	<b>109.2</b>	<b>-45.2</b>	<b>35.2</b>	<b>32%</b>

- There is a forecast capital programme variance of £45.2m between the budget and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of a number of capital schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan.

- The main reasons for the reduction in the projected spend are:
  - Children's Services – staff shortages mean that school capital maintenance and investment programmes did not start as early as planned this year. Schemes are now underway and £2.2m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school, delays in planning and site surveys mean £1.5m will slip in to 2019-20.
  - Economy and Development Service – Affordable housing programme, delays on one of the schemes means that £1.6m of spend is projected to move in to 2019-20. The Leeds City Region Revolving Investment Fund has a budget of £1.2m but currently no schemes have been identified. It is expected that the budget will roll forward to 2019-20.
  - Planning, Transportation & Highways – Majority, £15m of the variance, are West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependant on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
  - Place Other – Within Leisure there have been delays in starting projects due to completing site investigations, obtaining planning permission. Work has progressed well on the new Sedbergh Sports facilities but it is likely that £1.9m will slip into 2019-20. Also £1m of spend on King George V Playing Fields is likely to take place in 2019-20.
  - Corporate Resources - Property Programme, some of the larger projects on Council property will slip into next year.
  - Reserve schemes and contingencies - £14m will slip in to next year or beyond and further work required in the scoping of these schemes. These schemes have not been reviewed by PAG or formally committed in the CIP.
- It should be noted that there are a number of significant elements of the Corporate Property programme, such as the Strategic Acquisitions programme, which are dependent on negotiations with third parties in order to achieve a successful outcome for projects such as land acquisition. This means that there is a risk that additional slippage could be required later in the year if the negotiations take longer than anticipated.

## **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).

- **Highways IT equipment**– £0.35m for the purchase of higher specification laptops to enable the continued use of the AutoCAD package within Highways and Architects Services. AutoCAD is used to complete technical engineering drawings and an IT upgrade is essential to ensure that the Council remains able to progress capital programmes in Highways and Architectural Services.

This project seeks short term funding of the equipment to be funded temporarily from revenue reserves. The costs will then be recovered from the West Yorkshire Transport Fund.

- **Relocation of Bradford Soup Run** – £0.057m for the relocation of the Bradford Soup Run. The Bradford Soup Run is a long established Charity that provides meals for the homeless. It has operated over the past 26 years on a site located on the

verge to the north of Portland Street. This is within an area of land that has been identified for the development of a new school.

Moving the Soup Run will enable the disposal of the land to the Secretary of State for Department of Communities and Local Government for the development of a new school known as New College Bradford. This will generate a capital receipt for the Council. It has been agreed that the Council will facilitate the relocation of the Soup Run to another site on the west side of Nelson Street in order to give full vacant possession of the land and allow the development of the school.

The following schemes have already been approved by Executive in July 2018 and have now been reviewed by PAG.

- **City Centre Market** -The Capital Programme agreed by Council in February 2018 set aside £15.225m towards the project funded corporately through capital financing. The July 2018 Executive approved a revised Markets scheme. The proposal is to build a new food-focused market on Darley Street and to develop a new non-food market in the Kirkgate Centre.

The current estimated total capital cost for the project is £19.9m and it is proposed that the shortfall is funded from markets earmarked reserves and additional borrowing by the Markets Service that will be paid from revenue funding which is budgeted from a central corporate revenue allocation.

- **Coroner's Accommodation** – the relocation of the Coroner's Service to new premises was approved by Executive in July 2018 as the current accommodation is not fit for purpose. A new property has been identified and works proposed to provide a new, purpose built Coroner's Court and office accommodation.

### **Capital Resources**

- The capital programme is reviewed on an on going basis to confirm the capital resources required to finance 2018-19 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2018-19, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council priorities; projections on interest rates; and the Council's balance sheet to fund capital spend.
- Capital receipts from the sale of fixed assets exceed £2.1m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £15.0m in capital grants and contributions so far this year.
- The Council has had £9.4m of debt mature in May and August this year at an average interest rate of 6.8%

## **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 previous year deficit therefore does not impact in 2018-19 but is carried forward with an impact in 2019-20.
- In summary, no overall variance is forecast against the in year budgeted Council Tax. However, within this no overall variance, the Council Tax Reduction Scheme is forecast to be £1.2m lower, offset by £1.2m additional discounts.
- Bradford's share of the previous year Council Tax deficit in 2017-18 was £0.975m, which was £0.575m higher than the budgeted deficit of £0.4m. However, the future

year impact in 2019-20 will be mitigated in full by the application of a £0.575m earmarked reserve, previously set aside.

## **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.
- Currently a small surplus is forecast on Business Rates. This small surplus has been generated because reliefs are currently lower than forecast. It takes into account variations against budget on Government grants to compensate for extension to relief schemes.
- Bradford's share of the previous year Business Rate deficit in 2017-18 was £1.8m, compared to a budgeted deficit of £0.7m. This will be mitigated in part by the application of a £0.7m earmarked reserve, leaving a budget pressure for 2019-20 of £0.4m. However, it is currently expected that this will be more than absorbed by the small surplus identified above.

## **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 creation of a new £0.5m reserve to support the implementation of the Prevention & Early Help structure from April 2019.
- 12.3 Approve the following capital expenditure schemes.
  - £0.35m for Highways IT Equipment to be funded from a revenue reserve in advance of funding being reclaimed from the West Yorkshire Transport Fund.



- £0.057m for the relocation of the Bradford Soup Run, to be funded from the capital receipt.

12.4 Note the following has now been reviewed by PAG after approval by Executive in July 2017.

- An additional £4.7m for the redevelopment of the City Centre Markets.
- The relocation of the Coroner's premises to a new, purpose built Coroner's Court and office accommodation.

### **13.0 APPENDICES**

Appendix 1	Reserves Statement
Appendix 2	Service Earmarked Reserves
Appendix 3	Capital Investment Plan
Appendix 4	Council Risk Register

### **12.0 BACKGROUND DOCUMENTS**

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

## Reserves Statement as at 30th September 2018

## Appendix 1

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	14,497	0	14,497	
<b>Total available Unallocated Corporate Reserves</b>	<b>14,497</b>	<b>0</b>	<b>14,497</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
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	-1,669	1	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	162	-54	108	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-180	4,487	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	1,852	12,763	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.
<b>Sub Total</b>	<b>63,760</b>	<b>-171</b>	<b>63,589</b>	
<b>C. Reserves to support capital investment</b>				
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.
<b>Sub total</b>	<b>5,805</b>	<b>0</b>	<b>5,805</b>	
<b>D. Service Earmarked Reserves</b>	<b>37,355</b>	<b>-727</b>	<b>36,628</b>	See Appendix 2
<b>E. Revenue Grant Reserves</b>	<b>12,937</b>	<b>-105</b>	<b>12,832</b>	
<b>F General Reserves</b>				
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 <b>not</b> available for Council use but are balances attributable to individual schools.
<b>Sub Total General Fund Reserve &amp; School balances</b>	<b>31,353</b>	<b>0</b>	<b>31,353</b>	
<b>Grand total</b>	<b>165,707</b>	<b>1,003</b>	<b>164,704</b>	

## Departmental Earmarked Reserves Statement at 30th September 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
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	
<b>Total Adult and Community Services</b>	<b>3,387</b>	<b>0</b>	<b>3,387</b>	
<b>Children Services</b>				
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	-132	0	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
<b>Total Children</b>	<b>14,377</b>	<b>-231</b>	<b>14,146</b>	
<b>Department of Place</b>				
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	-16	46	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	-277	369	
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	-9	0	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	-29	96	
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
Ad:venture & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	-100	100	
<b>Department of Place</b>	<b>9,624</b>	<b>-431</b>	<b>9,193</b>	
<b>Corporate Resources</b>				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	36	285	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	546	0	546	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	-101	249	

	<b>Opening Balance £000</b>	<b>Movement in 2018-19 £000</b>	<b>Latest Balance £000</b>	<b>Comments</b>
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.
<b>Total Corporate Resources</b>	<b>9,967</b>	<b>-65</b>	<b>9,902</b>	
<b>Total Service Earmarked Reserves</b>	<b>37,355</b>	<b>-727</b>	<b>36,628</b>	

## Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q1 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Funding	
												Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Health and Wellbeing</b>													
CS0237a	Great Places to Grow Old	0	0	0	0	0	4,638	4,500	0	9,138	0	0	9,138
CS0237b	Keighley Rd Extra Care	6,115	0	6,115	6,115	2,019	488	0	0	6,603	690	1,000	4,913
CS0237c	Keighley Rd Residential Care	2,648	0	2,648	2,648	1,035	89	0	0	2,737	0	2,400	337
CS0373	BACES DFG	793	0	793	793	99	443	443	443	2,122	0	0	2,122
CS0239	Community Capacity Grant	78	0	78	78	25	2,016	0	0	2,094	2,094	0	0
CS0348	Whiteoaks Respite Centre	90	0	90	0	0	0	0	0	90	90	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	19	19	0	0
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	90	90	0	0
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	0	1	1	0	0
<b>Total - Health and Wellbeing</b>		<b>9,834</b>	<b>0</b>	<b>9,834</b>	<b>9,743</b>	<b>3,178</b>	<b>7,674</b>	<b>4,943</b>	<b>443</b>	<b>22,894</b>	<b>2,984</b>	<b>3,400</b>	<b>16,510</b>
<b>Children's Services</b>													
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	5	0	5	5	4	0	0	0	5	5	0	0
CS0278	Targeted Basic Needs	34	0	34	34	1	0	0	0	34	34	0	0
CS0286	Outdoor Learning Centres	27	0	27	27	13	0	0	0	27	27	0	0
CS0022	Devolved Formula Capital	0	0	0	868	1,811	0	0	0	0	0	0	0
CS0030	Capital Improvement Work	69	0	69	254	35	0	0	0	69	69	0	0
CS0240	Capital Maintenance Grant	4,500	0	4,500	4,000	1,540	0	0	0	4,500	4,500	0	0
CS0240b	Capital Inv Programme	2,200	0	2,200	500	111	1,100	0	0	3,300	3,300	0	0
CS0244a	Primary Schools Expansion Programme	1,700	0	1,700	1,700	590	7,700	600	0	10,000	9,928	0	72



Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244b	Silsden School	2,922	0	2,922	1,400	-10	5,588	0	0	8,510	8,510	0	0
S0244c	SEN School Expansions	2,805	0	2,805	2,805	96	0	0	0	2,805	2,805	0	0
CS0360	Early Yrs 30 hrs childcare	6	0	6	6	6	0	0	0	6	6	0	0
CS0314	Foster Homes Adaptation	1	0	1	0	0	0	0	0	1	1	0	0
CS0362	Secondary School Expansion	3,100	0	3,100	3,100	644	7,633	6,900	0	17,633	17,633	0	0
CS0377	LA SEN Free School	0	0	0	0	0	7,000	5,350	647	12,997	12,997	0	0
CS0421	Healthy Pupil Capital Grant	0	328	328	208	0	0	0	0	328	328	0	0
<b>Total - Children's Services</b>		<b>17,369</b>	<b>328</b>	<b>17,697</b>	<b>14,907</b>	<b>4,841</b>	<b>29,021</b>	<b>12,850</b>	<b>647</b>	<b>60,215</b>	<b>60,143</b>	<b>0</b>	<b>72</b>

**Place - Economy & Development Services**

CS0134	Computerisation of Records	10	0	10	10	0	0	0	0	10	10	0	0
CS0136	Disabled Housing Facilities Grant	4,600	0	4,600	4,000	1,631	2,028	5,753	2,028	14,409	4,600	0	9,809
CS0137	Development of Equity Loans	1,013	0	1,013	785	341	1,300	1,200	1,195	4,708	0	0	4,708
CS0144	Empty Private Sector Homes Strat	862	0	862	862	31	0	0	0	862	0	0	862
CS0225	Afford Housing Prog 11-15	0	0	0	0	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	7,640	0	7,640	6,000	5,531	1,383	0	0	9,023	3,000	6,023	0
CS0380	Afford Housing Prog18-21	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	1	0	1	0	0	0	177	0	178	0	0	178
CS0280	Temp Housing Clergy House	232	0	232	232	2	0	0	0	232	0	0	232
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mnghm Ln	14	0	14	14	2	0	0	0	14	0	0	14
CS0084	City Park	205	0	205	205	1	0	0	0	205	0	0	205
CS0085	City Centre Growth Zone	600	0	600	600	-44	1,150	4,400	0	6,150	0	0	6,150

Scheme No	Scheme Description	Budget	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0189	Buck Lane	110	0	110	110	2	0	0	0	110	0	0	110
CS0228	Canal Road	100	0	100	100	0	0	0	0	100	0	0	100
CS0241	Re-use of Fmr College Builds Kghly	523	0	523	523	0	60	0	0	583	0	0	583
CS0266	Superconnected Cities	66	0	66	66	0	841	0	0	907	0	0	907
CS0291	One City Park (fmr Tyrils)	0	0	0	0	0	500	4,300	0	4,800	4,800	0	0
CS0265	LCR Revolving Econ Invest Fund	1,151	0	1,151	0	0	0	0	0	1,151	1,151	0	0
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	1,167	0	0	1,167
CS0378	Cust Serv Strategy	233	0	233	233	75	0	0	0	233	0	0	233
CS0345	Develop Land at Crag Rd, Shply	262	0	262	262	219	0	0	0	262	262	0	0
CS0382	New Bolton Woods Regen Sch P3	3,507	0	3,507	3,507	1,859	0	0	0	3,507	3,507	0	0
CS0107	Markets	40	0	40	40	14	0	0	0	40	40	0	0
CS0363	Markets Red'mnt - City Cntr	340	0	340	340	68	2,975	11,850	4,760	19,925	0	4,700	15,225
<b>Total - Place - Economy &amp; Development Serv</b>		<b>22,676</b>	<b>0</b>	<b>22,676</b>	<b>17,889</b>	<b>9,732</b>	<b>10,237</b>	<b>27,680</b>	<b>7,983</b>	<b>68,576</b>	<b>17,370</b>	<b>10,723</b>	<b>40,483</b>

**Place - Planning, Transportation & Highways**

CS0131	Kghly Town Cntr Heritage Initi	156	0	156	156	6	0	0	0	156	156	0	0
CS0178	Ilkley Moor	18	0	18	18	0	0	0	0	18	18	0	0
CS0179	Landscape Environ Imp	21	0	21	21	0	0	0	0	21	21	0	0
CS0071	Highways S106 Projects	135	0	135	135	171	386	0	0	521	521	0	0
CS0372	Countryside S106 Projects	0	0	0	0	1	135	0	0	135	135	0	0
CS0091	Capital Highway Maint	4,958	0	4,958	4,958	2,948	0	0	0	4,958	4,958	0	0
CS0095	Bridges	729	0	729	729	451	0	0	0	729	729	0	0
CS0096	Street Lighting	144	0	144	144	119	0	0	0	144	144	0	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0099	Integrated Transport	587	0	587	479	193	0	0	0	587	587	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	-3	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	16	0	16	16	0	0	0	0	16	16	0	0
CS0172	Saltaire R/about Cong& Safety Works	281	0	281	0	2	0	0	0	281	281	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	45	45	0	0
CS0264	Highway to Health	0	0	0	1,000	803	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	176	1	0	0	0	176	176	0	0
CS0289	Local Pinch Point Fund	495	0	495	495	0	0	0	0	495	495	0	0
CS0293	West Yorks & York Transport Fund	24,320	-9,628	14,692	8,924	1,117	32,878	35,795	27,014	110,379	110,379	0	0
CS0396	WYTF Corr Imp Projects	967	9,628	10,595	1,350	133	0	0	0	10,595	10,595	0	0
CS0296	Pothole Fund	74	0	74	74	0	0	0	0	74	74	0	0
CS0306a	Strategic Transp Infrastr Priorit	90	0	90	0	0	2,600	0	0	2,690	0	0	2,690
CS0306b	Connectivity Project	1,196	0	1,196	0	0	400	0	0	1,596	0	0	1,596
CS0302	Highways Prop Liab Redn Strat	97	0	97	97	0	0	0	0	97	97	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	3	3	0	0
CS0317	VMS Signage	39	0	39	39	0	0	0	0	39	39	0	0
CS0319	Challenge Fund	1,389	0	1,389	1,389	289	0	0	0	1,389	1,389	0	0
CS0323	Flood Risk Mgmt	196	0	196	196	149	0	0	0	196	196	0	0
CS0325	Street Lighting Invest to Save	0	0	0	0	3	0	0	0	0	0	0	0
CS0329	Damens County Park	108	0	108	108	0	0	0	0	108	0	0	108
CS0332	Flood Funding	387	0	387	387	333	0	0	0	387	387	0	0
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	9	9	0	0
CS0350	Street Lighting Invest to Save	825	0	825	825	170	0	0	0	825	0	825	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0365	National Productivity Invest Fund	27	0	27	27	29	0	0	0	27	0	27	0
CS0370	LTP IP3 One System Public Transport	1,182	0	1,182	1,182	208	779	0	0	1,961	1,961	0	0
CS0371	LTP IP3 Places to Live and Work	686	0	686	686	53	0	0	0	686	686	0	0
CS0375	Sign Shop	19	0	19	19	1	0	0	0	19	0	19	0
CS0379	NPIF UTMC	1,730	0	1,730	1,730	447	1,770	0	0	3,500	3,500	0	0
CS0384	Pothole Fund 1819	829	0	829	829	334	0	0	0	829	829	0	0
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	50	50	0	0
CS0386	Cycling & Walking Schemes LTP3	19	0	19	19	1	0	0	0	19	19	0	0
CS0414	LTP IP3 Safer Rds 1819 Shipley	0	120	120	120	38	0	0	0	120	120	0	0
CS0415	LTP IP3 Safer Rds 1819 Bfd West	0	144	144	144	31	0	0	0	144	144	0	0
CS0416	LTP IP3 Safer Rds 1819 Kghly	0	123	123	123	36	0	0	0	123	123	0	0
CS0417	LTP IP3 Safer Rds 1819 Bfd South	0	128	128	128	23	0	0	0	128	128	0	0
CS0418	LTP IP3 Safer Rds 1819 Bfd East	0	145	145	145	25	0	0	0	145	145	0	0
CS0419	IP3 Safer Rds Strat Proj 1819	0	120	120	120	0	0	0	0	120	120	0	0
CS0398	Bfd City Ctre Townscape Herit	0	2,000	2,000	25	0	750	0	0	2,750	2,500	0	250
<b>Total - Place - Planning, Transportation &amp; Highways</b>		<b>42,003</b>	<b>2,780</b>	<b>44,783</b>	<b>27,072</b>	<b>8,112</b>	<b>39,698</b>	<b>35,795</b>	<b>27,014</b>	<b>147,290</b>	<b>141,775</b>	<b>871</b>	<b>4,644</b>

**Place - Other**

CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	1,031	3,000	3,000	3,000	12,000	0	12,000	0
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	35	0	0	35
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	47	47	0	0
CS0063	Waste Infrastructure & Recycling	205	0	205	205	-6	0	0	0	205	205	0	0
CS0132	Community Hubs	25	0	25	25	0	0	0	0	25	0	0	25

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0283	Above Ground Fuel Storage	110	0	110	110	51	0	0	0	110	0	0	110
CS0328	Cliffe Castle Various	35	0	35	35	0	0	0	0	35	35	0	0
CS0374	Cartwright Hall CCTV	0	0	0	0	39	0	0	0	0	0	0	0
CS0340	St George's Hall	4,894	300	5,194	5,424	3,268	0	0	0	5,194	0	0	5,194
CS0121	Roberts Park	0	0	0	0	0	0	0	0	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	0	0	83	83	83	0	0
CS0162	Capital Projects - Recreation	0	0	0	100	71	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	28	0	28	28	10	0	0	0	28	28	0	0
CS0229	Cliffe Castle Restoration	150	0	150	131	29	0	0	0	150	150	0	0
CS0347	Park Ave Cricket Ground	21	0	21	21	14	0	0	0	21	21	0	0
CS0004	S106 Recreation	0	0	0	0	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	1,067	0	1,067	50	11	0	0	0	1,067	1,067	0	0
CS0392	Russell Hall Comm Grn	14	0	14	14	0	0	0	0	14	14	0	0
CS0393	Queensbury Play Areas	24	0	24	24	0	0	0	0	24	24	0	0
CS0394	Harold Walk	0	20	20	20	0	0	0	0	20	20	0	0
CS0277	Wyke Manor Sports Dev - demolition	252	0	252	150	14	0	0	0	252	252	0	0
CS0245	Doe Park	37	0	37	0	0	0	0	0	37	37	0	0
CS0349	Chellow Dene	6	0	6	51	51	0	0	0	6	6	0	0
CS0356	Sedbergh SFIP	9,571	0	9,571	7,747	3,135	7,035	49	0	16,655	0	0	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	0	600	4,400	4,400	9,400	0	0	9,400
CS0359	Community Resilience Grant	22	0	22	22	0	0	0	0	22	22	0	0
CS0247	Replace Box Office Equip	3	-3	0	0	0	0	0	0	0	0	0	0
<b>Total - Place - Other</b>		<b>19,546</b>	<b>317</b>	<b>19,863</b>	<b>17,239</b>	<b>7,718</b>	<b>10,635</b>	<b>7,449</b>	<b>7,483</b>	<b>45,430</b>	<b>2,011</b>	<b>12,000</b>	<b>31,419</b>

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corp Resources - Estates &amp; Property Services</b>													
CS0094	Property Programme (bworks)	609	0	609	109	0	0	0	0	609	0	0	609
CS0318	Property Programme 15/16	10	0	10	0	0	0	0	0	10	0	0	10
CS0333	Argos Chambers / Britannia Hse	751	0	751	151	1	0	0	0	751	0	0	751
CS0366	Property Programme 17/18	679	0	679	679	700	0	0	0	679	0	0	679
CS0391	Property Programme 18/19	1,911	0	1,911	1,000	33	0	0	0	1,911	0	0	1,911
CS0368	Dishwasher	31	0	31	31	30	0	0	0	31	0	0	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	0	274	148	0	126
CS0269	Burley In Whrfedle Culvert repair	17	0	17	17	1	0	0	0	17	0	0	17
CS0050	Carbon Management	797	0	797	797	70	820	0	0	1,617	0	0	1,617
CS0305	Healthy Heating Scheme	136	0	136	136	52	0	0	0	136	0	0	136
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	0	270	270	270	0	400	0	0	670	670	0	0
CS2000	DDA	100	0	100	100	0	50	50	62	262	0	0	262
CS0361	Strategic Acquisitions	0	0	0	0	64	0	0	0	0	0	0	0
CS0381	Godwin St	0	2,190	2,190	1,900	652	0	0	0	2,190	2,000	190	
CS0383	Jacobs Well demolition	495	0	495	495	93	0	0	0	495	0	0	495
<b>Total - Corp Resources – Estates &amp; Property Services</b>		<b>5,810</b>	<b>2,460</b>	<b>8,270</b>	<b>5,685</b>	<b>1,696</b>	<b>1,270</b>	<b>50</b>	<b>62</b>	<b>9,652</b>	<b>2,818</b>	<b>190</b>	<b>6,644</b>

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
<b>Reserve Schemes &amp; Contingencies</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0395	General Contingency	1,700	-57	1,643	1,643	0	2,000	2,000	2,000	7,643	0	0	7,643
	Soup Kitchen	0	57	57	57	0	0	0	0	57	0	0	57
	Highways IT upgrade	0	350	350	350	0	0	0	0	350	350	0	0
CS0340b	St George	300	-300	0	0	0	0	0	0	0	0	0	0
CS0396b	From Hard Ings Money	0	0	0	0	0	0	0	0	0	0	0	0
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	493	0	0	493
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	6,000	0	0	6,000
CS0398	Bfd City Ctre Townscape Herit	2,000	-2,000	0	0	0	0	0	0	0	0	0	0
CS0399	Strategic Acquisition	10,000	0	10,000	13,200	0	10,000	10,000	10,000	40,000	0	40,000	0
CS0400	Keighley One Public Sector Est	0	0	0	0	0	10,000	5,000	3,000	18,000	0	15,000	3,000
CS0401	Depots	0	0	0	0	0	3,000	0	0	3,000	2,500	500	0
CS0306c	Strategic Acq - Highways	550	0	550	550	0	0	0	0	550	0	0	550
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	450	0	0	450
CS0403	Bereavement Strategy	0	0	0	0	0	8,500	8,500	0	17,000	0	0	17,000
	New schemes	17,985	-190	17,795	845	0	43,662	24,806	1,461	87,724	8,768	42,406	36,550
<b>Total - Reserve Schemes &amp; Contingencies</b>		<b>33,478</b>	<b>-2,140</b>	<b>31,338</b>	<b>16,645</b>	<b>0</b>	<b>79,162</b>	<b>52,306</b>	<b>18,461</b>	<b>181,267</b>	<b>11,618</b>	<b>97,906</b>	<b>71,743</b>
<b>TOTAL - All Services</b>		<b>150,716</b>	<b>3,745</b>	<b>154,461</b>	<b>109,180</b>	<b>35,277</b>	<b>177,697</b>	<b>141,073</b>	<b>62,093</b>	<b>535,324</b>	<b>238,719</b>	<b>125,090</b>	<b>171,515</b>





# Corporate Risk Register September 2018

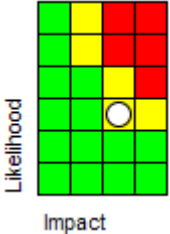


Corporate Risk Register September 2018  
Generated on: 30 September 2018

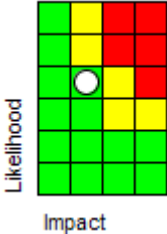
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

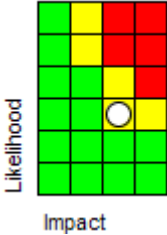
Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
<b>Description</b>	The Department has a backlog of over 100 requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
<b>Potential Effect of risk</b>	<p>Harm to an individual. Damage to the Council's reputation. Financial consequences. Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007. Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.</p>	
<b>Internal Controls</b>	<p>The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes:</p> <ul style="list-style-type: none"> <li>- review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources</li> <li>- review processes and systems to improve workflow and reduce backlog – this has led to a 40% reduction in DoLS backlog</li> <li>- training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCOs</li> <li>- Improving data quality and reporting through prioritising and implementation of the SystemOne DoLS module</li> </ul>	
<b>Actions/controls under development</b>	<p>Business case developed to secure additional resources to ensure we can continue to meet statutory responsibilities. This will be considered by Executive in December. New safeguarding procedures are being implemented which will see screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires. SystemOne is being developed and a new workspace for Safeguarding and amendments to the DOLS workspace are expected to go live in early 2019. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p>	
<b>Ownership Managed By</b>	Bev Maybury	

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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<b>Description</b>	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
<b>Potential Effect of risk</b>	<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 &amp; 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"> <li>1. The incorrect data collected will not allow for appropriate analyses to be made.</li> <li>2. There is a risk that the data collected will lack integrity.</li> <li>3. The service will be unable to deploy resources to those areas identified as needing specific support.</li> <li>4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users.</li> </ol>	
<b>Internal Controls</b>	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP).  An Interim 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 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 staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so.  As part of the new Safeguarding arrangements The appointment of two additional Adult Protection Unit staff members to focus upon the backlog of cases received in Duty for a period of eight weeks after which the situation will be reviewed.</p>	
<b>Actions/controls under development</b>	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team.  The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies.  A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training.  Internally, the Safeguarding Adults process has been reviewed and from October 22<sup>nd</sup> we will be introducing a streamlined approach to respond to Safeguarding Concerns.  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>	
<b>Ownership Managed By</b>	<b>Bev Maybury</b>	

<b>Risk Code &amp; Title</b>	<b>CRR_New_BCM Critical facilities</b>	<b>Current Risk Matrix</b>
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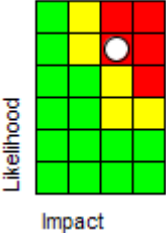
<b>Description</b>	Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.	
<b>Potential Effect of risk</b>	<p>The Council is unable to function - some 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>	
<b>Internal Controls</b>	<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 are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified  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.  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.  Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>	
<b>Actions/controls under development</b>	<p>Consideration of a secondary telephony server within the DR site is currently ongoing.  New technologies such as "Follow Me" are being developed as part of the new ways of working which will allow people to work from touch down points or even from home should their work place become unusable.</p>	
<b>Ownership Managed By</b>	John Major	

<b>Risk Code &amp; Title</b>	<b>CRR_New_Care 2 ADULTS - Demographic change / migration / legislation</b>	<b>Current Risk Matrix</b>
<b>Description</b>	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
<b>Potential Effect of risk</b>	<p>Demand for social care services is predicted to continue increasing and overspends are likely.  Budget proposals highlight this particular pressure as an ongoing concern for the Council.  There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p>	

	<p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
<b>Internal Controls</b>	<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&amp;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. 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>
<b>Actions/controls under development</b>	<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>
<b>Ownership Managed By</b>	<b>Bev Maybury</b>

<b>Risk Code &amp; Title</b>	<b>CRR_New_E&amp;CS1 Educational attainment</b>	<b>Current Risk Matrix</b>
<b>Description</b>	<p>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.</p>	
<b>Potential Effect of risk</b>	<p>Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.</p> <p>Inability to attract high value-added employment.</p> <p>Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.</p>	
<b>Internal Controls</b>	<p>Annual risk assessment of schools in July and the start of an academic year – at risk schools targeted for focused intervention, challenge and closer monitoring.</p> <p>Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors.</p> <p>Provisional end of key stages for Early Years, KS1 and KS2 data collated and shared in July and for KS4 in September before the SFRs to allow the LA to identify underperformance and target resources accordingly.</p> <p>Half termly risk assessment of governing boards using the rag rating model</p> <p>Use of LA intervention powers – additional governors or Executive Interim Board (IEB)</p> <p>Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns</p> <p>Letter of concerns sent to underperforming schools</p> <p>Letter of congratulation sent to improving schools</p> <p>Challenging conversations held with weak leaders and governors</p> <p>Sharing of best practice at LA termly HT briefing</p>	
<b>Actions/controls under development</b>	<p>September 2018- Phase 2 assimilation completed and Phase 3 due to be completed by 1st October. Transformation and restructure process timeline and milestones met and on track.</p> <p>Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018 and July 2019</p> <p>Introduction of termly school improvement focused area meetings from November 2018.</p> <p>LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 15 identified schools using local and external system leaders.</p> <p>LA working closely with the school successful in becoming an English Hub in the delivery of phonics workshops to the 22 schools with Year 1 phonics scores of 10% or more below the national average of 82%.</p> <p>Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower</p>	

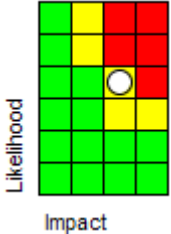
	<p>proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019.</p> <p>Developing a more robust approach to challenging conversations with underperforming schools</p> <p>In the process of introducing School Improvement Management Committees as a replacement for IEB</p>
<b>Ownership Managed By</b>	Yasmin Umarji


Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
<p><b>Description</b></p>	<p>A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols. <u>Increased demand for child protection services, increase in referrals and children on plans. Caseloads have significantly increased for social workers.</u></p>	
<p><b>Potential Effect of risk</b></p>	<p>Harm to an individual. Damage to the Council's reputation</p>	
<p><b>Internal Controls</b></p>	<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.</p> <p><u>Demand on Services</u> 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.</p> <p><u>Recruitment and Retention of Social Work staff.</u> 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 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.</p> <p><u>Bradford Safeguarding Children Board (BSCB)</u> The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p> <p><u>Front Door/MASH/CSE Team</u> 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.</p>	
<p><b>Actions/controls under development</b></p>	<p>October 2018</p> <p>A review of caseload allocation has been put in place to ensure resources are aligned to need. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Childrens Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be</p>	

	<p>tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p> <p>The risk has been increased to recognise the recent increasing demands and resourcing challenge's.</p>
<b>Ownership Managed By</b>	Jenny Cryer

<b>Risk Code &amp; Title</b>	<b>CRR_New_E&amp;S 1 Delivery of skills and training priority</b>	<b>Current Risk Matrix</b>
<b>Description</b>	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities.</p> <p>Need to deal with historical / legacy issues.</p>	
<b>Potential Effect of risk</b>	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected)</p> <p>Get Bradford Working outcomes not realised</p> <p>Funding bodies releasing new contracts in isolation Underspend of current funding</p>	
<b>Internal Controls</b>	<p>New contracts are developed in conjunction with key partners and are discussed with ESB</p> <p>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</p> <p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020.</p> <p>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</p> <p>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. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2018-2019 Contract Variation with the Maximum Contract Value allocated by the ESFA.</p>	
<b>Actions/controls under development</b>	<p>SfW 2018 restructure implemented in July 2018 to reflect the rundown of DWP contracts and reducing staff customer caseloads, and balanced by increase to community learning contract.</p> <p>Senior management is keeping abreast of the Government's devolution agenda for education and skills funding to a more local level i.e. West Yorkshire Combined Authority and Leeds City Region LEP. Officers are seeking to maximise funding opportunities and influence ESIF commissioning decisions, as well as trying to shape the policy agenda. Similar work is being undertaken through the Key Cities network, where our Deputy Leader holds the education and skills portfolio, and through the Leader's work on the LGA skills agenda.</p> <p>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.</p>	
<b>Ownership Managed By</b>	Jenny Cryer;	

<b>Risk Code &amp; Title</b>	<b>CRR_New_Env Environment and sustainability</b>	<b>Current Risk Matrix</b>
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<b>Description</b>	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.	
<b>Potential Effect of risk</b>	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place  Damage to Council's credibility as leader if district-wide targets not met.  Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability  Need to re-prioritise and reallocate resources.  Reduced ability to promote external investment.  Amount of energy costs as gross figure and relative to the size of Council's estate/ activities  Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)  Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.  Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought  Actions identified in corporate energy cost reduction plan not delivered  Funding for renewable energy and energy efficiency projects not available  Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available  Wider stakeholder community under resourced to deliver on action commitments  Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction  Changing legislation, political priorities, targets  Global insecurity causing major fluctuations in energy costs</p>	
<b>Internal Controls</b>	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment.  Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year.  Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.  Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.  Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.  Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.  Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p>	
<b>Actions/controls under development</b>	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions.  Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p>	
<b>Ownership Managed By</b>	Ben Middleton	

<b>Risk Code &amp; Title</b>	<b>CRR_New_FSE 1 Financial resilience and sustainability</b>	<b>Current Risk Matrix</b>
<b>Description</b>	<p>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</p>	
<b>Potential Effect of risk</b>	<p>Services run the risk of failing to deliver statutory minimum standards  Budget is overspent.  Suboptimal decisions could be made.</p>	



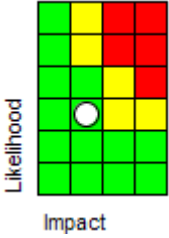
	<p>Achievement of priorities delayed or not delivered.  Service delivery not achieved.  Challenges to governance framework.  Deterioration in reputation with knock on consequences.  Scarce resources may not be utilised / prioritised to maximum effect.  Reduced effectiveness of Council Leadership  The Council's budget &amp; setting of Council Tax is challenged.  The risk remains for future years though already being planned for through organisational review and new operating models workstream.  Central Government funding is still reducing and the future is uncertain beyond 2020.  The Fair Funding Review which is underway will determine the national funding picture.</p>
<b>Internal Controls</b>	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2018  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</p>
<b>Actions/controls under development</b>	<p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi.  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.</p>
<b>Ownership Managed By</b>	Andrew Crookham

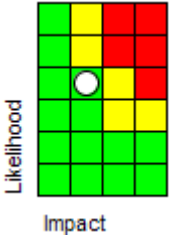
<b>Risk Code &amp; Title</b>	<b>CRR_New_FSE 2 Information Security</b>	<b>Current Risk Matrix</b>
<b>Description</b>	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
<b>Potential Effect of risk</b>	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.  Risk of financial penalty  Penalty arising from reference of data security breach to Information Commissioner.  Adverse publicity.  Loss of trust between the Council, its partners and citizens  Required "culture change" is not achieved  Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>	
<b>Internal Controls</b>	<p>Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources  Assistant Directors Assigned Information Asset Owners.  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.  Security breach notice and protocol is well established.  IT Security Policies, guidance and procedures actively maintained and reviewed annually.  GDPR Implementation Plan in place  Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.  Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.  Risk Log approved by IAG and regularly updated.  Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p>	

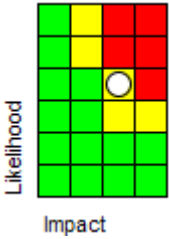
	Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place.
<b>Actions/controls under development</b>	Revised Online Training being finalised to incorporate new requirements of the Data Protection Act 2018 Implementation Plan will need to be completed through 2018/19 The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
<b>Ownership Managed By</b>	Joanne Hyde

<b>Risk Code &amp; Title</b>	<b>CRR_New_FSE 3 Governance breakdown</b>	<b>Current Risk Matrix</b>
<b>Description</b>	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
<b>Potential Effect of risk</b>	Increase in fraud. Declining performance. Critical inspection/ external/ scrutiny report. Non-compliance with statute or regulations. Prosecution / financial penalty. Outcomes not delivered Resources not effectively or efficiently allocated and utilised Financial loss. Reputational damage Failure to deliver value for money. Staff reductions may create potential for weakening of key controls through reduced examination and assurance work	
<b>Internal Controls</b>	Strong Governance & Audit Committee (GAC) and scrutiny arrangements. Annual work programme determined by the GAC in consultation with S151 Officer 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. Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 27.9.18 Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 27.9.18 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	
<b>Actions/controls under development</b>	Well Run Council Transformation Board Back to Basics Approach	
<b>Ownership Managed By</b>	Joanne Hyde	

<b>Risk Code &amp; Title</b>	<b>CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision</b>	<b>Current Risk Matrix</b>
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<b>Description</b>	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	
<b>Potential Effect of risk</b>	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	
<b>Internal Controls</b>	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	
<b>Actions/controls under development</b>		
<b>Ownership Managed By</b>	Kersten England	

<b>Risk Code &amp; Title</b>	<b>CRR_New_Health_1 Changing demographics</b>	<b>Current Risk Matrix</b>
<b>Description</b>	Public Health priorities are threatened by rising costs and increasing resource pressures arising from changing demographics - rising birth rate and aging population.	
<b>Potential Effect of risk</b>	New balance to be struck in resource allocation between public protection and affordability Damage to reputation. 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.	
<b>Internal Controls</b>	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	
<b>Actions/controls under development</b>	Identification of needs through the Joint Strategic Needs Assessment refresh for completion in December 2018	
<b>Ownership Managed By</b>	<b>Bev Maybury</b>	

<b>Risk Code &amp; Title</b>	<b>CRR_New_Health_3 Health protection incident</b>	<b>Current Risk Matrix</b>
<b>Description</b>	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.	
<b>Potential Effect of risk</b>	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	
<b>Internal Controls</b>	Development of a Pandemic Influenza Plan during 2014/15 which clarifies CBMDC's role	

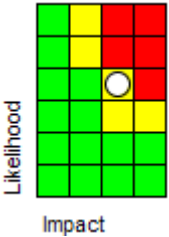
	<p>During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public</p> <p>The Outbreak Management Algorithm dovetails with the following documents:</p> <ul style="list-style-type: none"> <li>- West Yorkshire Gastro-intestinal Disease Management Protocol</li> <li>- West Yorkshire Specification for Local Health Protection Responsibilities</li> <li>- PHE Communicable Disease Outbreak Management Operational Guidance</li> </ul> <p>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.</p> <p>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.</p> <p>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.</p>
<b>Actions/controls under development</b>	<p>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.</p> <p>Identification of needs through the Joint Strategic Needs Assessment refresh for completion in December 2018</p>
<b>Ownership Managed By</b>	Bev Maybury

<b>Risk Code &amp; Title</b>	<b>CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.</b>	<b>Current Risk Matrix</b>
<b>Description</b>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of 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>	
<b>Potential Effect of risk</b>	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p> <p>Negative impact on regeneration priorities and neighbourhoods.</p> <p>Negative impact and wasted resources associated with a large number of empty homes.</p> <p>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</p> <p>Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p>	
<b>Internal Controls</b>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions.</p> <p>Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Housing and Homelessness Strategy is currently under review as it expires in 2019.</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans</p> <p>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 to meet</p>	

	<p>the District's housing needs.</p> <p>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 changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered a total of 418 affordable homes for rent.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2350 requests for assistance during 2017/18</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>
<b>Actions/controls under development</b>	<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 awaiting final approval.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of 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).</p>
<b>Ownership Managed By</b>	Shelagh O Neil

<b>Risk Code &amp; Title</b>	<b>CRR_New_R&amp;I Regeneration and Investment</b>	<b>Current Risk Matrix</b>
<b>Description</b>	<b>Loss of confidence in the local economy and regeneration prospects caused by failure to engage with the private sector, poor planning or ineffective interventions.</b>	
<b>Potential Effect of risk</b>	<p>Inability to raise funds for projects.</p> <p>Reduced job opportunities and business growth</p> <p>Increasing deprivation.</p> <p>District does not emerge from / break out of a subsidy culture to achieve a diversified and resilient economy.</p> <p>Delivery of local plans and economic growth adversely affected.</p> <p>Decline in the city and town centres</p> <p>Inability of transport infrastructure to accommodate demand for travel.</p> <p>Investment levels -enquiries and secured investments</p>	

	<p>Lack of conducive environment for developers</p> <p>Business rates growth</p> <p>Premises vacancy/occupancy rates</p> <p>Reduction in projects delivered</p> <p>Support for businesses post-Brexit</p> <p>Inability to influence regional and national funding post European funding</p> <p>Continued reducing corporate resources - impact on the non-statutory function of Economic Development</p>
<b>Internal Controls</b>	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>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 <a href="http://www.investinbradford.com">www.investinbradford.com</a></p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a></p> <p>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</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p>
<b>Actions/controls under development</b>	<p>Implementation of Economic Growth Strategy – Delivery Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Engagement in plans for Shared Prosperity funding</p> <p>Economic Partnership</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Contractual development of local plans</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p>
<b>Ownership Managed By</b>	Shelagh O'Neill

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p><b>Description</b></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><b>Potential Effect of risk</b></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 &amp; 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><b>Internal Controls</b></p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership of the Health and Well Being Board and is accountable to BDP. 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.</p>	
<p><b>Actions/controls under development</b></p>	<p>A local strategy has been developed which will lead to a programme of work to respond to the government's Integrated Communities Strategy. A decision on funding is expected in October.</p> <p>A new 'Stronger communities Partnership' is being put in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p>	
<p><b>Ownership Managed By</b></p>	<p>Ian Day</p>	