

Report of the Director of Finance to the meeting of the Executive to be held on 4th February 2020.

Subject:

AT

Qtr. 3 Finance Position Statement for 2019-20

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2019-20.

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 reserves and forecasts school balances for the year.

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

QTR. 3 FINANCIAL POSITION STATEMENT FOR 2019-20

1.0 INTRODUCTION

This report is the third monitoring report presented to Members on the Council's 2019-20 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2020.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2019-20 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

Revenue Budget

2.1 Based on a projection at December 31st 2019, the Council is forecast to overspend the £359.9m net revenue budget (£1.125bn gross budget) by £0.2m.

	Gross Expenditure			Gross Income			Net		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	229.8	230.0	0.1	-118.1	-120.5	-2.4	111.7	109.5	-2.2
Children's Services	471.3	482.2	10.9	-373.8	-374.7	-0.9	97.4	107.5	10.0
Department of Place	122.3	124.5	2.2	-56.9	-58.8	-1.9	65.4	65.7	0.3
Corporate Resources	223.8	218.5	-5.3	-179.6	-175.6	4.0	44.2	42.8	-1.4
Chief Executive	4.6	4.6	0.0	-0.4	-0.4	0.0	4.2	4.2	0.0
Non Service Budgets	6.9	6.2	-0.6	-0.8	-0.6	0.0	6.1	5.6	-0.5
General Fund	66.2	61.8	-4.74	-35.3	-37.0	-1.3	30.9	24.8	-6.1
Total Council	1,124.9	1,127.8	2.9	-764.9	-767.6	-2.7	359.9	360.1	0.2

2.2 The Council manages approximately 130 different services, and the vast majority of these are forecast to end the year largely in line with their budgets. Contained within the overall £0.2m forecast overspend, there are however some significant variances (above + or - £0.3m) to plan, and these exceptions are summarised below with additional detail provided in Section 5 – Service Commentaries.

Children's Services

2.3 Children's Services are forecast to overspend the £97.4m net expenditure budget by £10.0m. This is due largely to a £10.6m forecast overspend on Children's Social Care resulting mainly from increasing numbers of Children Looked After (CLA) and Children requiring support.

2.4 There were 1,015 CLA at the end of September 2018 and this number has increased to 1,236 at the 31st of December 2019. The movement in CLA and Children receiving support in permanent arrangements is as follows:

	Apr 19	Qtr 1	Qtr 2	Qtr 3
Children Looked After	1,167	1,198	1,236	1,236
Children in Permanent Arrangements	624	625	630	645
Total	1,791	1,823	1,866	1,881

- 2.5 Although the numbers of placements are growing at a rate lower than originally anticipated by Children's Services (1,400 CLA were forecast by year end), there has been a large increase in the number of typically costlier placements, most notably in Purchased Residential Care and Independent Foster Care.
- 2.6 The main variances that result from the projected increase in CLA numbers are;
- A £6.7m forecast overspend on the £12.3m external purchased placements budget.
 - A £1.0m overspend on the £15.5m Fees and Allowances budget paid to Foster Carers and Special Guardians amongst others. Use of fostering and special guardianship is cost effective, but rising volumes in placements generate additional cost.
 - A £1.0m overspend on the £5.8m Through and After Care services budget due to the need to provide accommodation for more young people.
- 2.7 Internal residential homes are also forecast to overspend the £4.9m net budget by £0.6m due mainly to agency staff and premises costs.
- 2.8 Additional Children Looked After numbers are also contributing to the £1.2m forecast overspend on the £16.8m Social Work budget. Budgets have increased significantly to cover a new staffing structure reflecting a move from 3 to 4 teams, however an overspend is still expected due to high levels of Social Work agency staff.
- 2.9 The Children with Disabilities service is also forecast to overspend the £3.9m net budget by £0.8m due mainly to an assessment that only £0.1m of a £0.4m agreed respite saving will be delivered; a £0.2m overspend on Direct Payments, and a £0.2m overspend on staff costs.
- 2.10 The above pressures are partly counter balanced by a one off underspend on the Targeted Early Help service of £1.0m in advance of a £0.9m saving in 2020-21.
- 2.11 The 2019-20 budget included £2.4m of additional investment for Children Looked After to help address additional Purchased Placement costs; £1.0m was also provided for additional Social Worker pay, and £0.6m for new Social Worker posts to help manage higher workloads and reduce staff turnover. Additionally, £1.5m was allocated as an Ofsted Inspection contingency on top of amounts provided for prices and demographic growth.
- 2.12 Furthermore, the Council also allocated a one off £6.5m Children's Investment Fund to help respond to the pressures in Children's Social Care. All of this has now been committed in line with an improvement plan over the next 3 years.
- 2.13 The above budget increases will not however be sufficient to cover the additional Children Looked After numbers/costs expected by Children's Social Care, resulting in the forecast overspend.

- 2.14 A £17.65m¹ increase in the Children's budget in 2020-21 is currently factored into the Medium Term Financial Plan/ budget planning, and identified management actions need to be progressed to address rising costs to ensure the overspend doesn't recur next year.
- 2.15 Additionally, Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of agency staff.

Travel Assistance

- 2.16 The Travel Assistance service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place has a budgeted savings target of £4.774m.
- 2.17 Due to uncertainties of delivering the Travel Assistance savings without impacting vulnerable groups, a corporate contingency has been set aside to meet any savings shortfall pending a detailed review
- 2.18 The review has completed and has found that only £2.47m is deliverable by 2021-22, with £0.5m being deliverable in 2019-20.
- 2.19 Currently the Travel Assistance service is reporting a £0.2m delivery of savings in 2019-20. However, £0.5m of recurring budget savings are forecast to be delivered by the end of 2019-20.
- 2.20 It should also be recognised that the service has managed to avoid increased costs and absorbed additional demand which could have cost approximately £0.6m.
- 2.21 Contingencies will be used to mitigate any underachievement in 2019-20, and the budget saving for 2020-21 is proposed to be reduced following the external review of deliverability.

Department of Place

- 2.22 The Department of Place is forecast to overspend the £65.2m net expenditure budget by £0.2m, and deliver £2.9m of the planned £3.5m budget savings. The main budget variances include;
- 2.23 Waste Disposal Services are forecast to overspend the £16.7m budget by £0.8m due mainly to the disposal of dry mixed recycling (DMR) residual waste where falling market prices for recyclable materials are resulting in higher costs to the Council.
- 2.24 The contract for the processing and disposal of Dry mixed recycling tonnes has recently been extended and new recyclate extraction equipment for the Materials Reclamation Facility (MRF) is planned, which should help to reduce waste processing costs.

¹ £13.625m Demographic growth, £2m Early help (for 2020-21 and another £2m for 2021-22), £2m increase in Social Work Base budget (to replace £2m funded from one off funds).

- 2.25 However, although the 2020-21 proposed budget includes £1m for additional demographic growth and contract price increases, this is unlikely to be sufficient to cover the falling market prices for recyclable materials.
- 2.26 Sports and Culture are also forecast to overspend by £0.4m due mainly to an overspend in Sports Facilities due in part to the delayed opening of the new Sedbergh leisure centre. The forecast overspend is lower than last year and is not expected to recur in 2020-21.
- 2.27 Planning Transportation & Highways are also forecast to overspend by £0.2m. This is largely due to a £0.2m forecast overspend in Building Control due to lower than budgeted fee income. This has been a recurring issue for a number of years and the 2020-21 budget proposals include a budget increase to address this.
- 2.28 Additionally, Street Lighting is forecast to overspend by £0.4m due to higher energy costs than budgeted. The overspends are partly counter balanced by additional income in Highways maintenance (£0.4m) this year, and the Street Lighting capital investment plan should help reduce energy consumption when implemented in the longer term. The procurement of a Street Lighting contractor has commenced.
- 2.29 A £1.4m forecast underspend in Neighbourhoods and Customer services, linked mainly to increased parking and enforcement related revenues in Uniformed Services (£1.2m), brings the Department of Place back towards balance. All other services are broadly forecast to end the year as budgeted.

General Fund & Non Service

- 2.30 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £6.0m due to;
- £3.4m of Corporate contingencies
 - £1.3m of remaining one off VAT refund
 - £1.3m of other underspends (interest income, capital financing, West Yorkshire Combined Authority & others)
- 2.31 The Non Service area which includes added pension years for former employees, payments to West Yorkshire Joint Services, Flood defence payments and External Audit costs amongst others, is forecast to underspend by £0.6m due mainly to lower pension costs.

Department of Health & Wellbeing

- 2.32 The Department of Health and Well-Being is forecast to underspend the £111.7m net expenditure budget by £2.2m due mainly to a £0.7m forecast underspend in Operational Services, a £0.5m underspend on Commissioning and Integration, a £0.3m underspend in Environmental Health and a £0.7m underspend within the Strategic Director.
- 2.33 Although Operational Services are forecast to underspend overall, there is a £0.6m forecast overspend on Older People (OP) and Physical Disabilities

- (PD) Home Care caused by higher Home Care hours than budgeted. Part of the higher Home Care hours results from the delayed opening of the new Extra Care facility in Keighley. This scheme will become operational in the new year and should help reduce Home Care hours in the 4th quarter.
- 2.34 There has also been an increase in the enablement support hours delivered by private Home Care providers due to capacity issues in the Bradford Enablement Support Team (BEST). This is as a result of supply issues in the market, primarily related to the new Locality contracts, which has resulted in BEST holding a significant number of long term care hours.
- 2.35 Work is on-going to reduce Home Care hours through reviewing packages of care (focusing on the short term cases held with private providers) and working with the market to increase capacity. The overspend on Home Care has been partly counter balanced (£0.3m) by a reduction in the number of OP and PD Residential and Nursing placements.
- 2.36 Since November, there has been a significant reduction in Home Care hours mainly as a result of reviewing enablement packages held with private providers. The service is hopeful this downward trend will continue as supply is increasing in the market which will enable BEST to focus on Enablement. It should also be noted that the BEST team have recently been assessed as Outstanding by the Care Quality commission.
- 2.37 £2.5m of the £3.1m Public Health savings are forecast to be achieved; the shortfall of £0.6m is due to the delay in the procurement process for the new 0-19 Children's Service and will be met from reserves and a £0.2m one off contribution from health.

Corporate Resources

- 2.38 Corporate Resources are forecast to underspend the £44.2m net budget by £1.4m, and deliver £1.8m of £2.5m of budgeted savings as planned. The main variances are outlined below.
- 2.39 Estates and Property Services, while forecasting an overall balanced position, contains pressures of £0.3m due mainly to income shortfalls in Estates Operational & Investment (£0.5m), and a £0.3m overspend in Industrial Services Group due to significant trading pressures. There are also on-going structural pressures in Architectural Services (£0.25m). These are however being counter balanced by underspends in other services.
- 2.40 The £0.5m forecast income shortfall in Estates Operational Investments is linked to underachieved savings (£0.275m) that were planned to be delivered by expanding the investment estate, and lower rental income from the existing estate. In respect of investment property, the Council has recently purchased a site in Ilkley to generate additional rental income. The £0.25m forecast overspend in Architectural Services is due to lower workloads resulting from a smaller capital programme.
- 2.41 Revenues & Benefits are forecasting a £1.5m underspend including £0.5m relating to benefits payments which is one off in nature. Additionally £0.2m relates to short term in year savings on salaries due to vacancy control plus £0.2m on court costs and £0.1m on contracts. A further £0.3m underspend

relates to the net in year impact of a reduction in unsubsidised overpayments and a knock on reduction in recovery income and bad debt provision.

Material Changes since Qtr 2 (Sept)

3.1 The forecast position has deteriorated by £0.3m to an overspend of £0.2m.

£ms	Forecast Variance at Qtr 2	Forecast Variance at Qtr 3	Change in Variance
Children's Services	8,528	10,020	1,492
Department of Place	-178	306	484
Chief Executive	10	52	42
General Fund	-6,019	-6,087	-68
Non Service Budgets	0	-506	-506
Health and Wellbeing	-1,619	-2,187	-568
Corporate Resources	-781	-1,368	-587
Total Council	-59	230	289

3.2 Although the overall change is very small relative to the size of the Councils budget, there has been some significant changes to departmental forecast variances since Qtr 2.

3.3 The forecast overspend in Children's Services has increased by £1.5m due largely to increased Purchased placement costs for Children Looked After, and higher Social Work costs due to high levels of Agency staff as outlined previously.

3.4 The forecast variance in the Dept of Place is mainly due to an increase in the forecast overspend in Waste Services as outlined.

3.5 The forecast underspend in Health and Wellbeing has increased by £0.6m, due primarily to an additional unbudgeted share of Better Care Fund money. This has been factored into next year's budget proposals.

3.6 The £0.5m increase in the Non Service underspend to £0.5m is due to lower costs of pension contributions for former employees as outlined.

3.7 The £0.6m increase in the Corporate Resources underspend is mainly due to a £0.5m increase in the Revenues and Benefits underspend related to Benefit payments. The improvement is one off in nature.

Savings Tracker

4.1 The combined budget savings of £22.0m in 2019-20 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £278.2m.

4.2 The 2019-20 budget includes £16.1m of new budget reductions, however £5.9m of prior year underachieved savings have carried forward into 2019-20, meaning that £22.0m of savings will need to be delivered in 2019-20.

4.3 In tracking progress made against each individual saving proposal, £14.6m of the £22.0m is forecast to be delivered, leaving £7.4m that is forecast not to be delivered.

	Prior year underachieved Savings outstanding at 31/3/19	2019/20 New Savings	Total Savings 2019/20	Forecast Variance 2019/20
Health & Wellbeing	0.0	4.7	4.7	1.2
Children's Services	0.0	6.1	6.1	0.3
Place	0.7	2.8	3.5	0.6
Corporate Resources	0.4	2.0	2.4	0.7
Chief Executives Office	0.0	0.1	0.1	0.0
Travel Assistance	4.8	0.0	4.8	4.6
General Fund	0.0	0.5	0.5	0.0
Total	5.9	16.1	22.0	7.4

4.4 Although the forecast underachieved savings remain high, they are lower than the last 3 years.

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.4

4.5 The £7.4m of forecast underachieved savings are largely due to the £4.6m Travel Assistance Saving which has been subject to a review, and will be addressed as part of the 2020-21 budget planning process. Additionally, there is a forecast underachievement of £0.5m on the £1.5m Adults Demand Management saving linked to higher Home Care costs. This underachievement is however counterbalanced by underspends in other parts of Health & Wellbeing.

4.6 The other forecast underachieved savings are not expected to have a significant impact in 2020-21, and have not been factored into the Medium Term Financial Plan/ 2020-21 budget planning process.

5. SERVICE COMMENTARIES

5.1 Health and Wellbeing

- The Department of Health and Well Being is forecast to underspend the £111.7m net expenditure budget by £2.2m (£1.6m at Qtr 2), and deliver £3.5m of the £4.7m budgeted savings.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Operational Services	109.9	109.4	-58.2	-58.4	51.7	51.0	-0.7
Learning Disabilities	64.8	65.8	-15.1	-15.8	49.9	49.9	0.1
Commissioning & Integration	9.6	9.1	-2.0	-2.0	7.7	7.1	-0.6
SD Health & Wellbeing	2.4	2.8	-0.6	-1.7	1.8	1.1	-0.7
Public Health	42.9	42.9	-42.3	-42.5	0.7	0.4	-0.3
Total	229.8	230.0	-118.1	-120.5	111.7	109.5	-2.2

5.2 Operational Services

Operational Services are forecast to underspend the £51.7m net expenditure budget by £0.7m. Contained within the underspend, there are however a number of significant forecast variances. The main financial issues and mitigating actions are outlined below.

Older People and Physical Disabilities Purchased Care (£1.4m overspend)

- The table below shows that Older People (OP) and Physical Disability (PD) 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;

	Q3 2017/18	Q3 2018/19	Q3 2019/20
Client Numbers			
Total Residential & Nursing	1,225	1,119	1,012
OP& PD Direct Payments	295	327	370
OP& PD Home Care - Purchased	1,806	1,782	1,777
OP & PD Extra Care	253	231	239
Total Community Care Services	2,354	2,340	2,386
Total Clients	3,579	3,459	3,398

- However, the changes are not as budgeted, resulting in a forecast overspend.

OP & PD Home Care (£0.6m overspend)

- From April to October 19, there was a significant increase in the number of homecare hours provided for the following reasons;
- The Home Care budget had assumed a reduction of 5,100 monthly Home Care

hours resulting from the opening of the new Extra Care facility in Keighley, originally due to open in April 2019; however, the facility will not become operational until early in the new year and the delay has impacted on the Home Care budget. The Home Care budget was reduced by £0.6m in 2019-20 to fund additional Extra Care capacity and there is a compensating part-year underspend of £0.3m on the Extra Care budget. The issue is not expected to recur next year.

- Supply issues in the Home Care market, primarily relating to the new locality contract have resulted in the in-house Bradford Enablement Support Team (BEST) undertaking non-enablement caseloads (long term home care packages). As a consequence of delivering a high number of non-BEST caseloads there is reduced capacity to deliver enablement services; the number of BEST caseloads has reduced from 220 in April 19 to 159 caseloads in December 19. As a result of this, the Home Care budget has seen an increase in short term enablement hours delivered by the private sector.
- With the BEST team undertaking some non-enablement Home Care work, this is impacting on their capacity to deliver enablement work and is a factor in the increase in delayed transfers of care. This was outlined in greater detail in the Mid-Year Performance report.
- November and December have however seen a monthly reduction of 5,400 hours as a direct result of reviewing enablement packages held with private providers. As at 31st December, homecare hours delivered are 9,500 above budget (98,100 hours delivered in December, against a budget of 88,600 hours).
- The significant reduction in the number of Residential and Nursing placements will have also resulted in an increase in Home Care hours as an alternative provision. This is however a positive direction of travel.

In Year Mitigation

- The department is working to reduce the overall demand for Home Care through tighter controls of variations to packages, service user reviews (currently focusing on the short term cases held with private providers) and working with the market to increase capacity. This will then support the long term home care hours currently being provided by the enablement team (BEST) to move to external providers and allow BEST to focus on enablement.
- As the new Extra Care facility becomes operational in the last quarter of the year, this should also help to reduce demand on the Home Care budget.
- The overspend on Home Care is also partly counterbalanced by an underspend on Residential & Nursing Care (£0.3m).

OP & PD Residential and Nursing (£0.3m underspend)

- The service is forecast to underspend the £14.8m net budget by £0.3m as a result of fewer Residential and Nursing clients than budgeted. This is a positive direction of travel in advance of further planned reductions over the next two

years.

OP & PD Respite (£0.4m overspend)

- External respite is also forecast to overspend by £0.4m. The budget was reduced in 2019-20 to contribute to funding the Valley View Residential scheme in Keighley which will also deliver respite. However, due to delays in the opening of the scheme, the service has been incurring respite expenditure with external providers. This overspend should not recur next year.

OP & PD Direct Payments & Individual Service Funds (£0.3m overspend)

- OP & PD services have seen an increase in the number of clients receiving Direct Payments (+41 from March 19 to 370 clients in December 2019); 49 clients higher than budgeted for December 2019. This is a positive direction of travel as it is the departments policy to increase the use of Direct Payments as the Council has a relatively low proportion of clients receiving a direct payment per the Adults Social Care Outcomes Framework benchmark.

PD Supported Living (£0.3m overspend)

- PD Supported Living is forecast to overspend by £0.3m due to reclassification of expenditure from Home Care. Budgets will be realigned to reflect the reclassification.

Demand Management Saving

- The Older People budget area has a demand management saving (6A1) of £0.8m to achieve in 2019-20 on long term support. At Quarter 3, long term support for OP & PD is £0.5m overspent as a result of higher than budgeted home care hours as detailed above. However, if the reduction seen in the last two months continues then it is possible that demand for services could end the year as planned, meaning any underachievement from this year doesn't impact on next year.

Mental Health Purchased Care (£0.5m underspend)

- Mental Health Purchased Care is forecast to underspend the £7.8m net expenditure budget by £0.5m due to lower Residential, Nursing and Community Care client numbers than last year.

Client Numbers	Q3 2017/18	Q3 2018/19	Q3 2019/20
Total Residential & Nursing	190	171	156
MH Home Care - Purchased	163	264	200
MH Supported Living	0*	66	120
MH Direct Payments	52	53	51
MH Day Care	13	12	6
Total Community Care Services	228	395	377
Total Clients	418	566	533

*Block Contract in 17/18

In-House Residential and Day Care (£0.5m underspend)

- In-house Residential and Day Care service is forecast to underspend the £6.6m net expenditure budget by £0.5m. This is primarily due to the delay in the opening of new Residential and Extra Care schemes in Keighley, resulting in part year budget saving of £0.2m for the Residential Scheme (Valley View) and £0.3m for the Extra Care Scheme (Fletcher Court). As highlighted, there has been additional expenditure incurred with external providers, impacting on the Purchased Care budgets outlined previously. The Residential Scheme opened in November 2019, however the Extra Care scheme is not due to open until later in the new year.

Access, Assessment & Support (£0.7m underspend)

- Access, Assessment & Support is forecast to underspend the £9.3m net expenditure budget by £0.7m primarily due to vacancies within the service. The saving is non-recurrent as the service is seeking to recruit to these vacancies; this will involve re-profiling the staffing mix to focus on a refreshed Operating Model in line with the departments strategy.

No Recourse to Public Funds (£0.3m underspend)

- No Recourse to Public Funds is due to underspend the £0.8m net expenditure budget by £0.3m due to a forecast reduction in accommodation costs and allowances paid to service users and includes £0.1m Resettlement Scheme grant funding.

5.3 Learning Disabilities (£0.1m 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 instead.

Client Numbers	Q3 2017/18	Q3 2018/19	Q3 2019/20
Total Residential & Nursing	280	228	174
LD Home Care – Purchased	487	350	317
LD Supported Living	0	313	421
LD Direct Payments	437	465	476
LD Day Care	921	935	938
Total Community Care Services	1,845	2,063	2,152
Total Clients	2,125	2,291	2,326

- The numbers of new placements to Residential and Nursing care are also relatively low (7.9 per 100,000 Bradford vs 15.1 per 100,000 Regional) indicating good performance in advance of further planned reductions to Residential and Nursing placements numbers in future years.

- The Learning Disability budget is forecast to overspend by £0.1m due to unbudgeted agency expenditure, and at Q3 is forecast to achieve the £0.8m demand management saving (6A1).

5.4 Commissioning and Integration

- Commissioning and Integration is forecast to underspend the £7.6m net expenditure budget by £0.6m due to staffing vacancies (£0.2m) and non-recurrent reductions in grant payments to providers (£0.4m). The service is in the process of recruiting to vacant posts which is essential to deliver key pieces of commissioning.

5.5 Public Health

- Public Health is forecast to underspend by £0.3m due mainly to vacancies within Environmental Health.
- Approval has been received from Public Health England to carry forward any Public Health grant underspend to 2020-21.
- £2.5m of the £3.1m Public Health savings are forecast to be achieved; the shortfall of £0.6m is due to the delay in the procurement process for the new 0-19 Children's Service and will be met from reserves and a £0.2m one off contribution from health.

6.1 Children's Services

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	79.9	90.4	-9.4	-9.4	70.4	81.1	10.6
Education & Learning	39.5	39.5	-27.4	-27.7	12.1	11.8	-0.3
Performance, Commissioning & Partnerships	56.3	56.6	-40.6	-41.1	15.7	15.5	-0.2
Schools	295.1	295.3	-296.4	-296.5	-1.2	-1.2	0.0
Total	471.3	482.2	-373.8	-374.7	97.4	107.5	10.0

Children's Services

- Children's Services are forecast to overspend the £97.4m net expenditure budget by £10.0m. This is due mainly to a £10.6m forecast overspend on Children's Social Care resulting from increasing numbers of Children Looked After (CLA) and Children requiring support. The main issues and mitigating actions are outlined below

6.2 Children's Social Care

- There were 1,015 CLA at the end of September 2018 and this number has increased to 1,236 at the 31st of December 2019. The increase in CLA and Children receiving support in permanent arrangements is as follows:

	Apr 19	Qtr 1	Qtr 2	Qtr 3
Children Looked After	1,167	1,198	1,236	1,236
Children in Permanent Arrangements	624	625	630	645
Total	1,791	1,823	1,866	1,881

- Although the numbers of placements are growing at a rate lower than originally anticipated by Children's Services (1,400 CLA were forecast by year end), there has been a large increase in the number of typically costlier placements, most notably in Purchased Residential Care and Independent Foster Care, and a reduction in areas that have a £0 placement cost.

	Apr-19	Dec-19	Change	Approx Cost per placement per year
CLA in placement on date - Residential Purchased	51	67	16	£173k
Residential In-House	51	47	-4	£160k
Fostering Purchased	100	148	48	£43k
Foster Care in House	364	362	-2	£26k
CLA in placement on date - Family and Friends	333	357	24	£12
Placed for adoption/ with parents or other	268	255	-13	£0
Number of Children Looked After	1,167	1,236	69	

- The main variances that result from the projected increase in CLA numbers are;
 - A £6.7m forecast overspend on the £12.3m external purchased placements

budget.

- A £1.0m overspend on the £15.5m Fees and Allowances budget paid to Foster Carers and Special Guardians amongst others. Use of fostering and special guardianship is cost effective, but rising volumes in placements generate additional cost.
- A £1.0m overspend on the £5.8m Through and After Care services budget due to the need to provide accommodation for young people.
- Internal residential homes are also forecast to overspend the £4.9m net budget by £0.6m due mainly to agency staff and premises costs.
- Higher numbers of Children Looked After and Children requiring support are also adding pressure to the £16.8m Social Work budget. This is forecast to overspend by £1.2m due mainly to higher workloads and the continued use of agency staff due to a shortage of staff. Budgets have increased significantly to cover a new staffing structure reflecting a move from 3 to 4 teams, however an overspend is still expected due to the high levels of Social Work agency staff.

	Apr 19	Qtr 1	Qtr 2	Qtr 3
Social Work Agency Staff	53	60	72	78

- Agency staff numbers are continuing to grow as a result of there being higher numbers of Social Workers leavers than starters, and increased workloads.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Social Work Leavers	2	2	10	7	1	5	4	2	0	33
Social Work Starters	0	1	1	2	4	5	3	2	0	18
Net Change	-2	-1	-9	-5	3	0	-1	0	0	-15

- The Children with Disabilities service is also forecast to overspend the £3.9m net budget by £0.8m due mainly to an assessment that only £0.1m of a £0.4m agreed respite saving will be delivered; a £0.2m overspend on Direct Payments, and a £0.2m overspend on staff costs.
- The above pressures are partly counter balanced by a one off underspend on the Targeted Early Help service of £1.0m in advance of a £0.9m saving in 2020-21.
- The 2019-20 budget included £2.4m of additional investment for Children Looked After to help address additional Purchased Placement costs; £1.0m was also provided for additional Social Worker pay, and £0.6m for new Social Worker posts to help manage higher workloads and reduce staff turnover. Additionally, £1.5m was allocated as an Ofsted Inspection contingency on top of amounts provided for prices and demographic growth.
- Furthermore, the Council also allocated a one off £6.5m Children's Investment Fund to help respond to the pressures in Children's Social Care. £6.0m of this has been committed in line with an improvement plan over the next 3 years.

- The above budget increases will not however be sufficient to cover the additional Children Looked After numbers/costs expected by Children's Social Care, resulting in the forecast overspend. A £17.65m² increase in the Children's budget in 2020-21 is currently factored into the Medium Term Financial Plan/ budget planning.
- Additionally, Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of agency staff.
- Use of agency staff within the Children's Services team is a necessary part of the improvement journey both to work with the increased numbers of children who have come into the system over a short period of time as legacy issues are addressed, and to bring additional skills and experience. The rise in numbers has been recognised by the Children's Management Team and an urgent action group has been set up chaired by an Assistant Director to drive a recruitment plan which will address the rising number of vacancies and agency staff.

Savings

- Children's Services are on track to deliver £5.8m of the £6.1m of budget savings largely as a result of implementing the £5.7m Targeted Early Help saving in 2018-19. The main forecast underachieved saving relates to respite care (£0.3m).

In Year Mitigation

- Children's Social Care are having a recruitment drive to increase the number of permanent Social Work staff to improve the service and reduce the number of agency staff. However, so far Agency staff numbers are continuing to grow.
- The service continues to implement the Ofsted improvement plan.
- The service is working with Impower in supporting sufficiency in Bradford through the Valuing Care Approach.
- The above are however unlikely to have a significant impact on the Children's Social Care overspend this financial year.

Future Year mitigation

- The Council's draft budget proposals for 2020-21 includes planned investment of £17.65m in 2020-21 to address the current overspend, and deliver improvements with the Children Social Care service.
- Identified management actions will also need to be progressed to address rising costs to ensure the overspend doesn't recur next year.

Remaining Department

² £13.625m Demographic growth, £2m Early help (for 2020-21 and another £2m for 2021-22), £2m increase in Social Work Base budget (to replace £2m funded from one off funds).

- The overspend in Children’s Social Care, is partly counter balanced by underspends in other parts of the Department.
- Performance Commissioning and Development are forecast to underspend the £15.7m net expenditure budget by £0.2m.
- Education and Learning is also forecast to underspend the £12.1m net budget by £0.3m due to an underspend in SEN Services.

7.0 Travel Assistance

- The Travel Assistance service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place has a budgeted savings target of £4.774m.
- Due to uncertainties of delivering the Travel Assistance savings without impacting vulnerable groups, a corporate contingency was set aside to meet any savings shortfall pending a detailed review.
- Edge Public Solutions were engaged in November 2018 to review and support the delivery of the Travel Assistance Savings, and they found only £2.468m of the £4.774m budget savings can be delivered by 2021-22. £2.306m of the undeliverable saving is being addressed through the 2020-21 budget setting process leaving £2.468m to be delivered by 2021-22. The reviewed £2.468m savings profile has changed again due to delays in the delivery programme, but is still expecting to deliver £2.468m of per year budget savings by the end of 2021-22. The table below provide details on the savings profile

Description £ms	2018-19	2019-20	2020-21	2021-22	Total Savings
Reviewed Budget Saving Profile	0.033	1.261	1.140	0.034	2.468
Current Budget Savings Profile	0.033	0.478	1.855	0.102	2.468
Change to Original Profile	0.000	-0.783	0.715	0.068	0.000

- Overall the Travel Assistance service is reporting a £0.2m delivery of savings in 2019-20. However, £0.5m of recurring budget savings are forecast to be delivered by the end of 2019-20.
- It should also be recognised that the service has managed to avoid increased costs and absorbed additional demand which could have cost approximately £0.6m.
- Contingencies will be used to mitigate any underachievement in 2019-20.
- Special Education Needs (SEN) pupils with Education and Health Care Plans (EHCP) are however expected to increase by 34.0% or 1,123 pupils between April 2018 to March 2021 resulting in a 36% or 357 increase in pupils receiving Travel

Assistance. This pro-rata increase in demand will cost the Travel Assistance budget approximately £1.3m by 2020-21.

8.0 Department of Place

The Department of Place is forecast to overspend the £65.4m net expenditure budget (£122.3m gross budget) by £0.3m and deliver £2.9m of the £3.5m savings as planned.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Waste, Fleet & Transport Services	40.5	41.3	-16.2	-15.9	24.3	25.4	1.1
Neighbourhoods & Customer Services	23.8	23.7	-7.1	-8.5	16.6	15.2	-1.4
Planning, Transportation & Highways	20.5	21.4	-7.0	-7.6	13.5	13.8	0.3
Sports & Culture Services	23.6	24.1	-18.5	-18.6	5.1	5.5	0.4
Economy & Development Services	13.6	13.5	-8.1	-8.2	5.5	5.4	-0.1
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	0.0
Total	122.3	124.5	-56.9	-58.8	65.4	65.7	0.3

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

8.1 Waste, Fleet & Transport Services

Waste Services

Waste Services are forecast to overspend the £25.3m net budget (£31.2m gross) by £1.1m. The main issues and mitigating actions are outlined below.

Waste Disposal

- Waste Disposal (including Household Waste Recycling Centres) is forecast to overspend the £18.5m budget by £0.8m due to a combination of reduced income from sales of recyclates, and increases in green waste disposal costs.
- Increasing amounts of waste are being recycled, however there have also been higher tonnes of general waste disposal due in part to population increases.

	To Q3 17-18	To Q3 18-19	To Q3 19-20
Waste Collected as Recycling (Tonnes) 000s	59	63	64
Waste to Landfill or Alternative Treatment (Tonnes) Excl Trade Waste 000s	100	96	100
Total Tonnes (Excl Trade Waste) 000s	159	159	163

Mitigation

- To increase the tonnages of saleable recyclates that are extracted at the in-house Materials Reclamation Facility (MRF), the service trialled a new piece of sorting equipment (a mobile trommel) from July to August. This proved successful at reducing residual waste and extracting recyclates and an extended hire period was subsequently entered in to.
- A procurement exercise to purchase a longer, static trommel that will improve performance further is planned.
- The budget proposals for 2020-21 include budget increases to address higher green waste disposal contract prices and an increase in the general waste

contract price.

Waste Collection

- Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service, Trade Waste and Admin & Depots, are forecast to overspend the £6.9m net budget (£11.3m gross budget) by £0.2m.
- This is largely due to a forecast overspend on employee costs due to the creation of an additional collection round, required because of demographic growth, and lower than budgeted income in Trade Waste.
- The tonnes collected from recycling bins and general waste bins is marginally higher than last year linked in part to property growth, however tonnes of Trade Waste are reducing impacting on income levels.

Kerbside Waste & Recycling Collection	2016-17 to end of Qtr 3	2017-18 to end of Qtr 3	2018-19 to end of Qtr 3	2019-20 to end of Qtr 3
Tonnes collected from Recycling bins	14,800	21,900	25,500	25,800
Tonnes collected from Waste bins	95,800	80,300	76,900	77,700
Kerbside Tonnes collected	110,700	102,100	102,300	103,500
Tonnes of Garden Waste Collected	7,400	8,000	6,000	6,500
Tonnes of Trade Waste Collected	14,900	15,500	14,600	13,700

Future Year Issues

- Pressures on both collection & disposal services due to increasing numbers of new houses has been highlighted as a budget issue for future years.

8.2 Sport & Culture

Sports & Culture are forecast to overspend the £5.1m net budget (£23.5m gross budget) by £0.4m, and deliver £1.5m of the £2.1m of budgeted savings. The main issues and mitigating actions are outlined below.

Sport Facilities

- Sports Facilities are forecast to overspend the £0.9m net expenditure budget (£5.9m gross budget) by £0.3m.
- The forecast overspend is largely due to the delayed opening of the new Sedbergh leisure centre which resulted in additional costs at Richard Dunn and lower income at Sebergh; a restructure that took longer than planned (but is now implemented), and lower income than would have been the case had new fitness centres being created as planned.

Sports Facilities	To Qtr 3 2017/18	To Qtr 3 2018/19	To Qtr 3 2019/20
Total Visits 000s	1,289	1,317	1,258

Future Year Mitigation

- The service has a 3-year budget recovery plan, which will deliver improvements and the overspend is not expected to recur in 2020-21. Additionally, the option of a gym extension at Shipley is being developed which will build on the recent success of the expansion of fitness facilities across the district and raise additional income.

Theatres

- Theatres are forecast to underspend the £0.3m net expenditure budget (£8.3m gross budget) by £0.1m due to a booking fee increase, and better than anticipated sales from Les Miserables.
- Total attendees have increased significantly since the re-opening of St Georges Hall following the major refurbishment, and attendees at St Georges Hall are approximately 9,000 higher than they were in the equivalent time period in the year prior to closure.

Theatres – Ticketed Attendees	To Qtr 3 2017/18	To Qtr 3 2018/19	To Qtr 3 2019/20
Alhambra	188	205	219
St Georges Hall	0	0	62
Total	188	205	281

All Other Service Areas

- All other areas of the service are currently forecast not to show any significant variance against budget.

8.3 Planning, Transportation & Highways

Planning Transport & Highways are forecast to overspend the £13.5m net expenditure budget (£20.5m gross budget) by £0.3m. The main issues and mitigating actions are outlined below.

Street Lighting

- Street Lighting is forecast to overspend the £3.5m budget by £0.4m due mainly to a backdated Capacity Market charge in 2018-19 of £120k and a similar subsequent forecast charge in 2019-20. The Capacity Market scheme helps to safeguard electricity supplies during winter months with the cost of running the scheme recovered through consumers' electricity bills (currently 2.9% of the bill). There is also a one off pressure of £54k due to final costs relating to carbon reduction charge in 2019-20.

Future Year Mitigation

- In response to increasing energy costs and an ageing infrastructure, the service has approval to invest £45m into modern energy efficient lighting equipment (LEDs). The procurement competition has commenced and progress will be reported in due course.

Highways Maintenance

- Increased work for West Yorkshire Transport Schemes has generated additional income to offset against Highway Maintenance budgets (£0.4m).

8.4 Neighbourhoods & Customer Services

Neighbourhoods and Customer Services are forecast to underspend the £16.6m net budget (£23.7m gross budget) by £1.4m as a result of £1.2m of higher revenues in Uniformed Services, and a £0.2m forecast underspend in Customer Services.

Uniformed Services

- Uniformed Services income, which supports investment in highways, is set to exceed the net budget by £1.2m from additional parking and enforcement related revenues.

9.0 Corporate Resources

- Corporate Resources are forecast to underspend the £44.2m net budget by £1.4m, and deliver £1.8m of the £2.5m of budgeted savings as planned.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Corporate Resources							
Director of Corporate Resources	0.3	0.2	0.0	0.0	0.3	0.2	-0.1
Financial & Procurement	5.3	5.0	-0.5	-0.5	4.7	4.5	-0.2
Estates and Property Services	50.0	48.2	-37.1	-35.2	13.0	13.0	0.0
Human Resources	5.8	5.8	-2.0	-2.0	3.7	3.8	0.0
ICT	14.1	13.6	-2.0	-1.7	12.0	11.9	-0.1
Legal & Democratic	8.7	9.3	-2.2	-2.5	6.4	6.8	0.4
Revenues & Benefits	139.7	136.2	-135.7	-133.6	4.0	2.6	-1.5
Total	223.8	218.5	-179.6	-175.6	44.2	42.8	-1.4

The main variances are outlined below.

9.1 Estates & Property Services

- Estates and Property Services are forecast to overspend by £0.1m. The main issues and actions are outlined below.
 - Built Environment contains overspends in Architectural Services where the £0.2m forecast overspend is due to lower workloads resulting from a smaller capital programme and in ISG where a forecast £0.3m overspend is due to significant trading pressures. Reviews of both services are currently being undertaken with a view to addressing these

issues for 2020/21. The structural element of the Architects pressure is to be subject to a budgetary realignment in 2020-21.

- A £0.5m forecast income shortfall in Estates is linked to both underachieved savings (£0.275m) that were planned to be delivered by expanding the investment estate, and lower rental income from the existing estate. The structural pressure relating to the reduced size of the existing estate is to be the subject of a budgetary realignment in 2020-21. In respect of investment property, the Council has recently purchased a site in Ilkley to generate additional rental income.
- The above are partly offset by a £0.6m underspend in Catering & Office Services, and a £0.2m forecast underspend in the Energy Unit due to favourable winter weather to date. Approximately £0.3m of the Catering & Office Services underspend is due to one off savings, while the remainder is subject to a budget realignment for 2020-21.

9.2 Revenues & Benefits

- Revenues & Benefits are forecasting a £1.5m underspend including £0.5m relating to benefits payments which is one off in nature. Additionally, £0.2m relates to short term in year savings on salaries due to vacancy control plus £0.2m on court costs and £0.1m on contracts. A further £0.3m underspend relates to the net in year impact of a reduction in unsubsidised overpayments and a knock on reduction in recovery income and bad debt provision.

9.3 Legal & Democratic

- Legal and Democratic forecast overspend of £0.35m relates to increased expenditure for the Coronial function (which the Council contributes 55% towards); the cost of District elections postage, and an increase in Register Office staffing costs not met by forecast income. The staffing budget for the Coronial function has had to be increased to address the inadequate resources available and there has been an increase in the number of complex inquests and attendant legal challenges. The cost of postage for local elections has increased and is not funded nationally. The Register Office will be reviewing its scale of fees and charges.

9.4 Underspends in Finance & Procurement and ICT are mainly on salaries due to in year vacancies pending recruitment. All other areas are largely as budgeted.

Reserves

10.1 At 31st December 2019 reserves stand at £204.3m (Council £177.1m and Schools £27.2m).

10.2 Net movements in reserves have led to a £1.9m decrease in total reserves from £206.2m at 30th September 2019 to £204.3m at 31st December 2019. At 31st December 2019 unallocated reserves stand at £10.3m.

	Closing Balance	Closing Balance	Opening Balance 2019-20	Net Movement	Balance as at 31st Dec 2019

	2017-18 £m	2018-19 £m	£m		£m
Council reserves	127.8	181.6	181.6	-4.5	177.1
Schools Delegated budget	25.2	27.2	27.2	0.0	27.2
Total	153.0	208.8	208.8	-4.5	204.3

10.3 The £1.9m net decrease in reserves include:

Releases from Reserves

£1,475k from Grant Reserves – Integration Delivery
£170k from Regional Growth Fund Reserve
£113k from Additional Costs of Projects Reserve
£38k from Schools Traded HR Services

Transfers to Reserves
None

Appendices 1&2 outline Council and Schools reserves.

School Balances

10.4 The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2020. 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 2019-20 until the end of January 2020.

	Balance 1 st April 2019		Balance 31 st March 2020		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	651	7	662	0	(11)
Primary	84	7,648	83	6,413	1	1,235
Secondary	7	(509)	6	(3,320)	1	2,811
Special	4	969	3	386	1	583
Pupil Referral Units (PRU)	6	432	4	134	2	298
Subtotal	108	9,191	103	4,275	5	4,916
School Contingency		17,541		21,060	0	(3,519)
Other Activities		544		287	0	257
Total	108	27,276	103	25,622	5	1,654

10.5 The school balances reserve is currently forecast to reduce by £1.7m in 2019-20. There have been three schools (Carlton Bolling College, Delius and Oldfield Primary) that converted to academy status in 2019-20. Two Education in Hospital pupil referral units are now managed by the local authority from the 1st September 2019.

10.6 There are five schools (three primary, one secondary and one pupil referral units) currently in deficit with a combined deficit total of £4.7m. The main concern remains Hanson Secondary where the deficit balance is forecast to increase from £3.6m at the end of 2018-19 to £4.5m in 2019-20.

10.7 In setting the 2019-20 Schools Budget, £2.9m of the School Contingency balance of £17.5m was allocated to support the overall schools budget from

April 2019 with the rest to support future year school budgets.

Capital Expenditure

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

11.2 Overall, the revised capital budget for the Capital Investment Plan is £554.1m. The reprofiled resource position for the 2019-20 Plan stands at £120.7m. To the end of December there has been total spend of £58.3m. A summary by service is shown below with a detailed monitor in Appendix 3.

	Q2 Re profiled Budget 2019-20	Changes	Re profile Budget 2019-20	Spend 31 Dec 2019	Budget 20-21	Budget 21-22	Budget 22-23 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	3.8	0.8	4.6	3.4	3.8	3.4	0	11.8
Children's Services	28.0	0	28.0	12.8	15.9	2.3	0	46.2
Place - Economy & Development	17.5	0	17.5	8.2	30.5	8.8	6.5	63.3
Place - Planning, Transportation & Highways	27.1	0.8	27.9	14.3	24.6	50.3	116.5	219.3
Place - Other	13.6	1.2	14.8	7.9	9.7	4.4	12.4	41.3
Corp Service – Estates & Property Services	14.4	2.6	17.0	11.7	4.3	0.1	0	21.4
TOTAL - Services	104.4	5.4	109.8	58.3	88.8	69.3	135.4	403.3
Reserve Schemes & Contingencies	12.8	-1.9	10.9	0	37.8	45.3	56.8	150.8
TOTAL	117.2	3.5	120.7	58.3	126.6	114.6	192.2	554.1

11.3 There has been an increase in the budget of £3.5m for 2019-20 and overall an increase of £4.0m. In Quarter 2 the capital programme underwent a review to analyse and challenge the current approved spending profiles. Challenge sessions were held with Directorates and schemes re-profiled between years to better reflect the year of spend. Following the previous review, the Quarter 3 budget has not been amended unless new budgets have been approved by Executive or the scheme is directly funded by grant or revenue.

11.4 The increase to budgets is made up of:

- £0.32m for Ilkley Parking scheme funded by revenue.
- £0.8m for recreation schemes funded by grants and section 106 contributions.
- £0.8m of new funding for Highways schemes 2020-21 onwards, including highways maintenance and bridge works.
- £0.25m for the Waste Trommel included in this report.

Also there are additional budgets for the following schemes that were reviewed and approved by Executive in November 2019 for inclusion in the Capital Programme. These are:

- £2.1m for the 2019-20 IT Capital Programme.
- £0.4m for works on Mitre Court to relocate the Schools Meals Central Production Unit to a smaller more efficient property.
- £0.3m to extend fitness facilities at Shipley Gym.

Capital Programme 2019-20 Update

- 11.5 The latest forecast for expenditure for 2019-20 is £93.5m, compared to a revised budget of £120.7m. Spend to the end of December is £58.3m. A summary by service is shown below with a detailed monitor in Appendix 3. The capital programme underwent a review in Quarter 2 to challenge spending profiles. Schemes were re-profiled between years and slippage in to future years is expected to reduce compared to previous years.

Budget, forecast and spend to date as at 31 December for 2019-20

	Revised Budget 2019-20 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 2019 £m	Spend to date as a % of forecast %
Health and Wellbeing	4.6	4.0	-0.6	3.4	85.0%
Children's Services	28.0	18.2	-9.8	12.8	70.3%
Place - Economy & Development	17.5	12.3	-5.2	8.3	67.5%
Place - Planning, Transportation & Highways	27.9	24.0	-3.9	14.2	59.2%
Place – Other	14.8	15.4	0.6	7.9	51.3%
Corporate Resources – Estates & Property	17.0	15.5	-1.5	11.7	75.5%
TOTAL - Services	109.8	89.4	-20.4	58.3	65.2%
Reserve Schemes & Contingencies	10.9	4.1	-6.8	0	0
TOTAL	120.7	93.5	-27.2	58.3	62.4%

- 11.6 There is a forecast capital programme variance of £27.2m between the budget and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of some 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.
- 11.7 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

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

Waste Trommel - £0.250m to purchase a static trammel. This is a large rotating drum used as part of the process to sort recycling materials collected by the Council. This will enable an upgrade to Material Recycling Facility and reduce the waste and fines the Council receives on the dry materials recycling sent to a private contractor for further processing.

The purchase will be funded as an invest to save scheme with the savings, due to reduced fines, funding the annual capital financing costs.

Capital Resources

- 11.9 The capital programme is reviewed on an on-going basis to confirm the capital resources required to finance 2019-20 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2019-20, 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.
- 11.10 Capital receipts from the sale of fixed assets exceed £2m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £15.8m in capital grants and contributions so far this year.
- 11.11 £5.6m of loans have matured in July and August 2019 with an average rate of interest of 6.7% and a further £11.5m is due to mature in February 2020. To finance commitments in the capital plan £41m of new borrowing has been undertaken currently this year. Up to the 30th September £35m was borrowed and in this quarter two loans for £1.5m and £4.5m were completed on the 21st October. The average rate of interest on the two loans is 2.67%.

Council Tax and Business Rates Collection

- 12.1 Regarding Council Tax and Business Rates, the Council will receive in 2019-20 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2020-21, so only impacts on next financial year. Bradford has a share of a surplus on Council Tax (£0.9m) and Business Rates (£0.8m). This is already factored into the Financial Plan for 2020-21 (2 January 2020 Executive).
- 12.2 Collection rates for Business Rates at the end of December were 79.1% (79.1% at December 2018), and 75.1% (75.1% at December 2018) for Council Tax. Collection rates for Council Tax and Business Rates are shown in the tables below.

Business Rates

Business Rates Collection	2017/18	2018/19	2019/20
Number of Business Rates bills issued plus the number of summonses	31,595	26,253	23,856
CIS_034 (BV10) - Business Rates collected in year to 31 Dec £000s	113,206	113,572	112,030
BV10 % Business Rates collected in year to the 31 Dec	78.9%	79.03%	79.05%
Business Rates Collection Target at the 31 Dec	79%	79%	79%

Council Tax

Council Tax Collection	2017/18	2018/19	2019/20
Council Tax - Dwellings administered	216,385	217,847	219,107
BV9 Council Tax collected in year to 31 Dec £000s	155,313	170,620	180,216
BV9 % of Council Tax Collected to 31 Dec	75.5%	75.17%	75.18%
Council Tax Collection Target at 31 Dec	75%	75%	75%

- 12.3 Council Tax is currently on target with a potential surplus, although this is less certain.

13.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Council's risk register is provided in Appendix 4

14.0 LEGAL APPRAISAL

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

15.0 OTHER IMPLICATIONS

16.1 EQUALITY & DIVERSITY

None

16.2 SUSTAINABILITY IMPLICATIONS

None

16.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

16.4 COMMUNITY SAFETY IMPLICATIONS

None

16.5 HUMAN RIGHTS ACT

None

16.6 TRADE UNION

None

16.7 WARD IMPLICATIONS

None

16.8 IMPLICATIONS FOR CORPORATE PARENTING

None

16.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

16.10 NOT FOR PUBLICATION DOCUMENTS

None

17.0 RECOMMENDATIONS

That the Executive

- 17.1 Note the contents of this report and the actions taken to manage the issues highlighted in the report.
- 17.2 Approve the following capital expenditure schemes as set out at paragraph 11.8 of this report.
- £0.25m to purchase a Trommel for the sorting of recycling at the Bowling Back Lane site. This will be funded by the savings generated through a reduction in fines received by the Council.

18.0 APPENDICES

- Appendix 1 Reserves Statement as at 31st December 2019
Appendix 2 Service Earmarked Reserves as at 31st December 2019
Appendix 3 Capital Investment Plan
Appendix 4 Risk Register

19.0 BACKGROUND DOCUMENTS

- Qtr 2 Finance Position Statement 2019-20 – Executive
- Qtr 1 Finance Position Statement 2019 -20 – Executive 9th July 2019
- 2019-20 Finance Position Statement – Executive 9th July 2019
- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019

Reserves Statement as at 31st December 2019

Appendix 1

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	10,300	0	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	241	0	241	Funding to support young and disadvantaged people into employment
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	103	-103	0	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	490	0	490	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	-1	0	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	789	-789	0	To cover deferred spend on priority work from 2018-19
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's programme
Regional Growth Fund	4,222	-320	3,902	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,622	0	1,622	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	16,759	-6,006	10,753	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,388	0	1,388	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	-222	0	Available to fund projects that lead to greater

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	0	700	integration between the Council and its Health partners.
Strategic Site Assembly	698	-200	498	
Implementation Reserve	2,557	0	2,557	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	2,735	0	2,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	
Redundancy Reserve	5,430	0	5,430	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	4	0	4	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	
Financing Reserve	47,401	6,520	53,921	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Financing Reserve 2019/20	1,000	0	1,000	
Markets Compensation	360	0	360	
ICT Programmes Budget	4,951	0	4,951	To fund future ICT projects
Finance Works Reserve	56	0	56	
Sub Total	99,610	-1,121	98,489	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	
Markets	390	0	390	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,527	0	5,527	
D. Service Earmarked Reserves				
	32,473	-1,204	31,269	See Appendix 2
E. Revenue Grant Reserves				
	18,636	-2,226	16,410	
F General Reserves				
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	27,276	0	27,276	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
				available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	42,276	0	42,276	
Grand total	208,822	-4,551	204,271	

Departmental Earmarked Reserves Statement at 31st December 2019

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	838	-170	668	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	0	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Total Adult and Community Services	2,251	-170	2,081	
Children Services				
BSF Unitary Charge	7,852	0	7,852	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	5,747	0	5,747	See above
Travel Training Unit	331	0	331	
Early Help Enabler Support	397	0	397	To help support Early Help programme
Early Help Workforce Development	34	0	34	
Retail Academy (Skills for Employment)	338	0	338	Skills for work
Prevention & Early Help	500	0	500	To fund time limited Prevention & Early Help Work
SEND Inspection Resource	194	0	194	
One Workforce Reserve	641	0	641	
Creative Skills	187	0	187	
ICE Advanced Skills	105	0	105	
Training Work Programme (Skills for Work)	663	0	663	Skills for Work
Total Children	16,989	0	16,989	
Department of Place				
Marley & other pitch and gyms	106	0	106	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	Delivery of City Centre Growth Zone
Customer Service Strategy	46	-17	29	Non recurring investment to be used to fund the Customer Service Strategy.

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Taxi Licensing	499	0	499	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	346	0	346	Work associated with the restoration of St Georges Hall and signage at the Alhambra
Cricket Pitch Refurbishment	310	-310	0	Maintenance & improvement work associated with 6 Council owned cricket pitches.
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	-10	0	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.
Tourism reserve	15	0	15	To develop a new model of volunteer tourism.
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	
Council Housing Reserve	790	0	790	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	9	0	9	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	383	0	383	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	362	0	362	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree & Woodland planting fund as part of Woodland Strategy.
City Park Sinking Fund	812	0	812	Funding set aside to meet the lifetime maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Used as match funding for ESIf and future WYCA calls for enterprise activity
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord incentives
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	88	0	88	Set aside for lifetime maintenance costs of 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	Contingency for temporary accommodation/B&B expenditure
Housing Options IT System	173	0	173	Housing IT
PT&H Local Plan	216	0	216	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To complete the local plan
Ad:venture & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	91	0	91	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	500	0	500	
Well England Reserve	100	0	100	Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley.
Department of Place	9,385	-337	9,048	
Corporate Resources				
Schools Traded HR Reserves	147	-38	109	To mitigate the risk of changes in customer base.
Workforce Development	122	0	122	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	208	0	208	To smooth the cost of District Elections over a

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Non Council Events programme	10	0	10	four year period. To support events put on by non-Council.
Community Support and Innovation Fund	322	0	322	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
UC Admin Reserve	546	-546	0	To help cover the cost of the implementation of universal credit administration.
Additional cost of Estate projects including legal and 3rd party costs Reserve	350	-113	237	
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	313	0	313	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	228	0	228	Residual funding for on-going programme promoting and facilitating community asset transfers
Payroll Reserve	100	0	100	
Central Admin Estates Security	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	540	0	540	To help smooth effect of price spikes.
Total Corporate Resources	3,848	-697	3,151	
Total Service Earmarked Reserves	32,473	-1,204	31,269	

Appendix 3

Capital Executive Report

		Funding												
Scheme No	Scheme Description	Q2 2019-20	Q3 New projects	Revised at Q3	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		Budget Exec Oct19		2019-20 Budget										
Health and Wellbeing														
CS0237a	Great Places to Grow Old	0	0	0	0	0	2,000	3,000	0	0	0	0	5,000	5,000
CS0237b	Keighley Rd Extra Care Fletcher Court	1,402	800	2,202	2,000	1,928	200	0	0	0	996	1,406	0	2,402
CS0237c	Keighley Rd Residential Care Valley View	988	0	988	839	665	200	0	0	0	0	1,188	0	1,188
CS0373	BACES DFG	980	0	980	700	506	443	443	0	0	1,866	0	0	1,866
CS0239	Community Capacity Grant	50	0	50	86	34	936	0	0	0	986	0	0	986
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	0	90	0	0	90
CS0352	Electric vehicle charging infrastructure	1	0	1	1	0	0	0	0	0	1	0	0	1
CS0451	The Third Place	250	0	250	250	250	0	0	0	0	250	0	0	250
Total - Health and Wellbeing		3,780	800	4,580	3,985	3,383	3,779	3,443	0	0	4,208	2,594	5,000	11,802
Children's Services														
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0278	Targeted Basic Needs	33	0	33	0	0	0	0	0	0	33	0	0	33
CS0286	Outdoor Learning Centres	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	2,685	0	2,685	2,690	2,690	0	0	0	0	2,685	0	0	2,685
CS0030	Capital Improvement Work	626	0	626	550	116	0	0	0	0	626	0	0	626
CS0240	Capital Maintenance Grant	1,000	0	1,000	522	332	0	0	0	0	1,000	0	0	1,000
CS0240b	Capital Maintenance Grant	3,870	0	3,870	3,685	2,373	0	0	0	0	3,870	0	0	3,870
CS0240c	School Cap Inv Prog 19-20	2,002	0	2,002	132	138	1,002	0	0	0	3,004	0	0	3,004
CS0244a	Primary Schools Expansion Progr	5,600	0	5,600	3,000	1,855	1,429	0	0	0	7,029	0	0	7,029
CS0244b	Silsden Sch £7.265m Exec 12/04/16	3,424	0	3,424	1,000	107	6,337	465	0	0	10,226	0	0	10,226
CS0244c	SEN School Expansions	2,363	0	2,363	1,800	901	3,600	0	0	0	5,963	0	0	5,963
CS0362	Secondary School Expansion	6,198	0	6,198	4,700	4,329	3,500	1,798	0	0	11,496	0	0	11,496
CS0377	LA SEN Free School	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0421	Healthy Pupil Capital Grant	227	0	227	113	1	0	0	0	0	227	0	0	227
Total - Children's Services		28,028	0	28,028	18,192	12,842	15,868	2,263	0	0	46,159	0	0	46,159

Capital Executive Report

Scheme No	Scheme Description	Q2 2019-20 Budget Exec Oct19	Q3 New projects	Revised at Q3 2019-20 Budget	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	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	£'000
Place - Economy & Development Services														
CS0134	Computerisation of Records	10	0	10	10	10	0	0	0	0	10	0	0	10
CS0136	Disabled Housing Facilities Grant	5,575	0	5,575	4,500	2,896	5,753	2,028	4,392	0	12,748	0	5,000	17,748
CS0137	Development of Equity Loans	1,000	0	1,000	1,000	609	1,200	1,195	1,211	0	2,576	0	2,030	4,606
CS0144	Empty Private Sector Homes Strat	1,206	0	1,206	1,206	542	825	825	831	0	0	0	3,687	3,687
CS0225	Afford Housing Prog 11-15	0	0	0	62	62	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	2,021	0	2,021	2,521	1,907	500	0	0	0	0	2,521	0	2,521
CS0380	Afford Housing Prog 18-21	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	1	0	1	0	0	177	0	0	0	0	0	178	178
CS0280	Temp Housing Clergy House	55	0	55	55	1	0	0	0	0	0	0	55	55
CS0335	Bfd Cyrenians 255-257 Mngm Ln	9	0	9	9	0	0	0	0	0	0	0	9	9
CS0084	City Park	192	0	192	5	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,720	0	1,720	200	114	4,400	0	0	0	0	0	6,120	6,120
CS0189	Buck Lane	53	0	53	90	78	0	0	0	0	0	0	53	53
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	570	0	570	220	214	0	0	0	0	0	0	570	570
CS0266	Superconnected Cities	846	0	846	25	17	0	0	0	0	0	0	846	846
CS0446	Staithgate La Enterprise Zone site Investigation works	85	0	85	85	0	0	0	0	0	85	0	0	85
CS0291	One City Park (fmr Tyrls)	0	0	0	0	0	4,800	0	0	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	625	0	625	0	0	0	0	0	0	625	0	0	625
CS0345	Develop Land at Crag Rd, Shply	43	0	43	0	0	0	0	0	0	0	0	43	43
CS0107	Markets	26	0	26	26	5	0	0	0	0	0	0	26	26
CS0363	Markets Red'mnt - City Cntr	2,779	0	2,779	2,200	1,796	11,850	4,760	0	0	1,260	4,371	13,758	19,389
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	596	50	0	1,000	0	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Services		17,512	0	17,512	12,264	8,251	30,505	8,808	6,434	0	22,104	6,892	34,263	63,259

Capital Executive Report

		Funding												
Scheme No	Scheme Description	Q2 2019-20 Budget Exec Oct19	Q3 New projects	Revised at Q3 2019-20 Budget	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Planning, Transportation & Highways														
CS0131	Kghly Town Cntr Heritage Initi	151	0	151	0	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	14	14	0	0	0	0	0	14	0	0	14
CS0179	Landscape Environ Imp	21	0	21	0	0	0	0	0	0	21	0	0	21
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	149	100	249	300	10	300	0	0	0	549	0	0	549
CS0372	Countryside S106 Projects	126	100	226	300	10	300	0	0	0	526	0	0	526
CS0091	Capital Highway Maint	5,006	0	5,006	5,006	4,016	0	0	0	0	5,006	0	0	5,006
CS0095	Bridges	200	0	200	700	647	0	0	0	0	200	0	0	200
CS0096	Street Lighting	132	0	132	132	62	0	0	0	0	132	0	0	132
CS0099	Integrated Transport	140	0	140	140	39	0	0	0	0	140	0	0	140
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	15	0	15	19	0	0	0	0	0	15	0	0	15
CS0172	Saltaire R/bout Cong& Safety Works	279	0	279	0	0	0	0	0	0	279	0	0	279
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0264	Highway to Health	0	0	0	437	437	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	495	0	0	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	7,529	0	7,529	6,615	2,794	4,273	30,386	93,147	0	135,335	0	0	135,335
CS0396	WYTF Corr Imp Projects	218	550	768	1,476	893	5,720	5,077	0	0	11,015	0	550	11,565
CS0296	Pothole Funds	431	0	431	490	241	0	0	0	0	431	0	0	431
CS0306a	Strategic Transp Infrastr Priority	1,090	0	1,090	0	0	1,690	0	0	0	0	0	2,780	2,780
CS0302	Highways Prop Liab Redn Strat	97	0	97	30	30	0	0	0	0	97	0	0	97
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	0	3	0	0	3
CS0317	VMS Signage	39	0	39	0	0	0	0	0	0	39	0	0	39
CS0319	Challenge Fund	425	0	425	1,111	1,100	0	0	0	0	425	0	0	425
CS0323	Flood Risk Mgmt	30	0	30	90	38	0	0	0	0	30	0	0	30
CS0325	Street Lighting Invest to Save	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	0	106	106	0	0	0	0	0	0	0	106	106
CS0332	Flood Funding	6	0	6	0	0	0	0	0	0	6	0	0	6
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	0	9	0	0	9

Capital Executive Report

Funding

Scheme No	Scheme Description	Q2 2019-20	Q3 New projects	Revised at Q3	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		Budget Exec Oct19		2019-20 Budget						& onwards				
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0350	Street Lighting Invest to Save	312	0	312	312	30	0	0	0	0	0	312	0	312
CS0365	National Productivity Invest Fund	3	0	3	43	0	0	0	0	0	3	0	0	3
CS0370	LTP IP3 Safer Roads	1,619	0	1,619	124	21	0	0	0	0	1,619	0	0	1,619
CS0371	LTP IP3 Public Transport	247	0	247	225	225	0	0	0	0	247	0	0	247
CS0375	Sign Shop	19	0	19	0	0	0	0	0	0	0	19	0	19
CS0379	NPIF UTMC	1,247	0	1,247	1,247	938	0	0	0	0	1,247	0	0	1,247
CS0386	Cycling & Walking Schemes LTP3	18	0	18	18	1	0	0	0	0	18	0	0	18
CS0414	LTP IP3 Safer Rds	214	0	214	206	223	0	0	0	0	214	0	0	214
CS0398	Bfd City Ctre Townscape Herit	500	0	500	100	0	1,115	845	290	0	2,500	0	250	2,750
CS0430	Hwys Maint Fund Oct18	2,553	0	2,553	2,553	1,927	0	0	0	0	2,553	0	0	2,553
CS0432	Steeton/Silsden Crossing	189	0	189	110	56	0	0	0	0	189	0	0	189
CS0423	Highways IT upgrade	83	0	83	83	33	0	0	0	0	0	83	0	83
CS0433	Gain Lane / Leeds Rd Jct	30	0	30	30	0	0	0	0	0	30	0	0	30
CS0450	CILS payments	0	0	0	40	40	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Rds 1920	120	0	120	120	2	0	0	0	0	120	0	0	120
CS0454	Area Comm ITS 1920	660	0	660	660	203	0	0	0	0	660	0	0	660
CS0434	Smart Street Lighting	209	0	209	209	80	9,595	12,760	11,940	11,080	0	45,584	0	45,584
CS0455	IP4 projects	828	0	828	777	125	1,258	1,201	0	0	3,287	0	0	3,287
CA0456	WY Integrated UTMC Centre	200	0	200	200	33	432	0	0	0	632	0	0	632
Total Place - Planning, Transportation & Highways		27,150	750	27,900	24,032	14,254	24,683	50,269	105,377	11,080	168,478	45,998	4,853	219,309
Dept of Place - Waste, Fleet & Transport														
CS0060	Replacement of Vehicles	3,000	0	3,000	5,000	701	3,000	3,000	3,000	0	0	12,000	0	12,000
CS0063	Waste Infrastructure & Recycling	26	0	26	26	16	0	0	0	0	26	0	0	26
CS0283	Above Ground Fuel Storage	22	0	22	35	35	0	0	0	0	0	0	22	22
CS0438	Harris St Fencing	59	0	59	68	68	0	0	0	0	0	0	59	59
CS0435	Sugden End Landfill Site	856	0	856	150	62	1,105	0	0	0	0	0	1,961	1,961
CS0415	Shearbridge Depot Security	100	0	100	0	0	0	0	0	0	0	0	100	100
CS0416	Fleet Management IT systems upgrade	39	0	39	39	20	0	0	0	0	0	0	39	39

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													Funding	
Scheme No	Scheme Description	Q2 2019-20 Budget Exec Oct19	Q3 New projects	Revised at Q3 2019-20 Budget	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0417	Keighley Transfer Loading Station electrical systems	34	0	34	34	0	0	0	0	0	0	0	34	34
Total Place - Waste, Fleet & Transport		4,136	0	4,136	5,352	902	4,105	3,000	3,000	0	26	12,000	2,215	14,241
Dept of Place - Neighbourhoods & Customer Services														
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	25	25	0	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	158	0	158	158	0	0	0	0	0	0	0	158	158
CS0359	Community Resilience Grant	18	0	18	18	0	0	0	0	0	18	0	0	18
CS0462	Ilkley Parking scheme £320k Invest to Save	0	100	100	300	250	220	0	0	0	0	320	0	320
Total Place - Neighbourhoods & Customer Services		236	100	336	536	250	220	0	0	0	18	320	218	556
Dept of Place - Sports & Culture														
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	0	47	0	0	47
CS0328	Cliffe Castle Various	15	0	15	15	0	0	0	0	0	15	0	0	15
CS0430	Cartwright Hall Café	105	0	105	105	105	0	0	0	0	0	105	0	105
CS0340	St George's Hall	-176	0	-176	400	199	0	0	0	0	0	0	-176	-176
CS0129	Scholemoor Project	0	0	0	0	0	0	83	0	0	83	0	0	83
CS0162	Capital Projects - Recreation	247	355	602	506	117	440	0	0	0	1,042	0	0	1,042
CS0229	Cliffe Castle Restoration	110	0	110	91	89	10	10	0	0	130	0	0	130
CS0347	Park Ave Cricket Ground	7	0	7	45	3	0	0	0	0	7	0	0	7
CS0004	S106 Recreation	0	0	0	100	37	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	0	0	0	0	0	200	820	0	0	700	0	320	1,020
CS0403	Bereavement Strategy - Consultants Fees	400	0	400	400	369	341	0	0	0	91	0	650	741
CS0277	Wyke Manor Sports Dev - demolitn	177	0	177	427	278	0	0	0	0	177	0	0	177
CS0277b	Wyke Manor Ph2 Sports Dev	739	0	739	0	0	4,000	523	0	0	2,600	0	2,662	5,262
CS0245	Doe Park	37	0	37	0	0	0	0	0	0	37	0	0	37

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											Funding			
Scheme No	Scheme Description	Q2 2019-20 Budget Exec Oct19	Q3 New projects	Revised at Q3 2019-20 Budget	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0459	Ilkley Lido Tank	0	460	460	460	0	0	0	0	0	0	115	345	460
CS0461	Shipleigh Gym extension & equipment	0	305	305	305	0	0	0	0	0	0	0	305	305
CS0458	Doe Park Drainage	0	40	40	40	0	0	0	0	0	0	0	40	40
CS0356	Sedbergh SFIP	7,479	0	7,479	6,579	5,579	408	0	0	0	0	0	7,887	7,887
CS0354	Squire Lane Sports Facility	0	0	0	0	0	0	0	2,300	7,100	0	0	9,400	9,400
Total - Dept of Place - Sports & Culture		9,187	1,160	10,347	9,520	6,776	5,399	1,436	2,300	7,100	4,929	220	21,433	26,582
Corp Resources - Estates & Property Services														
CS0094	Property Programme (bworks)	200	0	200	0	0	300	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	218	0	218	170	29	500	0	0	0	0	0	718	718
CS0366	Property Programme 17-18	0	0	0	0	-19	0	0	0	0	0	0	0	0
CS0391	Property Programme 18-19	1,022	0	1,022	880	759	0	0	0	0	0	0	1,022	1,022
CS0443	Property Programme 19-20	1,580	-950	630	1,580	452	424	0	0	0	0	0	1,054	1,054
CS0230	Beechgrove Allotments	148	0	148	148	0	0	0	0	0	148	0	0	148
CS0050	Carbon Management	900	0	900	900	113	261	0	0	0	0	0	1,161	1,161
CS0305	Healthy Heating Scheme	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0420	Electric vehicle charging infrastructure	200	0	200	200	115	0	0	0	0	200	0	0	200
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	0	50	0	0	50
CS2000	DDA	50	0	50	30	0	50	62	59	0	0	0	221	221
CS0361	Strategic Acquisitions	6,540	0	6,540	6,540	6,541	0	0	0	0	0	6,540	0	6,540
CS0381	Godwin St	1,964	0	1,964	1,700	1,332	1,000	0	0	0	2,964	0	0	2,964
CS0409	Coroner's Court and Accommodation	650	0	650	550	505	1,700	0	0	0	0	0	2,350	2,350
CS0383	Jacobs Well demolition	255	0	255	255	163	0	0	0	0	0	0	255	255
CS0427	Coroner's Equipment	600	0	600	600	288	0	0	0	0	0	0	600	600
CS0460	Mitre Court CPU Property & Equip	0	1,400	1,400	0	0	0	0	0	0	450	0	950	1,400
CS0457	Simpson Green - roof	0	25	25	25	0	30	0	0	0	0	0	55	55
CS0445	Core IT Infrastructure 1920	0	2,100	2,100	1,850	1,396	0	0	0	0	2,100	0	0	2,100
Total Corp Resources – Estates & Property Services		14,377	2,575	16,952	15,478	11,674	4,265	62	59	0	5,912	6,540	8,886	21,338

Capital Executive Report

Funding

Scheme No	Scheme Description	Q2 2019-20 Budget Exec Oct19	Q3 New projects	Revised at Q3 2019-20 Budget	Forecast	Spend 31 Dec19	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies														
CS0395	General Contingency	442	-55	387	387	0	1,000	1,000	1,000	0	0	0	3,387	3,387
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	0	0	0	6,000	6,000
CS0399	Strategic Acquisition	3,460	0	3,460	3,460	0	10,000	10,000	10,000	0	0	33,460	0	33,460
CS0403	Bereavement Strategy	0	0	0	0	0	1,755	10,845	0	0	0	0	12,600	12,600
CS0403b	Muslim Burial Ground	0	0	0	0	0	500	500	0	0	0	0	1,000	1,000
CS0403c	Oakworth Crematorium	0	0	0	250	0	2,500	250	0	0	0	0	2,750	2,750
CS0403d	Heaton Crematorium	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0403e	Brierley Crematorium	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0306c	Strategic Acq - Highways	550	-550	0	0	0	0	0	0	0	0	0	0	0
CS0400	Keighley One Public Sector Est	500	0	500	0	0	4,000	4,000	9,500	0	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	0	0	0	450	450
CS0401	Depots	0	0	0	0	0	0	3,000	0	0	0	0	3,000	3,000
CS0404	Sports Pitches	0	0	0	0	0	0	1,733	4,248	4,250	2,400	0	7,831	10,231
CS0404b	Playgrounds	0	0	0	0	0	750	1,500	2,750	0	0	0	5,000	5,000
CS0405	City Hall / RFL	0	0	0	0	0	3,000	3,000	4,000	0	2,000	5,000	3,000	10,000
CS0407	Affordable Housing	3,845	0	3,845	0	0	3,803	5,500	16,076	0	14,430	14,794	0	29,224
CS0408	Top of town	0	0	0	0	0	0	0	3,000	0	0	0	3,000	3,000
CS0410	Godwin St (fmr Odeon)	2,000	0	2,000	0	0	7,500	2,000	0	0	0	11,500	0	11,500
CS0413	LD Home - Branshaw	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0436	Childrens Home (A)	200	0	200	0	0	300	0	0	0	0	500	0	500
CS0437	Childrens Home (B)	100	0	100	0	0	400	0	0	0	0	0	500	500
CS0459	Ilkley Lido Tank	460	-460	0	0	0	0	0	0	0	0	0	0	0
CS0458	Doe Park Drainage	40	-40	0	0	0	0	0	0	0	0	0	0	0
CS0237	Bronte Residential	800	-800	0	0	0	0	0	0	0	0	0	0	0
CS0463	Waste Trommel	0	0	0	0	0	250	0	0	0	0	250	0	250
Total - Reserve Schemes & Contingencies		12,847	-1,905	10,942	4,097	0	37,758	45,328	52,574	4,250	18,830	83,504	48,518	150,852
TOTAL - All Services		117,253	3,480	120,733	93,456	58,331	126,582	114,609	169,744	22,430	270,644	158,068	125,386	554,098

Corporate Risk Register January 2020

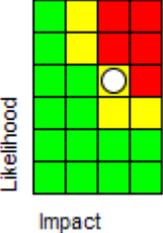


Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
Description	<p>Critical facilities - premises, IT & communication systems, key staff resource - become unavailable</p> <p>Disruption of services and infrastructure arising from a civil contingency or business continuity incident.</p> <p>Loss of IT infrastructure following CyberAttack</p>	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised.</p> <p>The Council is unable to meet its Corporate targets</p> <p>The reputational risk to the Council is adversely effected</p> <p>The welfare and safety of the Council's citizens is at risk</p> <p>Increasing incidence and impact of service interruption events.</p> <p>Failure of business-critical systems</p> <p>Climate incident - extreme weather, flooding</p> <p>Civil unrest.</p> <p>Hostile act</p> <p>Work streams are dictated by the Community Risk Register</p> <p>Severe business disruption following loos of IT systems including public facing websites following Cyber Attack</p>	

	The Risk score has increased from C iii to B ii specifically following the last CyberAttack (January 2020)
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</p> <p>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).</p> <p>Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner.</p> <p>These plans will be reviewed by the Emergency Management Team</p> <p>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.</p> <p>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</p> <p>Service on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's approach in an incident or emergency situation.</p> <p>In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews.</p> <p>Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p> <p>IT Services have a recovery plan for re-instating IT infrastructure following CyberAttack</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 were requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Annual reviews will commence March 2020. A training and exercise programme will be developed to support the annual review process</p> <p>IT Services corporate IT recovery plan in event of CyberAttack or similar needs further development</p>
Ownership Managed By	Susan Spink / Chris Chapman (IT infrastructure)

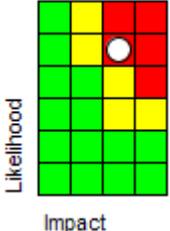
Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
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<p>Description</p>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Finance is considering the options and next steps. This could affect the council's direct delivery programme. The HRA is due to be in place by 1.4.2020</p>	
<p>Potential Effect of risk</p>	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155) Negative impact on homelessness and greater use of temporary accommodation</p>	
<p>Internal Controls</p>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions. 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. The two strategies are now published online for consultation and were considered by Executive in January 2020. 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. 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. Key indicators relating to housing functions reported in the Council Plan Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered over 400 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 2103 requests for assistance during 2018/19. The SHMAA is complete and published. 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	<p>Development of new housing and Homelessness Strategies underway to replace current strategy 'A Place to Call Home', the online consultation is complete and the strategies went to Executive on 2.1.2020. Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council, is published for consultation. The Core Strategy is published for consultation</p> <p>Local Plan development.</p> <p>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 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units, this is awaiting the outcome of financial services analysis. The HRA is due to be in place by 1.4.2020</p>
Ownership Managed By	Shelagh O'Neill

Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
Description	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p>	
Potential Effect of risk	<p>~ Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>~ Inability to raise funds for projects and regeneration projects not completed</p>	

	<p>~ Potential damage to the Council's reputation and the Economic Partnership</p> <p>~ Not able to meet member, government and the public's expectations</p> <p>~ Deteriorating physical and infrastructure assets</p> <p>~ Young people are not equipped to achieve their potential within the district</p>
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</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.</p> <p>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> <p>Economic Strategy +365 Event 6th March 19 and Annual Report shared with partners.</p> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p>
Actions/controls under development	<p>Implementation of Economic Strategy – Delivery Plan</p> <p>Development of the Bradford District Workforce Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Maximising opportunities to attract Government funding to support for urban centre regeneration</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Development of Local Plan</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p> <p>Support for business post Brexit with the LEP</p> <p>Engagement in plans for Shared Prosperity funding in order to maximise future resources</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners.</p> <p>. Review of WY Combined Authority SPA's (spatial priority areas) is underway.</p>
Ownership Managed By	Shelagh O'Neill

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p>Description</p>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
<p>Potential Effect of risk</p>	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
<p>Internal Controls</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. Neighbourhood Service supported multi agency Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc. 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. Hate Crime reports are being monitored on a weekly basis in the lead up to EU exit. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
<p>Actions/controls under development</p>	<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. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners.</p>	

	<p>The Counter Extremism and the Prevent Strategy work reduces risk of extremist influences creating divisions between communities.</p> <p>A stronger communities strategy has been developed which includes a programme of work to respond to the government's Integrated Communities Strategy. £2.6 million has been allocated to support a two year programme of work. A new 'Stronger communities Partnership' is in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p> <p>Work is ongoing to understand and respond to the concerns that are being expressed by some residents associated with Britain's exit of the European Union. Hate crime monitoring is taking place on a weekly basis and an engagement plan has been developed and is being implemented to respond to concerns.</p> <p>Support is being provided through voluntary sector groups with residents seeking to apply to the EU Settlement Scheme.</p> <p>A Brexit Preparedness Steering Group meets and considers emerging impacts that includes those with a possibility of community tensions.</p>
Ownership Managed By	Ian Day

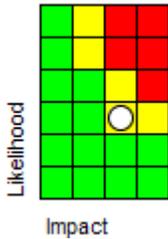
Risk Code & Title	CBMDC Corp – Brexit Resilience & Opportunities	Current Risk Matrix
Description	<p>Following the election, the UK will be leaving the EU with the withdrawal agreement. The new relationship with Europe on immigration and trade will be agreed during 2020 with a deadline of 31 December 2020.</p> <p>We are working across the council to prepare for the implications and opportunities presented by Brexit on our residents and businesses.</p>	
Potential Effect of risk	<p>There are a number of potential issues that may arise, including:</p> <ul style="list-style-type: none"> - Filling skills gaps in social care which have, in the recent past, relied in part on a European Union workforce. - Impact on the UK Economy and local economy. - Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights. 	
Internal Controls	<p>CMT has conducted a Brexit Preparedness risk assessment and developed a corporate strategy for mitigating the risks should there be a no deal Brexit. This was discussed weekly with relevant internal colleagues and at the Council Management Team meetings. We will continue to monitor this in light of the 2020 trade negotiations.</p>	

	<p>The focus is on two areas of implications:</p> <ul style="list-style-type: none"> - Ensuring EU residents are aware of how to achieve settled status by the deadline of December 2020 (and that vulnerable citizens including Looked After Children are supported). - Ensuring businesses are aware of the impact of changes and are directed to support (and to continue to monitor the impact on businesses until the trade negotiations with the EU are completed) <p>We are also regularly meeting senior representatives of partner organisations including the NHS, Police and CVS sector.</p>
Actions/controls under development	CMT has have developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with Brexit. This approach is subject to on-going review and updating.
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
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>Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area.</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.</p> <p>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> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.</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.</p> <p>Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans.</p> <p>Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets.</p> <p>Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction.</p> <p>Development of logic model to prioritise interventions and investments.</p> <p>Internal Audit Review being completed.</p> <p>Refocus on the 2038 Carbon Target to be undertaken.</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 in the Medium Term.	

	<p>The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p> <p>The SR2019 announcements have alleviated this problem slightly for 2020/21 to enable time to develop longer term sustainable actions and associated budget plans</p>	
<p>Potential Effect of risk</p>	<p>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. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer if underlying budget issues not addressed.</p>	
<p>Internal Controls</p>	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy as regularly updated. Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20 Rigorous Change Board challenge sessions introduced for all budget saving proposals to effectively track through into delivery and provide early visibility of risks to delivery. Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases</p>	
<p>Actions/controls under development</p>	<p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making Implement Finance for Non-Finance Managers training</p>	

	Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2019 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience
Ownership Managed By	Chris Chapman

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	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p> <p>Penalty arising from reference of data security breach to Information Commissioner.</p> <p>Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>	
Internal Controls	<p>Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources, with operational support from Director of Finance</p> <p>Assistant Directors Assigned Information Asset Owners.</p> <p>Cross departmental Information Assurance Group established and regular meetings scheduled</p> <p>Regular DPO / SIRO meetings scheduled to focus priorities</p> <p>Regular Information Governance reporting to CMT and Governance & Audit Cttee</p> <p>Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities.</p> <p>Security breach notice and protocol is well established.</p> <p>IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p> <p>GDPR Implementation Plan in place</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain.</p> <p>Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p>	

	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. Online Training distributed incorporating new requirements of the Data Protection Act 2018. Monitoring of participation taking place. The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
Actions/controls under development	Revised 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. GDPR and Information Assurance Improvement Plan identified and being implemented during 2019/20
Ownership Managed By	Chris Chapman

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining performance.</p> <p>Critical inspection/ external/ scrutiny report.</p> <p>Non-compliance with statute or regulations.</p> <p>Prosecution / financial penalty.</p> <p>Outcomes not delivered</p> <p>Resources not effectively or efficiently allocated and utilised</p> <p>Financial loss.</p> <p>Reputational damage</p> <p>Failure to deliver value for money.</p> <p>Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	<p>Strong Governance & Audit Committee (GAC) and scrutiny arrangements.</p> <p>Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor.</p> <p>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"</p> <p>Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan.</p> <p>Established whistle blowing policy and procedure available to all staff.</p> <p>Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 31.7.19</p>	

	<p>Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 19.9.19</p> <p>External Audit independent overview.</p> <p>Annual review of governance framework including Strategic Directors' compliance statements.</p> <p>Established insurance principles & processes</p> <p>New Corporate indicator set established</p> <p>Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes</p> <p>Increased demand on services/requests for assistance</p> <p>Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report</p> <p>A recent improvement is a quicker follow up on Audit recommendations to ensure they have been implemented</p> <p>Revised Risk Strategy approved by Executive</p>
Actions/controls under development	<p>Review of Transition Arrangements currently being undertaken.</p> <p>Back to Basics Approach</p>
Ownership Managed By	Joanne Hyde

Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual.</p> <p>Damage to the Council's reputation.</p> <p>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 significant reductions 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 .Amendments to the DOLS workspace went live in early 2019. 	

	<p>In Feb 2019, CMT approved business case for additional resources to support the DoLS, MCA and Safeguarding Service.</p> <p>Review of processes complete. Workloads more manageable levels. Backlog addressed through the implementation of the MCA/DOLSS business case and has reduced from 2,000 to 50.</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>
Actions/controls under development	<p>SystemOne is being developed and a new workspace for Safeguarding is expected to be completed by Jan 20. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p> <p>DOLS to be transferred to the LPS scheme in October 2020. Workstream under way with MCA service. External partnership workstream with CCG, Care Trust, Teaching Trust and Airedale. Awaiting departmental health and social care the LPS code of practice due March 2020</p> <p>Following the investment in DoLS and MCA Service and confirmation of adequate internal and external controls via Internal Audit, this risk can be de-escalated and held on Departmental Risk Register who will manage the performance of MCA DoLS. However following a change a legislation in later 2019 the DoLS Scheme will be replaced with the Liberty Protection Scheme (LPS) with a scheduled but unconfirmed implementation date of October 2020. The Department is well cited on the changes and has worked with DHSC on the impact of the changes across the system and have a multi-agency steering group in place now together with CCG, BCDCT, BTHCT, AWC and the statutory advocacy provider to ensure a smooth transition between the schemes and to ensure the Council and partners are legally compliant following the change of legislation.</p>
Ownership Managed By	Bev Maybury

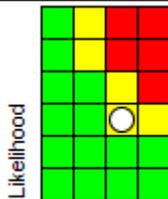
Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation.	

	<p>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.</p> <p>Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP</p> <p>Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery.</p> <p>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.
<p>Internal Controls</p>	<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).</p> <p>Senior management representation on Safeguarding Adults Board.</p> <p>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.</p> <p>Reporting to Council Members via the Overview and Scrutiny Committee.</p> <p>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.</p> <p>Safeguarding Adults Board now managed by CXO – as part of joint support for Childrens and Adults Safeguarding Boards</p> <p>Work underway on delivering the training plan for 2019/20.</p>
<p>Actions/controls under development</p>	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team.</p> <p>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.</p> <p>A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training.</p> <p>Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put in place.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p> <p>Implementation of Multi Agency Safeguarding Hub</p> <p>Independent review of historic cases working alongside legal to identify priority cases which need further consideration</p> <p>Development of Systmone safeguarding module to enable capture and sharing of information, work in progress to develop a safeguarding module, aim to complete by Jan 20</p> <p>Safeguarding service now fully staffed</p>

	<p>1 x Service manager 2x Team managers 9 x Social workers</p> <p>As part of the new West Yorkshire Safeguarding Policy and Procedures implementation, which went fully operational across Bradford and District in January 2020, the Department is continuing to produce a protocol to formalise roles and responsibilities in relation to Whole Service Safeguarding.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>	
Internal Controls	Department has worked with IMPOWER to review demand management - saving and transformation plans.	

	<p>New savings plans based on a demand management modelling have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams, progress to date has shown that at quarter 2 we are ahead of the activity targets set at the start of the year – this is translating in an underspend in the department.</p> <p>Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity.</p> <p>As part of the implementation of our revised Performance Framework, the approach taken at the FQP meeting has been implemented within the AD SMT meetings and within the Service Manager Team Meetings.</p> <p>At FQP meetings a Performance and Finance report 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>Further work is being done with Team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department. Bespoke training on the Performance Management Framework has been rolled out to all team Managers, similarly the Team Managers are also going through training on financial management.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure.</p>
Actions/ controls under development	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. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.	 <p>Likelihood</p> <p>Impact</p>

<p>Potential Effect of risk</p>	<p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation. Underspend of current funding</p>
<p>Internal Controls</p>	<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 started in January 2019. Additionally further funding has been secured for unemployed adults in partnership with Leeds Council to run until September 2022.</p> <p>Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme.</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.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>Performance monitoring of post-16 provision and sharing of best practice through heads of post-16.</p>
<p>Actions/controls under development</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> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 supporting the opening of two new post-16 free schools in September and exploiting options for A Level provision in the North of the District, increasing the number of young people having a level 3 upon reaching working age.</p> <p>The LA is working through differing post-16 partnerships in the development and implementation of Workforce Development Plan collaboratively developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p> <p>The Council, and encourage other anchor institutions to work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p>

	<p>Seek an improved public funding settlement, potentially as part of a skills devolution deal, to facilitate the up-skilling of people of working age.</p> <p>Build a career and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p> <p>The District Workforce Development plan has been approved by executive and will launch October 29th. Progress is being made with key actions and workstreams and a Bradford Skills Board is to be set up, chaired by the Portfolio Holder to oversee progress against our targets.</p>
Ownership Managed By	Jenny Cryer;

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	Services are not compliant with legislative requirements leading to a risk of Judicial Reviews Education, Health and Care Assessments are not undertaken within statutory timeframes SEND Inspection outcome is unfavourable resulting in external intervention	
Internal Controls	<p>SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams.</p> <p>Workstreams in place to focus on priority areas with action plans that are based on the objectives from the SEND Strategy to ensure implementation. Workstream membership consists of services and partners across the whole Local Area.</p> <p>Creation of the SEND Transformation and Compliance Team to lead on ensuring compliance with the SEND reform agenda.</p> <p>Creation of a 0-25 Integrated Assessment Team – increasing staffing levels for Casework Officers to enable EHC compliance measures to be met. This full restructure was implemented in September 2019.</p> <p>Additional Management capacity in place to support the creation of efficient and effective SEN Assessment teams.</p> <p>Caseload allocation system introduced with clear monitoring and accountability procedures with casework supervision happening on a regular basis.</p> <p>Targeted Assessment Team in place to deal with backlog of EHC assessments, provide additional capacity for quality assuring EHCPs, support and modelling EHCP writing and deal with parental enquiries/complaints. Additional EHCP writers have also been recruited to support in working through the backlog of EHC assessments.</p> <p>Ensuring accuracy of data and effective use of Capita data base.</p> <p>Monthly SEND Inspection preparation meetings with Health colleagues.</p>	
Actions/controls under		

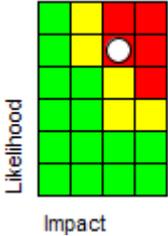
development	<p>Development of an accurate SEF with supporting data and evidence across the Local Area.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis.</p> <p>Regular feedback mechanisms being established with Parents/Carers and children and young people through SEND Ambassadors and monthly Parental listening events.</p>
Ownership Managed By	Marium Haque

Risk Code & Title	CS - Children & Young People – Inspection Outcome (Ofsted monitoring visit Oct 2019)	Current Risk Matrix
Description	<p>The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk</p>	
Potential Effect of risk	<ul style="list-style-type: none"> • Poor reputation • Intervention by DfE of local authority services • Financial 	
Internal Controls	<ul style="list-style-type: none"> • Children’s Services Improvement Board in place Chair Kersten England/Joanne Hyde • New DCS established a new CSC structure and recruitment to support and sustain improvement will be in place by Feb 2020 • New permanent Deputy Director for Social Care is now in post (Nov 2019) with a focus on improvement • Innovation and Improvement Project Team now in post with key projects underway for innovation and improvement in critical areas of practice • Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted report ‘Senior managers have recently implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators’ • Self-evaluation tools are in place which reflect current status of practice which are driving improvement. Ofsted recognise this work and reflect this in their focused visit report ... the local authority (recognise it areas for improvement) in its self-evaluation, which provides an accurate understanding of its areas for improvement. • Increased investment has been secured for improvement through LA finances 	
Actions/controls under	Plan Inspection Timetable	

development	
Ownership Managed By	Mark Douglas

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.	
Potential Effect of risk	Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people.	
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.	
Actions/controls under development	Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools	
Ownership Managed By	Sue Lowndes	

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
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<p>Description</p>	<p>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.</p> <p>Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.</p>	
<p>Potential Effect of risk</p>	<p>Harm to an individual. Damage to the Council's reputation</p>	
<p>Internal Controls</p>	<p><u>Bradford Safeguarding Children Board (BSCB)</u> The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p> <p><u>Children's Social Care</u> An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams. 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 pay has been uplifted and a recruitment programme put in place. Mandatory training is in place for all staff.</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>A review of caseload allocation has been put in place to ensure resources are aligned to need. There remain high caseloads across the social work teams at this time.</p> <p>The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Children's 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.</p> <p>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.</p> <p>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.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p>	

	<p>The risk has been increased to recognise the recent increasing demands and resourcing challenges. The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review.</p> <p>Quality and performance dashboards are also in place to monitor the quality of social work practice.</p> <p>New safeguarding arrangements under Working Together 2018 have commenced since the 1/9/19 and the BSCB is now called the Bradford Partnership (TBP). Key work streams include the implementation of a Continuum of Need and the Front Door now deals with exploitation in a wider sense, with the launch of a multi-agency protocol. TBP continues to work closely with the Children Services Improvement Board to provide scrutiny and oversight and facilitate multi-agency working activity. Collaborative work continues with the BSAB and CSP around wider complex safeguarding themes, shared learning from serious case reviews and communication and engagement work.</p>
Ownership Managed By	Jenny Cryer