



Report of the Director of Finance to the meeting of the Executive to be held on 9th November 2020.

CJ

Subject:

Qtr. 2 Finance Position Statement for 2020-21

Summary statement:

This report provides Members with an update on the forecast financial position of the Council for 2020-21.

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

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Portfolio:

Leader of the Council and Corporate

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Overview & Scrutiny Area:
Corporate

SECOND QUARTER FINANCIAL POSITION STATEMENT FOR 2020-21

1.0 INTRODUCTION

This report is the second monitoring report presented to Members on the Council's 2020-21 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2021. The report covers

- The forecast outturn of the Council's revenue budget.
- The forecast impact of Covid-19 on Council Finances.
- New expenditure initiatives that are recommended for approval to respond to Covid-19
- An update on Council Tax and Business Rates collection.
- The delivery of 2020-21 approved budget savings plans.
- A statement on the Council's reserves including movements in the second quarter.
- An update on the Capital Investment Plan.
- An update on the Government Support that has been provided to the Council to either administer, or support Council Services.
- The Councils Risk Register.

2.0. MAIN FINANCIAL MESSAGES

Net Revenue Budget

	Gross Budget £ms	Net Budget £ms	Forecast Variance to end of Mar 21 (non Covid 19)	Forecast net cost of Covid to end of Mar 21	Total Variance
Health and Wellbeing	234.3	112.0	0.1	11.6	11.7
Children's Services	474.1	98.3	6.6	9.5	16.1
Department of Place	123.0	63.9	2.9	21.1	23.4
Corporate Resources	199.9	43.1	-1.0	12.6	11.6
Chief Executive	4.6	4.2	0.0	0.9	0.9
Non Service Budgets	7.2	6.4	-0.4	0.2	-0.02
General Fund	94.5	50.0	-3.3	-48.9	-52.2
Total Council	1,137.6	378.1	4.8	7.0	11.8
Add Council & Business Rates Collection Fund Deficits*				8.0	8.0
Total including Fund Deficits				15.0	19.8

*Collection Fund deficits have to be repaid in future financial years.

- 2.1 Council leadership and resources have played a critical role in the District's response to the Covid-19 crisis. Working alongside partners to manage lockdown has led to high levels of additional costs and income losses to the Council that could not have been anticipated when the 2020-21 budget was set, and not all of which have been met through additional government support.
- 2.2 Based on a projection at August 31st 2020, the Council is forecast to overspend the £378.1m net revenue budget by £4.8m due to non Covid-19 related reasons by March 31st 2020, and by £11.8m including the additional net costs of Covid-19.

- 2.3 Additionally, Council Tax and Business Rates collection fund deficits of £8m are projected in 2020-21, but due to the way the collection fund system works, these deficits have to be repaid in future financial years¹.
- 2.4 The overall position is much improved since the Qtr 1 report due almost entirely to the welcome additional government funding that has been provided.
- 2.5 As all of the additional government support is targeted at this financial year, but the additional expenditure and income losses are likely to continue, the major financial issues now relate to planning for next year and beyond. Some certainty was expected as a result of the November Comprehensive Spending Review, however this has now been delayed until an unspecified date before the end of March 2021, resulting in very high levels of uncertainty.
- 2.6 As a result of prudent financial management and planning the Council has sufficient reserves to be able to fund some of the critically important and urgent action that is needed over the short-term. However, sustaining additional expenditure and income losses into next financial year and beyond will not be possible without additional support from Government or other sources of external funding and/or significant cuts to local services.

Covid-19 Financial Impact Tracker.

- 3.1 The table below shows that the costs and income losses incurred in 2020-21 are forecast to exceed the additional income provided by the Government by £7m by year end (£15m if Council Tax and Business rates are included).

Estimated Financial Impacts £ms	March 2019-20	2020-21 to 31 st Mar 21
Supporting Care providers	0.7	14.0
Additional PPE		5.0
Supporting Early Discharge from Hospitals		2.7
Fairer Charging income reduction		2.5
Track & Trace Spend		3.9
Other Support		0.2
Additional H&W Expenditure		28.2
Infection Control Grant		-10.1
Track & Trace Grant		-3.9
CCG Income for Early Discharge		-2.7
Additional H&W Income		-16.6
Total Health & Wellbeing	0.7	11.6
Parking Services: reduced car parking & enforcement revenues	0.3	3.8
Food Supply Chain	0.1	1.3
Support for victims of Domestic Violence		0.9
Additional Wardens		0.3
Other Neighbourhoods Support		0.4
Total Neighbourhoods & Customer Services		6.5
Leisure: lost revenue from closure of Sports facilities, Sports development	0.2	4.3
Museums / Theatres / Libraries/Tourist info: lost revenue	0.1	3.4
Bereavements (excludes Coroner's & Mortuary)		0.2
Other - Parks & Tourism lost income		0.2
Total Sport & Culture		8.1
Waste Services – additional costs & income loss		2.2

¹ Ordinarily Collection Fund deficits (or surplus's) have to be incorporated into the following years budget. As a result of the Covid pandemic, the Government has announced that any deficits this year should be repaid over 3 years rather than 1.

Emergency Planning incl Temp Body Storage Facility		0.5
Licensing, Land Charges, Hackney Carriage, Travel training income loss		0.6
Total Waste & Fleet Services		3.2
Housing Support - Rough Sleepers & Income losses		1.4
Markets – rent foregone		0.5
Other		0.3
Rough Sleepers Grant		-0.2
Economy & Development Services Total		1.9
Planning Fees foregone		0.5
Highways Fees foregone		0.8
Other		0.0
Planning Transport & Highways		1.3
Total Department of Place	0.8	21.1
School Closures impacting on Outdoor Centres, Music Services, Psychology, Governor, Clerking service and others.		2.3
Additional Tuition Scheme		0.4
Educational Psychology		0.3
Skills House investment		0.7
Summer Meals provision		0.2
Additional payments to Care providers		2.0
Additional Social Care Placements		2.0
Additional PPE for Children's homes		1.2
School Place planning - temp classrooms due to construction delays		0.3
Home to School Transport (£1.4m approved)		0.1
Total Children's Services	0.0	9.5
School (& other) catering and cleaning activity.		1.7
Estates and Facilities Management – PPE, Closure of ISG, building cleaning		7.5
Revenues and benefits – higher debts, reduction in overpayment recovery		1.6
Additional ICT to support home working and other		1.0
Additional Forensic science centre costs, registrars income losses		0.7
Other - Comms, Project Support, WYJS, Bad debts provision	1.2	1.2
Total Corporate Resources, CXO & Non Service	1.2	13.7
Total estimate impact on Council Services in 2020-21	2.7	55.9
Less Additional Income Received	-2.7	-34.1
Emergency Section 31 Grant		
Income Compensation Scheme		-12.7
Other Grants & Furlough		-2.2
Total Cross Cutting Income from Govt		-48.9
Total Forecast Impact on 2020-21		7.0
Forecast C Tax deficit coll fund deficit that impacts on future years*	0.0	7.0
Forecast Bus Rates coll fund deficit that impacts of future years**	0.0	1.0
Total impact on the Council including Collection Fund Deficits	0.0	15.0

3.2 The total forecast of additional costs and losses to the Council as a result of Covid is c£74.6m (£81.6m incl Council Tax and Business Rates losses), and the total forecast of known additional Government and other support currently totals £67.6m, giving a current gap of £7m (£15m including Council Tax and Business Rates).

3.3 The financial position for 2020-21 is much improved position since the Qtr 1 report due largely to additional funds provided by Government. These include;

- £12.7m from a Sales Fees & Charges compensation scheme which pays 75p in the £ for all qualifying income losses above 5% of

budgeted income. This means that c70% of income losses are compensated.

- £6.2m of additional Emergency Grant, taking the total amount received since the start of the pandemic to £36.8m
- £4.8m of additional Infection Control Grant for Adult Social Care, taking the total amount received to £10.1m. The vast majority of this is distributed to external care providers
- £0.9m of Food Assistance Grant, helping to fund the £1.5m of Council expenditure on food provision.

The total amount of Government support is outlined in greater detail in section 17.

- 3.4 Additionally, there have also been some expenditure items that are no longer expected to have a significant cost. Most notably, Home to School transport was expected to cost c£1.4m extra as a result of social distancing requirements, but is now expected to cost c£0.1m extra following a change in the guidance. The Government have also announced that they will fund Adult Social Care related PPE. The implications of this are currently unclear however.
- 3.5 Further announcements about additional funding from Government are expected in due course, and there is also the possibility that some expenditure will not be incurred this year due to the time to mobilise.
- 3.6 Service managers are undertaking measures to mitigate the additional Covid-19 related costs and income losses by for example, redeploying staff where possible, not recruiting to vacant posts in some areas, reducing expenditure to essentials, asking providers of affected services to deliver services in a different way, and reducing agency staff amongst others. Furthermore, some of the additional expenditure may be capitalisable (e.g IT costs), which would allow those costs to be spread over the life of the assets.

Additional Initiatives recommended for approval

- 3.7 Adult Social Care providers are currently facing severe challenges contending with Covid 19, and additional £3.1m of additional financial support for Care providers is recommended as outlined below.

Extended contingency payments: There was a gap between the contingency payments provided by the Council and the introduction of the Infection Control grant. Providers are still struggling to manage the increased costs from this period. It is proposed that the contingency fund 10% payment of base rate for care homes and home support and 5% payment for extra care and supported living is paid retrospectively for the period 04/05/20 - 25/05/20 based on the number of funded service users at the start of May.

The estimated cost to the Council is £500k, to be funded from the Covid grant.

Out of area contingency payments: No contingency payment was made to care providers outside of the District but who support Bradford Council and CCG funded service users. A number of providers from out of district have approached the Council asked for financial support with the increased costs they have faced. It is proposed that the Council make the contingency payments on out of area placements of the period 16/03/20 – 25/05/20 using the same criteria applied to within district providers.

The estimated cost to the Council is £85k, funded from the Covid-19 grant.

Further extension to contingency payments: Bradford CCG proposes to continue to fund an additional 5% on top of provider base rates for the period from beginning of June until end of September in recognition of the additional expenditure incurred by providers, particularly in relation to PPE costs, which was not covered by the IPC grant. It is proposed that the Council should also match this commitment.

The estimated cost to the council is up to £1.3 million, funded from the Covid-19 grant.

Occupancy support grant: Following the end of the contribution to void costs at the end of June, there is some evidence of an increase in occupancy rates for some care homes who do business with BMDC. However, around thirty care homes are still at risk due to occupancy levels below 75%. It is proposed to work with these homes to fund the difference between current occupancy and 75% until they recover to normal resident levels or until 31 March 2020, whichever is sooner.

The CCG also intends to pay a retainer for unused nursing beds in the system for the same period in order to protect capacity for winter. Where retainers are paid, these will be considered as 'occupied beds' and will count towards occupancy levels. This means beds will not be double funded by the occupancy support grant.

The cost to the Council is up to £1.25 million to be funded from the Covid-19 grant.

- 3.8 The Legal Social Care Team has experienced increasing capacity problems over the last few months resulting in unacceptably high caseloads. £100k is required to help deal with these caseloads in 2020-21, and there will be a continuing need in 2021-22 and beyond.

Council Tax and Business Rates.

- 4.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities. Bradford will be paid over its budgeted precept (£206.1m) in 2020-21 with shortfalls recovered in future years; so the pressures reported below will be delayed by one or more years.
- 4.2 The pandemic has caused significant swings for Council Tax and Business Rates collection. But also there have been significant changes to the way these schemes work. The financial impacts are looked at in more detail below.
- 4.3 On Council Tax, there are a number of different pressures. More unemployment has increased the cost of the Council Tax Reduction scheme (previously called Council Tax benefit). Reduced housebuilding and some demolitions has meant that anticipated growth in properties will not occur.

Additional losses are also expected for uncollected debt. Further the expected surplus from the 2019-20 Council Tax collection was at outturn, a very small deficit.

- 4.4 Overall, the expected deficit for 2020-21 from the Council Tax collection is approximately £7m.
- 4.5 Business Rates collection has also been significantly impacted by the pandemic. However, the Council has a relatively high needs assessment compared to its collection; and since the difference is funded by a Government Top Up grant, this reduces the collection risk compared to other Councils. Further, as a result of the pandemic, 100% relief was provided to retail businesses; therefore, this aspect of the collection is de-risked, because it is now also funded by the Government as a grant.
- 4.6 As noted, the pandemic has changed the way that the overall Business Rate scheme works. The extension of retail relief reduces the likelihood that the Council receives a safety net payment in the event the remaining collection is impaired.
- 4.7 Another aspect of the Business Rates collection to consider is that an expected prior year deficit, outturned at a higher surplus than budgeted which will help mitigate pressures in the current financial year.
- 4.8 Overall for the Business Rates collection, therefore, despite the exposure to collection risk, a deficit of £1m is anticipated.
- 4.9 Looking at Council Tax and Business Rates collection together deficits totalling £8m are expected; this Outturn variance directly impacts the Medium Term Financial strategy rather than the current financial year. This strategy will be updated and reviewed as part of the annual budget cycle.

Non Covid-19 forecast variances.

- 5.0 In addition to the issues directly caused by Covid-19, there are also a number of other significant Departmental forecast variances (+ of - £0.3m) that are not specifically Covid-19 related. These total £4.8m and are outlined below.

Children's Services

- 6.1 Children's Services are forecast to overspend the £98.3m net expenditure budget by £16.1m by year end. £9.5m is due to the impact of Covid-19, leaving £6.6m of other overspends, all of which fall within Children's Social Care.
- 6.2 The forecast overspend is mainly due to the continued use of agency staff due to problems recruiting staff into permanent positions,
- 6.3 A £5.0m overspend on the £19.1m Social Work budget is forecast due mainly to higher workloads, and the continued use of agency staff due to a shortage of staff. There are currently 135 agency social workers employed within the service.

Agency Social Workers	53	95	116	135
Total Agency Workers	130	155	180	234

6.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £16.2m forecast for this year) and are currently running at approximately £1.3m per month.

6.5 Forecast overspends are also occurring in other areas due to continued growth in the average number of Children receiving support.

Type of Placement	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21(as at 30/09/20)
Placed with Parents	86	119	117	129	150	183
Placed for Adoption	38	24	25	26	24	32
Friends and Families	206	232	235	301	357	409
Foster Parents	365	365	371	354	368	373
Fostering Agencies	32	38	57	88	131	159
Residential Care (Internal)	63	58	51	45	51	46
Residential Care (External)	50	47	42	42	60	68
Other	34	48	62	68	90	104
Sub Total (Number of Children Looked After)	874	931	960	1,053	1,231	1,374
Residence Orders	69	59	46	40	37	34
Adoption Orders	271	260	247	239	237	222
Special Guardianship Orders	277	304	320	338	364	392
Sub Total (Chd in Permanent Arrangements)	617	623	613	617	638	648
Total Children Receiving Support	1,491	1,554	1,573	1,670	1,869	2,022

6.6 The main variances that result from this are;

- The external Purchased Placement (Residential & Foster Agencies) budget of £19.8m is forecast to overspend by £2.0m which is mostly Covid related.
- There is also a £1.6m forecast overspend on the £5.9m Through and After Care services budget due to additional staffing, and accommodation costs for young people.
- Internal residential homes are also forecast to overspend the £4.8m net budget by £0.4m due mainly to use of agency staff and premises costs.
- The Children with Disabilities service is to overspend the £4.8m net budget by £0.2m due to staffing and premises costs.
- Fostering Service net budget of £19m currently forecasting £0.2m overspend due to the use of agency staff.
- Children Safeguarding and Child protection service net budget of £2.6m is showing a £0.2m variance due to the use of agency staff.
- Delays in care proceedings due to limited court capacity from Covid-19 is also having an impact on the number of children requiring assistance.

- 6.7 The above pressures are partly offset by a one off underspend on the Targeted Early Help service of £0.6m.
- 6.8 The 2020-21 budget included £13.625m of additional investment to address budget pressure and demographic growth. A further £2m was made available to make permanent support to the social work structure previously funded from the “one off” Children Investment Fund in 2019-20. The Council also allocated £2m per annum for two-years to support Prevention and Early Help work starting in 2020-21. The forecast overspend is after these investments.
- 6.9 Children’s Social Care is having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff.
- 6.10 However, so far, agency staff numbers have continued to grow as outlined in the table above. The service will also continue to implement the agreed Ofsted improvement plan.
- 6.11 The other directorates across Children’s Services are reporting a £0.4m underspend (£0.3m Education & Learning underspend; £0.1m Performance, Commissioning and Partnerships underspend).

Health and Wellbeing

- 7.1 Health and Wellbeing is forecast to overspend the £112.2m net expenditure budget by £11.7m, with all but £0.1m of this being Covid-19 related.
- 7.2 Contained within the net £11.6m shown in the Covid-19 tracker is £28.2m of additional forecast costs and income losses in Adult Social Care & Public Health which have been partly funded by c£10.1m of specific Infection Control Grant, provided by Government to help reduce the risk of infections in care settings and the £3.8m Test & Trace Grant.
- 7.3 The remaining £0.1m forecast overspend that’s not directly linked to Covid-19 is mainly due to a £2.9m forecast overspend on Learning Disability services, almost fully mitigated by £2.8m of other underspends across the Department.
- 7.4 The department has £11.5m budget savings to deliver in 2020-21 of which £3.9m is forecast to be unachieved. £2.6m relates to the Learning Disabilities Demand Management saving (£2.3m relating to 2020-21 and £0.3m underachievement carried forward from 2019-20) and is a concern given the acceleration of savings that are planned for 2021-22 and beyond.
- 7.5 The other main issue relates to the £1.2m under delivery of the Substance Misuse saving in Public Health. This is due to the timing of contracts, and is not expected to have an ongoing impact beyond this year.

Learning Disabilities

- 7.6 Learning Disabilities are forecast to overspend the £48.6m net expenditure budget by £2.9m (excl Covid), of which £2.7m pressure relates to long-term support (including the under achievement of the demand management savings), and a further £0.2m pressure relating to additional staffing costs. The forecast includes £0.3m claim to the NHS Covid Discharge Fund. The

main issues are within LD Residential and Day Care.

7.7 The LD Residential budget is forecasting a £1.6m overspend. As the table below shows; although the number of people in Residential care is reducing, the numbers will need to reduce further to meet the budgeted saving. Where client numbers have reduced in residential block contracts, this currently does not result in a cash releasing saving.

7.8 Due to the current situation regarding Covid-19, reviewing capacity is currently reduced, however it is important that this is increased as soon as possible in order to review clients in residential settings and move to supported living where appropriate.

Client Numbers	Q2 2018/19	Q2 2019/20	Q2 2020/21	30.9.20 Budgeted	31.3.21 Budgeted
LD Residential Care - Purchased	177	159	149	146	136
LD Nursing Care - Purchased	51	19	21	19	19
Total Residential & Nursing	228	178	170	165	155

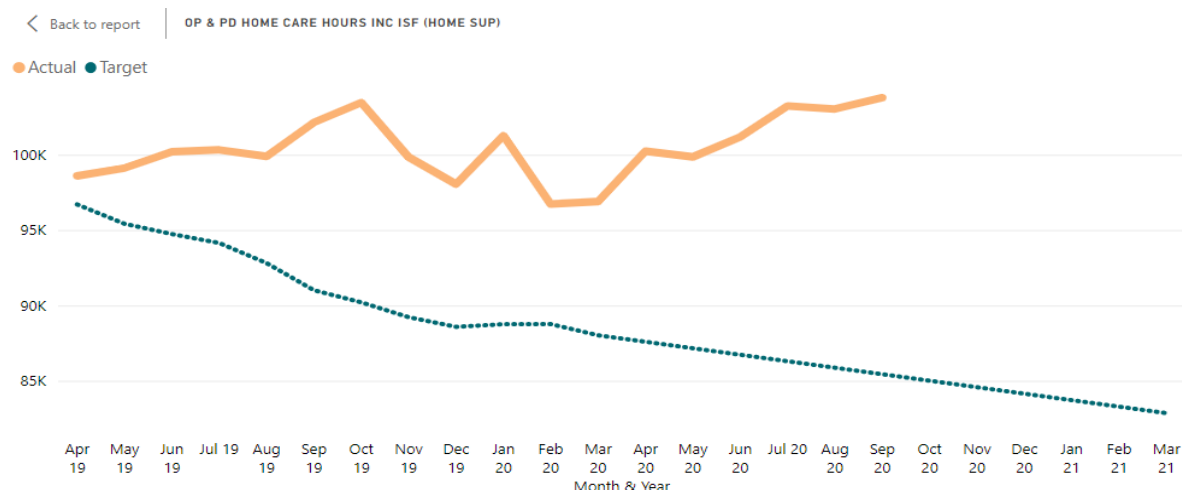
7.9 There was also a £0.5m budget reduction on LD Day Care linked to remodelling the current block contract arrangements to cost and volume based contracts. Due in part to Covid-19, the implementation of this has been delayed resulting in a budget overspend of £0.5m, however work has now recommenced on this, and additional commissioning team capacity has been approved, so expenditure reductions could potentially be achieved in the second half of the financial year as the project progresses.

Operational Services

7.10 Operational Services are forecast to underspend the £53.1m net expenditure budget by £1.9m (excl. Covid).

7.11 Although Operational Services are forecast to underspend overall, there is a £1.5m forecast overspend on the Older People & Physical Disabilities home support budget.

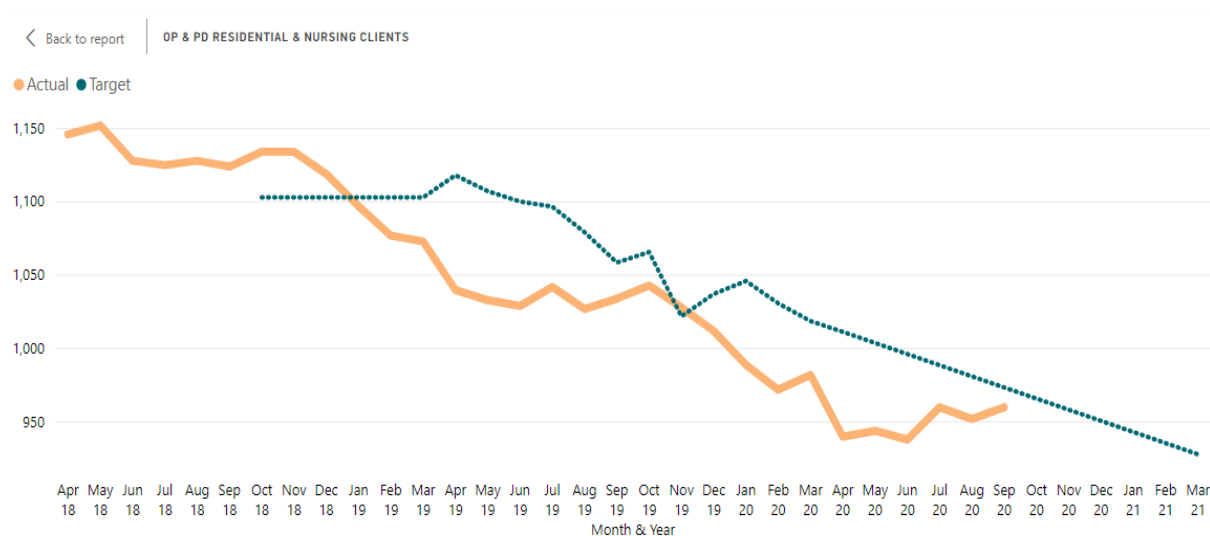
7.12 The budget was reduced by £0.7m as part of the 2020-21 demand management reductions, coupled with a £0.5m budget pressure from 2019-20. Additionally, monthly home support hours have increased by 6,900 hours since March 2020, creating further pressure.



	Q2 2018/19	Q2 2019/20	Q2 2020/21	30.9.20 Budgeted	31.3.21 Budgeted
OP & PD Monthly Home Care Hours	95,998	102,180	103,823	85,474	82,890

7.13 Homecare hours now appear to be stabilising and the new Extra Care scheme, Fletcher Court, opened in October and once fully occupied should reduce homecare hours going forward.

7.14 The forecast overspend on Home Support is counterbalanced by a £1.5m forecast underspend on the Older People Residential and Nursing Care budget. As the table below demonstrates this is due to significant reductions in placements so far this year, together with the full year effect of the placement reductions made in 2019-20.



	Q2 2018/19	Q2 2019/20	Q2 2020/21	30.9.20 Budgeted	31.3.21 Budgeted
Total Residential & Nursing Clients	1,124	1,034	960	973	928

7.15 Mental Health Purchased Care is also forecast to underspend by £0.6m due to full year effect of 19/20 residential and nursing savings and further reductions in community care services.

7.16 There are staffing underspends and additional income across in-house services totalling £1.3m.

Commissioning and Integration

7.17 Commissioning and Integration is forecast to underspend by £0.5m; of which £0.2m relates to underspends across staffing budgets and £0.3m is related to a non-recurrent forecast reduction in grant payments.

7.18 There is also a forecast £0.2m staffing underspend within Safeguarding and Mental Capacity Act, coupled with a £0.1m forecast underspend on medical fees due to fewer assessments taking place.

7.19 There is also a £0.1m forecast underspend within Environmental Health budgets.

Department of Place

8.1 The Department of Place are forecast to overspend the £63.9m net expenditure budget by £24.0m. £21.1m is due to the impact of Covid-19 up to the 31st March 2021 as outlined previously, leaving £2.9m of other overspends. The main issues are outlined below.

Waste, Fleet & Transport Services

8.2 The service is forecast to over spend the £25.1m net budget by £4.7m. £3.2m relates to additional costs and income losses associated with Covid-19, and the other £1.5m relates to lower income from recycling due to market prices (£0.5m); higher costs of disposing of recyclable waste (£0.6m), reduced income from Trade Waste (£0.3m).

8.3 The table below demonstrates that higher tonnes are being collected from homes (Kerbside & Garden Waste), and lower tonnages have been collected from Trade Waste.

Tonnes 000s – Cumulative Year to date	YTD to Qtr 2 2018/19	YTD to Qtr 2 2019/20	YTD to Qtr 2 2020/21
Kerbside Waste collected	52.4	51.7	58.0
Kerbside Recycling collected	17.1	17.1	21.3
Household Waste sites	28.1	29.8	22.6*
Trade Waste collected	9.5	8.9	6.4
Garden Waste collected	4.8	5.3	6.4

*Closed in Apr, reopened end of May

8.4 Overall, higher tonnages are having to be disposed of at cost.

Tonnes 000s	YTD to Qtr 2 2018/19	YTD to Qtr 2 2019/20	YTD to Qtr 2 2020/21
Waste Disposal Tonnes	118.5	120.4	122.1

Sports & Culture

8.4 The Service is forecast to overspend the £4.0m net expenditure budget by £8.6m. £8.1m is due to Covid-19 related income losses to the end of March 2021 in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker.

8.5 The remaining £0.5m is in Cultural Services and is caused largely by rates revaluations in the Museums service (£0.2m), underachieved savings within Culture Policy & Events - Strategic Events (£0.2m), running costs in Libraries (£0.1m) and other small scale overspends.

Neighbourhoods and Customer Services

- 8.6 The Service is forecast to overspend the £14.0m net expenditure budget by £6.9m. £6.5m relates to the impact of Covid-19 of which £4.0m is due to losses in Parking and Enforcement revenues and the cost of an additional 10 wardens, £1.3m relates to additional support provided for Food distribution and £0.9m relates to the cost of providing increased capacity to deal with domestic violence.
- 8.7 The Service's forecast net overspend, excluding Covid-19 pressures is £0.4m. Overspends are reported in Customer services (£0.4m), Street Cleansing, Parks Depots and Neighbourhood Service (£0.4m). The total overspend of £0.8m has been offset by an underspend of £0.4m in Uniformed Services.

Economy & Development

- 8.8 The service is forecast to overspend the £5.3m net expenditure budget by £2.3m. £2.0m relates to Covid-19 income losses and extra costs to the end of 2020/21. Housing Development is forecast to overspend due to costs relating to empty Council properties, council tax (£0.1m) and maintenance costs (£0.1m), loss of rental income (£0.1m).

Planning Transport & Highways

- 8.9 The Service is forecast to overspend the £14.2m net expenditure budget by £1.4m. £1.3m relates to the impact of Covid-19 up to the end of March 2021, and results from highways permit income losses (£0.3m); Building Control and Planning Fee income losses (£0.5m) and Highway delivery unit income losses (£0.5m) amongst others.

Corporate Resources

- 9.1 Corporate Resources are forecast to overspend by £11.8m, £12.6m is due to Covid-19 as outlined in the tracker. The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses.
- 9.2 Excluding Covid-19 impacts, the department is forecast to underspend by £0.8m. The forecasts also allow for pre-existing and ongoing pressures on investment income, £0.5m, and in traded areas such as ISG (£0.3m), PACT HR (£0.2m), and £0.4m in ICT, with these being offset by forecast underspends in Revenues & Benefits (£0.7m), Catering & Office Services, (£0.3m), Built Environment (inc Utilities, exc ISG) £0.4m, and £0.4m on ICT core services salaries.

General Fund

- 10.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £52m. £48m relates to the additional Covid related government support as outlined in the Covid Tracker, with the remaining £3.8m being due mainly to £3.4m of Corporate contingencies and £0.2m of lower than budgeted contributions to the West Yorkshire Combined Authority.

Material issues not currently factored into the forecast

Potential Adverse Financial Impacts

- 11.1 Covid could impact on the numerous different services in ways not currently factored into forecasts. There may be additional requirements to ensure that the response to Covid is as resilient as it can be through the Winter and beyond.

Potential Positive Impacts

- 12.1 Additional Government funding is expected. On the 12th October, the Prime Minister announced £1.5bn of extra funding for Local Authorities with £0.5bn of this to support Councils in additional higher Covid restriction tiers. At the time of writing, the details of this have not been announced but it could equate to between £10m & £15m extra funding for the Council.
- 12.2 Bradford Theatres have been notified of a successful bid to a Culture Recovery fund that will result in up to £894k of additional grant. The notification was received after the accounting period had closed so is not incorporated into the forecasts – The additional grant income may however then reduce the amount of income compensation claimed from the Governments Sales Fees and Charges scheme. Further investigation of the interaction between the funding pots is being undertaken.
- 12.3 Bradford Museums have been notified of a successful bid to the Culture fund for £208k to help adapt to Covid. The additional grant will come with additional matching costs.
- 12.4 The Government announced £374k of Surge Enforcement Funding that was notified after the accounting period had closed. It is currently unclear whether there will be additional matching costs, or if the funding will pay for costs that are already committed.
- 12.5 Some costs (e.g IT) are potentially capitalisable, and could be viewed as an acceleration of planned investment. This is being reviewed, but if costs can be capitalised, then the additional costs can be spread over a number of years.

Savings Tracker

- 13.1 The combined budget savings of £20.2m in 2020-21 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £295.7m.
- 13.2 The 2020-21 budget includes £17.5m of new budget reductions, however £2.8m of prior year underachieved savings have carried forward into 2020-21, meaning that £20.2m of savings will need to be delivered in 2020-21.
- 13.3 In tracking progress made against each individual saving proposal, £14.1m of the £20.2m is forecast to be delivered, leaving £6.1m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/20	2020/21 New Savings	Total Savings 2020/21	Forecast Variance 2020/21	Total Savings 2021-22 ²
Health & Wellbeing	1.9	9.6	11.5	3.9	8.4
Children's Services	0.0	3.0	3.0	0.4	0.3
Place	0.3	3.7	4.1	1.0	0.5
Corporate Resources	0.6	0.6	1.2	0.7	0.0
General Fund	0.0	0.5	0.5	0.1	0.0
Total	2.8	17.5	20.2	6.1	9.2

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

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	6.1
2020/21	6.1

- 13.5 The £6.1m of forecast underachieved savings are largely due to;
- 13.6 £3.9m of underachieved saving in Health & Wellbeing, inclusive of a £2.6m forecast underachievement of the £3.1m Learning Disabilities Demand Management Saving, and £1.3m underachievement on the £3m Substance Misuse saving in Public health due to the timing of contract changes.
- 13.7 The £0.4m forecast underachievement in Children's Services relates to Travel assistance.
- 13.8 The £1.0m of underachieved savings in the Department of Place are mainly due to £0.3m relating to Waste Services, £0.5m of budgeted additional income in Sports & Cultural Services (Theatres, Events & Festivals, Sports Facilities), and £0.2m of Customer Services savings all of which have been impacted by Covid-19 as outlined previously.
- 13.9 The £0.7m of underachieved savings in Corporate Resources mainly relate to the underachievement of the £0.5m planned increase in income from investing in commercial property.

Reserves

- 14.1 At 30th September 2020 reserves stand at £258.9m (Council £226.5m, HRA £0.5m and Schools £31.9m). Unallocated reserves stand at £10.3m.
- 14.2 Net movements in reserves have led to a £4.9m increase in total reserves from £254.0m at 31st May 2020 to £258.9m at 30th September 2020.

² Additional budget savings will be required in line with the Medium Term Financial Plan.

	Closing Balance 2018-19 £m	Closing Balance 2019-20 £m	Opening Balance 2020-21 £m	Net Movement	Balance as at 30 th September 2020 £m
Council reserves	181.6	207.0	207.0	19.5	226.5
HRA Reserve	0	0	0	0.5	0.5
Schools Delegated budget	27.2	31.9	31.9	0.0	31.9
Total	208.8	238.9	238.9	20.0	258.9

14.3 The £4.9m net increase in reserves include:

Releases from:

£250k Business Flood Funding grant reserve

£94k Energy Unit Grant Reserve grant reserve

Transfers to:

£5.9m Covid-19 funding allocation reserve (3rd Tranche of the £36.5m of Emergency funding from government)

Appendix 1 outline Council and Schools reserves.

- 14.4 Covid-19 has the potential to significantly impact on Council reserves in 2020-21 and beyond. £33.7m of the remaining Emergency Grant that has been receipted to date is currently held in reserves will be drawn down in 2020-21.
- 14.5 The Council has £15m of General Fund reserves, and £10.3m of unallocated reserves. These may have to be called upon to meet the additional costs of Covid-19. If they are used however, they would have to be reimbursed in 2021-22 as they are deemed to be the minimum level required to provide assurance about the ability to manage the Councils budget in a financial year.
- 14.6 Additionally, some Earmarked reserves could be re-designated in 2020-21 should it be required. These include the £54.9m Financing reserves that resulted from the change in Minimum Revenue Provision policy in 2018-19. Again, should they be used then they will either have to be reimbursed, or otherwise it will cause a budget pressure in future years.
- 14.7 Similarly, the Council has a reserve that was created to smooth the cost of PFI schools over the life of the contract. In the early years of the contract the Council received an amount from government in excess of the amount required to pay the contractors, however in the later years this is reversed at which point the plan was to draw down from the built up reserve until the end of the contract. The Council can however use these reserves for other means should the need arise. If they were used now, they would however cause a budget problem in future years.
- 14.8 Other earmarked reserves are also being reviewed to assess the extent to which they could be repurposed.
- 14.9 A new £1m reserve for Project Feasibility costs has been created by transferring £1m from the Transition and Risk Reserve. This reserve will be

overseen by the Director of Finance, and will be allocated as required to support better quality feasibility analysis and costing of capital and other projects before full business case approval.

14.10 A new £502k reserve for the Housing Revenue Account reserve has been created by transferring £502k from the Council housing reserve.

School Balances

15.1 The table below shows the School Reserves (including Schools Contingencies) forecast position as at 31st of March 2021. The forecast is based on information submitted by schools at the end of quarter one, schools do not report their quarter financial forecast for 2020-21 until the end of October 2020.

	Balance 1 st April 2020		Balance 31 st March 2021		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	964	7	1,390	0	(426)
Primary	82	7,517	76	6,174	6	1,346
Secondary	6	(2,108)	6	(2,544)	0	436
Special	3	1,284	3	987	0	297
Pupil Referral Units (PRU)	3	243	3	189	0	54
Subtotal	101	7,900	95	6,193	5	1,707
School Contingency		21,987		21,987	0	(5,709)
Other Activities/Closed Schools		890		890	0	(346)
Total	108	30,777	101	30,777	7	(4,764)

- The school balances reserve is currently forecast to reduce by £1.6m in 2020-21. There have been six schools (Lister Primary, St Anthony's Catholic Primary Clayton, St Anthony's Catholic Primary Shipley, St Cuthbert Catholic Primary, St Francis Catholic Primary and St Joseph's Catholic Primary Bingley) that have converted to academy status in 2020-21.
- There are currently five schools (one nursery, three primary and one secondary) forecasting a combined deficit balance of £4.8m. The main concern remains with Hanson Secondary where the deficit balance is forecast to increase from £4.3m at the end of 2019-20 to £4.7m at the end of 2020-21.
- In setting the 2020-21 Schools Budget, £0.915m of the School Contingency balance of £21.987m was allocated to support the overall schools budget from April 2020 with the rest to support future year schools budget.
- Continued COVID-19 responses, and summer term full lockdown, is forecasted to impact negatively on the financial positions of Dedicated Schools Grant (DSG) funded schools and academies and other providers this year. The full extent of this impact, and its implications for balances held by maintained schools at the end of 2020/21, will become clearer as further budget monitoring information is collected. School budgets have been (and continue to be) affected by increased expenditure and reduced private income. Although the full lockdown in the summer term had a clear and immediate direct financial impact, the budgets of schools continue to be affected. For quarter 1, for the period April to June only, maintained schools indicated an overall gross negative financial impact of £2.07m; £1.10m from additional costs and £0.97m from lost income. Against this gross cost, schools have made some operational savings on normal activity and have accessed

the Furlough scheme and the DfE's exceptional funds scheme. Accounting for these, the estimated net negative financial impact only on maintained schools and only for quarter 1 is £1.24m. The financial implication of COVID-19 on DSG funded schools and other providers is a matter that the Schools Forum continues to closely monitor.

Capital Expenditure

- 16.1 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.
- 16.2 The profiled resource position for 2020-21 for the Capital Investment Plan stands at £133.5m. To the end of September there has been total spend of £27.3m, an increase of £22.5m since the end of May 2020. A summary by service is shown below with a detailed monitor in Appendix 2.

Scheme Description	Q1 Re profiled Budget 2020-21	Changes	Re profile Budget 2020-21	Spend 30 Sept 20	Budget 21-22	Budget 22-23	Budget 23-24 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	1.8	0	1.8	0	4.2	1.5	0	7.5
Children's Services	20.8	3.3	24.1	9.1	9.8	2.3	0	36.2
Place - Economy & Development Services	12.8	1.8	14.6	1.5	27.7	10.9	8.2	61.4
Place - Planning, Transport & Highways	22.8	5.5	28.3	8.3	63.1	112.0	16.5	219.9
Place - Other	19.3	1.1	20.4	7.0	11.1	13.9	10.5	55.9
Corp Service – Estates & Property Services	9.9	2.5	12.4	1.4	4.8	0.1	0	17.3
TOTAL - Services	87.4	14.2	101.6	27.3	120.7	140.7	35.2	398.2
Reserve Schemes & Contingencies	33.1	-1.2	31.9	0	127.1	119.5	57.3	335.8
TOTAL	120.5	13.0	133.5	27.3	247.8	260.2	92.5	734.0

- 16.3 Overall there has been an increase in the budget of £23.0m to £734m. This relates to:
- £17.9m of new schemes, the main ones being the Alternative Energy Centre, TFD Community Hub, IT Digital Strategy and new grants for Home Energy Efficiencies, Towns Fund and Highways, including Potholes.
 - £5.6m of additional spend on current schemes already included in the Capital Plan. The main ones included in Services being grants for School capital works and additional grants for current Highways projects.
 - £0.5m reduction for a scheme that has changed how it was funded and now using the General Contingency Budget.
- 16.4 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets were re-profiled into future years for the Quarter 1 Finance Position Statement but further work is required to ensure accurate profiling of the capital spend over the next four years.
- 16.5 Other things to note are:

- CS0460 Mitre Court (CPU) there have been changes in the funding, £0.25m no longer funded by reserves. It will now be corporate funding.
- CS0383 Jacobs Well Demolition and CS0427 Coroner's Equipment have underspent on budgets by £0.082m and £0.04m respectively and it is proposed that this is used for additional works in the 2020-21 Property Programme.

Capital Programme 2020-21 Update

- 16.6 The latest forecast for expenditure for 2020-21 is £88.8m, compared to a revised budget of £133.5m. Spend to the end of September 2020 is £27.3m. A summary by service is shown below with a detailed monitor in Appendix 2.

Budget, forecast and spend to date as at 30 September for 2020-21

	Revised Budget 2020-21 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2020 £m	Spend to date as a % of forecast %
Health and Wellbeing	1.8	1.3	-0.5	0	0
Children's Services	24.1	22.0	-2.1	9.1	41.3
Place - Economy & Development	14.6	10.5	-4.1	1.5	14.2
Place - Planning, Transportation & Highways	28.3	22.8	-5.5	8.3	36.4
Place – Other	20.4	19.7	-0.7	7.0	35.5
Corporate Resources – Estates & Property	12.4	9.7	-2.7	1.4	14.4
Reserve Schemes & Contingencies	31.9	2.8	-29.1	0	0
TOTAL - All Services	133.5	88.8	-44.7	27.3	30.7%

- 16.7 There is a forecast capital programme variance of £44.7m between the budget and the latest expenditure forecast. We are aware that there is additional Covid-19 capital spend currently within Revenue and further work needs to be completed to identify and allocate correctly to capital spend. Covid-19 has caused delays for some major schemes and this has impacted on current schemes progressing and also the development of Reserve 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.
- 16.8 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

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

City Centre Bollards – £0.21m is required to replace 15 non-operational bollards in the Bradford City Centre. The objectives are to create a fully

operational automated bollard system which will create a safe environment for pedestrians within Bradford City Centre and only allow vehicular access between allocated times for deliveries to businesses. This will be funded by corporate borrowing from the General Contingency Budget.

Appendix 2 shows the Capital Investment Plan as at 30th September and additional to this the October PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the Quarter 3 CIP.

IT Core Infrastructure – £3.7m was agreed as a Reserve scheme in the February 2020 Budget, £3m has been previously approved and £0.7m remains included in Reserve schemes for IT Capital Projects (CS0445z). Of this £0.194m has been identified as being needed to replace the internet pipe and increase the bandwidth that the Council is able to access. This would increase the capacity for working from home, provide more capacity for public access to WiFi at Council buildings and increase capacity for accessing cloud services. It will be funded by corporate borrowing as planned.

Libraries IT Infrastructure –£0.22m for equipment and installation costs for the replacement of the Regional Library Management System and replacement and extension of self-service machines. The Management System and self-service machines are an essential part of Libraries service deliver and in line with the new libraries model. The new systems will generate annual revenue savings and part of the capital spend (£0.06m) will be funded from this and the remainder (£0.16m) will be corporate borrowing from the General Contingency Budget.

Ilkley Lido overspend and additional budget – £0.460m was approved and included in the Capital Investment Plan in November 2019 to replace the pool tank at the Lido. Due to unforeseen circumstances that have arisen during excavation works, a further £0.333m is required to re-instate the hand rail and re-enforce the structure of the deep end wall. Although surveys were completed prior to starting the project it was not until the work had started, and concrete removed from the deep end that the scale of the issues were identified. Also as the building is Grade II listed the hand rail has to be re-instated as part of the renovation.

Following extensive excavation work as part of the renovation, it was noted that the existing pipe work and filtration system was not fit for purpose. This was not included in the original scheme but it is an ideal opportunity to install the new system. There are additional extensive ground works required to install the system and replacing the system whilst the current works are underway would save on these costs. Also if we were to delay the installation, it could potentially close down the lido for another season, costing Bradford Council in excess of £0.2m income. The cost of installing the balance tank and pipe work is £0.322m.

The total cost of both projects is £0.655m and the works are required to enable the Lido to open in 2021. Both items are a health and safety necessity, to allow the safe use for customers and the safe operation for staff. The overspend will be mitigated at year end by the additional contingency that was set aside in the 2020-21 Quarter 1 Finance Position Statement for future budget requests within the Capital Investment Plan.

- **Affordable Housing Programme 2015-18** – The scheme was approved as part of the 2015-16 Capital Investment Plan. During the completion of the build additional works have been completed and an additional £1.75m was approved in Autumn 2019. Since then further additional works have been identified and an additional £1.075m is required to complete the scheme. This is to be funded by a combination of additional grant income and/or commuted sums.

The following schemes have been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.

Alhambra Theatre Pit Lift – The Theatre does not currently have a pit lift, a mechanical lift which can be used to transport heavy technical equipment from the orchestra pit onto the stage. The works are planned to be completed in Autumn 2020, whilst the Theatre is closed, and will ensure safe working practices and maintain standards as a number one receiving theatre. It is a new scheme and £0.09m has been requested to be funded from the Contingency Budget.

Capital Resources

- 16.10 The capital programme is reviewed on an on-going basis to confirm the capital resources required to finance 2020-21 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2020-21, 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.
- 16.11 Capital receipts from the sale of fixed assets exceed £1.5m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. It should be noted that over £1.0m of the capital receipts is in ring fenced Housing sales. The Council has received an additional £16.7m in capital grants and contributions so far this year.
- 16.12 £1.8m of loans have matured in July 2020 with an average rate of interest of 9.8%. No further loans are due to mature in 2020-21 and to date no new borrowing has been undertaken.

Additional Covid-19 related Government Support

- 17.1 The below paragraphs provide an update on the additional Government support that's been provided by the government to the Council to either distribute to other entities, or help cover the additional costs and losses being incurred by Council run services.
- 17.2 **Business Rates Grants** – The Council has been provided with £136m of Business Rates grants to pass on to qualifying businesses in the district. As at 9th October, £124.9m had been distributed to over 11,000 businesses. £6.8m was also received for a Discretionary Business Support scheme and the Council has distributed around this amount to 1,000 businesses.

- 17.3 **Hardship Fund** – The Council has been provided with £5.832m of Hardship Fund Grant. This has been distributed at a rate of up to £150 per Council Tax Reduction Scheme recipient.
- 17.4 **Test & Trace Support Payments** – The Council has been provided with £311k to support people on low incomes who are unable to work from home if they are told to self-isolate by NHS Test and Trace and will lose income as a result.
- 17.4 **Track & Trace** – £3.8m has been provided to establish a Track and Trace system as outlined previously.
- 17.5 **Infection Control Grant** - £10.1m has been provided to assist with infection control in social care settings.
- 17.6 **Emergency Section 31 Grants** - £36.7m has been provided to help the Council with the additional costs of Covid - £2.7m of this was used in 2019-20, with the remaining £34m being used in 2020-21. These emergency grants are currently held in reserves, but they will be drawn down before year end. At the time of writing an additional tranche of funding is expected.
- 17.7 **Sales Fees and Charges Compensation Scheme** – The government has created a scheme to compensate Councils for Sales Fees and Charges income losses. Under the scheme, the Government compensates qualifying income losses at 75p in the £1 of all losses after 5% of budgeted losses have been absorbed by the Council. The Council also has to take reasonable steps to mitigate those losses as far as possible. The first claim has been submitted to MHCLG for and we expect to claim c£12.6m by year end.
- 17.8 **Furlough** – The Council has participated in the Treasury's furlough scheme for mainly casual staff, and shielded staff based in Theatres, Museums, Libraries, Sports Centres, ISG and Outdoor Education centres. The total amount claimed up to the end of October is expected to be c£1.1m for approximately 290 staff.
- 17.9 **New Burdens Grant** – The Council has been provided with £275k to help fund the additional administration required as a result of the Business Rates Grants Hardship Grants, and Track and Trace support grants
- 17.10 **High Streets Fund** - £477k has been provided by Government to help the Council support business communities with measures that enable safe trading in public places. The Fund will particularly focus on high streets, as well as other public places that are at the heart of towns and cities gearing up to reopen as safe, welcoming spaces.
- 17.11 **Business Improvement District Covid-19 Support Funding** – A total of £42k has been paid out to the Bradford (£24k), Keighley (£12k), and Ilkley (£8k) BIDs.

18.0 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 has been provided in Appendix 3.

19.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. If General Fund Reserves are used to support the budget they will need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years. There are no other legal implications arising from this report.

20.0 OTHER IMPLICATIONS

21.1 EQUALITY & DIVERSITY

None

22.1 SUSTAINABILITY IMPLICATIONS

None

23.1 GREENHOUSE GAS EMISSIONS IMPACTS

None

24.1 COMMUNITY SAFETY IMPLICATIONS

None

25.1 HUMAN RIGHTS ACT

None

26.0 TRADE UNION

None

27.0 WARD IMPLICATIONS

None

28.0 IMPLICATIONS FOR CORPORATE PARENTING

None

29.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

30.0 NOT FOR PUBLICATION DOCUMENTS

None

31.0 RECOMMENDATIONS

That the Executive

- 31.1 Note the contents of this report
- 31.2 Approve the £3.1m of additional support for Adult Social Care providers as detailed in section 3.7. Funding to derive from Emergency Covid Grants.
- 31.3 Approve £100k of additional support for the Social Care team in Legal Services to help manage increased caseloads. Funding to derive from Emergency Covid Grants.
- 31.4 Approve the following capital expenditure schemes.
- £0.21m for new automated Bradford City Centre Bollards as part of the on-going replacement programme. This will be funded by corporate borrowing from the General Contingency Budget.
 - £0.194m for IT Core Infrastructure projects to increase the bandwidth for internet access. The scheme to be funded by using the previously agreed budget in February 2020 from the remaining £0.7m Reserve schemes for IT Capital Projects.
 - £0.22m for the purchase and implementation of a new Libraries Management System and self-service machines. The will be funded by a mixture of corporate borrowing and savings on annual maintenance costs.
 - £0.655m additional budget to enable the completion of unforeseen works at Ilkley Lido and a new scheme to replace the water filtration system. This will be funded by the additional contingency that was set aside in the 2020-21 Quarter 1 Finance Position Statement for future budget requests within the Capital Investment Plan.
 - £1.075m Affordable Housing Programme. This is to be funded by a combination of additional grant income and/or commuted sums.

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

- £0.09m for works to install a Stage Lift at the Alhambra Theatre. This will be funded by corporate borrowing from the General Contingency

32.0 APPENDICES

Appendix 1 Reserves Statement as at 30th September 2020

Appendix 2 Capital Investment Plan

Appendix 3 Risk Register

33.0 BACKGROUND DOCUMENTS

- Medium Term Financial Strategy update 2021-22 to 2023-24 8th Sept 2020
- Qtr 1 Finance Position Statement 2020-21 – Executive 7th July 2020
- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20th 2020.

Reserves Statement as at 30th September 2020

Appendix 1

	Opening Balance £000	Movement in 2020-21 £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	328	0	328	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.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	-1,775	0	To mitigate and smooth the impact of any future increases in insurance premiums.
Better Use of Budgets	0	0	0	To cover deferred spend on priority work from 2019-20.
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	3,741	0	3,741	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	1,495	0	1,495	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	12,943	-1,125	11,818	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	946	0	946	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
				some demolition work.
Match Fund Basic needs Grant	700	0	700	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	609	-300	309	To be moved to Local Plan reserve in 2020
Implementation Reserve	1,108	0	1,108	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	-1,000	1,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	4,696	0	4,696	To provide for the costs of future redundancies
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	52,573	0	52,573	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	As above.
Markets Compensation	648	0	648	Statutory compensation obligation for terminating tenancies
Finance Works Reserve				Reserve to fund additional project
	94	0	94	Finance Work including Housing Revenue Account.
ICT Programmes Budget	3,133	0	3,133	To fund future ICT projects
Children Services Investment Fund	1,039	0	1,039	Remainder of £6.5m of one off investment approved as part of 2018-19 budget
S31 Business Rate Grants Reserve	16,854	0	16,854	
Covid 19 funding allocation Reserve	13,011	20,715	33,726	Remaining Emergency grant from Government
Indexation Pressures Reserves	0	1,431	1,431	Reserve to cover any in year costs above the 2% budgeted pay award.
Project Feasibility Reserve	0	1,000	1,000	
Sub Total	125,991	18,946	144,937	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
Markets	102	300	402	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,239	300	5,539	
D. Service Earmarked Reserves	33,342	603	33,945	See overpage
E. Revenue Grant Reserves	17,160	-344	16,816	
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	31,922	0	31,922	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	46,922	0	46,922	
G. HRA Reserves	0	502	502	
Grand total	238,954	20,007	258,961	

Departmental Earmarked Reserves Statement at 30th September 2020

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	2,049	-100	1,949	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	2,772	-100	2,672	
Children Services				
BSF Unitary Charge	8,572	0	8,572	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	6,583	0	6,583	See above
Travel Training Unit	354	0	354	To provide travel training to Children with SEND to encourage independent travel.
Early Help Enabler Support	277	0	277	To help support Early Help programme
Early Help Workforce Development	34	0	34	To fund time limited Prevention & Early Help Work
Retail Academy (Skills for Employment)	197	0	197	Skills for work
Prevention & Early Help	500	0	500	To fund time limited Prevention & Early Help Work
SEND Inspection Resource	94	0	94	To provide resource to assist with preparation for inspection.
One Workforce Reserve	910	0	910	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	216	0	216	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	337	0	337	Training for post 16 Children through Industrial Centres of Excellence.
Training Work Programme (Skills for Work)	465	0	465	Skills for Work
Total Children	18,539	0	18,539	

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
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
Taxi Licensing	419	0	419	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
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
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	Fund for museum improvement
Council Housing Reserve	502	-502	0	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	468	0	468	A statutory requirement that fees can only be generated and retained within the HMO licencing function.
VCS Transformation Fund	317	0	317	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.
PT&H - Local Plan Reserve	0	300	300	
City Park Sinking Fund	710	0	710	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
				Growth
Private Housing Rented Option	200	0	200	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	101	0	101	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	50	0	50	Contingency for temporary accommodation/B&B expenditure
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	176	0	176	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	813	0	813	Approval obtained to roll over unspent monies in recognition of the need to take a strategic and planned approach to stimulating growth, delivery and spend
Housing CPNI Reserve	250		250	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	82	0	82	Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	0	700	700	
Waste Services Reserve	1,000	0	1,000	
City of Culture Reserve	400	0	400	
Department of Place	9,782	498	10,280	
Corporate Resources				

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
Schools Traded HR Reserves	89	0	89	To mitigate the risk of changes in customer base.
Workforce Development	34	0	34	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	130	205	335	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	302	0	302	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.
Additional cost of projects including legal and 3rd party costs Reserve	27	0	27	Legal and other costs associated with estates projects
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	58	0	58	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	53	0	53	Residual funding for on-going programme promoting and facilitating community asset transfers
Payroll Reserve	100	0	100	To mitigate any reductions in schools trading
Central Admin Estates Security	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	484	0	484	To help smooth effect of price spikes.
Total Corporate Resources	2,249	205	2,454	
Total Service Earmarked Reserves	33,342	603	33,945	

Capital Investment Plan

Appendix 2

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing														
CS0237a	Great Places to Grow Old	500	0	500	300	2	3,000	1,500	0	0	0	0	5,000	5,000
CS0237b	Keighley Rd Extra Care Fletcher Court	35	0	196	300	-119	0	0	0	0	0	0	196	196
CS0237c	Keighley Rd Residential Care Valley View	511	0	350	128	-43	0	0	0	0	350	0	0	350
CS0373	BACES DFG	465	0	465	465	163	443	0	0	0	0	0	908	908
CS0239	Community Capacity Grant	202	0	202	48	42	750	0	0	0	952	0	0	952
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
Total - Health and Wellbeing		1,822	0	1,822	1,350	45	4,193	1,500	0	0	1,411	0	6,104	7,515
Children's Services														
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	1,184	684	1,868	1,873	1,873	0	0	0	0	1,868	0	0	1,868
CS0030	Capital Improvement Work	410	74	484	484	311	0	0	0	0	484	0	0	484
CS0240	Capital Maintenance Grant	4,014	0	4,014	2,852	868	2,869	0	0	0	6,883	0	0	6,883
CS0244a	Primary Schools Expansion Programme	2,358	0	2,358	1,880	451	1,298	0	0	0	3,656	0	0	3,656
CS0244b	Silsden School	7,207	0	7,207	6,678	3,498	2,000	465	0	0	9,672	0	0	9,672
CS0244c	SEN School Expansions	3,128	500	3,628	3,628	568	1,000	0	0	0	4,628	0	0	4,628
CS0362	Secondary School Expansion	2,401	0	2,401	2,401	1,487	2,500	1,798	0	0	6,699	0	0	6,699
CS0421	Healthy Pupil Capital Grant	65	0	65	65	22	120	0	0	0	185	0	0	185
CS0436	Children's Home (A) & (B)	0	900	900	900	0	0	0	0	0	250	0	650	900
CS0488	Digital Strategy	0	1,200	1,200	1,200	0	0	0	0	0	0	0	1,200	1,200
CS0314	Foster Homes Adaptation	0	25	25	25	25	0	0	0	0	25	0	0	25
Total - Children's Services		20,767	3,383	24,150	21,986	9,103	9,787	2,263	0	0	34,350	0	1,850	36,200
Place - Economy & Development Services														
CS0136	Disabled Housing Facilities Grant	4,000	0	4,000	3,000	858	3,390	4,392	2,028	5,753	13,810	0	5,753	19,563
CS0137	Development of Equity Loans	800	0	800	400	152	1,195	1,211	451	0	1,627	0	2,030	3,657

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0144	Empty Private Sector Homes Strat	1,151	0	1,151	1,151	338	825	831	0	0	0	0	2,807	2,807
CS0465	Civica IT Housing	10	-10	0	0	0	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	-96	0	-96	794	89	0	0	0	0	0	-96	0	-96
CS0496	Town Fund Keighley & Shipley	0	1,500	1,500	1,500	0	0	0	0	0	1,500	0	0	1,500
CS0250	Goitside	0	0	0	0	0	178	0	0	0	0	0	178	178
CS0280	Temp Housing Clergy House	46	0	46	46	6	0	0	0	0	0	0	46	46
CS0084	City Park	192	0	192	192	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	883	0	883	110	23	5,000	0	0	0	0	0	5,883	5,883
CS0228	Canal Road	0	0	0	0	0	100	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	356	0	356	20	0	0	0	0	0	0	0	356	356
CS0266	Superconnected Cities	329	0	329	50	0	500	0	0	0	0	0	829	829
CS0446	Staithgate La Enterprise Zone site Site Investigation works	13	0	13	0	0	0	0	0	0	13	0	0	13
CS0291	One City Park (fmr Tyrls)	800	0	800	800	0	6,700	0	0	0	7,500	0	0	7,500
CS0265	LCR Revolving Econ Invest Fund	658	0	658	0	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	43	0	43	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	21	0	21	0	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	3,001	0	3,001	2,000	50	8,760	4,500	0	0	1,260	4,371	10,630	16,261
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	596	100	0	1,000	0	0	0	0	0	1,596	1,596
CS0408	Top of town	0	325	325	325	0	0	0	0	0	0	0	325	325
Total - Place - Economy & Development Serv		12,803	1,815	14,618	10,531	1,516	27,648	10,934	2,479	5,753	26,368	4,275	30,789	61,432
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
CS0285	Blight Sites	517	0	517	300	1	650	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	528	0	528	528	12	0	0	0	0	528	0	0	528
CS0372	Countryside S106 Projects	510	0	510	30	5	0	0	0	0	510	0	0	510
CS0091	Capital Highway Maint	4,952	0	4,952	4,952	3,428	0	0	0	0	4,952	0	0	4,952
CS0095	Bridges	201	0	201	201	24	0	0	0	0	201	0	0	201
CS0096	Street Lighting	132	0	132	132	39	0	0	0	0	132	0	0	132

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0099	Integrated Transport	73	0	73	73	0	0	0	0	0	73	0	0	73
CS0168	Connecting the City (Westfield)	9	0	9	9	19	0	0	0	0	9	0	0	9
CS0172	Saltaire R/bout Cong& Safety Works	279	0	279	0	0	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	0	0	9	60	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	3,373	1,434	4,807	4,651	2,296	34,448	93,147	0	0	132,402	0	0	132,402
CS0396	WYTF Corr Imp Projects	2,720	0	2,720	958	122	5,077	3,000	0	0	10,797	0	0	10,797
CS0296	Pothole Funds	0	3,536	3,536	3,536	155	400	0	0	0	3,936	0	0	3,936
CS0306a	Strategic Transp Infrastr Priorit	780	0	780	0	0	2,000	0	0	0	0	0	2,780	2,780
CS0302	Highways Prop Liab Redn Strat	59	0	59	0	8	0	0	0	0	59	0	0	59
CS0319	Challenge Fund	817	0	817	817	362	0	0	0	0	817	0	0	817
CS0323	Flood Risk Mgmt	177	0	177	177	36	0	0	0	0	177	0	0	177
CS0329	Damens County Park	106	0	106	0	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	29	0	29	29	0	500	0	0	0	529	0	0	529
CS0371	LTP IP3 Public Transport	0	0	0	0	5	0	0	0	0	0	0	0	0
CS0379	NPIF UTM	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	17	0	17	17	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Rds	10	0	10	10	2	0	0	0	0	10	0	0	10
CS0398	Bfd City Ctre Townscape Herit	560	0	560	100	9	845	290	1,000	0	2,445	0	250	2,695
CS0430	Hwys Maint Fund Oct18	382	0	382	382	196	0	0	0	0	382	0	0	382
CS0432	Steeton/Silsden Crossing	90	0	90	90	33	0	0	0	0	90	0	0	90
CS0423	Highways IT upgrade	50	0	50	0	0	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	29	0	29	29	0	0	0	0	0	29	0	0	29
CS0450	CILS payments	0	0	0	63	63	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Rds 1920	196	0	196	196	37	0	0	0	0	196	0	0	196
CS0454	Area Comm ITS 1920	72	0	72	72	71	0	0	0	0	72	0	0	72
CS0434	Smart Street Lighting	670	0	670	2,225	114	14,399	14,852	14,128	1,370	0	45,419	0	45,419
CS0455	IP4 projects	1,389	0	1,389	194	58	1,201	0	0	0	2,590	0	0	2,590
CS0456	WY Integrated UTM Centre	432	0	432	432	163	0	0	0	0	432	0	0	432
CS0464	Ben Rhydding Railway Station Car Park	845	0	845	50	21	500	750	0	0	2,095	0	0	2,095
CS0467	Transforming Cities Fund (TCF)	261	0	261	289	550	0	0	0	0	261	0	0	261

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0469	IP4 Safer Roads 20-21	932	0	932	932	198	0	0	0	0	932	0	0	932
CS0470	IP4 Safer Roads 21-22	0	0	0	0	1	932	0	0	0	932	0	0	932
CS0471	Clean Air Zone	747	0	747	747	0	2,132	0	0	0	2,879	0	0	2,879
CS0483	LTP grant 2021	0	0	0	40	0	0	0	0	0	0	0	0	0
CS0486	Active Travel Fund Programme	0	543	543	543	199	0	0	0	0	543	0	0	543
Total Place - Planning, Transportation & Highways		22,780	5,513	28,293	22,827	8,288	63,084	112,039	15,128	1,370	170,142	45,469	4,303	219,914
Dept of Place - Waste, Fleet & Transport														
CS0060	Replacement of Vehicles	4,356	0	4,356	5,000	4,091	3,000	3,000	0	0	0	10,356	0	10,356
CS0435	Sugden End Landfill Site	1,145	0	1,145	1,644	1,223	500	0	0	0	0	0	1,645	1,645
CS0415	Shearbridge Depot Security	89	0	89	89	0	0	0	0	0	0	0	89	89
CS0359	Community Resilience Grant	13	0	13	13	0	0	0	0	0	13	0	0	13
CS0463	Waste Trommel	115	0	115	115	115	0	0	0	0	0	115	0	115
Total Place - Waste, Fleet & Transport		5,718	0	5,718	6,861	5,428	3,500	3,000	0	0	13	10,471	1,734	12,218
Dept of Place - Neighbourhoods & Customer Services														
CS0066	Ward Investment Fund	0	0	0	35	0	35	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	25	0	0	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	158	0	158	50	0	0	0	0	0	0	0	158	158
Total Place - Neighbourhoods & Customer Services		183	0	183	85	0	35	0	0	0	0	0	218	218
Dept of Place - Sports & Culture														
CS0151	Building Safer Commun	26	0	26	0	0	0	0	0	0	26	0	0	26
CS0328	Cliffe Castle Various	15	0	15	0	0	0	0	0	0	15	0	0	15
CS0340	St George's Hall	33	0	33	33	27	0	0	0	0	0	0	33	33
CS0487	Alhambra Theatre Lift	0	90	90	90	43	0	0	0	0	0	0	90	90
CS0129	Scholemoor Project	0	0	0	0	0	0	0	83	0	83	0	0	83
CS0162	Capital Projects - Recreation	1,346	0	1,346	1,346	299	10	0	0	0	1,356	0	0	1,356

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0229	Cliffe Castle Restoration	88	0	88	88	1	0	0	0	0	88	0	0	88
CS0347	Park Ave Cricket Ground	0	0	0	0	2	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	200	0	200	0	0	820	0	0	0	700	0	320	1,020
CS0403	Bereavement Strategy	7,086	0	7,086	7,099	799	4,750	8,100	3,245	0	0	7,000	16,181	23,181
CS0277	Wyke Community Sport Hub	2,613	0	2,613	613	4	2,000	523	0	0	2,474	0	2,662	5,136
CS0245	Doe Park	37	0	37	0	1	0	0	0	0	37	0	0	37
CS0459	Ilkley Lido Tank	374	0	374	874	242	0	0	0	0	0	115	259	374
CS0461	Shipley Gym extension & equipment	163	0	163	163	10	0	0	0	0	0	0	163	163
CS0458	Doe Park Drainage	40	0	40	0	0	0	0	0	0	0	0	40	40
CS0466	Parks Depots	203	0	203	203	4	0	0	0	0	0	0	203	203
CS0468	Bowling Pool extension	433	50	483	483	0	0	0	0	0	0	433	50	483
CS0356	Sedbergh SFIP	758	0	758	758	40	0	0	0	0	0	0	758	758
CS0354	Squire Lane Sports Facility	0	0	0	0	0	0	2,300	5,400	1,700	0	0	9,400	9,400
CS0482	Marley Replacement Pitch	0	329	329	345	70	0	0	0	0	329	0	0	329
CS0489	Lister Park Playable Spaces	0	650	650	650	10	0	0	0	0	0	0	650	650
Total - Dept of Place - Sports & Culture		13,415	1,119	14,534	12,745	1,630	7,580	10,923	8,728	1,700	5,108	7,548	30,809	43,465
Corp Resources - Estates & Property Services														
CS0094	Museum Store	500	0	500	0	0	0	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	689	0	689	189	0	0	0	0	0	0	0	689	689
CS0443	Property Programme 19-20	643	0	643	643	48	0	0	0	0	0	0	643	643
CS0475	Property Programme 20-21	1,755	0	1,755	1,755	153	525	0	0	0	0	0	2,280	2,280
CS0230	Beechgrove Allotments	0	0	0	148	0	148	0	0	0	148	0	0	148
CS0050	Carbon Management	544	0	544	531	63	250	0	0	0	0	0	874	874
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	64	0	64	64	27	0	0	0	0	64	0	0	64
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	0	50	0	0	50
CS0495	Bradford LAD1 Scheme	0	421	421	421	0	1,000	0	0	0	1,421	0	0	1,421
CS2000	DDA	50	0	50	50	0	62	59	50	0	0	0	221	221
CS0381	Godwin St	1,559	0	1,559	1,100	326	0	0	0	0	1,559	0	0	1,559
CS0409	Coroner's Court and Accommodation	1,898	0	1,898	1,500	58	1,778	0	0	0	0	0	3,676	3,676

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0383	Jacobs Well demolition	87	0	87	5	5	0	0	0	0	0	0	87	87
CS0427	Coroner's Equipment	285	0	285	245	245	0	0	0	0	0	0	285	285
CS0460	Mitre Court CPU Property & Equip	1,690	0	1,690	845	0	0	0	0	0	250	0	1,440	1,690
CS0457	Simpson Green - roof	41	0	41	41	1	0	0	0	0	0	0	41	41
CS0445	Core IT Infrastructure	64	2,000	2,064	2,064	434	1,000	0	0	0	64	0	3,000	3,064
Total Corp Resources – Estates & Property Services		9,919	2,421	12,340	9,651	1,360	4,763	59	50	0	3,556	0	13,656	17,212
Reserve Schemes & Contingencies														
CS0395z	General Contingency	1,354	-750	604	604	0	1,000	1,000	1,000	0	0	0	3,604	3,604
CS0397z	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	0	0	0	6,000	6,000
CS0399z	Strategic Acquisition	13,460	0	13,460	0	0	10,000	10,000	10,000	0	0	43,460	0	43,460
CS0400z	Keighley One Public Sector Est	500	0	500	0	0	4,000	9,500	4,000	0	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	0	3,000	0	0	0	0	0	3,000	3,000
2018-19 Schemes														
CS0404z	Sports Pitches	0	0	0	200	0	1,733	4,248	4,250	0	2,400	0	7,831	10,231
CS0404zb	Playgrounds	735	-650	85	0	0	2,900	2,750	0	0	1,385	0	4,350	5,735
CS0405z	City Hall / RFL	0	0	0	0	0	3,000	4,000	3,000	0	2,000	5,000	3,000	10,000
CS0407z	Affordable Housing	500	0	500	0	0	2,000	8,000	10,724	8,000	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	0	0	0	2,675	0	0	0	0	2,675	2,675
CS0381z	Godwin St (fmr Odeon)	4,000	0	4,000	0	0	5,500	2,000	0	0	0	11,500	0	11,500
2019-20 Schemes														
CS0436z	Children's Home (A)	500	-500	0	0	0	0	0	0	0	0	0	0	0
CS0437z	Children's Home (B)	500	-500	0	0	0	0	0	0	0	0	0	0	0
2020-21 Schemes														
CS0060z	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0291z	One City park	0	0	0	0	0	12,800	10,300	0	0	0	23,100	0	23,100
CS0060zb	Electric vehicles/ New street cleansing	1,804	0	1,804	500	0	0	0	0	0	0	1,804	0	1,804
CS0472z	District Heating	250	0	250	0	0	250	4,752	6,702	2,361	6,459	2,871	4,985	14,315

Scheme No	Scheme Description	Q1 Revised 2020-21 Budget	Q2 New Projects	Q2 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 30 Sept 20					Specific Grants, cap receipts, reserves	Funding		Budget Total
							Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 & onwards		Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0473z	Renewable Energy	500	0	500	0	0	3,000	1,500	0	0	2,000	3,000	0	5,000
CS0493z	City Hall	0	0	0	0	0	1,000	1,000	0	0	0	0	2,000	2,000
CS0476z	Additional Building controls	250	0	250	0	0	1,000	500	750	0	0	0	2,500	2,500
CS0477z	CCTV	500	0	500	400	0	475	0	0	0	0	487	488	975
CS0478z	Fly Tipping	300	0	300	0	0	0	0	0	0	0	0	300	300
CS0474z	Transforming cities fund	2,250	0	2,250	0	0	33,000	30,750	0	0	66,000	0	0	66,000
CS0480z	Flood Alleviation	200	0	200	0	0	0	0	0	0	200	0	0	200
CS0481z	City Centre Regeneration Fund	500	0	500	0	0	9,000	0	0	0	0	9,500	0	9,500
CS0471z	Clean Air Zone	2,943	0	2,943	0	0	26,026	24,400	0	0	53,369	0	0	53,369
CS0445z	Core IT Infrastructure 20-21	2,000	-2,000	0	0	0	700	0	0	0	0	0	700	700
CS0484z	New Reserve	0	1,000	1,000	500	0	1,000	0	0	0	0	0	2,000	2,000
CS0485z	Alternative Energy Centre	0	1,813	1,813	200	0	2,114	120	60	1,440	795	4,752	0	5,547
CS0488z	Digital Strategy	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0494z	City Centre Bollards	0	210	210	210	0	0	0	0	0	0	0	210	210
CS0495z	TFD Community Hub	0	200	200	200	0	1,200	0	0	0	0	0	1,400	1,400
Total - Reserve Schemes & Contingencies		33,046	-1,177	31,869	2,814	0	127,148	119,495	45,486	11,801	149,038	141,268	45,493	335,799
TOTAL - All Services		120,453	13,074	133,527	88,850	27,370	247,738	260,213	71,871	20,624	389,986	209,031	134,956	733,973

Bradford Council Strategic Risk Report – Appendix 3



Report Type: Risks Report

Generated on: 8 October 2020

Code & Title		Current Risk Matrix		
SR 1 BCM BCM Critical facilities		<div> <div>Likelihood</div> <div>Impact</div> </div>		
Description		Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable		
			Likelihood	Impact
Type of Risk	District	Yes	Category	High
	Strategic	Yes	Risk Score	3
	Operational	Yes	Total Score	9
Potential Effect of Risk	The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems			
Internal Controls	All services have in place business continuity plans which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council's services are being reviewed in October to include specific risk assessments and mitigation in place for Covid-19 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). The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004 which are: to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water. . The. The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber attack, terrorist related attacks			

	and more.. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. Bradford led on a West Yorkshire Covid-19 table top exercise July 2020 The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation. There is a 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.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team
Date Reviewed	02/10/2020-
Actions / Controls under development	There is a revised format for BCM Planning throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the applicable debriefs that take place. Responses and controls to lower the impact of Covid19 will include but not be limited to; staff working from home wherever possible/practical, additional vehicle resources and staff redeployments around the essential services, vehicle sanitisation and Covid secure offices etc.
Managed By	Susan Spink
Administered By	Gina Glot

Code & Title			SR 2 HSG Inadequate Housing Supply			Current Risk Matrix		
Description			Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of 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. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions could affect the council's direct delivery programme. HRA position yet to be established. The impact of Covid 19 and subsequent recession on housing supply and demand is to be determined.				<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
					Likelihood	Impact		
Type of Risk	District	Yes	Category	Medium	Critical			
	Strategic	Yes	Risk Score	3	3			
	Operational	Yes	Total Score	6				
Potential Effect of Risk		Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. 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
Internal Controls	<p>'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base.</p> <p>Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</p> <p>Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</p> <p>In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all."</p> <p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions.</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans. The two strategies are now published online. 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 including determining whether there is a 5 year supply of deliverable housing land (as required by Government).The Brownfield Register of land available for housing was updated and published in Dec 2019. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published a updated Housing Delivery Test Action Plan (HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2020, 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 SHMA was updated in 2019</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>
Assurance Mechanisms	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019.

Date Reviewed	10-Oct-2020
Actions / Controls under development	<p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government has recently published for consultation further changes to the standard method which would further reduce the housing need figure for the District and other changes which impact on affordable housing delivery. Further more significant changes to the planning system have also been published in a White paper which will impact in longer term on both local plan and housing requirement. Work is ongoing to respond to the consultations and consider the implications for Bradford.</p> <p>Local Plan continues to progress though timescales under review in light of Covid – 19 and the recent consultations on changes to the planning system. Currently aiming to maintain momentum with a consultation on sites and revised strategic policies end of the year/early next year. This will be supported by a range of up to date information on both land supply and supporting demographic updates.</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. The HRA became operational on 1.4.2020 and the scale and scope of the future delivery programme will be developed once the financial modelling for the HRA is complete and signed off by the Auditors.</p>
Managed By	Shelagh O'Neill
Administered By	Gina Glot

Code & Title		SR 3 DEG Delivering Economic Growth			Current Risk Matrix	
Description		Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment. COVID-19 impacts on the economy are significant and will increase as Government support reduces.			<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
					Likelihood	Impact
Type of Risk	District	Yes		Category	Very high	Catastrophic
	Strategic	Yes		Risk Score	4	4
	Operational	Yes		Total Score	16	
Potential Effect of Risk	Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast Inability to raise funds for projects and regeneration projects not completed Potential damage to the Council’s reputation and the Economic Partnership Not able to meet member, government and the public’s expectations Deteriorating physical and infrastructure assets Young people are not equipped to achieve their potential within the district Business failure rate increases and unemployment increases					

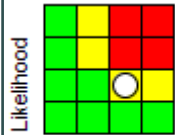
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>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> <p>Rapid deployment of Government grants to eligible businesses.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p> <p>Bradford Economic Recovery Board chaired by Prof Zahir Irani established in September 2020 to develop detailed Recovery Plan.</p> <p>Shipley and Keighley Towns Fund Boards established and developing Town Investment Plans for submission to Government in January 2021.</p>
Assurance Mechanisms	<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>COVID-19 response reports into Gold / Silver / Bronze command structure</p>
Date Reviewed	10-Oct-2020
Actions / Controls under development	<p>Implementation of Economic Strategy – Delivery Plan</p> <p>Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer</p> <p>Economic Development - service reshaping and restructure; recruitment to vacant positions</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; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone.</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. Devo funded Masterplan to be commissioned Jan 2021.</p> <p>Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA.</p> <p>Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.</p>
Managed By	Shelagh O'Neill
Administered By	Gina Glot

Code & Title		SR 4 SCC Safer Cohesive Community			Current Risk Matrix												
Description		An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'			<div><div>Likelihood</div><div>Impact</div><div><table><tr><td>Green</td><td>Yellow</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Red</td></tr></table></div></div>	Green	Yellow	Red	Green	Yellow	Red	Green	Yellow	Red	Green	Yellow	Red
Green	Yellow	Red															
Green	Yellow	Red															
Green	Yellow	Red															
Green	Yellow	Red															
				Likelihood	Impact												
Type of Risk	District	Yes	Category	High	Critical												
	Strategic	Yes	Risk Score	3	3												
	Operational	Yes	Total Score	9													
Potential Effect of Risk	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 Disproportionate adverse impact on the district's most vulnerable communities																
Internal Controls	The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. The Safer Communities Partnership produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. 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. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners. Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. Police Tension reports are reviewed weekly during the coronavirus pandemic to assess any emerging crime trends, some of which could have a bearing on community relations. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.																
Assurance Mechanisms	Ward Assessments provide an annual assessment of community tensions based on above. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. A range of measures have been put in place to support communities and vulnerable people through the COVID 19 restrictions. An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Wellbeing Board and the Council’s Corporate Overview & Scrutiny Committee.																

Date Reviewed	29 September 2020
Actions / Controls under development	<p>The Council is increasing its engagement resources to respond to the national and local restrictions relating to the COVID 19 pandemic. Resources are being centrally administered through a district 'Hub'. These include additional Council Wardens, community engagement teams and COVID 19 Youth Ambassadors. The voluntary sector has also been commissioned to support this work.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group.</p> <p>Police incidents which may have an impact on tension are shared with relevant partners.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives'.</p> <p>A Brexit Preparedness Steering Group meets and considers emerging impacts that includes those with a possibility of community tensions.</p> <p>Tensions monitoring through police logs has been increased to 'daily' during the coronavirus pandemic.</p> <p>Assistant Director Neighbourhoods has weekly calls with senior police colleagues to discuss emerging issues, initiated at the commencement of the coronavirus pandemic.</p> <p>Contracts with key VCS organisations have been extended during the coronavirus pandemic to provide some financial assurance, allowing key voluntary sector partners to play a full and active role in responding to emerging community tension issues.</p>
Managed By	Ian Day
Administered By	Gina Glot

Code & Title			SR 5 BRX Brexit Resilience & Opportunities			Current Risk Matrix	
Description			The full effect of the UK leaving the EU will be felt on 1 st January 2021 when the transition period ends. We are working across the council and with partners to prepare for the implications and opportunities presented by Brexit on our residents and businesses. The impact of Brexit now takes place in the context of the pandemic so risks intertwine.			<div>Likelihood</div> <div>Impact</div>	
					Likelihood	Impact	
Type of Risk	District	Yes		Category	Very high		Significant
	Strategic	Yes		Risk Score	4		21
	Operational	Yes		Total Score	8		
Potential Effect of Risk			There are a number of potential issues that may arise, including: -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				

	<ul style="list-style-type: none"> -Ensuring key services and utilities continue continuity of service and can maintain supply chains – this requires preparing for the legal, regulatory and customs and tariff changes that will come into force on 1st January and subsequently -Ensuring preparedness across business, public services and VCS/community sectors particularly as the impact of Brexit and Covid will now intertwine -Filling skills gaps in social care which have, in the recent past, relied in part on a European Union workforce. -Ensuring our most vulnerable groups and communities are protected from the combined impact of Brexit and Covid.
Internal Controls	<p>CMT has conducted a Brexit Preparedness risk assessment and developed a corporate strategy for mitigating the risks from Brexit, including a no deal Brexit, in so far as the risks can be known and mitigated. From August 2020, the preparedness risk assessment is being reviewed on a light touch, monthly basis. The Council Management Team will be regularly updated on this review.</p> <p>The preparedness risk assessment has been aligned with our wider Covid recovery strategy. We are focussing on four broad thematic areas:</p> <ul style="list-style-type: none"> -Communities and vulnerable groups: ensuring EU residents are aware of impact of changes and supported in securing EUSS – there is a particular focus on vulnerable groups, supporting applications of LAC, monitoring impact on food and fuel poor and on general community cohesion; -Maintaining essential services: ensuring Council and other services and utilities have secure supply chains, workforces and made adjustments to legal and regulatory changes coming and have protected data access; -Businesses and workforce; ensuring businesses are aware of, understand and are motivated to act to prepare for Brexit; -Keeping people informed: promoting awareness across business, VCS and public services sectors and among residents of Bradford on impact of changes and providing advice, guidance and signposting to support preparations
Assurance Mechanisms	We are providing regular reporting to the Council Management Team.
Date Reviewed	28 September 2020
Actions / Controls under development	CMT has 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. A Brexit Preparedness Steering Group co-ordinates and reviews preparations across the Council.
Managed By	Joanne Hyde
Administered By	Phil Witcherley

Code & Title			Current Risk Matrix		
SR 6 ENV Environment and Sustainability					
			Likelihood	Impact	
Type of Risk	District	Yes	Category	Medium	Critical

	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place Damage to Council’s credibility as leader if district-wide targets not met. Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability Need to re-prioritise and reallocate resources. Reduced ability to promote external investment. Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030 which is drawn from the calculated carbon budget for West Yorkshire Combined Authority to adhere to the maximum allowable warming under the Paris Climate Commitment. This requires annual Greenhouse Gas Emissions reductions of around 13.5% between now and 2038. Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall. Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought Actions identified in corporate energy cost reduction plan not delivered Funding for renewable energy and energy efficiency projects not available Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available Wider stakeholder community under resourced to deliver on action commitments Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction Changing legislation, political priorities, targets Global insecurity causing major fluctuations in energy costs				
Internal Controls	Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets. Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network. Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption. 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.				
Assurance Mechanisms	Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against the councils agreed target of maintaining emissions below the levels required to stay within the Paris Climate Commitment of no more than 1.5C of global temperature rise above pre industrial levels				
Date Reviewed	20-May-2020				
Actions / Controls under development	Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the				

	<p>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. 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>
Managed By	Ben Middleton
Administered By	Mark St Romaine

Code & Title		SR 7 FRS Financial Resilience and Sustainability			Current Risk Matrix	
Description		A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to Central Government funding continuing to reduce in the Medium Term, or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the ongoing impact of Covid. The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities. Sept 2020 – the likelihood increased from 2 to 3 based on current MTFS projections and ongoing impact upon Covid on Council finances			<div>Likelihood</div> <div>Impact</div>	
					Likelihood	Impact
Type of Risk	District	No	Category	High	Critical	
	Strategic	Yes	Risk Score	3	3	
	Operational	Yes	Total Score	6		
Potential Effect of Risk		Services run the risk of failing to deliver statutory / minimum standards Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still 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 are not capable of being addressed.				

Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy as regularly updated.</p> <p>Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</p> <p>Budget process fully integrated with the Authority's strategic service and value for money planning.</p> <p>Political engagement in place for budget process.</p> <p>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</p> <p>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.</p> <p>Medium term planning extended over a six year time line, with clear assumptions outlined.</p> <p>Controls on procurement and workforce changes in place</p> <p>Meaningful budget consultation process in place</p> <p>Strict adherence to Reserves Policy.</p> <p>Project Appraisal Group established to scrutinise individual capital business cases.</p> <p>Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications</p> <p>Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding</p>	
Assurance Mechanisms	<p>External Audit inspection of accounts and opinion</p> <p>Internal audit review of internal control mechanisms</p>	
Date Reviewed	30 Sept 2020	
Actions / Controls under development	<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.</p> <p>Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs</p> <p>Increased monitoring of high-risk budgets, including review and monitoring of recovery action</p> <p>Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.</p> <p>Raise financial acumen across the Council to improve decision making</p> <p>Implement Finance for Non-Finance Managers training</p> <p>Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes.</p> <p>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</p>	
Managed By	Chris Chapman	
Administered By	Mark St Romaine	
Code & Title	SR 8 INS Information Security	Current Risk Matrix

Description		Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols Likelihood score reduced from High to Medium reflecting improvements made.			<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div></div><div>Impact</div></div>
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Significant
	Strategic	Yes	Risk Score	2	21
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.				
Internal Controls	Designated SIRO (senior information risk owner) –Director of Finance & IT Assistant Directors/Directors assigned as Information Asset Owners. Cross departmental Information Assurance Group established and regular meetings scheduled Regular DPO / SIRO meetings scheduled to focus priorities 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 / Directors in meeting their IAO responsibilities. Regular reporting on performance information Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents IT Security Policies, guidance and procedures actively maintained and reviewed annually. Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018 Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place. Mandatory training for all staff on Protecting Information Monitoring of participation taking place. Regular Information Governance reporting to CMT and Governance & Audit Cttee				

	The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
Assurance Mechanisms	Regular Information Governance reporting to CMT and Governance & Audit Cttee Enhanced engagement with Information Commissionaires Officer with prompt reporting and liaison introduced ICO confirms council status and perceived risk improved
Date Reviewed	30 September 2020
Actions / Controls under development	On line reporting form being developed for Bradford.gov.uk website Specific training being developed for specialist areas e.g Social Workers
Managed By	Dominic Barnes-Browne
Administered By	Tracey Banfield

Code & Title		SR 9 GOV 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.			<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
					Likelihood	Impact
Type of Risk	District	No		Category	Low	Critical
	Strategic	Yes		Risk Score	1	3
	Operational	Yes		Total Score	3	
Potential Effect of Risk	Increase in fraud. Declining performance. Critical inspection/ external/ scrutiny report. Non-compliance with statute or regulations. Prosecution / financial penalty. Outcomes not delivered Resources not effectively or efficiently allocated and utilised Financial loss. Reputational damage Failure to deliver value for money. Staff reductions may create potential for weakening of key controls through reduced examination and assurance work					

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>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>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>
Assurance Mechanisms	<p>New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018.</p> <p>External Audit independent overview.</p>
Date Reviewed	30 September 2020
Actions / Controls under development	<p>Response to COVID 19 with Gold, Silver Bronze command structure in place will require management review.</p> <p>Establishing new ways of working during current social distancing requirement such as online meetings</p>
Managed By	Joanne Hyde
Administered By	Mark St Romaine

Code & Title		SR 12 ADC Adults Demographic Change				Current Risk Matrix	
Description		Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.				<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div></div><div><div>Impact</div></div></div></div>	
						Likelihood	Impact
Type of Risk	District	No			Category	Medium	Critical

	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	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. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends				
Internal Controls	<p>The Department worked with IMPOWER to review our demand management, saving and transformation plans. This work led to a new 3 year plan based on demand management modelling, which was approved by Executive in 2019 - these plans include renegotiating and remodelling services to help mitigate the pressure.</p> <p>These are currently being reviewed and refreshed to ensure they are still fit for purpose given the impact of Covid-19 on our transformation and change plans. DMT are aiming for the plans to be finalised by end of October. As part of the review work, discussions are also taking place with the Finance and corporate leadership on plans to mitigate pressure.</p> <p>Once the plans are finalised then these will be cascaded through the department services/teams as part of a new refreshed engagement strategy – this will ensure that all staff are clear on the pressures, goals and objectives for the department and their specific role in delivering these.</p> <p>Discussions are also taking place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services.</p> <p>The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include</p> <ul style="list-style-type: none">• 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.• 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.• Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.• Working with team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department linking these to Council, service and team plans.• Rolled out bespoke training on the Performance Management Framework to team Managers, which will be repeated on annual basis. Similarly, financial management training will be rolled out to all Team Managers –this will also be repeated on annual basis. <i>Please note that Due to Covid safety arrangements we have had to pause this years training until we can secure a robust digital training platform that allows interactive training to be delivered using the hardware they are using.</i>				
Assurance Mechanisms	At FQP meetings a Performance and Finance report is presented which summarises progress to date. The meeting attendees include reps from Corporate Finance Team and HR. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.				

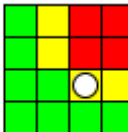
	Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.
Date Reviewed	07 October 2020
Actions / Controls under development	Continue to work with Health Partners as part of the integration of health and social care 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.
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title		SR 13 DSK Delivery of Skills and Training Priority				Current Risk Matrix	
Description		Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	
						Likelihood	Impact
Type of Risk	District	Yes			Category	Medium	Critical
	Strategic	Yes			Risk Score	2	3
	Operational	Yes			Total Score	6	
Potential Effect of Risk	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 Workforce Development Plan 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						
Internal Controls	ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019, with further funding secured for unemployed adults in partnership with Leeds Council to run until September 2022. Skills for Work (SfW) Work Choice and Work Programme contracts continue to run down until final customers leave programme. 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 continue 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. SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning.						

	Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Working group established to shape employment and skills response to the coronavirus pandemic under the Bradford Work brand.	
Assurance Mechanisms	Bradford Employment and Skills Board established to have oversight of the delivery of the Workforce Development Plan, with the Portfolio holder as Chair	
Date Reviewed	20-May-2020	
Actions / Controls under development	<p>Senior management remain engaged with the Combined Authority regarding the Devolution deal which includes devolution of the Adult Education Budget, Skills Capital and commitment to exploring alignment of other skills funding. Officers are working to inform policy, principles and processes for implementing the Deal. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to establish an employment and skills network to both identify and promote good practice and engage with the national policy debate.</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 and supported the opening of the two new post-16 free schools in September 2019. We continue to develop options for A Level provision in the North of the District where Keighley College is developing an academic offer to complement existing provision.</p> <p>The LA is working through differing post-16 partnerships in the 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, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one;</p> <p>The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</p> <p>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>Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.</p> <p>Build a careers 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>Initiation of the Academy within the Health and Social Care Economic Partnership's One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</p> <p>Upscaling the SkillsHouse partnership approach to both lead recovery from the Covid 19 pandemic but also work to address the underlying employment and skills issues in the District supporting local people to upskill and secure work and businesses to hire locally.</p> <p>The District Workforce Development plan has been approved by executive and launched in February. Progress is being made with key actions and workstreams and as above new governance has been established.</p>	
Managed By	Jenny Cryer	
Administered By	Heidi Hardy	
Code & Title	SR 14 SND SEND Services	Current Risk Matrix

Description		Delivery of the SEND Reforms and compliance with the SEND Code of Practice			<div><div>Likelihood</div><div>Impact</div></div>
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk		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		SEND Services have been operational throughout the Covid-19 period. Weekly SEND Partnership meetings have taken place between key partners: LA, CCG and Parents Forum to ensure that priority work has progressed in relation to the SEND Reforms. SEND Workstreams and SEND Strategic Partnership Board have been operating virtually from August. Monthly SEND Inspection preparation meetings with Health colleagues are continuing to address any barriers to progress. Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email contacts and weekly Local Offer communications. Face to face listening events have however been disrupted by the COVID-19 pandemic. Individual Focus Groups are being held with parent/carers groups to feedback on specific topics such as Local Offer and Short Breaks. The backlog of 600 EHCP cases over 20 weeks' compliance has been removed as of March 2020. Additional Management capacity in place to support the creation of efficient and effective SEN Assessment teams. EHCP 20-week compliance rate has continued to improve since March 2020 and is now at 44.9% YTD, this is compared with the National Average of 60.4% (2019). Development work on the Local Offer content and accessibility has taken place throughout the Covid-19 period in partnership with parents/carers and Health colleagues. A peer review with other LAs is being planned. The Local Offer Annual Report was published in August. The Local Area SEF has been reviewed and revised, taking on board regional good practice and learning from previous inspections. Data has now been received from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board. A Local area improvement plan is being developed with key partners based on the SEF and workstream action plans are being revised to align to identified priorities in the improvement plan. Support approved by the DfE June/July from the Council for Disabled Children (CDC) to expedite progress across the Local Area on Joint Commissioning and Coproduction has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people's (CYP) outcomes framework. A review meeting is set with the CDC for 19 th October. Further consultation with CYP and parents/carers is ongoing and support has been approved by the DfE to help in embedding a children and young people's outcomes framework. The LA has been working with the Yorkshire and Humber PfA (Preparation for Adulthood lead) from August and an audit of PfA work has been undertaken, with some good practice identified. Capacity for Supported Internships has been increased through partnership working with MENCAP. Development of SEND Data Dashboard which collates SEND data from all services into a central programme has continued to develop and has been recognised by the DfE and CDC as good practice. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Quarterly progress review meetings are held with the DfE and NHSE, the last meeting was 28/9/20.			

	Ongoing work on the quality of data within the Capita System is supporting more accurate and wider reporting capability. The Capita Portal has been purchased to enhance the work of the SEN Assessment Team and to replace an unsupported Access database. The SEND Transformation and Compliance Manager and Strategic Manager SEN Assessment and Educational Psychology attend fortnightly Regional SEND meetings with regional LAs, DfE and NHSE where good practice is shared. The LA and CCG have Jointly Commissioned the SENDIAS Service from July 2020 and joint contract management arrangements are in place.
Assurance Mechanisms	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams. Quarterly progress review meetings are held with the DfE and NHSE.
Date Reviewed	29-Sept-2020
Actions / Controls under development	Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. Development of SEND Data Dashboard which collates SEND data from all services into a central programme is on-going to improve the quality of SEND reporting. Development of a Health Data Dashboard to feed into LA dashboard. Coproduction and engagement plan across the Local Area. Joint Commissioning Strategy 2020. Capita Portal Project 11.
Managed By	Marium Haque
Administered By	Heidi Hardy

Code & Title		SR 15 OIP Ofsted Improvement Plan				Current Risk Matrix	
Description		The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk				<div>Likelihood</div>  <div>Impact</div>	
				Likelihood	Impact		
Type of Risk	District	No		Category	Medium	Critical	
	Strategic	Yes		Risk Score	2	3	
	Operational	Yes		Total Score	6		
Potential Effect of Risk	Poor reputation Intervention by DfE of local authority services Financial						

Internal Controls	<p>Children's Services Improvement Board is in place and independently chaired by Stuart Smith appointed by the DfE. The Board continues to scrutinise the improvement work and there is good progress being made evidenced through the improvement plan and vital signs reports. Children's Social Care have continued to deliver services with contingency planning in place to deliver their core business and make improvements during the continued Covid 19 restrictions. The new Children's Social Care leadership and management structure is now fully in place since March 2020 and embedding with a high focus on compliance and quality of practice. A recent review by the DfE describe this as providing Inspirational Leadership</p> <p>The Innovation and Improvement Project Team continue in post with key projects underway for critical areas of improvement working with the CSC management arrangements for sustainability of new models of working and practice. Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted report that 'Senior managers have recently implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators'</p> <p>Self-evaluation tools for front line practice reflect current status of practice which is driving improvement, this is alongside the improvement being made through the key projects. All of this work is within the refreshed Children's Improvement Plan (June 2020) which shows increased pace in the work required. This work continues to be recognised by Ofsted as the LA working in the right direction. Children's Services are currently preparing for an expected Assurance visit by Ofsted which will provide progress for members and strategic leaders in due course.</p>
Assurance Mechanisms	Future Ofsted Inspections
Date Reviewed	07-10-2020
Actions / Controls under development	Plan Inspection Timetable
Managed By	Mark Douglas
Administered By	Heidi Hardy

Code & Title		SR 16 EAT Educational Attainment			Current Risk Matrix
Description		Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.			<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div> 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Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
Date Reviewed	20-May-2020
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 National funding programme to support pupils in academic year 2020/21 will support individual schools with gaps in attainment caused by school closure due to pandemic. Bespoke support programmes to schools to ensure transition back to normal school life is achieved smoothly
Managed By	Sue Lowndes
Administered By	Heidi Hardy

Code & Title		SR 17 CSI Children Safeguarding Incident				Current Risk Matrix	
Description		A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.				<div><div>Likelihood</div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><d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	<p>An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams.</p> <p>Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards.</p> <p>Additional managers and social workers have been recruited to address the demand issues</p> <p>Social work pay has been uplifted and a recruitment programme put in place. Mandatory training is in place for all staff.</p> <p>MASH/Front Door</p> <p>Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>
Assurance Mechanisms	<p>The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements.</p> <p>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.</p> <p>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>
Date Reviewed	20-May-2020
Actions / Controls under development	<p>A review of caseload allocation has been put in place to ensure resources are aligned to need. Caseloads for social work teams have now manageable.</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.</p> <p>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>
Managed By	Jenny Cryer
Administered By	Heidi Hardy

Code & Title	SR 18 COV COVID 19 Multiple Outbreaks	Current Risk Matrix
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Description		COVID 19 infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios			<div>Likelihood</div> <div>Impact</div>
Type of Risk	District	Yes	Category	Very high	Catastrophic
	Strategic	Yes	Risk Score	4	4
	Operational	Yes	Total Score	16	
Potential Effect of Risk	Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion				
Internal Controls	COVID 19 Outbreak Control Plan written, exercised and published online. The plan includes Joint Working Agreements for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board Individuals who were previously on the shielded list and those they live with are supported to isolate. Robust testing and tracing processes including local contact tracing service. Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection. Support for people who need to shield/ self-isolate. Finalising system plan that enable us to manage supply of social care support in line with the social care action plan from hospital discharge to communities All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE Developed and implemented Care Home Action Plan tackle infection rates in care homes, letter to OP Providers circulated. Proactive calls to 90 Care Homes have taken and will continue on a weekly basis, with issues being collated and monitored. Secured 1500 home testing kits, been delivered door to door in areas of highest COVID 19 incidence. Have commissioned community anchor organisations from CABAD, REN, Bevan House, Youth work and neighbourhood wardens to deliver work on engagement, education, access to testing and support to isolate. Programme of communications work underway. Robust health intelligence report produced weekly. Robust programme management processes being implemented ensuring 7 keys reporting from work streams weekly. Bradford District COVID-19 Control Team in place, with a SPOC, actively managing outbreaks in partnership with Public Health England Support businesses to adapt and open safely. Weekly updates including information and advice for schools Support to University of Bradford to develop their COVID 19 outbreak control plan Testing strategy in place.				
Assurance Mechanisms	On-going monitoring of COCOVID 19 cases, admissions and deaths in the District				
Date Reviewed	5-Oct-2020				

Actions / Controls under development	<p>CBMDC staff encouraged and supported to WFH where possible</p> <p>Work underway to understand how residents can access £500 support to isolate if needed</p> <p>Step up activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME Support schools and childcare providers to open safely and continue to support them to operate safely whilst the COVID 19 threat remains.</p> <p>Enhance training and awareness of use of PPE to meet operational priorities</p> <p>Continue existing work with partners on health inequalities, prevention and health improvement.</p>
Managed By	Sarah Muckle
Administered By	Imran Rathore

