

Report of the Director of Finance to the meeting of the Executive to be held on 5th February 2019.

AT

Subject:

Qtr. 3 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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Overview & Scrutiny Area:
Corporate

QUARTER 3 FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the third 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 3rd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Forecast Outturn of the Revenue Budget

- 1.1) Based on December 31st 2018 projection, the Council is forecast to overspend the £358.1m net budget by £0.4m (£6.1m at Qtr 2). The main issues are outlined below.
- 1.2) The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £5.3m (£6.9m at Qtr 2), all of which falls within Adult Services.
- 1.3) The overspend largely results from a £6m under achievement of the £8m 2018-19 demand management saving; a £1m overspend on Safeguarding staffing costs and recurrent pressures from 2017-18.
- 1.4) The above have been partly offset by £2.2m of additional Winter Pressures money for Bradford that was announced by Government as part of the October 2018 budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in £2m reduction in the overspend.
- 1.5) The 2019-20 draft budget is seeking to ensure the overspend doesn't recur in 2019-20 by providing £6m of additional budget. Furthermore, time limited money from Government will be replaced by Council resources (+£3.3m to replace Improved Better Care Fund), +£1.4m to replace the Adult Social Care Grant), and previously agreed savings for 2019-20 are being significantly reduced (£8m to £1.5m). Additional amounts are also being provided for prices and demographic growth.
- 1.6) The Department of Place is forecast to overspend the £64.7m net expenditure budget by £3.8m. The overspend is largely attributable to;
 - A £2.8m overspend on Waste Management comprised mainly of a £1.6m overspend in Waste Disposal, a £0.9m overspend in Waste and Recycling Collection and £0.3m of unbudgeted Waste Programme Costs.
 - A £1.0m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted staffing costs.
 - A £0.3m underachievement on Building Control trading income.
 - A £0.2m overspend in the Highways Delivery Unit linked to cost pressures in routine highways maintenance for which a recovery plan is being drawn up
 - A £0.2m overspend on Bingley Music Live.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.

- 1.7) Revenue budget increases to address the overspends in Waste Services (+£1.9m) and Street Lighting (+£1m) have been factored into the draft 2019-20 budget, and a £45.6m Street Lighting capital investment is also being evaluated. Other overspending areas have mitigation plans/ budget recovery plans, and further savings are planned for 2019-20.
- 1.8) Children's Services are forecast to overspend the £92.9m net expenditure budget by £3.7m. The overspend is largely due to;
- A £4.2m overspend on Children's Social Care, caused mainly by
 - A £3.6m overspend on the £8.1m external purchased placements budget due to higher numbers of placements for Looked After Children. The overspend includes £0.5m linked to outstanding income where health partners make a contribution to Children's care packages.
 - 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.
 - A £2.1m overspend on the £11.9m Social Work budget due to difficult to fill vacant posts being covered by Agency staff.
 - The above overspends are partly offset by a £2.3m underspend on Targeted Early Help as a result of cost reductions in advance of next year's savings target.
- 1.9) Although Education and Learning is forecast to underspend by £0.2m, there is however a £0.6m overspend in relation to Special Educational Needs and Disability (SEND) traded services (£0.8m full year effect).
- 1.10) The 2019-20 draft budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements and In-House Residential Care overspend, and £0.8m to address the SEND traded services issue.
- 1.11) £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency. Additional amounts are also provided for prices and demographic growth, before £3.6m of Early Help Savings; £0.4m Respite review savings, and £0.1m of savings linked to Connexions are deducted.
- 1.12) 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.
- 1.13) The above overspends are partly offset by £11.3m of underspends in the General fund inclusive of
- £3.0m of corporate contingencies
 - £2.1m of Bradford's share of the National Levy Account Surplus
 - £2.0m of forecast lower redundancy costs.
 - £1.2m of capital financing underspend linked to the change in the Minimum Revenue Provision policy
 - £1.0m of other centrally held underspends.
 - £1.6m of VAT refund.
 - £0.3m of additional S31 grant from Government to compensate for changes to Business Rates thresholds.
- 1.14) Corporate Resources are also forecast to underspend by £1.1m mainly as a result of a £0.7m underspend in Revenues and Benefits resulting from lower overpayments and better recovery of overpayments; lower agency costs and lower court costs, and a £0.3m underspend in Estates and Property linked to the capitalising of £0.4m of Building works.

1.15) Any Council wide overspend at year end will have to be funded from reserves.

Material Changes to the forecast since Qtr 2

- The overall Council position has improved by £5.7m to a forecast overspend of £0.4m. However, the improvement is largely down to one off unplanned additional income partly offset by a deteriorating position regarding costs and savings.
- The General Fund forecast underspend has increased by £4.0m to £11.3m. This results from;
 - £2.1m of additional one off income resulting from Bradford's share of the national Levy Account Surplus announced by Government in December 2018.
 - A £1.6m forecast reimbursement of VAT payments resulting from a 4 year backdated VAT claim.
 - £0.3m of additional Section 31 grant to compensate the Council for reduced Business Rates income resulting from Government Policy changes.
- The forecast overspend in Health and Wellbeing has reduced by £1.6m to £5.3m.
 - The Government announced £2.2m of additional Winter Pressures money for Bradford as part of the October budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in a £2m reduction in the overspend.
 - The improvement has been partly eroded by a £0.7m increase in expenditure on Learning Disabilities resulting from increases in costs across a range of Learning Disability services.
 - Furthermore, there has been a £0.5m increase in forecast costs as a result of the agreement to pay the CCG for a further year meaning that the planned saving will not be delivered in 2018-19.
- The forecast overspend in Children's Services has increased by £1.3m to £3.7m. The major changes include:
 - A £1.2m increase in the Social Work overspend to £2.1m resulting from higher Agency costs.
 - A £1.0m increase in the Purchased Placement overspend to £3.6m resulting from further increases in the numbers of Looked After Children.
 - The above increases have been partly offset by a £1.2m increase in the Targeted Early Help underspend to £2.3m as a result of the new Family Hubs being established from October in advance of next year's budget savings.
- The forecast underspend in Corporate Resources has increased by £0.8m to £1.1m. The major changes include
 - A £0.4m increase in the Estates and Property underspend to £0.4m resulting from the plan to capitalise £0.4m of qualifying building expenditure, and funding it from Corporate Capital financing budgets instead.
 - A £0.4m increase in the Revenues and Benefits underspend to £0.7m resulting from lower costs.
- The forecast overspend in the Department of Place has reduced by £0.4m to £3.8m. The major changes include
 - A £0.4m reduction in the Waste Services underspend to £2.8m following the adoption of an alternative approach to dealing with kerbside collected recycling from October 2018.
 - A £0.2m increase in the forecast overspend on Bingley Music Live to £0.2m.
 - The above are partly offset by other small scale changes across the Department

Reserves

- At 31st December reserves stand at £164.1m (Council £143.6m and Schools £20.5m). Net movements in reserves have led to a £0.6m decrease in reserves since Qtr 2. 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 for expenditure for 2018-19 for the Capital Investment Plan (CIP) is £91.4m, compared to a revised budget of £154.8m. Spend incurred at 31st December is £55.3m. 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 re-profiling budgeted spend into future years.
- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.44m for additional works as part of the Council's property programme. £0.4m is to complete additional essential works on Thompson Court and Cliffe Castle Depot. Also it includes £0.04m additional funding for ground works required for the replacement of the Council's underground fuel tanks.
 - £0.1m for a new café at Cartwright Hall, subject to final PAG approval. It is an invest to save scheme and the additional income will fund the capital financing costs over ten years.

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.
- As the Council Tax and Business Rates collected in 2017-18 was less than budgeted and this impacts on 2018-19, reserves totalling £1.275m (£0.7m Business Rates, £0.575m Council Tax) were created from last year's underspend to offset this. However, because of higher amounts collected in 2018-19, it is now estimated that these reserves will now not need to be used in 2018-19, so will be retained to provide a buffer against adverse variations between budgeted Council Tax and Business Rates, and actual collections in the future (See 8 January 2019 Executive: Tax Base report). This provides some additional resilience for budgeted Council Tax and Business Rates funding in future years.

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 31st December 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £0.4m. 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	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	218.8	225.2	6.4	-115.8	-116.9	-1.1	103.0	108.3	5.3
Children's Services	479.3	482.6	3.3	-386.4	-386.0	0.4	92.9	96.6	3.7
Department of Place	117.7	124.5	6.8	-53.0	-56.0	-3.0	64.7	68.5	3.8
Corporate Resources	255.1	251.6	-3.5	-211.0	-208.6	2.4	44.1	43.0	-1.1
Chief Executive	4.1	4.0	-0.1	-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	78.4	71.1	-7.3	-34.6	-38.6	-4.0	43.8	32.5	-11.3
Total Council Spend	1,159.9	1,165.8	5.9	-801.8	-807.3	-5.5	358.1	358.5	0.4

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	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Better Health Better Lives	439.9	453.1	13.1	-273.2	-275.1	-1.9	166.7	178.0	11.3
Better Skills, More Good Jobs And A Growing Economy	94.4	96.9	2.5	-49.8	-51.1	-1.3	44.6	45.7	1.2
Safe, Clean And Active Communities	59.8	61.7	1.9	-19.7	-19.2	0.5	40.1	42.5	2.4
A Great Start And Good Schools For All Our Children	413.6	411.0	-2.6	-388.3	-387.5	0.9	25.3	23.5	-1.8
Decent Homes That People Can Afford To Live In	4.2	4.0	-0.2	-0.7	-0.7	-0.1	3.5	3.2	-0.3
A Well Run Council	86.9	85.6	-1.3	-31.3	-30.9	0.5	55.6	54.8	-0.8
Non Service, Fixed and Unallocated	60.9	53.5	-7.5	-38.7	-42.7	-4.1	22.3	10.8	-11.5
Total Council Spend	1,159.9	1,165.8	5.9	-801.8	-807.3	-5.5	358.1	358.5	0.4

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 need to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £14.1m (52%) of the £27.4m is forecast to be delivered, leaving £13.3m 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
Health & Wellbeing	0.8	12.4	13.2	6.6
Children's Services	0.0	0.5	0.5	0.1
Place	1.3	3.6	5.0	1.4
Corporate	0.0	3.5	3.5	0.4
Corporate (CEO)	0.0	0.5	0.5	0.0
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0
Travel Assistance	4.8	0.0	4.8	4.8
Total	6.8 ¹	20.6	27.4	13.3

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

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.3 (Forecast)

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

The 2019-20 draft budget seeks to address the savings that have not been delivered in 2018-19 where there was a high likelihood of further underachievement in 2019-20.

¹ 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

Health & Wellbeing	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Operational Services	106.8	106.5	-44.6	-45.0	62.2	61.5	-0.6
Commissioning & Integration	10.1	10.5	-1.9	-2.0	8.2	8.5	0.2
Learning Disabilities	59.0	62.9	-24.2	-24.7	34.8	38.2	3.4
Strategic Director	-1.2	1.2	-1.7	-1.7	-3.0	-0.5	2.5
Public Health	44.1	44.0	-43.4	-43.5	0.7	0.5	-0.2
Total	218.8	225.2	-115.8	-116.9	103.0	108.3	5.3

- The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £5.3m (£6.9m at Qtr 2), all of which falls within Adult Services.
- The overspend largely results from a £6m under achievement of the £8m 2018-19 demand management saving; a £1m overspend on Safeguarding staffing costs and recurrent pressures from 2017-18
- The above have been partly offset by £2.2m of additional Winter Pressures money for Bradford that was announced by Government as part of the October budget. Of this, £2m is being spent on items previously forecast to be funded by the Council resulting in £2m reduction in the overspend.
- The main financial issues and mitigating actions are outlined below:

3.2 Learning Disabilities (£3.4m 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, where appropriate.

Average Population	2016-17	2017-18	2018-19
Residential	134	127	126
Residential Block Contract	53	49	46
Nursing	18	16	15
Nursing Block Contract	60	44	42
Residential & Nursing	265	236	229
Day Care	1,007	932	935
Direct Payments	389	430	464
Home Care	471	460	350
Supported Living	226	226	248
Community Care	2,039	2,048	1,997
Total	2,304	2,284	2,226

- The transformation has not gone as far as planned, and the service is forecast to overspend the £34.8m net expenditure budget by £3.4m, this is a £0.1m reduction from the Qtr 2 position; the main issues 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

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.
- **LD Nursing Fees** paid to providers forecast to overspend the £4.4m net budget by £0.6m; 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, where appropriate, 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.
- **LD Transport Costs** is also forecast to overspend by £0.4m as a result of an unachieved saving from 2017-18 (£0.2m) and a recurrent pressure from 2017-18 relating to Taxi costs (£0.2m).

Future Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.
- **Commissioning Savings** - 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 being addressed as part of the 2019-20 budget process.

- **Older People and Physical Disabilities Purchased Care (£0.5m overspend after applying £1.6m of Winter Pressure Funding)**
- 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, where appropriate.

Average Population	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – Older People	1,368	1,289	1,234	1,113	996
Total Residential and Nursing – Physical Disabilities	83	85	76	115	96
Total Residential and Nursing	1,451	1,374	1,310	1,228	1,092
Total Community Care – Older People	1,521	1,530	1,609	1,816	1,853
Total Community Care – Physical Disabilities	370	335	353	261	283
Total Community Care	1,891	1,865	1,962	2,077	2,136
Total	3,342	3,239	3,272	3,305	3,228

- 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 136 residential and nursing clients resulting in a £2.2m full year cost reduction. This however has been partly offset by an increase in 1,962 homecare hours per week (from 20,516 hours in 2017-18, to a forecast of 22,478 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 demand management savings have been delivered, however the £2m Access saving is forecast to be unachieved in 2018-19.

In Year Mitigation

- £1.6m of the £2.2m Winter Pressures funding has been received from the Department of Health in 2018-19 and this is helping to offset the underachieved £2m Access Saving.
- The department is also working to reduce the overall demand for homecare by continuing to embed the community led support strategy and working with the NHS where a client has a health need and will be eligible for Continuing Health Care.

Future Year Mitigation

- The overspend/ delay in the delivery of savings is being addressed as part of the 2019-20 budget process.

Integration and Transitions Staffing overspends (£1m)

- Within Integration & Transitions, the employee budget is forecast to overspend by £1m. 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.

- **Clinical Commissioning Group Payment (£0.5m)**
- There has been a £0.5m increase in forecast costs for the department as a result of the agreement to pay the CCG for a further year in relation to a CCG rebasing saving (4PH9). This is a non-recurrent pressure as the agreement relates to 2018-19 only.

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.
- Based on the current forecast, the £5.3m 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 2019-20 budget setting process.

3.2 Children's Services

- Children Services are forecast to overspend the £92.9m net expenditure budget (£479.3m Gross budget) by £3.7m (£2.5m at Qtr 2).

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	0.0
Children's Social Care	74.5	79.6	-6.2	-7.1	68.3	72.5	4.2
Education & Learning	32.3	30.9	-20.6	-19.4	11.7	11.5	-0.2
Performance, Commissioning & Partnerships	63.3	62.8	-48.2	-48.0	15.1	14.8	-0.3
Schools	308.8	309.0	-311.4	-311.6	-2.6	-2.6	0.0
Total	479.3	482.7	-386.4	-386.1	92.9	96.6	3.7

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

External Purchased Placements (£3.6m overspend)

- The £8.1m external purchased placements budget is forecast to overspend by £3.6m. The overspend has increased by £0.9m since Qtr 2 mainly due to increasing number of children being placed in external Foster placements.
- The table below shows how the average 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 Qtr3	% Increase from 2012-13
Placed with Parents	90	82	84	86	119	117	124	38%
Placed for Adoption	39	53	63	38	24	25	27	-31%
Friends and Families	201	189	218	206	232	235	291	45%
Foster Parents	386	383	349	365	365	371	351	-9%
Fostering Agencies	39	37	32	32	38	57	88	126%
Residential Care (In House)	60	70	68	63	58	51	43	-28%
Residential Care (Ext)	40	41	46	50	47	42	40	0%
Other	34	32	37	34	48	62	68	100%
Sub Total (Number of Children Looked After)	889	886	897	874	931	960	1,029	16%
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	334	174%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	623	613	614	49%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,643	26%

- The overspend includes £0.5m linked to outstanding income where health partners make a contribution to Children's care packages.

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.
- The current budgetary pressure has been addressed as part of the 2019-20 budget setting process. The 2019-20 draft budget includes £2.4m additional investment for Looked After Children to help address the Purchased Placements overspend.

Social Work Services

- Social Work services are forecast to overspend the £11.9m budget by £2.1m 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 retention scheme is one off pending a salary review.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.
- The 2019-20 budget proposals that are currently being consulted on are seeking to ensure that the Ofsted inspection is appropriately responded to, and the overspend doesn't recur in 2019-20. £1.0m has also been included for additional Social Worker Pay; £0.6m for new Social Worker Posts, and a further £1.5m has been created as an Ofsted Inspection contingency.

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, the new Prevention and Early Help service (including Children Centres) now sits within the Children Social Care service and is forecasting a £2.3m one-off saving. The service has to deliver savings from April 2019.

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 £15.1m net expenditure budget by £0.2m as a result of staff vacancies and £0.1m on Travel Assistance.
- Education and Learning is also forecast to underspend by £0.2m.
- £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. Income generation by the Play Service of £0.1m and £0.1m income from penalty notices due to pupil absences.
- The SEND and Behaviour Services within Education & Learning is forecast to overspend by £0.7m due to a pressure to traded services 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 £0.8m). This pressure has been included within the consultation for the 2019-20 budget.

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 £64.7m net expenditure budget (£117.7m gross budget) by £3.8m and deliver £3.5m of the £5m savings as planned. The main issues are outlined below.

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	40.9	-16.5	-16.2	22.1	24.7	2.6
Economy & Development Services	9.0	8.6	-2.3	-2.4	6.6	6.2	-0.5
Neighbourhoods & Customer Services	19.2	19.2	-6.1	-6.5	13.1	12.7	-0.4
Planning, Transportation & Highways	19.4	20.3	-7.0	-6.9	12.4	13.5	1.1
Sports & Culture Services	30.9	34.8	-21.1	-24.1	9.8	10.7	0.9
Total	117.7	124.5	-53.0	-56.0	64.7	68.5	3.8

Waste Services

- Waste Services within Waste, Fleet and Transport Services are forecast to overspend the £23m net expenditure budget (£29.2m gross budget) by £2.8m. This results from a £1.6m over spend in Waste Disposal²; a £0.9m over spend in Waste Collection, and unbudgeted Waste Programme costs of £0.3m.
- The £2.8m forecast overspend is however a £0.4m improvement from Qtr 2 and is largely due to a reduction in disposal costs as outlined below.
- Performance data indicates that service provision is being transformed in line with the strategy of collecting more recyclable waste and having less waste disposal.

Kerbside Waste & Recycling Collection	2015-16 to end of Qtr 3	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3
Tonnes collected from Recycling bins	13,000	15,000	22,000	25,000
Tonnes collected from Waste bins	101,000	96,000	80,000	77,000
Kerbside Tonnes collected	114,000	111,000	102,000	102,000

Waste Disposal	2015-16 to end of Qtr 3	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3
Waste Collected as Recycling (Tonnes)	52,000	54,000	57,000	64,000
Waste to Landfill or Alternative Treatment	111,000	109,000	100,000	96,000
Total before Trade Waste	163,000	163,000	157,000	160,000
Total Municipal Waste Disposed of (Tonnes)	178,000	178,000	175,000	175,000

Waste Disposal

- Waste Disposal is forecast to over spend the £17.2m budget by £1.6m as a result of a £1.2m overspend on disposal costs, £0.2m overspend on the Materials Recovery Facility (MRF) operations and £0.2m of lower recycle income than budgeted.
- Regarding the £1.2m over spend on disposal costs; for the first half of the financial year residual waste tonnages did not reduce as originally anticipated following the introduction of Alternate Weekly Collection. Contamination issues, coupled with the

² "Waste Disposal" is inclusive of all services, i.e. operational transfer loading sites, transfer haulage, disposal contract costs and household waste recycling centres

methods by which recycling waste was processed, resulted in approximately 10,000 tonnes of kerbside collected recycling being disposed of as costly residual waste.

- Disposal costs have reduced since October as the service has adopted an alternative approach to dealing with kerbside collected recycling.
- This improvement has been achieved as the service has changed the way in which recyclates are processed through the MRF, which resulted in cleaner materials; lower contamination and lower residual waste to dispose of.
- Current performance is predicting that residual kerbside waste will be 4,600 tonnes less than the previous year and kerbside recycling will be 3,400 more, with overall contamination rates currently at 27% compared to 40% previously.
- In the first half of the year the MRF was running with two shifts, with an average of 33 employees. Since October, the shift pattern was changed, which requiring fewer employees, saving £0.2m on the April to September costs, reducing the overspend from £0.4m to £0.2m.
- There has also been a £0.2m 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 and the position has improved since Qtr2 by £0.13m.
- The forecast over spend is being partly off-set by other areas of Waste Disposal.

In Year Mitigation

- Changes in the way in which recyclates are processed at the MRF were made in early October 2018. Results are showing that this method of processing is having a positive effect on income; has reduced operating costs and reduced the tonnages being processed as costly residual waste.
- In the short term the service is tackling high levels of contamination by raising awareness across the district. Specific, targeted intervention has been undertaken in areas across the district where contamination levels were identified to be very high when compared to other parts of the district.
- Of the two areas targeted, Ravenscliffe and Fagley, both have shown significant improvement in contamination rates, reducing from 40% to 24% in Ravenscliffe and to 23% in Fagley. Ravenscliffe has seen an increase of 9% in their recyclates.
- Over 100 members of the public have signed up to be a recycling champion and 60 of these have undergone formal training so that they can promote, raise awareness and support residents in their local areas.
- As discussed above, following a soft market test, an alternative approach to dealing with kerbside collected tonnage has been implemented by securing an agreement with a third party recycling operator. The MRF is now able to process all of the district's recycling tonnage by increasing the processing speed by removing certain high value recyclates. The balance of the recyclate is sent to a 3rd 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 should help ensure that the overspend doesn't recur next year.

Future Year Mitigation

- The above in year mitigation has been evaluated and a new procurement will be out to market for the processing of certain recyclates given the success so far. The contract will be in place for the 1st April 2019. The proposed budget for 2019-20 has recognised the structural difficulties the service has, and £1.0m is proposed to be added to the Waste Disposal service budget in 2019-20.
- All of our existing contracts for the disposal of recyclates and the disposal of other items collected at our Household Waste Recycling Centres such as carpets and mattresses are under constant review, some of these items we take for free but have to pay for their disposal. New arrangements have resulted in either a much lower disposal cost or in some cases free disposal all of which is contributing to reducing the budget deficit.

Waste Collection

- The £0.9m 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 2019-20 budget proposals include adding back the value of underachieved budget savings. Therefore, £0.9m will be added to the Waste Collection service budget in 2019-20 in acknowledgement of rounds being unable to reduce as originally planned, and to cover the additional round required for all of the new builds.

Sports Facilities

- Sports Facilities are forecast to overspend the £1.3m net expenditure budget by £0.6m. This is due to a £0.6m overspend on staff costs linked to casual staff and allowances, and £0.3m of other premises and supplies & services overspends. In the short term the £0.9m overspend outlined above is being partially mitigated by additional income from Ilkley Lido, Keighley Fitness Centre & Swimming Development of £0.3m.
- 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 £0.1m, with further savings of £0.1m being recognised in 2019-20.

Future Mitigation

- The service's budget recovery plan has identified 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 balanced budget 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.

Policy Culture & Events

- Policy Culture & Events is forecast to overspend the £0.8m net expenditure budget by £0.2m largely due to Bingley Music Live which operated at a £0.2m loss (£0.2m profit in 2017-18).
- Major outdoor events can be susceptible to many issues that can affect the financial position. The significant changes from last year's position are, event management costs, Health and Safety issues increasing expenditure, ticket sales were lower than expected and this also had a detrimental effect on the sale of food, drink and promotional items. These issues are being reviewed and there will be plans in place to resolve them in any future festival.

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 £0.1m 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). The viability of the business case for this investment rests on payback assumptions based on savings in energy and maintenance costs.
- The 2019-20 budget proposals include £1m of additional budget to ensure that the overspend doesn't recur in 2019-20.

Building Control

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

In Year Mitigation

- A budget recovery plan for Building Control is being formulated which potentially seeks to charge for discretionary services to increase income generation. The service has seen an increase in income this year from Local Authority Building Control partnership working with developers and companies across the district and it is hoped this can be extended in the coming year which again would increase revenue for Building Control.

Highways Delivery Unit

- The Highways Delivery Unit is forecast to overspend the £1.4m budget by £0.4m. Despite securing additional capital works to achieve its targeted income of £0.46m historic structural funding pressures within the unit has placed an additional impetus upon the service to increase income generation by as much again.
- Whilst the service has a been able to secure a good work programme of capital projects its ability to competitively bid for further capital works has been reduced due to the delay in implementing the service restructure proposals which will create a dedicated commercial business development team. This restructure is anticipated to be completed before the end of Qtr 4.

Mitigation

- In year mitigation has been introduced to address the amount of anticipated overspend, including suspending expenditure on revenue highway repairs in the last two quarters until further income generating work has been secured.
- Strict vacancy control measures have been introduced in relation to the current service vacancies where posts are non-critical.
- A plant management strategy is currently being implemented which will see more of the service's fleet being provided through short-term hire / lease rather than through ownership which will reduce on-going Transport Services charges.

Compensating Savings in Other Service Area's

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

3.4 Corporate Resources

Corporate Resources	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Director of Corporate Resources	0.3	0.3	0.0	0.0	0.3	0.3	0.0
Financial & Procurement	4.7	4.5	-0.4	-0.5	4.3	4.0	-0.3
Estates and Property Services	50.4	47.7	-37.0	-34.5	13.4	13.2	-0.3
Human Resources	5.6	5.7	-2.0	-1.9	3.6	3.8	0.2
ICT	14.6	14.4	-2.5	-2.3	12.1	12.1	-0.1
Legal & Democratic	8.5	8.8	-2.1	-2.3	6.4	6.5	0.1
Revenues & Benefits	170.7	170.3	-166.9	-167.1	3.8	3.2	-0.7
Total	255.1	251.6	-211.0	-208.6	44.1	43.0	-1.1

- The department is forecast to underspend the £44.1m net expenditure budget (£255m gross budget) by £1.1m, and deliver £3.0m of the £3.5m savings as planned.
- This is an improvement of £0.8m on the Qtr2 position due mainly to an increase in forecast underspends in Revenues & Benefits and Estates and Property.
- The Revenues & Benefits underspend has increased by £0.5m to £0.7m due to lower overpayments and better recovery of overpayments; lower agency costs and lower court costs
- Estates and Property has improved by £0.4m to a £0.3m underspend primarily due to the capitalising of £0.4m of building works.
- Within Estates and Property, the Industrial Services Group (ISG) has seen a downturn in projected turnover levels due to reduced orders for fire doors pending new safety requirements. The £0.2m negative impact this causes will require ISG to draw on their trading reserve to achieve a balanced position for the year. The trading reserve will however not then be available for any further deficits should they occur in future years.
- The shortfall in achieving the departmental savings is also primarily within Estates and Property, and results from the £0.4m underachievement of additional income linked to the acquisition of investment properties.
- An acceleration in the planned acquisition of investment properties is planned to alleviate this shortfall and also meet the additional target for 2019-20.
- Finance and Procurement is also forecast to underspend by £0.3m as a result of vacant posts.

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
Chief Executive							
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
Total	4.1	4.1	-0.1	-0.1	3.9	3.9	0.0

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 General Fund - 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 £11.3m underspend which includes
 - £3.0m of corporate contingencies.
 - £2.1m of one off additional income resulting from Bradford's share of the National Levy Account Surplus.
 - £2.0m of forecast lower redundancy costs.
 - £1.6m of VAT refund resulting from a 4 year backdated claim.
 - £1.2m of capital financing underspend linked to the change in MRP policy.
 - £1.0m of other centrally held underspends.
 - £0.3m of additional S31 grant from Government to compensate for changes to Business Rates thresholds.
- The forecast underspend is £4.0m more than reported at Qtr 2, and results mainly from the notification of Bradford's share of the National Levy account surplus in December 2018, and new information about the extent and likely success of the VAT refund claim.
- The main financial issue within Central Budgets and Contingencies is that the £4.8m 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.
- 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 £0.6m decrease in total reserves from £164.7m at 30th September 2018 to £164.1m at 31st December. At 31st December 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 31st Dec 2018 £m
Council reserves	133.9	127.8	145.2	-1.6	143.6
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	-1.6	164.1

- The £0.6m net decrease in reserves include:

Releases from

- £56k from Trade Waste VAT to the new Finance Works Reserve
- £200k from Regional Growth reserve
- £612k from Grant reserves
- £81k from Learner Management System Reserve
- £77k from District Elections Reserve
- £50k Additional Costs of Projects Reserve

Transfers to

- £56k to the Finance Works Reserve
- £500k to the Prevention & Early Help Reserve

Appendices 1&2 outline Council and school's reserves

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 two, schools do not report their quarter three financial position for 2018-19 until the end of January 2019.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	416	0	438
Primary	100	6,694	84	5,182	9	1,512
Secondary	7	(1,538)	7	(3,221)	0	1,683
Special	4	654	4	430	0	224
Pupil Referral Units (PRU)	7	457	7	257	0	200
Subtotal	125	7,121	109	3,064	9	4,057
School Contingency		12,721		12,993	0	(272)
Other Activities		708		339	0	369
Total	125	20,550	116	16,396	16	4,154

- The school balances reserve is currently forecasted to reduce by £4.2m in 2018-19. There have been sixteen schools (Byron Primary, Crossley Hall Primary, Cullingworth Primary, Eastwood Primary, Farnham Primary, Fearnville Primary, Greengates Primary, Hollingwood Primary, Holycroft Primary, Laycock Primary, Lowerfields Primary, Nessfield Primary, Parkland Primary, Shipley CoE Primary, Woodlands CoE Primary and Wycliffe Primary) that converted to academy status in 2018-19.
- There are six schools (four primary and two secondary) currently in deficit with a combined deficit total of £4.3m. 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 £536.5m. The revised budget position for 2018-19 for the Capital Investment Plan stands at £154.8m.

Revised Capital Programme 2018-19 to 2021-22

	Budget Q2 monitor 2018	Changes	Revised Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	TOTAL
	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	9.8	0	9.8	7.7	4.9	0.5	22.9
Children's Services	17.7	0	17.7	29.8	12.9	0.5	60.9
Place - Economy & Development	21.2	0	21.2	10.2	27.7	8.0	67.1
Place - Planning, Transportation & Highways	46.0	0	46.0	39.7	35.8	27.0	148.5
Place - Other	20.1	0.3	20.4	10.6	7.5	7.5	46.0
Corporate Resources – Estates & Property	8.3	2.1	10.4	1.6	0.0	0.1	12.1
Reserve Schemes & Contingencies	31.3	-2.0	29.3	78.9	52.3	18.5	179.0
TOTAL - All Services	154.4	0.4	154.8	178.5	141.1	62.1	536.5

- There have been some changes to where individual schemes are within Directorates but there has been an increase in the budget of £0.4m for 2018-19 and overall £1.2m. This relates to additional grant or reserve funding for:
 - £0.25m for Bereavement Strategy
 - £0.07m for sport and recreation grants
 - £0.75m for devolved formula capital grant in 2019-20
- Also there is additional budget, subject to final PAG approval, for the following new capital scheme:
 - £0.1m Cartwright Hall Art Gallery Café.

Capital Programme 2018-19 Update

- The latest forecast for expenditure for 2018-19 is £91.4m, compared to a revised budget of £154.8m. Spend to the end of December is £55.3m.

- 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 2019-20 Budget report. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date as at 31 December for 2018-19

	Revised Budget 2018-19 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 2018 £m	Spend to date as a % of forecast %
Health and Wellbeing	9.8	10.2	0.4	5.4	52.9%
Children's Services	17.7	10.5	-7.2	6.6	62.9%
Place - Economy & Development	21.2	19.0	-2.2	14.8	77.9%
Place - Planning, Transportation & Highways	46.0	24.6	-21.4	13.7	55.7%
Place – Other	20.4	17.8	-2.6	12.1	67.9%
Corporate Resources – Estates & Property	10.4	6.2	-4.2	2.7	43.5%
Reserve Schemes & Contingencies	29.3	3.1	-26.2	0	0%
TOTAL - All Services	154.8	91.4	-63.4	55.3	60.5%

- There is a forecast capital programme variance of £63.4m 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. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.
- The main reasons for the reduction in the projected spend are:
 - Children's – staff shortages mean that school capital maintenance and investment programmes have not started as early as planned. Schemes are now underway and £3.3m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school and SEN schools expansion, delays in planning and site surveys mean £4.2m will be re-profiled into 2019-20.
 - Economy and Development Service –The Leeds City Region Revolving Investment Fund has a budget of £1.2m this year (from an initial capitalisation of £4m in 2013). Five loans have been made from the fund to date. Further loans are in the pipeline. Capital interest repayments are recycled back into the fund. It is expected that unspent funds budget will roll forward to 2019-20.
 - Planning, Transportation & Highways – Majority, £18.7m of the variance, are West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependent 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 £1.8m will slip into 2019-20. Also £1m of spend on King George V Playing Fields is expected to move in to 2019-20.
 - Corporate Resources - Property Programme, some of the larger projects on Council property will slip into next year.
 - Reserve schemes and contingencies - £26m 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 the approval by Executive for inclusion in the Capital Investment Plan (CIP).

- **Property Capital Programme** – £0.44m for additional works as part of the Council's annual property programme. £0.4m is to complete additional essential works on Thompson Court and Cliffe Castle Depot. It also includes £0.04m additional funding for ground works that are required for the replacement of the Council's underground fuel tanks. Both schemes will be funded from the General Contingency Budget.
- **Cartwright Hall Café** - £0.1m for a new café at Cartwright Hall, the scheme has been appraised and is subject to final PAG approval between Q3 and Q4. It is an invest to save scheme and additional income will fund the capital financing costs over ten years.

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 £2.4m 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 £33.5m 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%. In December 2018 the Council entered a competitive bidding process to purchase one of its LOBO loans. The Council was successful with the bid and the loan valued at £5.2m has been purchased. The interest rate on this loan was 4.5% and it was replaced as part of a PWLB loan of £6.4m at 2.77%. This means that even with a premium payment of £1.145m the Council makes an annual revenue saving.

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.
- However, the 2017-18 Council Tax deficit was carried forward into 2018-19. Bradford's share of this 2017-18 Council Tax deficit was £0.975m which was £0.575m higher than anticipated when the 2018-19 budget was set. To bridge the

gap an earmarked reserve was created from the overall Council underspend in 2017-18.

- As a result of a lower bad debt provision, and lower expected costs of the Council Tax reduction scheme in 2018-19, it is now expected that only £33k of the £0.575m reserve will need to be used in 2018-19. The remaining reserve will now be retained to provide a buffer against adverse variations between budgeted Council Tax and actual collections in the future (See 8 January 2019 Executive: Tax Base report), rather than be used in 2018-19. This provides some resilience for budgeted Council Tax funding in future years.

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 actual result is carried forward into the 2019-20 financial year.
- Bradford's share of the previous year Business Rate deficit in 2017-18 was £1.8m, compared to a budgeted deficit of £0.7m. However, the expectation is that this will be fully recovered by an improved financial performance in 2018-19. This improved performance is because the reliefs/discounts grants to Business Rate payers are lower than budgeted.
- A surplus on Business Rates is now expected, of which Bradford's share will be £1.2m. This will be carried forward into 2019-20.
- £0.7m had already been set aside in earmarked reserves to fund Bradford's share of the carried forward 2017-18 deficit. The plan is also for this reserve to be retained to provide a buffer against adverse variations between budgeted Council Tax and actual collections in future years (See 8 January 2019 Executive: Tax Base report).
- Bradford is also budgeted in 2018-19 to receive grants as compensation for the impact on Business Rates from the additional discounts/reliefs given by the Government to Business payers. There have been a number of changes in recent years to the way the Government has calculated these grants. However, £0.3m additional grants compared to the budget are also anticipated.

Council Tax and Business Rates collection.

Council Tax Collection	2016/17	2017/18	2018/19
Council Tax - Dwellings administered	214,776	216,169	217,772
BV9 Council Tax collected in year to 30 Nov £000s	130,289	138,589	152,426
BV9 % of Council Tax Collected to 30 Nov	66.9%	67.4%	67.1%
Council Tax Collection Target at 30 Nov	67%	67%	67%

Business Rates Collection	2016/17	2017/18	2018/19
Number of Business Rates bills issued plus the number of summonses	31,799	34,231	27,499
CIS_034 (BV10) - Business Rates collected in year to 30 Nov £000s	107,015	101,895	102,277
BV10 % Business Rates collected in year to the 30 Nov	70.6%	70.9%	71.2%
Business Rates Collection Target at the 30 Nov	71%	71%	71%

7.0 RISK MANAGEMENT

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

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 LEGAL APPRAISAL

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

11.0 NOT FOR PUBLICATION DOCUMENTS

None

12.0 RECOMMENDATIONS

That the Executive

- 12.1 Note the contents of this report and the actions taken to manage the forecast overspend.
- 12.2 Approve the following capital expenditure scheme.
- £0.440m for additional works as part of the Council property programme and the Above Ground Fuel Storage scheme.
 - £0.1m for a Café at Cartwright Hall subject to final PAG appraisal.

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

Reserves Statement as at 31st December 2018

Appendix 1

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,227	0	1,227	Funding to support young and disadvantaged people into employment
Managed severance	0	0	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	279	-176	103	£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.
Economic Partnership Reserve	162	-5	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-380	4,287	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	

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18 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	-6	4	
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.
Finance Works Reserve	0	56	56	
Sub Total	63,760	-328	63,432	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	0	668	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	0	5,805	
D. Service Earmarked Reserves	37,355	-561	36,794	See Appendix 2
E. Revenue Grant Reserves	12,937	-720	12,217	
F General Reserves				
General Fund	10,803	0	10,803	Statutorily required reserve which the Director of Finance deems to the minimum that can be prudently recommended. of External Auditors.
Schools delegated budget	20,550	0	20,550	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	31,353	0	31,353	
Grand total	165,707	-1,609	164,098	

Departmental Earmarked Reserves Statement at 31st December 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	0	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	0	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	0	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	0	3,387	
Children Services				
BSF Unitary Charge	7,318	0	7,318	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,777	0	4,777	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	-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	-42	0	
Retail Academy (Skills for Employment)	262	0	262	Skills for work
Prevention & Early Help	0	500	500	
Training Work Programme (Skills for Work)	798	0	798	Skills for Work
Total Children	14,377	227	14,604	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.
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	-25	96	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	Landlord Rent Guarantees and Incentives
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

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
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
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	
Department of Place	9,624	-456	9,168	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	-23	226	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	-81	0	Software/system implementation etc. in support of workforce development.
District Elections	235	-77	158	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

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
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	-151	199	
ISG over achievement trading reserve	257	0	257	To support ISG
Bradford Learning Network (Broadband)	128	0	128	
Energy unit	230	0	230	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-332	9,635	
Total Service Earmarked Reserves	37,355	-561	36,794	

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor		Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget			Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19	Changes				2019-20	2020-21	2021-22		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing													
CS0237a	Great Places to Grow Old	0	0	0	0	0	4,638	4,500	0	0	0	9,138	9,138
CS0237b	Keighley Rd Extra Care	6,115	0	6,115	6,570	3,953	488	0	0	690	1,000	4,913	6,603
CS0237c	Keighley Rd Residential Care	2,648	0	2,648	2,648	1,240	89	0	0	0	2,400	337	2,737
CS0373	BACES DFG	793	0	793	793	180	443	443	443	0	0	2,122	2,122
CS0239	Community Capacity Grant	78	0	78	78	47	2,016	0	0	2,094	0	0	2,094
CS0348	Whiteoaks Respite Centre	90	0	90	0	0	0	0	0	90	0	0	90
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	90	0	0	90
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	0	1	0	0	1
Total - Health and Wellbeing		9,834	0	9,834	10,198	5,420	7,674	4,943	443	2,984	3,400	16,510	22,894
Children's Services													
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	0	0	5
CS0278	Targeted Basic Needs	34	0	34	12	1	0	0	0	34	0	0	34
CS0286	Outdoor Learning Centres	27	0	27	18	11	0	0	0	27	0	0	27
CS0022	Devolved Formula Capital	0	0	0	868	1,831	750	0	0	750	0	0	750
CS0030	Capital Improvement Work	69	0	69	54	37	0	0	0	69	0	0	69
CS0240	Capital Maintenance Grant	4,500	0	4,500	3,000	1,954	0	0	0	4,500	0	0	4,500
CS0240b	Capital Maintenance Grant	2,200	0	2,200	400	340	1,100	0	0	3,300	0	0	3,300
CS0244a	Primary Schools Expansion Progr	1,700	0	1,700	1,700	1,026	7,700	600	0	9,928	0	72	10,000
CS0244b	Silsden Sch £7.265m Exec 12/04/16	2,922	0	2,922	750	58	5,588	0	0	8,510	0	0	8,510

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244c	SEN School Expansions	2,805	0	2,805	805	114	0	0	0	2,805	0	0	2,805
CS0360	Early Yrs 30 hrs childcare	6	0	6	6	6	0	0	0	6	0	0	6
CS0314	Foster Homes Adaptation	1	0	1	0	0	0	0	0	1	0	0	1
CS0362	Secondary School Expansion	3,100	0	3,100	2,800	1,151	7,633	6,900	0	17,633	0	0	17,633
CS0377	LA SEN Free School	0	0	0	0	0	7,000	5,350	647	12,997	0	0	12,997
CS0421	Healthy Pupil Capital Grant	328	0	328	108	100	0	0	0	328	0	0	328
Total - Children's Services		17,697	0	17,697	10,526	6,633	29,771	12,850	647	60,893	0	72	60,965
Place - Economy & Development													
CS0134	Computerisation of Records	10	0	10	10	0	0	0	0	10	0	0	10
CS0136	Disabled Housing Facilities Grant	4,600	0	4,600	4,000	2,700	2,028	5,753	2,028	4,600	0	9,809	14,409
CS0137	Development of Equity Loans	1,013	0	1,013	845	574	1,300	1,200	1,195	0	0	4,708	4,708
CS0144	Empty Private Sector Homes Strat	862	0	862	600	47	0	0	0	0	0	862	862
CS0308	Afford Housing Prog 15 -18	7,640	0	7,640	8,640	7,834	1,383	0	0	3,000	6,023	0	9,023
CS0250	Goitside	1	0	1	0	0	0	177	0	0	0	178	178
CS0280	Temp Housing Clergy House	232	0	232	232	163	0	0	0	0	0	232	232
CS0335	Bfd Cyrenians 255-257 Mngm Ln	14	0	14	14	5	0	0	0	0	0	14	14
CS0084	City Park	205	0	205	15	13	0	0	0	0	0	205	205
CS0085	City Centre Growth Zone	600	0	600	200	16	1,150	4,400	0	0	0	6,150	6,150
CS0189	Buck Lane	110	0	110	50	2	0	0	0	0	0	110	110
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	523	0	523	50	0	60	0	0	0	0	583	583
CS0266	Superconnected Cities	66	0	66	66	0	841	0	0	0	0	907	907
CS0291	One City Park (fmr Tyrls)	0	0	0	0	0	500	4,300	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	1,151	0	1,151	0	0	0	0	0	1,151	0	0	1,151
CS0345	Develop Land at Crag Rd, Shply	262	0	262	262	219	0	0	0	262	0	0	262

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0382	New Bolton Woods Regen Sch P3	3,507	0	3,507	3,507	3,050	0	0	0	3,507	0	0	3,507
CS0363	Markets Red'mnt - City Cntr	340	0	340	500	165	2,975	11,850	4,760	15,225	4,700	0	19,925
Total - Place - Economy & Development		21,236	0	21,236	18,991	14,788	10,237	27,680	7,983	32,555	10,723	23,858	67,136
Place - Planning, Transportation & Highways													
CS0131	Kghly Town Cntr Heritage Initi	156	0	156	156	6	0	0	0	156	0	0	156
CS0178	Ilkley Moor	18	0	18	18	4	0	0	0	18	0	0	18
CS0179	Landscape Environ Imp	21	0	21	21	0	0	0	0	21	0	0	21
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	135	0	135	135	375	386	0	0	521	0	0	521
CS0372	Countryside S106 Projects	0	0	0	0	9	135	0	0	135	0	0	135
CS0091	Capital Highway Maint	4,958	0	4,958	4,958	4,149	0	0	0	4,958	0	0	4,958
CS0095	Bridges	729	0	729	729	1,125	0	0	0	729	0	0	729
CS0096	Street Lighting	144	0	144	144	182	0	0	0	144	0	0	144
CS0099	Integrated Transport	587	0	587	479	327	0	0	0	587	0	0	587
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	6	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	16	0	16	16	1	0	0	0	16	0	0	16
CS0172	Saltaire R/bout Cong& Safety Works	281	0	281	0	2	0	0	0	281	0	0	281
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	45	0	0	45
CS0264	Highway to Health	0	0	0	2,183	1,552	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	176	1	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	495	495	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	14,692	0	14,692	5,832	1,859	32,878	35,795	27,014	110,379	0	0	110,379
CS0396	WYTF Corr Imp Projects	10,595	0	10,595	754	221	0	0	0	10,595	0	0	10,595
CS0296	Pothole Fund	74	0	74	74	39	0	0	0	74	0	0	74
CS0306a	Strategic Transp Infrastr Priorit	90	0	90	0	0	2,600	0	0	0	0	2,690	2,690
CS0306b	Connectivity Project	1,196	0	1,196	0	0	400	0	0	0	0	1,596	1,596
CS0302	Highways Prop Liab Redn Strat	97	0	97	97	0	0	0	0	97	0	0	97

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Funding						
							Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	3	0	0	3
CS0317	VMS Signage	39	0	39	39	0	0	0	0	39	0	0	39
CS0319	Challenge Fund	1,389	0	1,389	1,389	451	0	0	0	1,389	0	0	1,389
CS0323	Flood Risk Mgmt	196	0	196	196	151	0	0	0	196	0	0	196
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	2	0	0	0	0	0	108	108
CS0332	Flood Funding	387	0	387	387	319	0	0	0	387	0	0	387
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	9	0	0	9
CS0350	Street Lighting Invest to Save	825	0	825	825	192	0	0	0	0	825	0	825
CS0365	National Productivity Invest Fund	27	0	27	27	31	0	0	0	0	27	0	27
CS0370	LTP IP3 Safer Roads	1,182	0	1,182	1,182	283	779	0	0	1,961	0	0	1,961
CS0371	LTP IP3 Public Transport	686	0	686	686	231	0	0	0	686	0	0	686
CS0375	Sign Shop	19	0	19	19	1	0	0	0	0	19	0	19
CS0379	NPIF UTMC	1,730	0	1,730	1,730	1,292	1,770	0	0	3,500	0	0	3,500
CS0384	Pothole Fund 1819	829	0	829	829	562	0	0	0	829	0	0	829
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	50	0	0	50
CS0386	Cycling & Walking Schemes LTP3	19	0	19	19	1	0	0	0	19	0	0	19
CS0414	LTP IP3 Safer Rds 1819 Shipley	120	0	120	120	59	0	0	0	120	0	0	120
CS0415	LTP IP3 Safer Rds 1819 Bfd West	144	0	144	144	60	0	0	0	144	0	0	144
CS0416	LTP IP3 Safer Rds 1819 Kghly	123	0	123	123	67	0	0	0	123	0	0	123
CS0417	LTP IP3 Safer Rds 1819 Bfd South	128	0	128	128	37	0	0	0	128	0	0	128
CS0418	LTP IP3 Safer Rds 1819 Bfd East	145	0	145	145	39	0	0	0	145	0	0	145
CS0419	IP3 Safer Rds Strat Proj 1819	120	0	120	120	2	0	0	0	120	0	0	120
CS0398	Bfd City Ctre Townscape Herit	2,000	0	2,000	25	0	750	0	0	2,500	0	250	2,750
Total Place - Planning, Transportation & Highways		45,950	0	45,950	24,567	13,641	39,698	35,795	27,014	141,775	871	5,811	148,457

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Waste, Fleet & Transport													
CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	1,971	3,000	3,000	3,000	0	12,000	0	12,000
CS0063	Waste Infrastructure & Recycling	205	0	205	205	26	0	0	0	205	0	0	205
CS0283	Above Ground Fuel Storage	110	0	110	110	76	0	0	0	0	0	110	110
Total Place - Waste, Fleet & Transport		3,315	0	3,315	3,315	2,073	3,000	3,000	3,000	205	12,000	110	12,315
Dept of Place - Neighbourhoods & Customer Services													
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	25	25	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	233	0	233	233	75	0	0	0	0	0	233	233
CS0359	Community Resilience Grant	22	0	22	22	0	0	0	0	22	0	0	22
Total Place - Neighbourhoods & Customer Services		315	0	315	315	75	0	0	0	22	0	293	315
Dept of Place - Sports & Culture													
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	47	0	0	47
CS0328	Cliffe Castle Various	35	0	35	35	0	0	0	0	35	0	0	35
CS0374	Cartwright Hall CCTV	0	0	0	0	47	0	0	0	0	0	0	0
CS0340	St George's Hall	5,194	0	5,194	5,424	4,468	0	0	0	0	0	5,194	5,194
CS0129	Schole Moor Project	0	0	0	0	0	0	0	83	83	0	0	83
CS0162	Capital Projects - Recreation	0	0	0	100	93	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	28	0	28	28	25	0	0	0	28	0	0	28

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
											Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0229	Cliffe Castle Restoration	150	0	150	131	34	0	0	0	150	0	0	150
CS0347	Park Ave Cricket Ground	21	0	21	21	14	0	0	0	21	0	0	21
CS0367	King George V Playing Fields	1,067	0	1,067	50	13	0	0	0	700	0	367	1,067
CS0392	Russell Hall Comm Grn	14	0	14	14	0	0	0	0	14	0	0	14
CS0393	Queensbury Play Areas	24	0	24	24	24	0	0	0	24	0	0	24
CS0394	Harold Walk	20	0	20	20	18	0	0	0	20	0	0	20
CS0425	Littlemoor Park Footpath £11k	0	11	11	11	0	0	0	0	11	0	0	11
CS0426	Wibsey Park Outdoor Gym £13.7k	0	14	14	14	0	0	0	0	14	0	0	14
CS0428	Woodhead Road Recreation Ground Fencing	0	13	13	13	0	0	0	0	13	0	0	13
CS0403	Bereavement Strategy	0	250	250	250	0	0	0	0	250	0	0	250
CS0424	Mir Park & Springmill Street	0	13	13	13	0	0	0	0	13	0	0	13
CS0429	Menston Recreation Ground £15k	0	15	15	15	0	0	0	0	15	0	0	15
CS0242	War Memorial	0	1	1	1	1	0	0	0	0	0	1	1
CS0277	Wyke Manor Sports Dev - demolitn	252	0	252	150	14	0	0	0	252	0	0	252
CS0245	Doe Park	37	0	37	0	0	0	0	0	37	0	0	37
CS0349	Chellow Dene	6	0	6	51	51	0	0	0	6	0	0	6
CS0356	Sedbergh SFIP	9,571	0	9,571	7,747	5,171	7,035	49	0	0	0	16,655	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	3	600	4,400	4,400	0	0	9,400	9,400
CS0107	Markets	40	0	40	40	14	0	0	0	40	0	0	40
Total - Dept of Place - Sports & Culture		16,506	317	16,823	14,199	9,990	7,635	4,449	4,483	1,773	0	31,617	33,390
Corp Resources - Estates & Property Services													
CS0094	Property Programme (bworks)	609	0	609	109	0	0	0	0	0	0	609	609
CS0318	Property Programme 15/16	10	0	10	0	0	0	0	0	0	0	10	10

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Funding						
							Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0333	Argos Chambers / Britannia Hse	751	0	751	151	1		0	0	0	0	751	751
CS0366	Property Programme 17/18	679	0	679	679	850	0	0	0	0	0	679	679
CS0391	Property Programme 18/19	1,911	0	1,911	1,400	243	0	0	0	0	0	1,911	1,911
CS0368	Dishwasher	31	0	31	31	30		0	0	0	0	31	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	0	148	0	126	274
CS0269	Burley In Whrfedle Culvert repair	17	0	17	17	5	0	0	0	0	0	17	17
CS0050	Carbon Management	797	0	797	797	248	820	0	0	0	0	1,617	1,617
CS0305	Healthy Heating Scheme	136	0	136	136	75	0	0	0	0	0	136	136
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	270	0	270	270	0	400	0	0	670	0	0	670
CS2000	DDA	100	0	100	100	0	50	50	62	0	0	262	262
CS0361	Strategic Acquisitions	0	0	0	0	64	0	0	0	0	0	0	0
CS0381	Godwin St	2,190	0	2,190	1,900	984	0	0	0	2,000	190	0	2,190
CS0422	Soup Kitchen	0	57	57	57	25	0	0	0	0	0	57	57
CS0409	Coroners Court	0	2,000	2,000	20	0	350	0	0	0	0	2,350	2,350
CS0383	Jacobs Well demolition	495	0	495	495	164	0	0	0	0	0	495	495
Total Corp Resources – Estates & Property Services		8,270	2,057	10,327	6,162	2,689	1,620	50	62	2,818	190	9,051	12,059
Reserve Schemes & Contingencies													
CS0395	General Contingency	1,643	-440	1,203	1,203	0	2,000	2,000	2,000	0	0	7,203	7,203
CS0391	Property Programme 18/19 Additional funds	0	400	400	400	0	0	0	0	0	0	400	400
CS0422	Soup Kitchen	57	-57	0	0	0	0	0	0	0	0	0	0
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	0	0	6,000	6,000
CS0399	Strategic Acquisition	10,000	0	10,000	0	0	10,000	10,000	10,000	0	40,000	0	40,000
CS0430	Cartwright Hall Café	0	57	57	57	0	50	0	0	0	107	0	107

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q2 Capital Monitor	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 31 Dec 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Specific Grants, cap receipts, reserves	Funding		Budget Total
		2018-19									Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	0	0	493	493
CS0403	Bereavement Strategy	0	0	0	186	0	8,500	8,500	0	0	0	17,000	17,000
CS0423	Highways IT upgrade	350	0	350	350	0	0	0	0	350	0	0	350
CS0306c	Strategic Acq - Highways	550	0	550	550	0	0	0	0	0	0	550	550
CS0400	Keighley One Public Sector Est	0	0	0	0	0	10,000	5,000	3,000	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	0	0	450	450
CS0283	Above Ground Fuel Storage	0	40	40	40	0	0	0	0	0	0	40	40
CS0401	Depots	0	0	0	0	0	3,000	0	0	3,000	0	0	3,000
	New Schemes	17,795	-2,000	15,795	345	0	43,312	24,806	1,461	8,768	41,956	34,650	85,374
Total - Reserve Schemes & Contingencies		31,338	-2,000	29,338	3,131	0	78,862	52,306	18,461	12,118	100,063	66,786	178,967
TOTAL - All Services		154,461	374	154,835	91,404	55,309	178,497	141,073	62,093	255,143	127,247	154,108	536,498

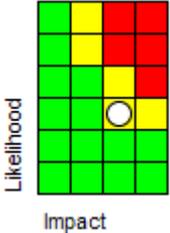
Corporate Risk Register December 2018



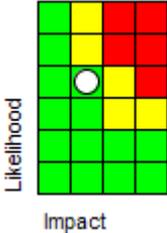
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

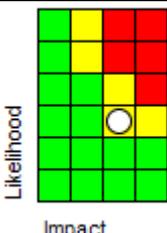
Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of over 100 requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Financial consequences.</p> <p>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.</p> <p>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>	
Internal Controls	<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"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to a 40% reduction in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCos - Improving data quality and reporting through prioritising and implementation of the SystmOne DoLS module 	
Actions/controls under development	<p>Business case developed to secure additional resources to ensure we can continue to meet statutory responsibilities. This will be considered by CMT/Executive in February 2019.</p> <p>New safeguarding procedures have been implemented which have resulted in 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.</p> <p>SystmOne 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>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users. 	
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the 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. New SAB Strategic Plan has been signed off by the SAB Board. Work now underway on developing the training plan for 2019/20. 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>	
Actions/controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures 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 a new streamlined approach to respond to Safeguarding Concerns has been put in place. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
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Description	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.	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register</p>	
Internal Controls	<p>All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility which are to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events 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>	
Actions/controls under development	<p>Following staff changes within the Emergency Planning Service, a revised plan format has been developed to make them simpler and more useable. Emergency Planning are working with identified service leads to review/reformat plans into the new style. Draft plans have been requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Annual reviews will then be diarised as a rolling programme signed off annually by service AD's. A training and exercising programme is being developed to coincide with the 17th January 2019 date</p>	
Ownership Managed By	John Major	

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	Demand for social care services is predicted to continue increasing and overspends are likely.	

	<p>Budget proposals highlight this particular pressure as an ongoing concern for the Council.</p> <p>There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
Internal Controls	<p>Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management mode have been agreed, these also include renegotiating and remodelling services to help mitigate the pressure.</p> <p>H&WB Transformation and Change Board in place which includes Assistant Directors (AD) within the dept, Service Managers and AD Finance and Transformation. Meetings held on a monthly basis to review progress on saving plans.</p> <p>Monthly Finance and Performance meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>Transformation activity, budget and performance monitoring is being embedded in Service Management and Team Management Meetings.</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>
Actions/controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. These discussions are taking place via the ECB and ICB etc</p> <p>Gap analysis undertaken on Care Act implementation and have identified areas which require further work. Team to be recruited in the new year, which will focus on business systems.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	<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>	
Potential Effect of risk	<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>	
Internal Controls	<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>	
Actions/controls under development	<p>December 2018- .. 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</p>	

	<p>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 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 including the introduction of CEO meetings with the Deputy Director for E&L.</p> <p>In the process of introducing School Improvement Management Committees as a replacement for IEB</p>	
Ownership Managed By	Yasmin Umarji	
Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities.</p> <p>Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<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</p> <p>Underspend of current funding</p>	
Internal Controls	<p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery to start in January 2019.</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 continue 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>	
Actions/controls under development	<p>Skills for Work restructure has been implemented from July 2018 to reflect the rundown of DWP contracts and reducing staff customer caseloads, but mitigated in part by an increase to community learning contract and additional STEP funding.</p> <p>Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's ESIF commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio.</p>	

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

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	Central Government funding is likely to continue to reduce . The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services	
Potential Effect of risk	Services run the risk of failing to deliver statutory minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk 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. Potential for S114 Decision to be made against the Council.	
Internal Controls	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. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases	
Actions/controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making.	
Ownership Managed By	Andrew Crookham	

Risk Code & Title	CRR_New_FSE 2 Information Security	Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
Potential Effect of risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.	
Internal Controls	Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources	

	<p>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 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.</p>
Actions/controls under development	<p>Revised Online Training being finalised to incorporate new requirements of the Data Protection Act 2018. This will include monitoring of participation. Management Report being prepared breaking down performance on information governance at departmental level for FOIs, Subject Access Requests and data breaches. Report to be reviewed at CMT. 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</p>
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud. 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</p>	
Internal Controls	<p>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.</p>	

	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 Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report
Actions/controls under development	Review of Transition Arrangements currently being undertaken. Back to Basics Approach Review of Risk Strategy
Ownership Managed By	Joanne Hyde

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

Risk Code & Title	CRR_New_Health_1 Changing demographics	Current Risk Matrix
Description	Public Health priorities are threatened by rising costs and increasing resource pressures arising from changing demographics - rising birth rate and aging population.	
Potential Effect of risk	Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends	
Internal Controls	Bradford and Airedale Joint Strategic Needs Assessment 2011/12 (JSNA) identifies and reports the health and wellbeing of the local community . Shadow Health and Wellbeing Board establishment to support a more strategic approach to providing integrated health and local government services. Review of current levels of PH spend in the future. Conscious decision to reduce investment in programme areas where there is reasonable to good evidence of little impact on public health. Bradford and Airedale Health and Wellbeing Strategy. The overarching aim of the health and wellbeing strategy is to provide a clear direction for improving health and wellbeing and reducing health inequalities in Bradford and Airedale Strategic Health Needs Assessment (HNA) completed Autumn 2014. The Bradford Dementia Strategy Group have agreed that HNA is in effect the Strategy. This has been accepted as such by: Health and Social Care Scrutiny, AWCCCG, BDCCG, BCCCG, BDCT. There is a 5 year action plan under auspices of the Dementia Strategy Group	

Actions/controls under development	
Ownership Managed By	Bev Maybury

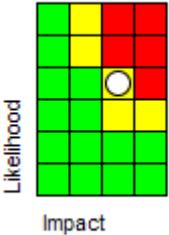
Risk Code & Title	CRR_New_Health_3 Health protection incident	Current Risk Matrix
Description	Public health is threatened by a health protection incident such as a communicable disease outbreak e.g. Pandemic Influenza or other disease or an environmental hazard e.g. severe weather.	
Potential Effect of risk	Widespread disruption of the local economy and social fabric. the number of cases of severe illness and deaths it causes summarises, the overall severity of a pandemic's impact e.g. viral property, population vulnerability, subsequent waves of spread and capacity to respond. This risk is composite in nature so risk factors will vary according to the nature of the incident	
Internal Controls	<p>Development of a Pandemic Influenza Plan during 2014/15 which clarifies CBMDC's role During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public</p> <p>The Outbreak Management Algorithm dovetails with the following documents:</p> <ul style="list-style-type: none"> - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance <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> <p>CBMDC is currently reviewing its approach to seeking assurance on matters of health protection. This follows an agreement to disband the Health Protection Assurance Group and develop a more suitable approach. This will allow for a system wide approach to health protection across Bradford district. A key element of which, is receiving assurance from multi-agency partners that effective, fit for purpose systems are in place.</p>	
Actions/controls under development	Work is continuing to ensure other key health protection areas such as infection prevention and control (including health care associated infection), screening and immunisations and various elements of environmental health continue to be priority areas and links between Environmental Health, Public Health, PHE, NHS England and other key agencies continue to develop in a manner which enhances the delivery of services and functions seeking to address health protection issues.	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of 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.	
Potential Effect of risk	Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods.	

	<p>Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155)</p>
<p>Internal Controls</p>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</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 Strategy is currently under review as it expires in 2019: this will result in two separate strategies, a Homelessness Strategy and a Housing Strategy 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>Arc4 have recently been commissioned by Planning to undertake a Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study. These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs. Analysis of the Council's land bank / land holdings is underway with a view to identifying a pipeline of sites suitable for housing / disposal.</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>

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

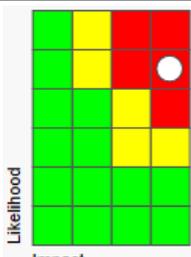
Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
Description	Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.	
Potential Effect of risk	<ul style="list-style-type: none"> ~ Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast ~ Inability to raise funds for projects and regeneration projects not completed ~ Potential damage to the Council's reputation and the Economic Partnership ~ Not able to meet member, government and the public's expectations ~ Deteriorating physical and infrastructure assets ~ Young people are not equipped to achieve their potential within the district 	
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p>	
Actions/controls under development	<p>Implementation of Economic 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>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> <p>Support for business post Brexit with the LEP</p> <p>Maximising access to resources from the Shared Prosperity Fund</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners.</p>	
Ownership Managed By	Shelagh O'Neill	

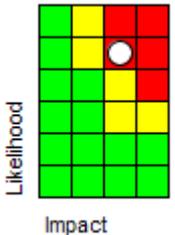
Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
Description	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
Potential Effect of risk	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
Internal Controls	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board 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. Police incidents which may have an impact on tension are shared with relevant partners. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
Actions/controls under development	<p>A local strategy has been developed which will lead to a programme of work to respond to the government's Integrated Communities Strategy £1.2 million has been allocated to support year one of a two-year work programme. A funding decision on year two is expected early in 2019. 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>	
Ownership Managed By	<p>Ian Day</p>	

Risk Code & Title	CBMDC Corp – Brexit Resilience & Opportunities	Current Risk Matrix
Description	The exact nature of the UK departure from the European Union remains uncertain. Negotiations remain fraught. Risk is based on a no deal scenario, which is currently a possibility and could lead to issues including short term supply chain issues for food and energy, skills shortages and impacts on the local economy.	
Potential Effect of risk	<p>There are a number of potential issues that may arise, including:</p> <ul style="list-style-type: none"> - An inability to fill skills gaps in social care which have in the recent past, relied in part on a European Union workforce. - Financial consequences linked to the reduction in overall public sector finances following Brexit and the potential for businesses to leave the district, reducing overall business rates. - impact on the UK Economy and local economy. <p>The Council as community leader must consider not only direct impacts on its operations and services but also on the District, its businesses and citizens, visitors and wider relations.</p>	
Internal Controls	<p>CMT have developed a proportionate approach around mitigating for the scenario of no deal Brexit.</p> <p>The reserve position for worst case planning for adverse events/incidents, supply chain disruption, civil unrest and the like rests with existing Civil Contingency, emergency planning, community leadership and operational response/business continuity arrangements.</p>	
Actions/controls under development	CMT have developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with a no deal Brexit. This will be revisited in January 2019 depending on whether the current status around the likelihood of a no deal Brexit is more clear.	
Ownership Managed By	Kersten England	

Risk Code & Title	CS - Children & Young People – SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	
Potential Effect of risk	<p>Services are not compliant with legislative requirements leading to a risk of Judicial Reviews</p> <p>Education, Health and Care Assessments are not undertaken within statutory timeframes</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>	
Internal Controls	<p>SEND Strategic Partnership Board established with clear ToRs</p> <p>Work streams in place to focus on priority areas</p> <p>Creation of the SEND Transformation and Compliance Team to lead on ensuring</p>	

	compliance with the SEND reform agenda Additional Management capacity in place to support the creation of efficient and effective teams
Actions/controls under development	Permanent recruitment to key newly created posts Establishment of new team structures to enable EHC compliance measures to be met Development of an accurate SEF Creation of effective systems to collate and analyse data accurately
Ownership Managed By	Marium Haque

Risk Code & Title	CS - Children & Young People – Inspection Outcome	Current Risk Matrix
Description	Poor Inspection Outcome which affects levels of demand reputation and budget	
Potential Effect of risk	Poor reputation Government Intervention Financial	
Internal Controls	SEND Peer Review and self assessment Improvement Board with Independent Chair Improvement plan with monthly Improvement Board meetings to oversee O&S and Council monitoring progress QA Framework Audit Cycle	
Actions/controls under development	Preparation for SEND inspection Regulation 44 visits for Childrens Homes	
Ownership Managed By	Gladys Rhodes White	

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high_ Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA;	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation Increased Financial Pressures	
Internal Controls	Bradford Safeguarding Children Board (BSCB) 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	

	<p>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>Children's Social Care</u> An Improvement Plan, Improvement Board and Governance have been put in place with six themed workstreams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues social work remuneration is the subject of review along with enhanced CPD and support to strengthen the package to support recruitment and retention</p> <p><u>MASH/Front Door</u> Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>
<p>Actions/controls under development</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 tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services. 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. The risk has been increased to recognise the recent increasing demands and resourcing challenge's.</p>
<p>Ownership Managed By</p>	<p>Jenny Cryer</p>